FAUQUIER COUNTY, VIRGINIA

ADOPTED BUDGET

Delaplane, Virginia

FISCAL YEAR 2021

FAUQUIER COUNTY BOARD OF SUPERVISORS

Mary Leigh McDaniel
Chair, Marshall District

R. Holder Trumbo, Jr.
Vice Chair, Scott District

Christopher T. Butler
Lee District

Richard R. Gerhardt
Cedar Run District

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Center District

GOVERNMENT FINANCE OFFICERS ASSOCIATION

Distinguished Budget Presentation Award

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Virginia

For the Fiscal Year Beginning

July 1, 2019

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, 2019.

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

Erin M. Kozanecki
Deputy County Administrator

OFFICE OF MANAGEMENT AND BUDGET

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Erin M. Kozanecki – Director
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Dana C. Park – Budget and Management Analyst I
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

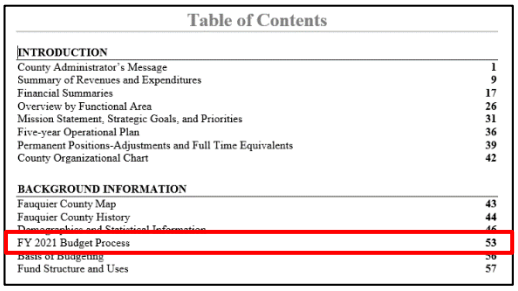
PURPOSE

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.

TABLE OF CONTENTS

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.

For example, if a reader is searching for information on the budget process, he/she could locate "FY 2021 Budget Process" under the "Background Information" section, and find related information on Page 53.



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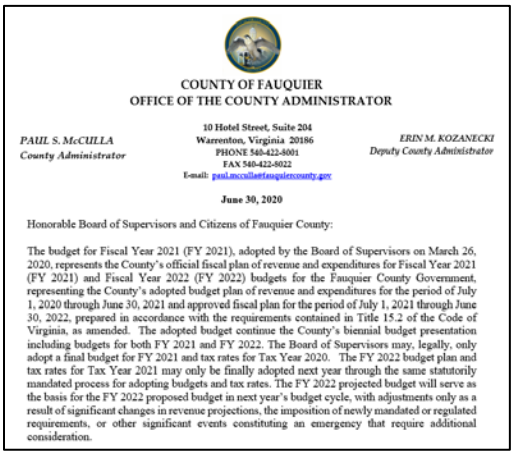
INTRODUCTION



COUNTY OF FAUQUIER
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ERIN M. KOZANECKI
Deputy County Administrator

June 30, 2020

Honorable Board of Supervisors and Citizens of Fauquier County:

The budget for Fiscal Year 2021 (FY 2021), adopted by the Board of Supervisors on March 26, 2020, represents the County's official fiscal plan of revenue and expenditures for Fiscal Year 2021 (FY 2021) and Fiscal Year 2022 (FY 2022) budgets for the Fauquier County Government, representing the County's adopted budget plan of revenue and expenditures for the period of July 1, 2020 through June 30, 2021 and approved fiscal plan for the period of July 1, 2021 through June 30, 2022, prepared in accordance with the requirements contained in Title 15.2 of the Code of Virginia, as amended. The adopted budget continue the County's biennial budget presentation including budgets for both FY 2021 and FY 2022. The Board of Supervisors may, legally, only adopt a final budget for FY 2021 and tax rates for Tax Year 2020. The FY 2022 budget plan and tax rates for Tax Year 2021 may only be finally adopted next year through the same statutorily mandated process for adopting budgets and tax rates. The FY 2022 projected budget will serve as the basis for the FY 2022 proposed budget in next year's budget cycle, 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 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.

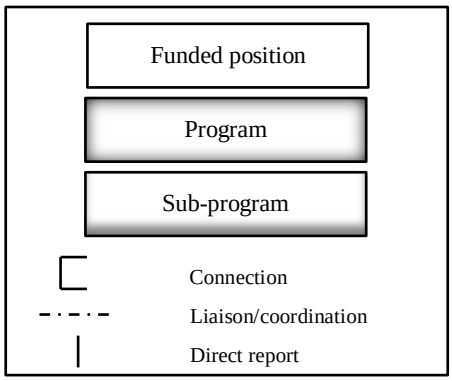
The screenshot to above is the introduction of the County's Administrator's transmittal letter.

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

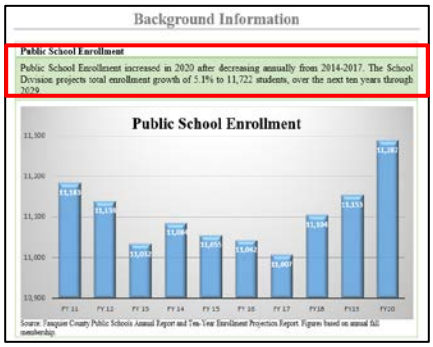
The key to the right provides an overview of relationships, which can be referenced for each organizational chart.



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 2018-2021 Property Tax Rates

Description	Tax Year 2018	Tax Year 2019	Tax Year 2020	Tax Year 2021[1]
Overall Real Estate Tax Rate:	**$0.982**	**$0.994**	**$0.994**	**$0.994**
Real Estate – General	$0.855	$0.855	$0.855	$0.855
Real Estate – Fire & Rescue	$0.121	$0.133	$0.133	$0.133
Real Estate – Conservation Easement District	$0.006	$0.006	$0.006	$0.006
Stormwater Management Fee[2]	$13.640	$13.640	$13.640	$13.640
Marshall Electric Light and Business Improvement District Levy	$0.005	$0.005	$0.005	$0.005
Personal Property – General	$4.650	$4.650	$4.650	$4.650
Personal Property – Fire & Rescue	$0.250	$0.250	$0.250	$0.250
Business Furniture, Fixtures, & Equipment	$2.300	$2.300	$2.300	$2.300
Motor Homes & Campers	$1.500	$1.500	$1.500	$1.500
Motor Vehicle Carriers (30+ Passengers)	$1.000	$1.000	$1.000	$1.000
Mobile Homes	$0.982	$0.994	$0.994	$0.994
Machinery & Tools	$2.300	$2.300	$2.300	$2.300
Aircraft[3]	$0.001	$0.001	$0.001	$0.001
Specially Equipped Handicap Vehicles	$0.050	$0.050	$0.050	$0.050

[1]The Tax Year 2021 rate is based on the Fiscal Year 2022 Proposed Budget and will not be set until spring 2021.
[2]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
[3]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 2020 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 2021. 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 2018 Actual	FY 2019 Actual	FY 2020 Adopted	FY 2021 Adopted	FY 2022 Projected
Expenditure Summary:					
Personnel	$3,158,133	$3,334,094	$3,451,844	$3,472,897	$3,491,977
Operating	192,248	148,574	344,963	344,939	346,273
Capital	0	0	0	0	0
Total	**$3,350,381**	**$3,482,668**	**$3,796,807**	**$3,817,836**	**$3,838,250**
Revenue	$1,363,886	$1,505,707	$1,330,660	$1,297,783	$1,297,783
Net Local Revenue	**$1,986,495**	**$1,976,961**	**$2,466,147**	**$2,520,053**	**$2,540,467**
Full-time Equivalents	**40.53**	**40.53**	**40.53**	**40.00**	**40.00**

For example, if a reader would like to know how many FTEs are funded in FY 2021 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 2018 Actual	FY 2019 Actual	FY 2020 Projected	FY 2021 Projected	FY 2022 Projected
Supplemental appropriations or contingency reserve items	146	114	115	120	120
Budget adjustments	230	208	250	210	210
OMB/Finance trainings facilitated	3	3	4	4	4

Outcome Measures

OUTCOME MEASURES	FY 2018 Actual	FY 2019 Actual	FY 2020 Goal	FY 2021 Goal	FY 2022 Goal
Grants awarded to Fauquier County	64	47	45	45	45
Grant awards actively monitored by OMB	11	12	10	10	10
Benchmarking studies completed	13	12	12	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: $20.6 million. Potential for cash, financing, or grant funding. This does not include grant funding received by the County for tower incentives to provide service to some of the unserved and underserved areas of the County, funded by the Path Foundation.
Adopted CIP Year: Prior Years ($12.6 million) and FY 2021-2022 ($4 million in FY21 and FY 2023). This will include project management personnel; and any necessary engineering, permitting, and improvements.
FY 2021 Budget Impact: $4,000,000, 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 2021 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 2021 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

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ERIN M. KOZANECKI
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June 30, 2020

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During the FY 2021 proposed budget process, the County was faced with the onset of the COVID-19 pandemic and its impacts not only to the health and wellness of our citizens, but also to our employees. From a budgetary standpoint the County was faced with the potential short and long term fiscal impacts of the COVID-19 pandemic. As a result, the Board of Supervisors, within sound financial practices and prudence to the economic impacts faced by our citizenry, directed staff to propose an updated FY 2021 and FY 2022 budget plan with no new tax increases and with revenue adjustments in line with a potential downturn; as well as flat funding levels to County departments, agencies and the School Division to FY 2020 adopted budget levels outside of contractual and mandated increases. In addition, the Board of Supervisors opted to appropriate the FY 2020 adopted budget on a quarterly basis to allow for agile adjustments to the budget if necessary as the overall impacts and costs associated with COVID response were more defined in terms of short-term and long-term fiscal constraints.

This shaped the FY 2021 adopted budget and FY 2022 projected budget, as one that would maintain services at current levels; limit fiscal impact to citizens; and mitigate the need to institute reductions in force and other related workforce reductions that could have the potential to negatively affect the County's economy. Staff will continue to monitor the economic trends, tax collections rates, unemployment factors, and service needs as we continue to navigate the pandemic. As part of the Board of Supervisors' monthly meetings since the onset of the pandemic, staff provided, and will continue to provide, an update as to COVID response, budget impacts, and other funding measures including federal and state response dollars such as the federal CARES Act.

The FY 2021 adopted budget totals $349.0 million, with an overall real estate tax rate of $0.994 per $100 of assessed value, and maintains all tax rates at their Tax Year 2019 levels. As such, the annual tax bill for based on the average residential assessment from the 2018 reassessment of $378,000 will be maintained at $3,770.96 including the County-wide Stormwater Management Fee of $13.64 per year, based on the overall real estate tax rate of $0.994 per $100 of assessed value. The FY 2022 projected budget totals $337.97 million, and maintains all tax rates at their Tax Year 2020 levels.

Tax Rate Change	**Tax Year 2019**	**Tax Year 2020**	**Tax Year 2020 Change**	**Tax Year 2021**	**Tax Year 2021 Change**
Overall Real Estate Tax Rate:	**$0.994**	**$0.994**	**$ 0.000**	**$0.994**	**$ 0.000**
Real Estate – General	$0.855	$0.855	$ 0.000	$0.855	$ 0.000
Real Estate – Fire & Rescue	$0.133	$0.133	$ 0.000	$0.133	$ 0.000
Real Estate – Conservation Easement District	$0.006	$0.006	$ 0.000	$0.006	$ 0.000

Annual Tax Bill Change	**Tax Year 2019**	**Tax Year 2020**	**Tax Year 2020 Change**	**Tax Year 2021**	**Tax Year 2021 Change**
Annual Tax Bill by Assessed Value:	**$0.994**	**$0.994**	**$ 0.000**	**$0.994**	**$ 0.000**
Per $100,000 of assessed value	$994.00	$994.00	$ 0.00	$994.00	$ 0.00
Average Residential Assessment: $378,000	**$3,757.32**	**$3,757.32**	**$ 0.00**	**$3,757.32**	**$ 0.00**

Note: All tax bills also include $13.64 per parcel fee for the County-wide Stormwater Management Fee, but not included in the above amounts.

FY 2021 Adopted and FY 2022 Projected Budget Overview

The FY 2021 adopted and 2022 projected budgets, include only increases that are mandated, previously committed by the BOS in FY 2020, or a contractual increase for programs and services. These actions placed a paused on planned strategic plan initiatives of the Board of Supervisors in the face of an unprecedented economic downturn, while actively responding to the public safety and health citizens with unknown potentials for increased unemployment that would limited personal spending and need for services. The Board of Supervisors knowing the challenges that the County would encounter during the pandemic, placed a pause on all new initiatives and planned strategic plan initiatives to maintain all tax rates. If economic conditions are such during the FY 2022 budget process, the Board committed to revisiting the County's ability to fund those new or planned initiatives included in the County Administrator's initial FY 2021 and FY 2022 proposed budget.

Revenue Updates
Overall revenues projections reflect the potential for an economic downturn based on longer term impacts of the pandemic response on the economy, which could include increased unemployment; a slowdown in consumer spending; and housing market activities. The key areas of impact are the more vulnerable, consumer spending based revenues such as sale tax and personal property. As the County reassesses on a quadrennial basis with the next reassessment effective January 2022, potential impacts to the County's largest revenues source will be known until spring 2021. However, the FY 2021 adopted revenue is projected at a level to mitigate the need for mid-FY 2021 reductions and significant revisions to the FY 2022 budget plan.

- **Real estate** revenue projections maintain a 1% trend line with no assumption of growth in FY 2022, given the four year reassessment period, outside of the trend. The need to adjust further will be monitored following the June 2020 semi-annual tax collection and the December 2020 semi-annual tax collection period.
- **Personal property** projections, in discussions with the Commissioner of the Revenue, are estimated to decline with either limited maintenance of value or reduction in vehicle sales and assets. The assumptions maintain the phase out of incentives, but do not completely eliminate that adjustment since those assets will need to be maintained or replaced for the long-term purposes of the assets. As such the projection assumes a 5% loss in value.
- **Sales tax** has continued to trend up in recent months, however with a long-term downward trend the projections has been updated to reflect a lowered baseline. The updated baseline for FY21 is based on a review of the trend line and monthly average revenue for the last twenty months, in comparison to the 2009/2010 recession trends. As such the projection assumes an 8% reduction of the base average monthly collections.
- **Housing related revenues –** Tax on conveyances and community development building permit revenues has been reduced to reflect a lower number of filings and reduction in building activity on existing properties.
- **Interest Income –** given the instability of the market and drop in interest rates at the timing of the County's budget approval, interest revenue annual growth projections were lowered to 2010 trend levels.

Expenditure Updates
Overall, operating budgets were maintained at their FY 2020 adopted budget level, with the exception of those changes that were previously approved and implemented by action of the Board of Supervisors mid-FY 2020, contractual or formulary funding adjustments, or mandated service or program adjustments. An example of a mandated service delivery adjustment, would be an increase of approximately $520,000 in Social Services budget for mandated foster care and adoption services which is fully offset by federal and state revenues. This adjustment while appearing to be a large increase in the Social Services department budget, also increases revenue by an equal amount of money that is sourced 100% from federal and state revenues and includes no local tax funding.

In addition, departmental personnel budgets reflect increases from FY20 to FY21 related to allocation of the FY20 adopted budget compensation increase, as well as compression and salary scale adjustments allocated from the Non-departmental budget with a related reduction in that budget. These compensation increase were an initiative of the Board's strategic and five-year plan which have been paused until the County has a more balanced view of the fiscal impacts of the pandemic.

- **Proposed new positions –** Only the positions specifically approved by the BOS during mid-FY 2020 have been included in the FY 2021 budget. No other new positions have been included in the budget for FY 2021 or FY 2022.
- **Compensation, Compression, etc. –** The FY 2021 adopted budget and FY 2022 projected budget include **no** form of compensation increase for employees, including the elimination of the second and third year of compression adjustments.
    - *The budget does maintain the annual one-third review or class/compensation adjustment funding, but these monies will not be allocated at the start of the year. These funds will be held as a hedge against additional revenue reductions.*
- **Benefits –** the General Fund and related funds of the County government include the mandated VRS retirement benefit employer contribution increases, a 4% increase in health insurance costs, but does fund the employee portion of the health insurance increase. This is similar to actions taken during 2010, when compensation increases were held the County funded the health insurance increases for staff to at least maintain current compensation. This equates to approximately $40,000, to cover the employee contribution.
- **Operational enhancement –** Department enhancements are limited to those items that were contractual in nature or a mandated adjustment.
- **Public safety staffing –** No new positions have been included for either DFREM or the Sheriff's Office. Subsequent to the adoption of the budget, the County submitted a Staffing for Adequate Fire and Emergency Response (SAFER) grant which if awarded will allow the County to utilize federal funding to implement staffing plan initiatives, while minimizing the impact on local tax funding.
- **Contributions –** All nonprofit contributions are held to the FY 2020 adopted level, with the exception of the Community Services Board, Regional Commission, Health Department, that are funded under a formulary agreement with the State or regional government entity. In addition, no new entities were funded in the budget.
- **Asset Replacement –** The budget includes no increases other than those contractual increases impacting specific funding programs, delayed some planned projects. In FY 2022, there are two funding items included that are one-time in nature:
    - **Registrar –** mandated replacement of voting machines estimated at $308,000
    - **DFREM/VFRA** – new round of ambulance replacement, estimated at $894k, which is intended to be funded out of Fire and Rescue Levy fund balance or capital reserve. The related central supply adjustment for those stations is included in the Fire and Rescue Levy budget.

Local Tax Funding

The following graphic displays how a tax dollar is allocated to County services based on the FY 2021 adopted budget.

FY 2021 Adopted Budget – General Fund Expenditures

General Fund	FY 2020 Adopted	FY 2021 Adopted	FY2020-21 Change($)	FY 2020-21 Change (%)	FY 2022 Projected	FY2021-22 Change($)	FY 2021-22 Change (%)
General Government	$ 15,537,000	$ 16,247,477	$ 710,477	4.57%	$ 16,419,622	$ 172,145	1.06%
Judicial Administration	4,236,081	4,465,211	229,130	5.41%	4,487,637	22,426	0.50%
Public Safety	21,436,144	22,326,476	890,332	4.15%	22,453,743	127,267	0.57%
Public Works	8,290,834	5,654,654	(2,636,180)	-31.80%	5,690,024	35,370	0.63%
Health & Welfare	12,914,870	13,775,251	860,381	6.66%	14,008,810	233,559	1.70%
Culture	6,889,848	7,209,305	319,457	4.64%	7,237,211	27,906	0.39%
Community Development	6,357,779	6,461,629	103,850	1.63%	6,502,235	40,606	0.63%
Non-Departmental	3,346,203	1,722,944	(1,623,259)	-48.51%	1,722,944	-	0.00%
Local Transfers							
Airport Fund	$ 16,000	$ 16,225	$ 225	1.41%	$ 17,656	$ 1,431	8.82%
Capital Improvement Fund	2,122,725	1,255,331	(867,394)	-40.86%	450,000	(805,331)	-64.15%
County Asset Replacement Fund	1,637,532	1,690,410	52,878	3.23%	2,026,665	336,255	19.89%
Debt Service Fund	12,190,559	11,628,777	(561,782)	-4.61%	12,416,950	788,173	6.78%
Environmental Services Fund	1,181,419	5,642,421	4,461,002	377.60%	5,610,383	(32,038)	-0.57%
School Division Operating	93,091,478	93,091,478	-	0.00%	93,091,478	-	0.00%
Utility Fund	100,000	100,000	-	0.00%	100,000	-	0.00%
Total Local Transfers	110,339,713	113,424,642	3,084,929	2.80%	113,713,132	288,490	0.25%
General Fund Total	**$ 189,348,472**	**$ 191,287,589**	**$ 1,939,117**	**1.02%**	**$ 192,235,358**	**$ 947,769**	**0.50%**

Capital Improvement Program Fund and Debt Service Fund

The FY 2021-2025 adopted Capital Improvement Plan (CIP) significantly reduced the projects programmed within FY 2021 and FY 2022, outside of those programs that are annual, recurring allocation for Parks and Recreation, Environmental Services, and hydrogeological studies which combined totals $450,000.

- **Cedar Lee Middle School** – the budget continues to maintain the project and fund the related debt service of approximately $1 million in FY 2022.
  However, the incorporation of this project did necessitate the following:
- **Taylor Middle School –** maintains in FY 2023 design and FY 2024 construction.
- **Central Sports Complex Phase Two and Rappahannock Station –** both of these projects have been moved out to FY 2023.
- **VFRA/DFREM Station projects –** All projects moved out, with Bealeton design beginning in FY 2023.
- **Central Library –** The project is moved out from future years, with a funding complement of 50% private support and 50% local tax funding with first allocation of funding in FY 2023 for design services and permitting. Construction following in FY 2024.
- **Courthouse Renovations –** Assumes no costs until FY 2023.
- **Debt Service –** Assumes no new debt issuances outside of Cedar Lee Middle and Landfill related projects with debt service before FY 2023.
- Capital Improvement Program

The adopted CIP contains a significant cash funding commitment totaling $24.7 million, with $9.5 million anticipated from General Fund contribution and $15.2 million from non-General Fund sources, including donations and agency specific funds. The $24.07 million in cash funding equates to approximately 23.1% of total appropriations over the course of the five-year planning period, with 38.3% from General Fund sources and 61.7% sourced from non-General Fund sources primarily for the School Division and Library projects. The General Fund cash component is anticipated to be fully funded in the FY 2020 adopted budget transfer to the CIP Fund. The remaining $82.2 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 $7.7 million from FY 2020 to FY 2025, 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 8.6% in FY 2025.

School Division

The FY 2021 and 2022 revised budget proposal provides level funding for the School Division local transfer allocation from the General Fund to the School Division Operating Fund, to the FY 2020 adopted budget amount of $93,091,478, in accordance to the Board of Supervisors' overall funding levels for these budget years.

For the FY 2021 Adopted Budget, the School Division's Operating Fund totals $151,996,708, a $3.71 million increase over the FY 2020 Adopted Budget, with the local transfer remaining flat at $93,091,478 as a result of a no tax increase in response to the COVID-19 pandemic. The School Division anticipates an increase of approximately $3.95 million from the State, of which $2.43 million is a result of the Local Composite Index re-benchmarking from .6114 to .5879, and an approximate $270,000 decrease in the Federal funded Title VI-B program. The local support of the FY 2021 School Division's operating budget is projected to fund 65.25% of total expenditures including consolidated services within the General Fund and debt service costs funded in the Debt Service Fund.

The FY 2022 Projected Budget, the School Division's Operating Fund totals $156,862,056, primarily funded through a $4.87 million increase in State revenue, of which $2.32 million is a result of the Local Composite Index re-benchmarking. The local support of the FY 2022 School Division's operating budget is projected to fund 63.55% of total expenditures.

Summary, and Future Strategic and Financial Planning

As the County navigates the pandemic it will face many opportunities and challenges. We will learn from these experiences to strength our programs and services provided to the community as well as develop and refine our Strategic and Five-Year Plans. As such the County, originally slated to update our strategic and five-year plans spring 2020, has placed a paused on these updates to have a greater understanding of how the pandemic will impact our community over the longer term. When the Board of Supervisors originally approved both the strategic plan and financial plan, they do so with an effort to ensure that in the face of economic, health, or social challenges we could adapt to those needs during the short-term and long-term. The Board of Supervisors is committed to revising the current budget plan, strategic plan, and five-year plan when we have a greater understanding of the financial implications of COVID to our community. Currently, economic trends in the community are positive. However, the lingering effects of the pandemic may not be seen in the community until later into calendar year 2020 and 2021.

Acknowledgements

The FY 2021 adopted budget was a challenge in the face in the first pandemic faced by all in modern times. As a County, we are committed to being responsive to our community needs. The commitment of staff has been essential to the support to our citizens and our ability to respond during COVID. I am especially appreciative of the efforts of all our staff during this time to step in where needed, support their fellow workers and community members. The efforts were also essential during the finalization of our budget during the onset of COVID, whereby we had to shift course with great input from our departments and constitutional offices including the Office of Management and Budget, Commissioner of the Revenue, Treasurer's Office, Finance Department, Human Resources Department, Information Technology, and General Services Department.

Sincerely,

Paul S. McCulla
County Administrator

Summary of Revenues and Expenditures

FY 2021-2022 Adopted Revenue by Fund

General Fund	FY 2020 Adopted	FY 2021 Adopted	FY 2020-21 Change($)	FY 2020-21 Change (%)	FY 2022 Adopted	FY 2021-22 Change($)	FY 2021-22 Change (%)
General Property Taxes	$ 135,794,188	$ 137,696,854	$ 1,902,666	1.40%	$ 138,619,846	$ 922,992	0.67%
Other Local Taxes	17,095,328	16,412,000	(683,328)	-4.00%	16,417,000	5,000	0.03%
Permits, Fees & Licenses	1,420,560	1,339,843	(80,717)	-5.68%	1,335,408	(4,435)	-0.33%
Fines and Forfeitures	503,000	511,000	8,000	1.59%	511,000	-	0.00%
Use of Money & Property	786,936	786,101	(835)	-0.11%	791,721	5,620	0.71%
Charges for Services	921,383	919,779	(1,604)	-0.17%	919,779	-	0.00%
Miscellaneous/Recovered Costs	570,845	558,680	(12,165)	-2.13%	568,580	9,900	1.77%
State Revenue	27,901,570	28,346,892	445,322	1.60%	28,346,878	(14)	0.00%
Federal Revenue	2,889,443	3,251,221	361,778	12.52%	3,259,927	8,706	0.27%
Intergovernmental Revenue	477,522	477,522	-	0.00%	477,522	-	0.00%
Use of Fund Balance	987,697	987,697	-	0.00%	987,697	-	0.00%
General Fund Total	**$ 189,348,472**	**$ 191,287,589**	**$ 1,939,117**	**1.02%**	**$ 192,235,358**	**$ 947,769**	**0.50%**
School Division Funds							
School Division Operating Fund	$ 148,285,310	$ 151,996,708	$ 3,711,398	2.50%	$ 152,544,679	$ 547,971	0.36%
School Nutrition Fund	5,786,346	6,140,346	354,000	6.12%	6,427,289	286,943	4.67%
School Textbook Fund	1,102,757	1,170,784	68,027	6.17%	1,170,784	-	0.00%
School Asset Replacement Fund	3,709,535	4,357,031	647,496	17.45%	4,632,031	275,000	6.31%
Regional Governor's School Fund	1,695,849	1,699,879	4,030	0.24%	1,705,592	5,713	0.34%
School Division Funds Total	**$ 160,579,797**	**$ 165,364,748**	**$ 4,784,951**	**2.98%**	**$ 166,480,375**	**$ 1,115,627**	**0.67%**
Other Funds							
Airport Fund	$ 732,851	$ 738,019	$ 5,168	0.71%	$ 739,450	$ 1,431	0.19%
Ambulance Revenue Recovery Fund	1,482,055	1,527,015	44,960	3.03%	1,570,305	43,290	2.83%
Capital Improvement Fund	8,122,725	21,991,700	13,868,975	170.74%	4,440,830	(17,550,870)	-79.81%
Conservation Easement Service District Fun	871,758	875,290	3,532	0.41%	880,009	4,719	0.54%
County Asset Replacement Fund	1,875,092	1,719,410	(155,682)	-8.30%	3,071,850	1,352,440	78.66%
Debt Service Fund	13,116,310	13,255,795	139,485	1.06%	14,039,165	783,370	5.91%
Environmental Services Fund	6,250,625	8,159,696	1,909,071	30.54%	8,294,010	134,314	1.65%
Fire and Rescue Levy Fund	19,547,247	18,894,137	(653,110)	-3.34%	19,896,376	1,002,239	5.30%
Fleet Maintenance Fund	3,517,988	3,533,461	15,473	0.44%	3,542,853	9,392	0.27%
Health Insurance Fund	35,545,564	35,798,972	253,408	0.71%	37,202,374	1,403,402	3.92%
Other Funds Total	**$ 91,062,215**	**$ 106,493,495**	**$ 15,431,280**	**16.95%**	**$ 93,677,222**	**$ (12,816,273)**	**-12.03%**
Total All Funds	**$ 440,990,484**	**$ 463,145,832**	**$ 22,155,348**	**5.02%**	**$ 452,392,955**	**$ (10,752,877)**	**-2.32%**
Less Transfers	(110,239,713)	(114,134,466)	(3,894,753)	3.53%	(114,419,863)	(285,397)	0.25%
Total Appropriations	**$ 330,750,771**	**$ 349,011,366**	**$ 18,260,595**	**5.52%**	**$ 337,973,092**	**$ (11,038,274)**	**-3.16%**

Summary of Revenues and Expenditures

FY 2021-2022 Adopted Expenditures by Fund

General Fund	FY 2020 Adopted	FY 2021 Adopted	FY2020-21 Change($)	FY 2020-21 Change (%)	FY 2022 Adopted	FY2021-22 Change($)	FY 2021-22 Change (%)
General Government	$ 15,537,000	$ 16,247,477	$ 710,477	4.57%	$ 16,419,622	$ 172,145	1.06%
Judicial Administration	4,236,081	4,465,211	229,130	5.41%	4,487,637	22,426	0.50%
Public Safety	21,436,144	22,326,476	890,332	4.15%	22,453,743	127,267	0.57%
Public Works	8,290,834	5,654,654	(2,636,180)	-31.80%	5,690,024	35,370	0.63%
Health & Welfare	12,914,870	13,775,251	860,381	6.66%	14,008,810	233,559	1.70%
Culture	6,889,848	7,209,305	319,457	4.64%	7,237,211	27,906	0.39%
Community Development	6,357,779	6,461,629	103,850	1.63%	6,502,235	40,606	0.63%
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School Division Operating	93,091,478	93,091,478	-	0.00%	93,091,478	-	0.00%
Utility Fund	100,000	100,000	-	0.00%	100,000	-	0.00%
Total Local Transfers	110,339,713	113,424,642	3,084,929	2.80%	113,713,132	288,490	0.25%
General Fund Total	**$ 189,348,472**	**$ 191,287,589**	**$ 1,939,117**	**1.02%**	**$ 192,235,358**	**$ 947,769**	**0.50%**
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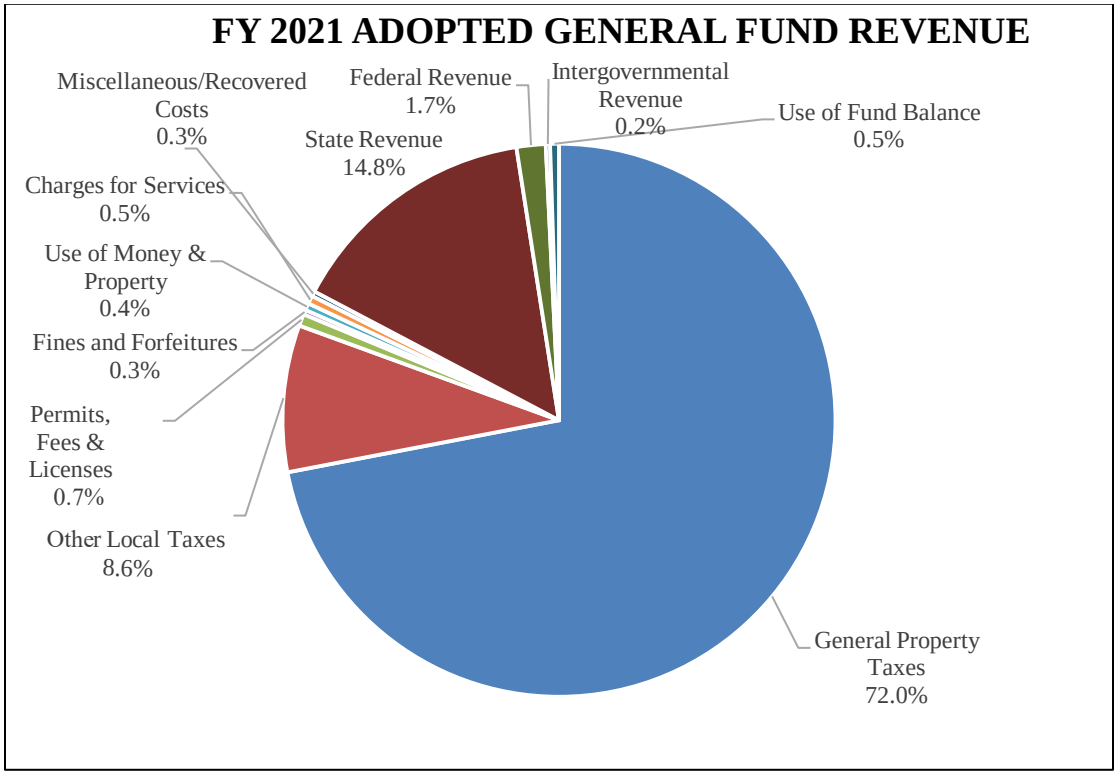
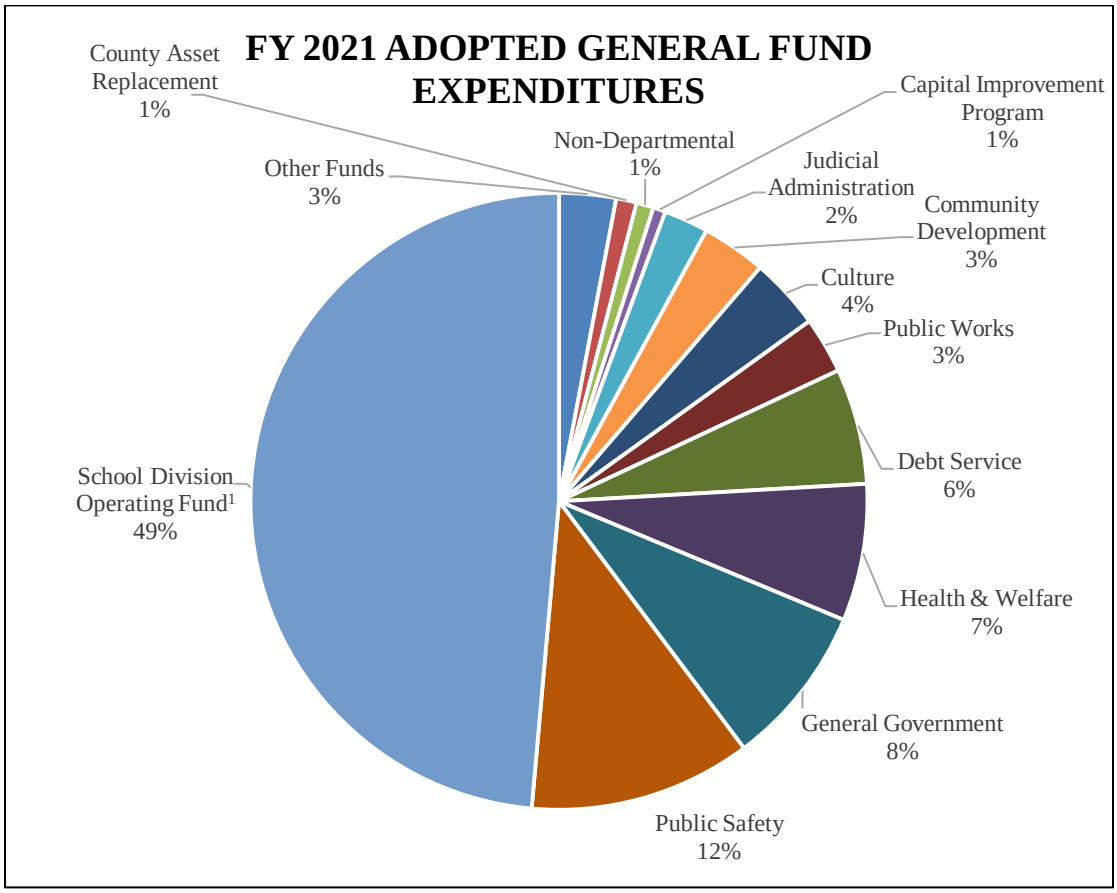
Other Funds Total	**$ 91,062,215**	**$ 106,493,495**	**$ 15,431,280**	**16.95%**	**$ 93,677,222**	**$ (12,816,273)**	**-12.03%**
Total All Funds	**$ 440,990,484**	**$ 463,145,832**	**$ 22,155,348**	**5.02%**	**$ 452,392,955**	**$ (10,752,877)**	**-2.32%**
Less Transfers	$ (110,239,713)	$ (114,134,466)	$ (3,894,753)	3.53%	$ (114,419,863)	$ (285,397)	0.25%
Total Appropriations	**$ 330,750,771**	**$ 349,011,366**	**$ 18,260,595**	**5.52%**	**$ 337,973,092**	**$ (11,038,274)**	**-3.16%**

Summary of Revenues and Expenditures





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

Summary of Revenues and Expenditures

FY 2021 Adopted-FY 2022 Projected Budget General Fund Expenditure Summary

Department	FY 2020 Adopted	FY 2021 Adopted	FY 2020-21 Change ($)	FY 2020-21 Change (%)	FY 2022 Projected	FY 2021-22 Change ($)
General Government						
Board of Supervisors	$ 293,621	$ 296,300	$ 2,679	0.91%	$ 296,777	$ 477
Commissioner of the Revenue	1,666,013	1,709,428	43,415	2.61%	1,719,922	10,494
County Administration	986,538	1,023,348	36,810	3.73%	1,027,678	4,330
County Attorney	817,183	887,911	70,728	8.66%	891,355	3,444
Finance	1,540,694	1,629,481	88,787	5.76%	1,637,068	7,587
Geographic Info Systems	366,019	348,304	(17,715)	-4.84%	350,212	1,908
Human Resources	3,014,078	3,252,848	238,770	7.92%	3,345,296	92,448
Independent Auditor	210,895	189,375	(21,520)	-10.20%	196,410	7,035
Information Technology	4,178,679	4,372,546	193,867	4.64%	4,405,520	32,974
Management & Budget	593,307	615,960	22,653	3.82%	618,345	2,385
Registrar	483,047	493,359	10,312	2.13%	494,790	1,431
Treasurer	1,386,926	1,428,617	41,691	3.01%	1,436,249	7,632
Subtotal, Gen Government	**$ 15,537,000**	**$ 16,247,477**	**$ 710,477**	**4.57%**	**$ 16,419,622**	**$ 172,145**
Judicial Administration						
Adult Court Services	$ 1,027,856	$ 1,088,485	$ 60,629	5.90%	$ 1,094,279	$ 5,794
Circuit Court	140,382	142,363	1,981	1.41%	143,340	977
Clerk of the Circuit Court	1,302,257	1,379,666	77,409	5.94%	1,387,576	7,910
Commissioner of Accounts	15,600	15,600	-	0.00%	15,600	-
Commonwealth's Attorney	1,611,787	1,666,431	54,644	3.39%	1,674,176	7,745
General District Court	32,700	32,700	-	0.00%	32,700	-
Juv & Dom Relations Court	17,726	17,726	-	0.00%	17,726	-
Public Defender's Office	-	34,467	34,467	n/a	34,467	-
Magistrates	87,773	87,773	-	0.00%	87,773	-
Subtotal, Judicial Admin	**$ 4,236,081**	**$ 4,465,211**	**$ 229,130**	**5.41%**	**$ 4,487,637**	**$ 22,426**
Public Safety						
Fire, Rescue & Emergency Mgmt.						
Juvenile Detention & Probation	$ 309,532	$ 309,532	$ -	0.00%	$ 309,532	$ -
Sheriff's Office	21,126,612	22,016,944	890,332	4.21%	22,144,211	127,267
Subtotal, Public Safety	**$ 21,436,144**	**$ 22,326,476**	**$ 890,332**	**4.15%**	**$ 22,453,743**	**$ 127,267**
Public Works						
Env Services (Conv Sites)[1]	$ 2,780,204	$ -	$ (2,780,204)	-100.00%	$ -	$ -
General Services	5,510,630	5,654,654	144,024	2.61%	5,690,024	35,370
Subtotal, Public Works	**$ 8,290,834**	**$ 5,654,654**	**$ (2,636,180)**	**-31.80%**	**$ 5,690,024**	**$ 35,370**

Summary of Revenues and Expenditures

FY 2021 Adopted-FY 2022 Projected Budget General Fund Expenditure Summary

Department	FY 2020 Adopted	FY 2021 Adopted	FY 2020-21 Change ($)	FY 2020-21 Change (%)	FY 2022 Projected	FY 2021-22 Change ($)	FY 2021-22 Change (%)
Health & Welfare							
Community Services Board	$ 489,482	$ 619,438	$ 129,956	26.55%	$ 791,431	$ 171,993	27.77%
Public Health	616,995	627,086	10,091	1.64%	638,750	11,664	1.86%
Social Services	11,808,393	12,528,727	720,334	6.35%	12,578,629	49,902	0.40%
Subtotal, Health & Welfare	**$ 12,914,870**	**$ 13,775,251**	**$ 860,381**	**6.66%**	**$ 14,008,810**	**$ 233,559**	**1.70%**
Culture							
Library	$ 2,555,601	$ 2,652,583	$ 96,982	3.85%	$ 2,664,074	$ 11,491	0.43%
Lord Fairfax Comm College	75,197	77,475	2,278	3.23%	77,475	-	0.00%
Parks & Recreation	4,259,050	4,479,247	220,197	5.30%	4,495,662	16,415	0.37%
Subtotal, Culture	**$ 6,889,848**	**$ 7,209,305**	**$ 319,457**	**4.64%**	**$ 7,237,211**	**$ 27,906**	**0.39%**
Community Development							
Agriculture Development	$ 71,647	$ 73,631	$ 1,984	2.90%	$ 73,789	$ 158	0.21%
Community Development	3,796,807	3,817,836	21,029	0.56%	3,838,250	20,414	0.53%
Contributions	1,095,202	1,090,412	(4,790)	-0.44%	1,093,017	2,605	0.24%
Cooperative Extension	162,418	219,464	57,046	35.35%	228,106	8,642	3.94%
Economic Development	917,728	930,184	12,456	1.37%	938,971	8,787	0.94%
John Marshall SWCD	162,346	178,471	16,125	10.06%	178,471	-	0.00%
Planning Commission/BZA	151,631	151,631	-	0.00%	151,631	-	0.00%
Subtotal, Comm Develop	**$ 6,357,779**	**$ 6,461,629**	**$ 103,850**	**1.63%**	**$ 6,502,235**	**$ 40,606**	**0.63%**
Non-Departmental	$ 3,346,203	$ 1,722,944	$ (1,623,259)	-48.51%	$ 1,722,944	$ -	0.00%
Subtotal, Non-Departmental	**$ 3,346,203**	**$ 1,722,944**	**$ (1,623,259)**	**-48.51%**	**$ 1,722,944**	**$ -**	**0.00%**
Transfers							
Airport Fund	$ 16,000	$ 16,225	$ 225	1.41%	$ 17,656	$ 1,431	8.82%
Capital Improvement Fund	2,122,725	1,255,331	(867,394)	-40.86%	450,000	(805,331)	-64.15%
County Asset Replacement Fund	1,637,532	1,690,410	52,878	3.23%	2,026,665	336,255	19.89%
Debt Service Fund	12,190,559	11,628,777	(561,782)	-4.61%	12,416,950	788,173	6.78%
Environmental Services Fund	1,181,419	5,642,421	4,461,002	377.60%	5,610,383	(32,038)	-0.57%
School Division Operating	93,091,478	93,091,478	-	0.00%	93,091,478	-	0.00%
Utility Fund	100,000	100,000	-	0.00%	100,000	-	0.00%
Subtotal, Transfers	**$ 110,339,713**	**$ 113,424,642**	**$ 3,084,929**	**2.80%**	**$ 113,713,132**	**$ 288,490**	**0.25%**
Total, General Fund	**$ 189,348,472**	**$ 191,287,589**	**$ 1,939,117**	**1.02%**	**$ 192,235,358**	**$ 947,769**	**0.50%**

[1] In FY 2020, the Board of Supervisors approved the movement of all Enviromental Service related costs back into the Environmental Services Fund. As such, the budget line item for Convenient Sites is no longer presented in the General Fund beginning with the FY 2021 Adopted Budget.

Summary of Revenues and Expenditures

FY 2021 Adopted Local Tax Funding Summary

Functional Area	FY 2021 Expenditures	FY 2021 Revenue	FY 2021 Net Local Funding	% of Total Local Funding
General Fund Supported Programs				
County Operational Funding				
General Government	$ 14,862,323	$ 1,195,395	$ 13,666,928	7.95%
Community/Ag/Econ Devo	5,471,217	1,354,485	4,116,732	2.39%
Contributory Agencies	2,360,411	4,000	2,356,411	1.37%
Env Services - Conv.Sites	-	-	-	0.00%
General Services	1,696,396	74,370	1,622,026	0.94%
Judicial Administration	4,465,211	3,452,674	1,012,537	0.59%
Library	2,652,583	254,399	2,398,184	1.39%
Parks and Recreation	4,479,247	497,737	3,981,510	2.32%
Sheriff's Office	22,016,944	5,422,984	16,593,960	9.65%
Social Services	9,219,329	6,044,452	3,174,877	1.85%
Airport Fund	738,019	721,794	16,225	0.01%
Env Services Fund	8,159,696	2,517,275	5,642,421	3.28%
Subtotal, Government Operations	**$ 76,121,376**	**$ 21,539,565**	**$ 54,581,811**	**31.74%**
Asset Replacement Fund				
Environmental Services	$ 195,000	$ -	$ 195,000	0.11%
Fire and Rescue Services	-	-	-	0.00%
Government Wide Services	774,000	-	774,000	0.45%
Judicial Administration	29,000	29,000	-	0.00%
Parks and Recreation	150,000	-	150,000	0.09%
Sheriff's Office	571,410	-	571,410	0.33%
Subtotal, County Asset Replacement	**$ 1,719,410**	**$ 29,000**	**$ 1,690,410**	**0.98%**
Capital Improvement Fund				
Airport Fund	$ -	$ -	$ -	$ -
Fire and Rescue Services	-	-	-	0.00%
Judicial Administration	-	-	-	0.00%
Environmental Services	$ 50,000	$ -	$ 50,000	0.03%
Parks and Recreation	200,000	-	200,000	0.12%
Government Wide	-	-	-	0.00%
Utilities/Infrastructure	4,200,000	3,817,139	382,861	0.22%
Subtotal, County Capital Improvement	**$ 4,450,000**	**$ 3,817,139**	**$ 632,861**	**0.37%**
Debt Service Fund				
Parks and Recreation	$ 646,166	$ -	$ 646,166	0.38%
Environmental Services	-	-	-	0.00%
Fire and Rescue Services	891,854	-	891,854	0.52%
Judicial Administration	-	-	-	0.00%
Sheriff's Office	848,267	-	848,267	0.49%
Utilities/Infrastructure	1,033,809	-	1,033,809	0.60%
Subtotal, County Debt Service	**$ 3,420,096**	**$ -**	**$ 3,420,096**	**1.99%**
Subtotal, General Fund Support-County	**$ 84,937,598**	**$ 25,385,704**	**$ 59,551,894**	**34.63%**
Subtotal, Fire and Rescue Levy Support	**$ 773,284**	**$ -**	**$ 773,284**	**0.45%**

Summary of Revenues and Expenditures

FY 2021 Adopted Local Tax Funding Summary

Functional Area	FY 2021 Expenditures	FY 2021 Revenue	FY 2021 Net Local Funding	% of Total Local Funding
School Division				
School Division Operating Fund	$ 151,996,708	$ 58,905,230	$ 93,091,478	54.1%
School Division Share Consolidated Services	10,739,286	2,187,765	8,551,521	4.97%
School Nutrition Fund	6,140,346	6,140,346	-	0.00%
School Textbook Fund	1,170,784	1,170,784	-	0.00%
Regional Governor's School Fund	1,699,879	1,699,879	-	0.00%
School Asset Replacement Fund	4,357,031	4,357,031	-	0.00%
Capital Improvements	17,541,700	15,748,200	1,793,500	1.04%
Debt Service	9,835,699	853,732	8,981,967	5.22%
Subtotal, General Fund Support-Schools	**$ 203,481,433**	**$ 91,062,967**	**$ 112,418,466**	**65.37%**
Total, General Fund Support	**$ 288,419,031**	**$ 116,448,671**	**$ 171,970,360**	**90.50%**
Internal Service Funds				
Fleet Maintenance Fund	$ 3,533,461	$ 3,533,461	$ -	0.00%
Health Insurance Fund	35,798,972	35,762,972	36,000	0.02%
Subtotal, Internal Service Funds	**$ 39,332,433**	**$ 39,296,433**	**$ 36,000**	0.02%
Special Revenue Funds				
Fire and Rescue Levy Fund	$ 18,084,313	$ 1,605,264	$ 16,479,049	8.67%
Conservation Easement	875,290	115,000	760,290	0.40%
Ambulance Revenue Recovery Fund	1,527,015	1,527,015	-	0.00%
Subtotal, Special Revenue Funds	**$ 20,486,618**	**$ 3,247,279**	**$ 17,239,339**	**9.07%**
Total Appropriations	**$ 349,011,366**	**$ 158,992,383**	**$ 190,018,983**	**100.00%**

Summary of Revenues and Expenditures

FY 2022 Adopted Local Tax Funding Summary

Functional Area	FY 2022 Expenditures	FY 2022 Revenue	FY 2022 Net Local Funding	% of Total Local Funding
General Fund Supported Programs				
County Operational Funding				
General Government	$ 14,964,442	$ 1,267,552	$ 13,696,890	7.96%
Community/Ag/Econ Devo	5,509,218	1,360,105	4,149,113	2.41%
Contributory Agencies	2,546,673	4,000	2,542,673	1.48%
Env Services - Conv.Sites	-	-	-	0.00%
General Services	1,707,007	74,370	1,632,637	0.95%
Judicial Administration	4,487,637	3,463,017	1,024,620	0.60%
Library	2,664,074	254,399	2,409,675	1.40%
Parks and Recreation	4,495,662	497,737	3,997,925	2.32%
Sheriff's Office	22,144,211	5,346,638	16,797,573	9.77%
Social Services	9,268,897	6,053,158	3,215,739	1.87%
Airport Fund	739,450	721,794	17,656	0.01%
Env Services Fund	8,294,010	2,683,627	5,610,383	3.26%
Subtotal, Government Operations	**$ 76,821,281**	**$ 21,726,397**	**$ 55,094,884**	**90.97%**
Asset Replacement Fund				
Environmental Services	$ 225,000	$ -	$ 225,000	0.13%
Fire and Rescue Services	893,637	893,637	-	0.00%
Government Wide Services	1,080,255	-	1,080,255	0.63%
Judicial Administration	29,000	29,000	-	0.00%
Parks and Recreation	150,000	-	150,000	0.09%
Sheriff's Office	693,958	122,548	571,410	0.33%
Subtotal, County Asset Replacement	**$ 3,071,850**	**$ 1,045,185**	**$ 2,026,665**	**3.35%**
Capital Improvement Fund				
Airport Fund	$ -	$ -	$ -	0.00%
Fire and Rescue Services	-	-	-	0.00%
Judicial Administration	-	-	-	0.00%
Environmental Services	$ 50,000	$ -	$ 50,000	0.03%
Parks and Recreation	200,000	-	200,000	0.12%
Government Wide		-	-	0.00%
Utilities/Infrastructure	200,000	-	200,000	0.12%
Subtotal, County Capital Improvement	**$ 450,000**	**$ -**	**$ 450,000**	**0.74%**
Debt Service Fund				
Parks and Recreation	$ 646,175	$ -	$ 646,175	0.38%
Environmental Services	620,549	-	620,549	0.36%
Fire and Rescue Services	857,687	-	857,687	0.50%
Sheriff's Office	848,268	-	848,268	0.49%
Utilities/Infrastructure	789,237	-	789,237	0.46%
Subtotal, County Debt Service	**$ 3,761,916**	**$ -**	**$ 3,761,916**	**6.21%**
Subtotal, General Fund Support-County	**$ 82,440,679**	**$ 21,877,945**	**$ 60,562,734**	**31.85%**
Subtotal, Fire and Rescue Levy Support	**$ 1,664,368**	**$ 893,637**	**$ 770,731**	**0.45%**

Summary of Revenues and Expenditures

FY 2022 Adopted Local Tax Funding Summary

Functional Area	FY 2022 Expenditures	FY 2022 Revenue	FY 2022 Net Local Funding	% of Total Local Funding
School Division				
School Division Operating Fund	$ 152,544,679	$ 59,453,201	$ 93,091,478	54.1%
School Division Share Consolidated Services	10,834,403	2,187,765	8,646,638	5.03%
School Nutrition Fund	6,427,289	6,427,289	-	0.00%
School Textbook Fund	1,170,784	1,170,784	-	0.00%
Regional Governor's School Fund	1,705,592	1,705,592	-	0.00%
School Asset Replacement Fund	4,632,031	4,632,031	-	0.00%
Capital Improvements	3,990,830	3,990,830	-	0.00%
Debt Service	10,277,248	851,483	9,425,765	5.48%
Subtotal, General Fund Support-Schools	**$ 191,582,856**	**$ 80,418,975**	**$ 111,163,881**	**64.73%**
Total, General Fund Support	**$ 274,023,535**	**$ 102,296,920**	**$ 171,726,615**	**90.31%**
Internal Service Funds				
Fleet Maintenance Fund	$ 3,542,853	$ 3,542,853	$ -	0.00%
Health Insurance Fund	37,202,376	37,166,376	36,000	0.02%
Subtotal, Internal Service Funds	**$ 40,745,229**	**$ 40,709,229**	**$ 36,000**	0.02%
Special Revenue Funds				
Fire and Rescue Levy Fund	$ 19,089,646	$ 2,229,956	$ 16,859,690	8.87%
Conservation Easement	880,009	115,000	765,009	0.40%
Ambulance Revenue Recovery Fund	1,570,305	1,570,305	-	0.00%
Subtotal, Special Revenue Funds	**$ 21,539,960**	**$ 3,915,261**	**$ 17,624,699**	**9.27%**
Total Appropriations	**$ 337,973,092**	**$ 147,815,047**	**$ 190,158,045**	**100.00%**

Financial Summaries

All Funds

	FY 2018 Actual	FY 2019 Actual	FY 2020 Budget	FY 2020 Projected	FY 2021 Budget
Revenue					
General Property Taxes	$142,087,015	$151,399,272	$153,477,290	$155,279,873	$155,550,736
Other Local Taxes	16,506,576	17,150,014	17,095,328	17,821,392	16,412,000
Permits, Licenses & Fees	1,493,770	1,819,170	1,440,560	1,534,480	1,359,843
Fines & Forfeitures	660,274	505,326	503,000	338,058	511,000
Use of Money & Property	1,067,648	9,945,352	1,489,276	1,981,304	1,150,581
Charges for Services	43,352,770	45,037,060	45,507,902	69,461,090	48,398,641
Miscellaneous Revenue	4,184,022	7,695,856	4,048,565	5,692,233	4,469,542
Recovered Costs	1,585,304	1,804,120	1,295,109	1,472,762	1,296,409
Intergovernmental Revenue	91,338,321	91,720,690	92,085,947	97,128,606	93,605,959
Other Financing Sources	122,598,225	143,594,701	122,627,775	144,321,528	140,865,659
Total Revenue	$424,873,925	$470,671,561	$439,570,752	$495,031,326	$463,620,370
Expenditures					
Personnel	$210,737,395	$223,461,891	$235,901,860	$260,249,945	$239,888,732
Operating	33,825,053	37,358,074	45,060,431	38,018,404	47,401,735
Capital	16,320,648	23,896,687	7,727,627	34,667,891	24,054,217
Other Charges	22,555,757	22,831,114	18,635,588	20,780,017	18,188,596
Other Use of Funds	130,976,536	143,928,714	133,641,405	153,108,099	135,209,101
Total Expenditures	$414,415,389	$449,476,480	$440,966,911	$506,824,356	$464,742,381
Net Change in Fund Balance	10,458,536	21,195,081	(1,396,159)	(11,793,029)	(1,122,011)
Fund Balance, July 1	$97,414,702	$107,873,238	$129,068,319	$129,068,319	$117,275,290
Fund Balance, June 30	$107,873,238	$129,068,319	$127,672,160	$117,275,290	$116,153,279

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 2018 Actual	FY 2019 Actual	FY 2020 Budget	FY 2020 Projected	FY 2021 Budget
Revenue					
General Property Taxes	$134,355,014	$134,777,825	$135,794,188	$137,126,550	$137,696,854
Other Local Taxes	16,506,576	17,150,014	17,095,328	17,821,392	16,412,000
Permits, Licenses & Fees	1,475,745	1,799,330	1,420,560	1,515,135	1,339,843
Fines & Forfeitures	656,961	505,326	503,000	338,058	511,000
Use of Money & Property	736,583	1,215,846	786,936	1,116,012	786,101
Charges for Services	989,606	1,018,441	921,383	698,525	919,779
Miscellaneous Revenue	626,961	325,338	468,345	493,578	454,880
Recovered Costs	402,413	364,013	102,500	280,153	103,800
Intergovernmental Revenue	30,709,245	30,156,587	30,791,013	30,309,615	,31,598,113
Other Financing Sources	2,575,040	497,731	477,522	416,087	477,522
Total Revenue	$189,034,144	$187,810,451	$188,360,775	$190,115,105	$190,299,892
Expenditures					
Personnel	$54,171,082	$48,184,490	$49,128,906	$50,188,208	$50,688,055
Operating	11,778,626	11,178,174	12,334,122	10,114,591	11,811,389
Capital	413,316	205,576	113,612	213,820	88,612
Other Charges	13,907,311	13,886,116	14,725,829	13,255,752	14,239,643
Other Use of Funds	108,168,925	113,055,761	113,046,003	120,875,760	114,459,890
Total Expenditures	$188,439,260	$186,510,117	$189,348,472	$194,648,131	$191,287,589
Net Change in Fund Balance	594,884	1,300,334	(987,697)	(4,533,026)	(987,697)
Fund Balance, July 1	$30,300,034	$30,894,918	$32,195,252	$32,195,252	$27,662,226
Fund Balance, June 30	$30,894,918	$32,195,252	$31,207,555	$27,662,226	$26,674,529

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 2018 Actual	FY 2019 Actual	FY 2020 Budget	FY 2020 Projected	FY 2021 Budget
Revenue					
General Property Taxes	$ -	$ -	$ -	$ -	$ -
Other Local Taxes	-	-	-	-	-
Permits, Licenses & Fees	-	-	-	-	-
Fines & Forfeitures	-	-	-	-	-
Use of Money & Property	-	-	-	-	-
Charges for Services	612,558	-	-	-	-
Miscellaneous Revenue	1,234,101	2,135,309	2,575,412	1,825,265	2,600,820
Recovered Costs	3,783	17.777	-	-	-
Intergovernmental Revenue	50,327,032	51,228,681	52,618,420	51,160,999	56,304,410
Other Financing Sources	85,169,711	89,243,899	93,091,478	94,956,288	93,091,478
Total Revenue	$137,347,185	$142,625,666	$148,285,310	$147,942,552	$151,996,708
Expenditures					
Personnel	$120,328,035	$124,711,141	$131,758,066	$131,758,066	$132,729,616
Operating	8,408,784	8,221,829	13,054,380	12,005,235	14,895,496
Capital	209,173	130,869	67,280	27,437	94,728
Other Charges	5,126,870	5,134,988	-	-	-
Other Use of Funds	3,221,244	3,294,999	3,405,584	4,151,814	4,276,868
Total Expenditures	$137,294,106	$141,493,826	$148,285,310	$147,942,552	$151,996,708
Net Change in Fund Balance	53,079	1,131,840	-	-	-
Fund Balance, July 1	$435,682	$488,747	$1,620,587	$1,620,587	$1,620,587
Fund Balance, June 30	$488,747	$1,620,587	$1,620,587	$1,620,587	$1,620,587

Fire and Rescue Levy Fund

	FY 2018 Actual	FY 2019 Actual	FY 2020 Budget	FY 2020 Projected	FY 2021 Budget
Revenue					
General Property Taxes	$7,035,310	$15,869,758	$16,926,344	$17,357,520	$17,088,873
Other Local Taxes	-	-	-	-	-
Permits, Licenses & Fees	-	-	-		-
Fines & Forfeitures	-	-	-	-	-
Use of Money & Property	93,358	277,314	200,000	88,500	200,000
Charges for Services	-	-	-	-	-
Miscellaneous Revenue	24,173	135,059	5,000	1,500	5,000
Recovered Costs	27,765	273,915	-	-	-
Intergovernmental Revenue	264,185	1,209,510	877,946	673,474	593,856
Other Financing Sources	4,911,259	961,601	985,065	1,755,957	1,006,408
Total Revenue	$12,356,050	18,727,157	$18,994,355	$19,876,951	$18,894,137
Expenditures					
Personnel	$88,547	$11,571,123	$12,213,976	$13,270,530	$12,546,617
Operating	653,906	1,082,495	2,230,627	1,417,750	1,430,987
Capital	1,958,872	3,780,139	-	161,400	-
Other Charges	3,060,536	3,310,890	3,540,322	3,825,427	3,588,211
Other Use of Funds	2,409,581	2,333,601	1,562,322	4,310,567	1,328,322
Total Expenditures	$8,171,442	$22,078,248	$19,547,247	$22,985,674	$18,894,137
Net Change in Fund Balance	4,184,608	(3,351,091)	(552,892)	(3,108,723)	(552,892)
Fund Balance, July 1	$5,920,085	$10,104,693	$6,753,602	$6,753,602	$3,644,879
Fund Balance, June 30	$10,104,693	$6,753,602	$6,200,710	$3,644,879	$3,091,987

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 2018 Actual	FY 2019 Actual	FY 2020 Budget	FY 2020 Projected	FY 2021 Budget
Revenue					
General Property Taxes	$ -	$ -	$ -	$ -	$ -
Other Local Taxes	-	-	-	-	-
Permits, Licenses & Fees	-	-	-	-	-
Fines & Forfeitures	-	-	-	-	-
Use of Money & Property	663	27,756	-	114,066	-
Charges for Services	-	-	-	-	-
Miscellaneous Revenue	402,530	3,548,999	-	2,042,114	-
Recovered Costs	11,780	38,220	-	-	-
Intergovernmental Revenue	2,334,488	521,401	-	102,424	-
Other Financing Sources	9,124,509	19,778,434	8,122,725	16,469,335	21,991,700
Total Revenue	$11,873,970	$23,914,810	$8,122,725	$18,727,939	$21,991,700
Expenditures					
Personnel	$ 44,997	$ 956	$154,725	$ -	$ -
Operating	353,491	678,024	4,000,000	1,060,391	4,000,000
Capital	6,790,591	8,418,776	2,900,000	15,380,674	17,741,700
Other Charges	103,055	18,000	-	3,560,836	-
Other Use of Funds	2,502,305	1,012,116	1,068,000	-	250,000
Total Expenditures	$9,794,439	$10,127,872	$8,122,725	$20,001,901	$21,991,700
Net Change in Fund Balance	2,079,531	13,786,938	-	(1,273,962)	-
Fund Balance, July 1	$13,366,986	$15,446,517	$29,233,455	$29,233,455	$27,959,493
Fund Balance, June 30	$15,446,517	$29,233,455	$29,233,455	$27,959,493	$27,959,493

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 2018 Actual	FY 2019 Actual	FY 2020 Budget	FY 2020 Projected	FY 2021 Budget
Revenue					
General Property Taxes	$ -	$ -	$ -	$ -	$ -
Other Local Taxes	-	-	-	-	-
Permits, Licenses & Fees	-	-	-	-	-
Fines & Forfeitures	-	-	-	-	-
Use of Money & Property	-	7,916,477	-	-	-
Charges for Services	-	-	-	480,868	-
Miscellaneous Revenue	-	-	-	-	-
Recovered Costs	-	-	-	-	-
Intergovernmental Revenue	522,063	621,847	592,888	9,670,400	591,438
Other Financing Sources	12,744,330	12,387,923	12,523,422	12,523,422	12,664,356
Total Revenue	$13,266,393	$20,926,247	$13,116,310	$22,684,690	$13,255,794
Expenditures					
Personnel	$ -	$ -	$ -	$ -	$ -
Operating	-	186,938	-		-
Capital	-	-	-	-	-
Other Charges	-	-	-	-	-
Other Use of Funds	13,392,464	20,735,909	13,116,310	22,684,690	13,255,794
Total Expenditures	$13,392,464	$20,922,847	$13,116,310	$22,684,690	$13,255,794
Net Change in Fund Balance	(126,071)	3,400	-	-	-
Fund Balance, July 1	$27,959,493	$27,833,422	$27,836,822	$27,836,822	$27,836,822
Fund Balance, June 30	$27,833,422	$27,836,822	$27,836,822	$27,836,822	$27,836,822

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.
Debt Service 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.

Non-major Governmental Funds

	FY 2018 Actual	FY 2019 Actual	FY 2020 Budget	FY 2020 Projected	FY 2021 Budget
Revenue					
General Property Taxes	$696,691	$751,689	$756,758	$795,803	$765,009
Other Local Taxes	-	-	-	-	-
Permits, Licenses & Fees	-	-	-	-	-
Fines & Forfeitures	-	-	-	-	-
Use of Money & Property	3,896	66,744	-	72,264	4,480
Charges for Services	4,179,078	4,119,682	1,512,055	3,651,942	4,502,293
Miscellaneous Revenue	504,050	332,756	-	128,563	638,042
Recovered Costs	1,129,905	1,104,416	1,192,609	1,192,609	1,192,609
Intergovernmental Revenue	3,801,326	3,552,261	7,181,826	4,072,594	4,497,213
Other Financing Sources	4,650,244	18,745,065	5,880,144	6,896,927	5,938,118
Total Revenue	$14,965,190	$28,672,613	$16,523,392	$16,831,702	$17,537,764
Expenditures					
Personnel	$4,418,238	$4,611,297	$4,952,415	$4,955,070	$5,236,843
Operating	4,858,662	5,358,559	5,890,618	4,565,253	5,064,932
Capital	4,529,181	9,608,457	4,574,235	5,741,807	6,124,177
Other Charges	182,691	178,930	120,950	-	70,991
Other Use of Funds	1,152,672	1,250,960	961,601	1,085,268	1,040,821
Total Expenditures	$15,141,444	$21,008,205	$16,499,819	$16,347,398	$17,537,764
Net Change in Fund Balance	(176,254)	7,664,408	23,573	463,304	-
Fund Balance, July 1	$8,133,876	$7,957,622	$15,622,030	$15,645,603	$16,108,907
Fund Balance, June 30	$7,957,622	$15,622,030	$15,645,603	$16,108,907	$16,108,907

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 2018 Actual	FY 2019 Actual	FY 2020 Budget	FY 2020 Projected	FY 2021 Budget
Revenue					
General Property Taxes	$ -	$ -	$ -	$ -	$ -
Other Local Taxes	-	-	-	-	-
Permits, Licenses & Fees	18,025	19,840	20,000	19,345	20,000
Fines & Forfeitures	3,313	-	-	0	-
Use of Money & Property	233,148	441,215	502,340	590,462	160,000
Charges for Services	37,571,528	39,898,937	43,074,464	65,110,623	42,976,569
Miscellaneous Revenue	1,392,207	1,218,395	999,808	710,345	770,800
Recovered Costs	9,658	5,779	-	0	-
Intergovernmental Revenue	3,379,982	4,430,403	23,854	1,139,100	20,929
Other Financing Sources	3,423,132	1,980,048	1,547,419	11,303,512	5,696,077
Total Revenue	$46,030,993	$47,994,617	$46,167,885	$78,873,387	$49,644,375
Expenditures					
Personnel	$31,686,482	$34,382,882	$37,693,772	$60,078,070	$38,687,601
Operating	7,771,584	10,652,055	7,550,684	8,855,184	10,198,931
Capital	2,419,515	1,752,870	72,500	13,142,753	5,000
Other Charges	175,294	302,190	248,487	138,002	289,751
Other Use of Funds	129,345	245,368	481,585	-	597,406
Total Expenditures	$42,182,220	$47,335,365	$46,047,028	$82,214,009	$49,778,689
Net Change in Fund Balance	3,848,773	659,252	120,857	($3,340,622)	($134,314)
Fund Balance, July 1	$11,298,546	$15,147,319	$15,806,571	$15,806,571	$12,465,949
Fund Balance, June 30	$15,147,319	$15,806,571	$15,927,428	$12,465,949	$12,331,635

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 2021 totaling $16,247,477, approximately 8.5% of General Fund expenditures. FY 2021 adopted budget expenditures increase by $710,477, or 4.6%, from FY 2020. These increases are primarily in the area of personnel due to expenditures due to changes in benefit costs and FY 2020 2.0% compensation increase, salary scale, and compression adjustments for permanent staff, and the establishment of (0.53) Investigator in the County Attorney's Office mid-FY 2020.

Department	FY 2020 Adopted	FY 2021 Adopted	FY 2020-21 Change ($)	FY 2020-21 Change (%)
General Government				
Board of Supervisors	$ 293,621	$ 296,300	$ 2,679	0.91%
Commissioner of the Revenue	1,666,013	1,709,428	43,415	2.61%
County Administration	986,538	1,023,348	36,810	3.73%
County Attorney	817,183	887,911	70,728	8.66%
Finance	1,540,694	1,629,481	88,787	5.76%
Geographic Info Systems	366,019	348,304	(17,715)	-4.84%
Human Resources	3,014,078	3,252,848	238,770	7.92%
Independent Auditor	210,895	189,375	(21,520)	-10.20%
Information Technology	4,178,679	4,372,546	193,867	4.64%
Management & Budget	593,307	615,960	22,653	3.82%
Registrar	483,047	493,359	10,312	2.13%
Treasurer	1,386,926	1,428,617	41,691	3.01%
Subtotal, Gen Government	**$ 15,537,000**	**$ 16,247,477**	**$ 710,477**	**4.57%**

Judicial Administration

This category includes nine divisions with budgets for FY 2021 totaling $4,465,211, 2.3% of the General Fund expenditures. FY 2021 adopted budget expenditures increase by $229,130, or 5.4% over the FY 2020 adopted budget. FY 2021 adopted budget increases primarily include adjustments due to changes in benefit costs, as well as the FY 2020 2.0% compensation increase and salary scale adjustment for permanent staff, and the Public Defender's Office funding was moved into this area from the Contributions section.

Department	FY 2020 Adopted	FY 2021 Adopted	FY 2020-21 Change ($)	FY 2020-21 Change (%)
Judicial Administration				
Adult Court Services	$ 1,027,856	$ 1,088,485	$ 60,629	5.90%
Circuit Court	140,382	142,363	1,981	1.41%
Clerk of the Circuit Court	1,302,257	1,379,666	77,409	5.94%
Commissioner of Accounts	15,600	15,600	-	0.00%
Commonwealth's Attorney	1,611,787	1,666,431	54,644	3.39%
General District Court	32,700	32,700	-	0.00%
Juv & Dom Relations Court	17,726	17,726	-	0.00%
Public Defender's Office	-	34,467	34,467	n/a
Magistrates	87,773	87,773	-	0.00%
Subtotal, Judicial Admin	**$ 4,236,081**	**$ 4,465,211**	**$ 229,130**	**5.41%**

Public Safety

This category includes two departments with budgets for FY 2021 totaling $22,016,944, 11.7% of the General Fund expenditures. The FY 2021 adopted budget expenditures increase by $890,332, or 4.15% over the FY 2020 adopted budget. The FY 2021 adopted budget for the Sheriff's Office includes changes in benefit costs, the FY 2020 2.0% compensation increase and salary scale adjustment for permanent staff, and jurisdictional funding formula increases for the Northwest Regional Adult Detention Center.

Department	FY 2020 Adopted	FY 2021 Adopted	FY 2020-21 Change ($)	FY 2020-21 Change (%)
Public Safety				
Juvenile Detention & Probation	$ 309,532	$ 309,532	$ -	0.00%
Sheriff's Office	21,126,612	22,016,944	890,332	4.21%
Subtotal, Public Safety	**$ 21,436,144**	**$ 22,326,476**	**$ 890,332**	**4.15%**

Public Works

This category includes funding for the Department of General Services' facilities maintenance, management and administrative functions. The FY 2021 adopted budget for this department totals $5,654,654, 2.96% of the General Fund expenditures, and a decrease by $2,636,180, or 31.8% under the FY 2020 adopted budget primarily due to the transfer of Environmental Services – Convenience Sites to the Environmental Services Fund.

Department	FY 2020 Adopted	FY 2021 Adopted	FY 2020-21 Change ($)	FY 2020-21 Change (%)
Public Works				
Env Services (Conv Sites)[1]	$ 2,780,204	$ -	$ (2,780,204)	-100.00%
General Services	5,510,630	5,654,654	144,024	2.61%
Subtotal, Public Works	**$ 8,290,834**	**$ 5,654,654**	**$ (2,636,180)**	**-31.80%**

Health and Welfare

This category includes three agencies with the FY 2021 adopted budget totaling $13,775,251, 7.2% of the General Fund expenditures. FY 2021 expenditures increase by $860,381, or 6.7% primarily due to changes in benefit costs, as well as the FY 2020 2.0% 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.

Department	FY 2020 Adopted	FY 2021 Adopted	FY 2020-21 Change ($)	FY 2020-21 Change (%)
Health & Welfare				
Community Services Board	$ 489,482	$ 619,438	$ 129,956	26.55%
Public Health	616,995	627,086	10,091	1.64%
Social Services	11,808,393	12,528,727	720,334	6.35%
Subtotal, Health & Welfare	**$ 12,914,870**	**$ 13,775,251**	**$ 860,381**	**6.66%**

Culture

This category includes three divisions within the FY 2021 adopted budget totaling $7,209,305, 3.8% of the General Fund expenditures. FY 2021 expenditures increase by $319,457, or 4.6% primarily due to changes in benefit costs, as well as the FY 2020 2.0% compensation increase and salary scale adjustment for permanent staff. In addition, FY 2021 includes an increase to operating expenditures for Parks and Recreation's Central Sports Complex and increases in the department's contractual services. The Lord Fairfax Community College increases are based on the jurisdictional funding formula agreement.

Department	FY 2020 Adopted	FY 2021 Adopted	FY 2020-21 Change ($)	FY 2020-21 Change (%)
Culture				
Library	$ 2,555,601	$ 2,652,583	$ 96,982	3.85%
Lord Fairfax Comm College	75,197	77,475	2,278	3.23%
Parks & Recreation	4,259,050	4,479,247	220,197	5.30%
Subtotal, Culture	**$ 6,889,848**	**$ 7,209,305**	**$ 319,457**	**4.64%**

Community Development

This category includes seven departments with the FY 2021 adopted budget totaling $6,461,629, or about 3.4% of the General Fund expenditures. FY 2021 expenditure increases of $103,850, or 1.6%, primarily due to changes in benefit costs, as well as the FY 2020 2.0% compensation increase and salary scale adjustment for permanent staff. In addition, FY 2020 includes an increase in rent and personnel expenditures for the John Marshall Soil and Water Conservation District as well as the conversion of (0.43) Administrative Associate to (1.0) Youth Livestock Educator approved mid-FY 2020 and increases in accordance with the organizaitons jurisdictional funding formula for Cooperative Extension.

Department	FY 2020 Adopted	FY 2021 Adopted	FY 2020-21 Change ($)	FY 2020-21 Change (%)
Community Development				
Agriculture Development	$ 71,647	$ 73,631	$ 1,984	2.90%
Community Development	3,796,807	3,817,836	21,029	0.56%
Contributions	1,095,202	1,090,412	(4,790)	-0.44%
Cooperative Extension	162,418	219,464	57,046	35.35%
Economic Development	917,728	930,184	12,456	1.37%
John Marshall SWCD	162,346	178,471	16,125	10.06%
Planning Commission/BZA	151,631	151,631	-	0.00%
Subtotal, Comm Develop	**$ 6,357,779**	**$ 6,461,629**	**$ 103,850**	**1.63%**

Non-Departmental

This category includes utility expenses and various operational contingencies and reserve accounts. The FY 2021 adopted budget totals $1,722,944, or about 0.9% of the General Fund expenditures. FY 2021 expenditure decreases of $1,623,259, or 48.5% are due to the economic uncertainty associated with the COVID-19 pandemic, resulting in no salary scale adjustments for FY 2021.

Department	FY 2020 Adopted	FY 2021 Adopted	FY 2020-21 Change ($)	FY 2020-21 Change (%)
Non-Departmental	$ 3,346,203	$ 1,722,944	$ (1,623,259)	-48.51%
Subtotal, Non-Departmental	**$ 3,346,203**	**$ 1,722,944**	**$ (1,623,259)**	**-48.51%**

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, Airport 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 2021 expenditures increase totals $3,084,929, which includes a $4,461,002 million increase in the Environmental Services Fund, due to the transfer of Conveniece Sites from the General Fund to the Environmental Services Fund.

The FY 2021 budget includes no change in the transfer to to the School Division Operating Fund. Debt Service Fund transfer adjustments are based on current debt amortization and projected debt issuances as included in the adopted CIP.

Department	FY 2020 Adopted	FY 2021 Adopted	FY 2020-21 Change ($)	FY 2020-21 Change (%)
Transfers				
Airport Fund	$ 16,000	$ 16,225	$ 225	1.41%
Capital Improvement Fund	2,122,725	1,255,331	(867,394)	-40.86%
County Asset Replacement Fund	1,637,532	1,690,410	52,878	3.23%
Debt Service Fund	12,190,559	11,628,777	(561,782)	-4.61%
Environmental Services Fund	1,181,419	5,642,421	4,461,002	377.60%
School Division Operating	93,091,478	93,091,478	-	0.00%
Utility Fund	100,000	100,000	-	0.00%
Subtotal, Transfers	**$ 110,339,713**	**$ 113,424,642**	**$ 3,084,929**	**2.80%**

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.

FY 2018 – 2022 Strategic Plan – Goals & Priorities

The following strategic goals and priorities are further detailed in the County's Adopted FY 2018-2022 Strategic Plan: http://www.fauquiercounty.gov/home/showdocument?id=18773.

The Board of Supervisors was slated to update the Strategic Plan in May 2020. Due to response needs as a result of the COVID-19 pandemic, the Board of Supervisors has paused updating to ensure full understanding of the economic and community impact from the pandemic. The Board of Supervisors plans to update and revise these goals and priorites, once economic impacts from the COVID-19 pandemic are realized.

- **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.

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.

Due to the COVID-19 pandemic, the five-year operating plan was placed on hold by the Board of Supervsirs due to governmental response needs and focus. The Board of Supervisors determined it best to update the five-year operating plan after economic and community impacts are better understood for the short-term and long-term. The following is an overview of the FY 2018-2022 five-year operating plan.

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 2020 Adopted Budget, included in the FY 2021 Adopted Budget, and approved for the FY 2022 Projected Budget. Overall, the County's workforce has increased by 0.64 FTE between the FY 2020 and FY 2021 adopted budgets.

Department	Adjustment	FTE Change
Mid-FY 2020 Adjustments		
Clerk of Circuit Court	Adjust Chief Deputy Clerk of the Circuit Court	0.31
Clerk of Circuit Court	Adjust Chief Deputy Clerk of the Circuit Court	(0.31)
Cooperative Extension	Establish 4-H Youth Development Educator	1.00
Cooperative Extension	Eliminate (1) Administrative Associate	(0.43)
County Attorney	Establish a PTP Investigator	0.53
Commonwealth's Attorney	Combine (2) part-time Victim Witness Coordinator	(0.07)
Community Development	Adjust (1) Zoning Inspector 20 to 37.5 hours	0.47
Information Technology	Adjust (1) AV/Media Tech 20 to 25 hours	0.14
Fire, Rescue and Emergency Management	Establish Public Safety Technical Program Manager	1.00
Subtotal,Mid-FY 2020 Adjustments		**2.64**
FY 2021 Adopted Budget Adjustments		
Community Development	Eliminate (1) Assistant Director	(1.00)
Parks and Recreation	Eliminate (1) Crew Chief	(1.00)
Subtotal, FY 2021 Adopted Budget Adjustments		**(2.00)**
FY 2022 Projected Budget Adjustments		0.00
Subtotal, FY 2022 Projected Budget Adjustments		**0.00**
Subtotal, FY 2021 Adopted and FY 2022 Projected Budget Adjustments		**(2.00)**
Total Overall Personnel Adjustments, FY 2021Adopted and FY2022 Projected Budget		**0.64**

Permanent Positions – Full Time Equivalents

Department	FY 2018 Actual	FY 2019 Actual	FY 2020 Adopted	FY 2021 Adopted	FY 2022 Projected
General Government					
Board of Supervisors	1.00	1.00	1.00	1.00	1.00
Commissioner of Revenue	22.00	22.00	22.00	22.00	22.00
County Administration	8.00	8.00	8.00	8.00	8.00
County Attorney	6.00	6.00	6.00	6.53	6.53
Finance	18.00	18.00	18.00	18.00	18.00
Geographic Information Systems	4.00	4.00	4.00	4.00	4.00
Human Resources	18.00	18.00	18.00	18.00	18.00
Independent Auditor	0.00	0.00	0.00	0.00	0.00
Information Technology	22.53	22.53	23.53	23.67	23.67
Management & Budget	4.00	5.00	5.00	5.00	5.00
Registrar	3.00	3.00	3.00	3.00	3.00
Treasurer	16.00	16.00	16.00	16.00	16.00
Subtotal, General Government	**122.53**	**123.53**	**124.53**	**125.20**	**125.20**
Judicial Administration					
Adult Court Services	12.00	12.00	12.00	12.00	12.00
Circuit Court	1.00	1.00	1.00	1.00	1.00
Clerk of Circuit Court	16.04	16.04	16.04	16.04	16.04
Commissioner of Accounts	0.00	0.00	0.00	0.00	0.00
Commonwealth's Attorney	16.07	16.07	16.07	16.00	16.00
General District Court	0.00	0.00	0.00	0.00	0.00
Juv. & Domestic Relations Court	0.00	0.00	0.00	0.00	0.00
Magistrates	0.00	0.00	0.00	0.00	0.00
Public Defender's Office	0.00	0.00	0.00	0.00	0.00
Subtotal, Judicial Administration	**45.11**	**45.11**	**45.11**	**45.04**	**45.04**
Public Safety					
Juvenile Detention & Probation	0.00	0.00	0.00	0.00	0.00
Sheriff	181.50	184.50	185.50	185.50	185.50
Subtotal, Public Safety	**181.50**	**184.50**	**185.50**	**185.50**	**185.50**
Public Works					
General Services[2]	53.00	54.00	54.00	54.00	54.00
Subtotal, Public Works	**53.00**	**54.00**	**54.00**	**54.00**	**54.00**

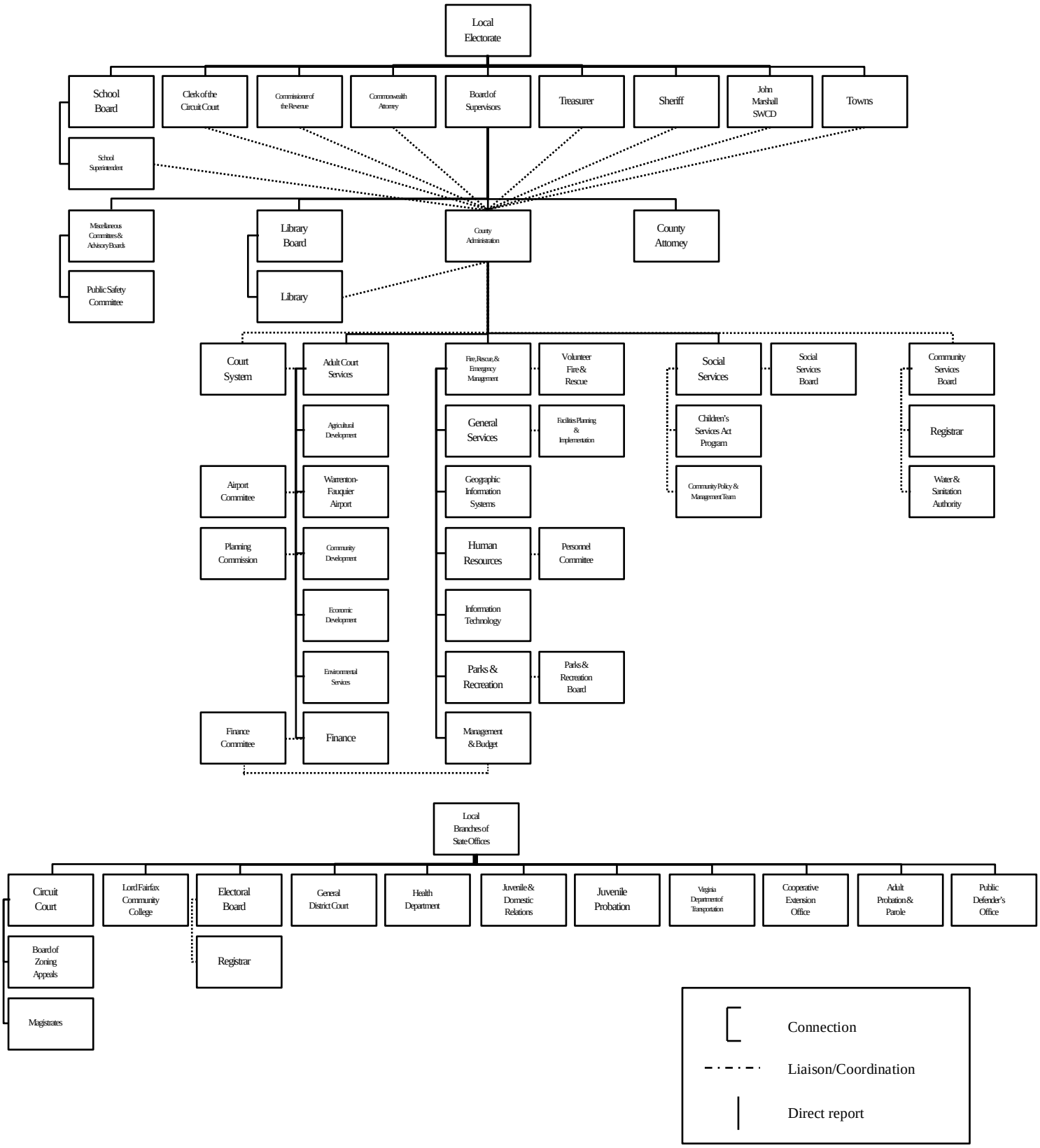
Permanent Positions – Full Time Equivalents

Department	FY 2018 Actual	FY 2019 Actual	FY 2020 Adopted	FY 2021 Adopted	FY 2022 Projected
Health and Welfare					
Community Services Board	0.00	0.00	0.00	0.00	0.00
Public Health	0.00	0.00	0.00	0.00	0.00
Social Services	48.53	58.53	59.53	59.53	59.53
Subtotal, Health and Welfare	**48.53**	**58.53**	**59.53**	**59.53**	**59.53**
Culture					
Library	34.31	34.31	34.31	34.31	34.31
Lord Fairfax Community College	0.00	0.00	0.00	0.00	0.00
Parks & Recreation	30.85	30.85	30.85	29.85	29.85
Subtotal, Culture	**65.16**	**65.16**	**65.16**	**64.16**	**64.16**
Community Development					
Agricultural Development[1]	1.00	1.00	1.00	1.00	1.00
Community Development	40.53	40.53	40.53	40.00	40.00
Contributions	0.00	0.00	0.00	0.00	0.00
Cooperative Extension	0.43	0.43	0.43	1.00	1.00
Economic Development	3.67	3.67	3.67	3.67	3.67
John Marshall Soil & Water Cons. District	0.00	0.00	0.00	0.00	0.00
Planning Commission/BZA	0.00	0.00	0.00	0.00	0.00
Subtotal, Community Development	**45.63**	**45.63**	**45.63**	**45.67**	**45.67**
Non-Departmental					
Non-Departmental	0.00	0.00	0.00	0.00	0.00
Subtotal, Non-Departmental	**0.00**	**0.00**	**0.00**	**0.00**	**0.00**
Other Funds					
Airport Fund	3.00	3.00	3.00	3.00	3.00
Ambulance Revenue Fund	1.00	1.00	1.00	1.00	1.00
Conservation Easement District Fund[1]	2.00	2.00	2.00	2.00	2.00
Environmental Services Fund[2]	37.00	37.00	37.00	37.00	37.00
Fire and Rescue Tax Levy Fund	84.00	114.00	123.00	124.00	124.00
Fleet Maintenance Fund	15.00	16.00	16.00	16.00	16.00
Subtotal, Other Funds	**142.00**	**173.00**	**182.00**	**183.00**	**183.00**
County Total	**703.46**	**749.46**	**761.46**	**762.10**	**762.10**
School Division	**1,831.00**	**1,890.66**	**1,900.88**	**1,904.96**	**1,911.96**
Total FTE	**2,534.46**	**2,640.12**	**2,662.34**	**2,667.06**	**2,674.06**

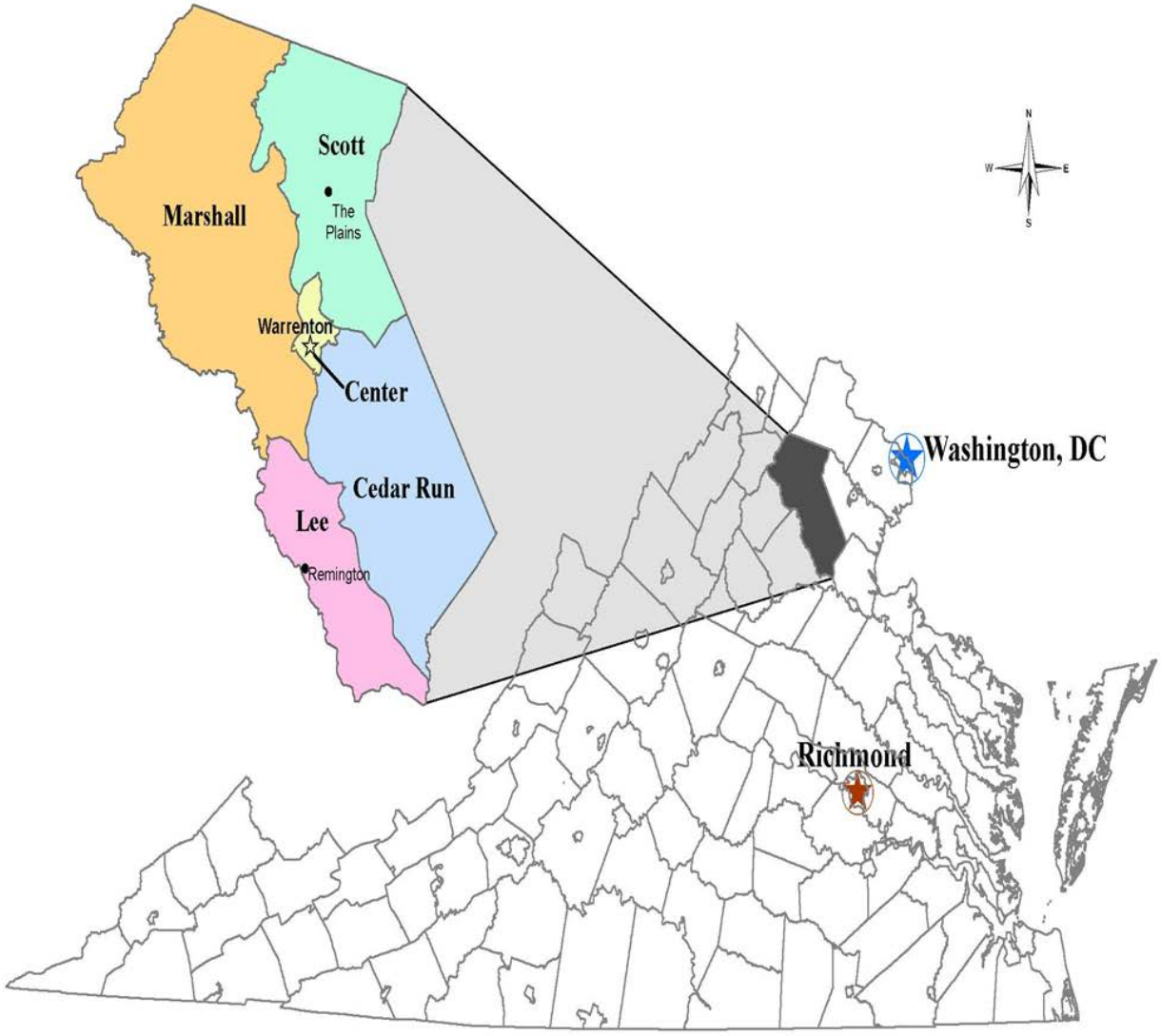
[1] *Funding for one position is shared by the General Fund (33%) and the Conservation Easement Service District Fund (67%).*

[2] *Funding for one position is shared by the General Fund (50%) and the Environmental Services Fund (50%).*

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 42.

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 (July 2019)	71,222
County Seat	Town of Warrenton
Median Age (2018)	40.6
Unemployment Rate (April 2020)	8.8%
County Civilian Labor Force (April 2020)	36,071
Per Capita Personal Income (2018)	$70,787
Median Household Income (2018)	$97,469
Registered Voters (April 2020)	51,957
Towns and Villages	
Number of Incorporated Towns	3 – Warrenton, Remington, The Plains
Population – Town of Warrenton (July 2019)	9,937
Population – Town of Remington (July 2019)	652
Population – Town of The Plains (July 2019)	234
Number of Villages	43
Households (2018)	
Total Number of Households	25,134
Family Households	18,279
Non-Family Households	6,855
% of All Households with own children under 18 years	32.1%
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 2019)	11,287
Average Per Pupil Cost (FY 2020 Estimated)	$13,907
Fauquier County Library System	
Number of Facilities	Public Libraries (3) & Meeting Facilities (2)
Number of Patrons Registered (April 2020)	40,181
Sheriff's Office	
Average Response Time (FY 2019)	13:36 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	66
Number of Wildlife Management Areas	3
Total Acres Maintained (Land and Water - 2017 Actual)	1,255 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. Rappahannock Electric Co-op
3. Fauquier Medical Center LLC	8. Fauquier Long-Term Care LLC
4. Northern Virginia Electric Co-op	9. Norfolk Southern Railway Company
5. Warrenton Center LLC	10. Northrock Center LLC

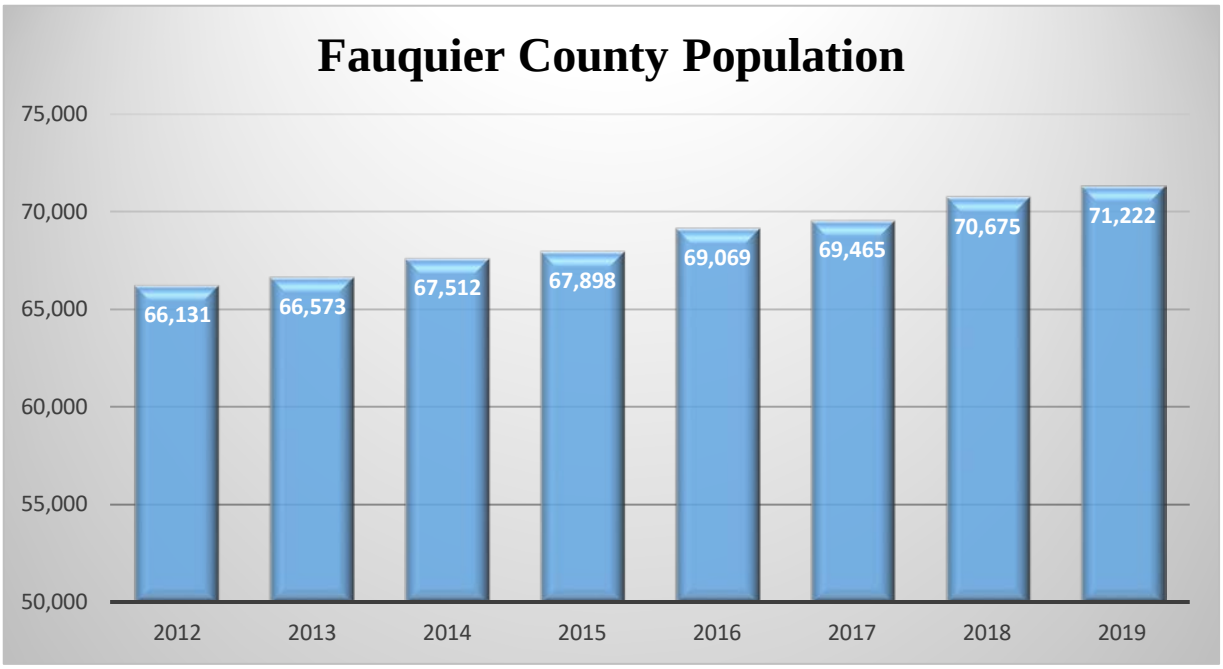
Source: Fauquier County Commissioner of the Revenue.

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. Public administration
5. Retail trade
6. Arts, entertainment, and recreation, and accommodation and food services
7. Finance and insurance, and real estate and rental and leasing
8. Transportation and warehousing, and utilities
9. Other services, except public administration
10. Agriculture, forestry, fishing and hunting, and mining
11. Manufacturing
12. Wholesale trade
13. Information

Source: United States Census 2018 American Community Survey. Based on civilian employed population 16 years and over.

Population

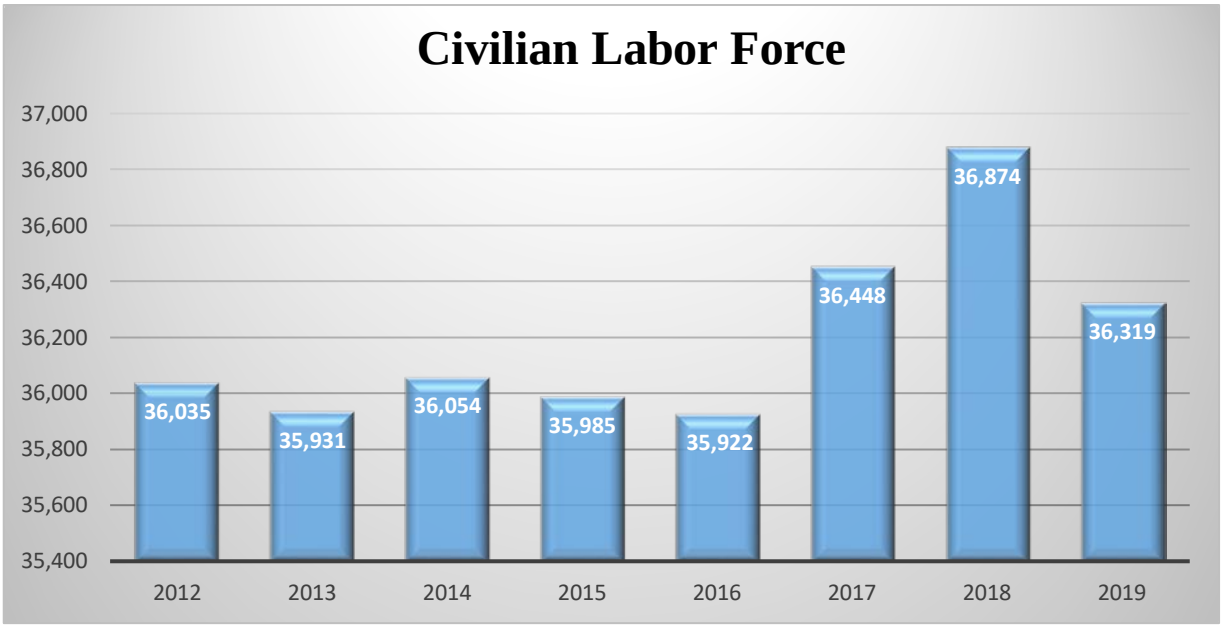
The County's population has increased by less than 1% annually on average since 2009. The population slowed near the recession, but growth has begun to return to a more normalized annual growth rate.



Source: U.S. Census Bureau. Values as of July 1 per year.

Employment

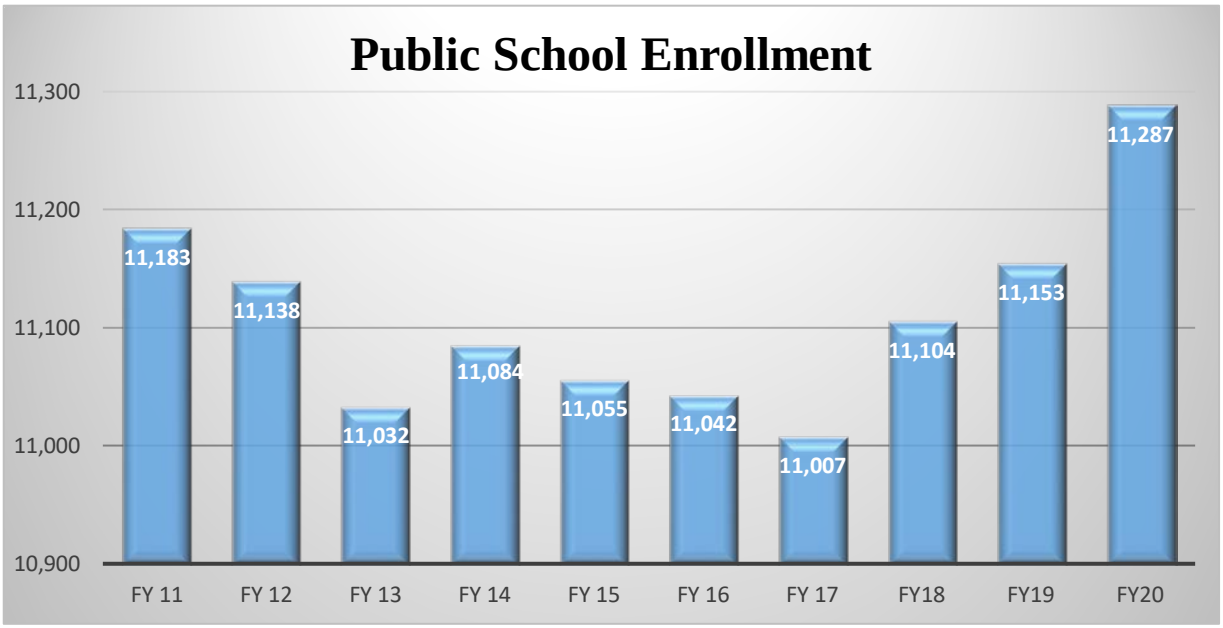
After remaining relatively flat from 2012-2016, the civilian labor force remained high in 2017, 2018, and 2019.



Source: Virginia Employment Commission.

Public School Enrollment

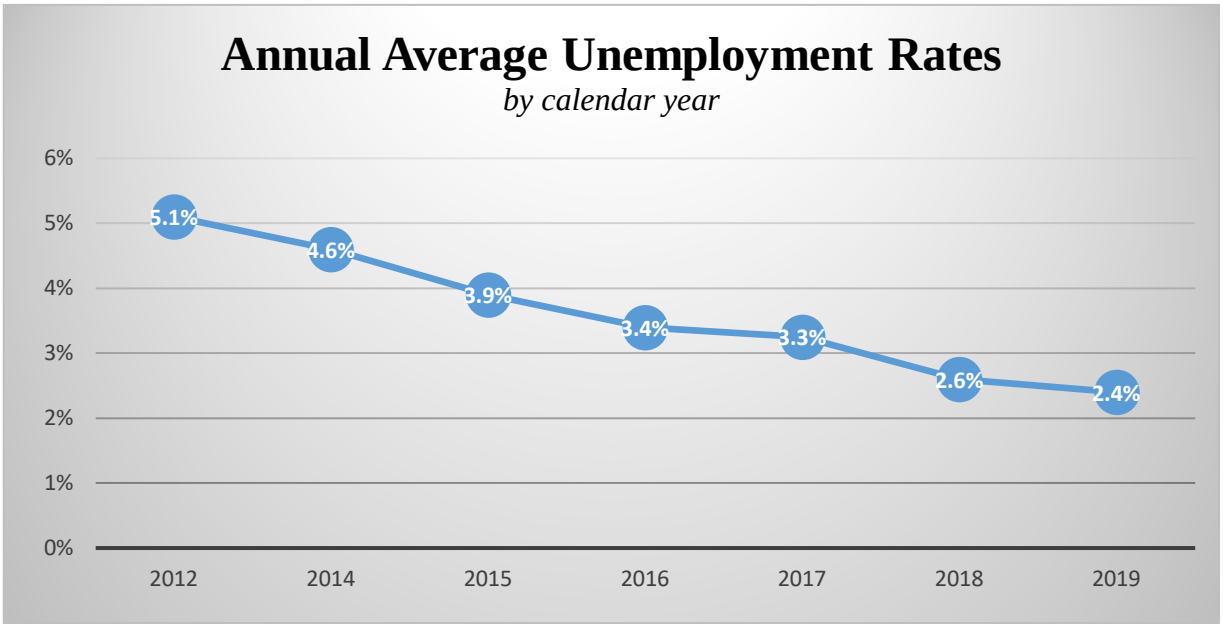
Public School Enrollment increased in 2020 after decreasing annually from 2014-2017. The School Division projects total enrollment growth of 5.1% to 11,722 students, over the next ten years through 2029.



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

Fiscal years 2017 and 2018 saw the highest number of new housing starts since prior to the the recession. FY 2019 saw a decline but new housing starts are expected to increase overall by 9% in 2020 despite a late year dip due to COVID-19.

[1]*Fiscal Year 2020 data through May 2020.*
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% in 2019, 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

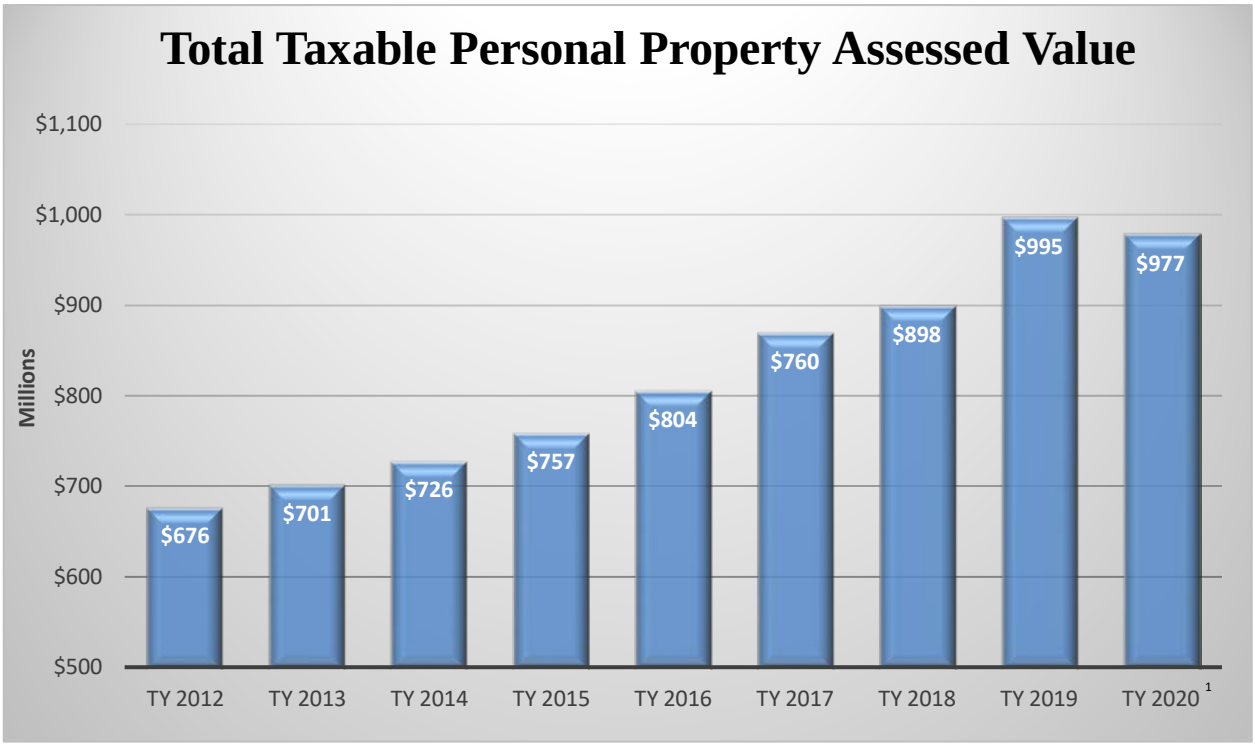
Fauquier County reassesses real property on a quadrennial basis. The last reassessment, effective January 1, 2018, reflected the increase in property values over the four year period, similar to the region. The average residential home experienced an increase of 17.7% from $321,300 to $378,000. The only 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. On average, since the 2018 reassessment, real property have increased by 1% annually.

[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 growth is anticipated to slightly decline due to the impact of COVID-19 pandemic and business closures. However, by mid-June 2020, vehicle sales and Department of Motor Vehicles (DMV) transactions returned to normal trends.



[1]*Tax Year 2020 contains projected data.*
Source: Fauquier County Commissioner of the Revenue

FY 2021 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.

As a result of the economic uncertainty surrounding the COVID-19 pandemic, and in an effort to enable the County to be agile in spending, the Board of Supervisors implemented a quarterly appropriation structure for FY 2021. This will be assessed at a later point in the calender year when further economic impacts are known. In response to the pandemic, all expenditure increases which were not mandated or contractual in nature were removed from the FY 2021 budget and FY 2022 fiscal plan, and revenues for the FY 2021 budget were adjusted to remain as conservative as possible.

FY 2021 Budget Process

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

Date	Agenda Item
August 30, 2019	FY 2021-2025 CIP & County Asset Replacement Instructions Distributed to Departments
September 9, 2019	FY 2021 Operating Budget and FY 2021-2025 Five Year Operational Plan Kickoff
September 13, 2019	Contributory Agency Applications Released
September 27, 2019	FY 2021-2025 CIP & Asset Replacement Project Requests Due to OMB
October 11, 2019	Contributory Agency Applications due to OMB
October 17, 2019	FY 2021 Operating Budget Submissions and FY 2021 -2025 Five Year Plan Submissions Due to OMB
December/January	Meetings with Departments for FY 2021 Operating Budgets and FY 2021-2025 CIP/Asset Replacement Submissions
February 18, 2020	School Division releases Proposed FY 2021 Budget
February 28, 2020	County Administrator's Proposed FY 2021 Budget and FY 2021-2025 Capital Improvement Plan to Board of Supervisors
February 28, 2020	TY 2020 Tax Rate Advertisement
March 3 – 12, 2020	Board of Supervisors' Budget Work Sessions
March 19, 2020	Board of Supervisors' Public Hearing on FY 2021 Proposed Budget, TY 2020 Tax Rates, & CIP
March 24, 2020	County Adminstrator's Re-Proposed FY 2021 Budget and FY 2021-2025 Capital Improvement Plan to Board of Supervisors.
March 26, 2020	Board of Supervisors Work Session – Mark Up/Mark Down, Board of Supervisors' Adoption and Appropriation of FY 2021 Budget, Tax Year 2020 Rates & FY 2021-25 CIP
May 11, 2020	School Board Adoption of the FY 2021 School Division Budget
July 1, 2020	Beginning of FY 2021 and Implementation of FY 2021 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, Environmental Services, 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			✓	
Environmental Services Fund				✓
Warrenton-Fauquier Airport Fund				✓

Fund Structure and Uses

County Fund/Function/Department Structure	
Fund Name	**Function/Department(s)**
Governmental Funds	
General Fund	General Government ➢ *Board of Supervisors* ➢ *Commissioner of the 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 Defender's Office* Public Safety ➢ *Juvenile Detention and Probation* ➢ *Sheriff's Office* Public Works ➢ *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

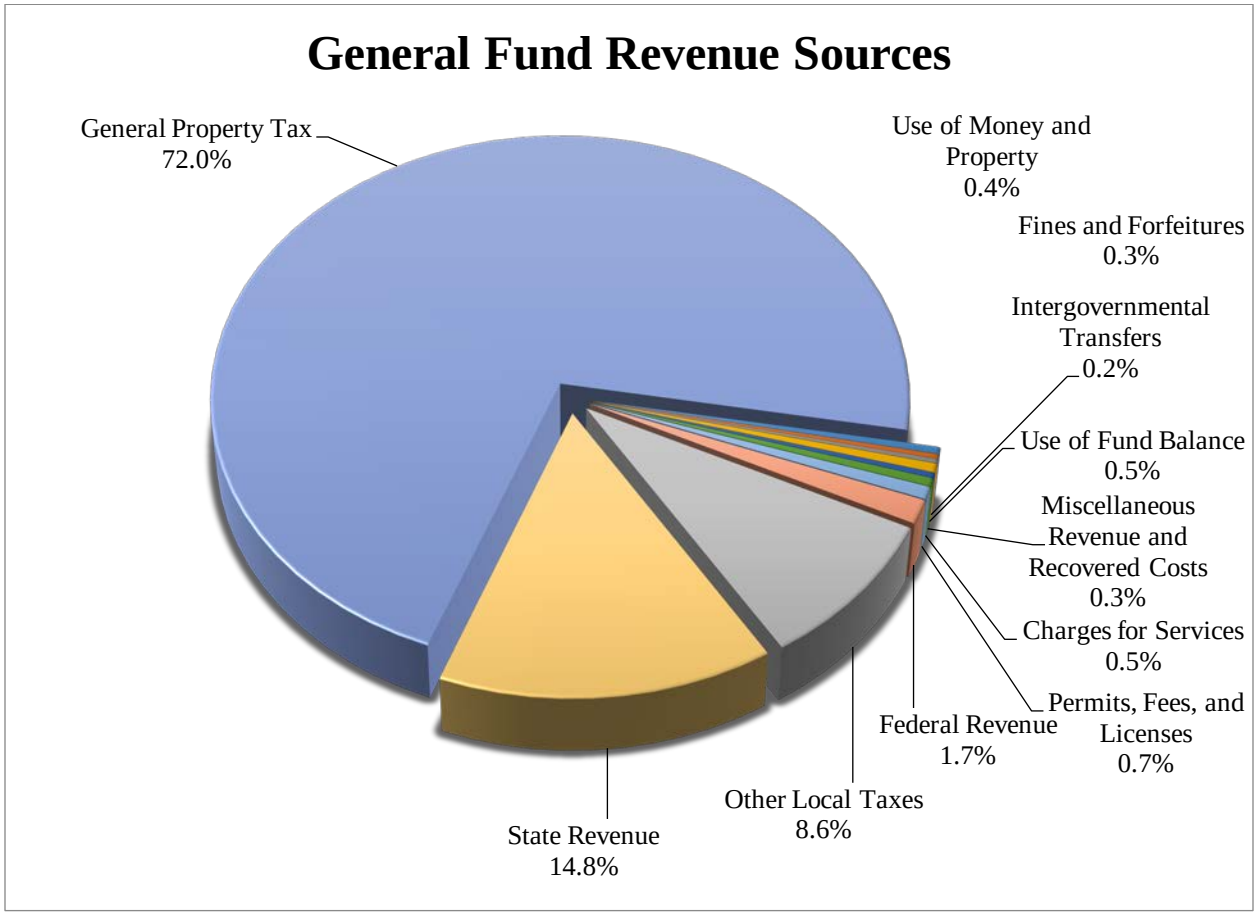
Fund Name	Function/Department(s)
Governmental Funds (cont'd)	
Capital Improvement Fund	Capital Improvement Program ➢ *County departments* ➢ *School Division* ➢ *Department of Fire, Rescue, and Emergency Management* ➢ *Volunteer Fire & Rescue Association* ➢ *Fauquier County Water and Sanitation Authority* ➢ *Warrenton-Fauquier Airport* ➢ *Environmental Services*
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* ➢ *Environmental Services* ➢ *Department of Fire, Rescue, and Emergency Management* ➢ *Volunteer Fire & Rescue Association*
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	
Environmental Services Fund	Public Works ➢ *Environmental Services*
Airport Fund	Warrenton-Fauquier Airport

General Fund Revenue

The FY 2021 adopted General Fund budget includes $191,287,589, an increase of $1,939,117 (1.02%) from the FY 2020 adopted budget, which includes no increase to the overall real estate tax rate. During the FY 2021 budget process and as a result of the uncertainty surrounding economic impacts from the COVID-19 pandemic, the Board of Supervisors mainted all tax rates at their Tax Year 2019 levels. Local revenue had the largest decrease from the FY 2021 Proposed Budget, resulting in a reduction of $7,433,964. The primary source of the 1.02% increased funding in the General Fund of the FY 2021 Adopted Budget includes projected growth in real, personal, and sales taxes.

The FY 2022 projected General Fund budget includes $192,235,358, an increase of $947,769 (.50%) from the FY 2021 adopted budget, which similarly includes no tax increase based on the economic uncertainty surrounding the COVID-19 pandemic. The primary source of increased funding in the General Fund includes projected growth in real, personal, and sales taxes, but minimal or no assumed increases in other areas.

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

	FY 2019 Actual	FY 2020 Adopted	FY 2021 Adopted	FY 2020-21 Change	FY 2022 Projected	FY 2021-22 Change
Local Revenue						
General Property Taxes	$ 134,777,825	$ 135,794,188	$ 137,696,854	$ 1,902,666	$ 138,619,846	$ 922,992
Other Local Taxes	17,150,014	17,095,328	16,412,000	(683,328)	16,417,000	5,000
Permits, Fees & Licenses	1,799,330	1,420,560	1,339,843	(80,717)	1,335,408	(4,435)
Fines and Forfeitures	505,326	503,000	511,000	8,000	511,000	-
Use of Money & Property	1,215,847	786,936	786,101	(835)	791,721	5,620
Charges for Services	1,018,443	919,233	919,779	546	919,779	-
Misc/Recovered Costs	689,351	572,995	558,680	(14,315)	568,580	9,900
Subtotal, Local Revenue:	**$ 157,156,136**	**$ 157,092,240**	**$ 158,224,257**	**$ 1,132,017**	**$ 159,163,334**	**$ 939,077**
State Revenue:	$ 26,689,107	$ 27,901,570	$ 28,346,892	$ 445,322	$28,346,878	($14)
Federal Revenue:	3,467,480	2,889,443	3,251,221	361,778	3,259,927	8,706
Subtotal, State & Federal:	**$ 30,156,587**	**$ 30,791,013**	**$ 31,598,113**	**$ 807,100**	**$ 31,606,805**	**$ 8,692**
Intergovernmental Revenue:	497,731	477,522	477,522	-	477,522	-
Use of Fund Balance:	$ -	$ 987,697	$ 987,697	$ -	$ 987,697	$ -
General Fund Total:	**$ 187,810,454**	**$ 189,348,472**	**$ 191,287,589**	**$ 1,939,117**	**$ 192,235,358**	**$ 947,769**

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 will be conducted throughout 2021 maintaining the Tax Year 2019 rates, with an effective date of January 1, 2022. The impact and any related tax rate adjustments for the reassessment will be made in the FY 2023 budget cycle, while the FY 2022 projected budget does assume growth from the FY 2022 reassessment.

The adopted FY 2021 budget includes an overall real estate tax rate of $0.994. As such, the average residential tax bill remains flat at $3,771. Based on preliminary real estate tax projections, the yield per penny projected for the FY 2021 adopted budget is approximately $1.19 million.

Tax Year 2018-2021 Property Tax Rates				
Description	**Tax Year 2018**	**Tax Year 2019**	**Tax Year 2020**	**Tax Year 2021[1]**
Overall Real Estate Tax Rate:	**$0.982**	**$0.994**	**$0.994**	**$0.994**
Real Estate – General	$0.855	$0.855	$0.855	$0.855
Real Estate – Fire & Rescue	$0.121	$0.133	$0.133	$0.133
Real Estate – Conservation Easement District	$0.006	$0.006	$0.006	$0.006
Stormwater Management Fee[2]	$13.640	$13.640	$13.640	$13.640
Marshall Electric Light and Business Improvement District Levy	$0.005	$0.005	$0.005	$0.005
Personal Property – General	$4.650	$4.650	$4.650	$4.650
Personal Property – Fire & Rescue	$0.250	$0.250	$0.250	$0.250
Business Furniture, Fixtures, & Equipment	$2.300	$2.300	$2.300	$2.300
Motor Homes & Campers	$1.500	$1.500	$1.500	$1.500
Motor Vehicle Carriers (30+ Passengers)	$1.000	$1.000	$1.000	$1.000
Mobile Homes	$0.982	$0.994	$0.994	$0.994
Machinery & Tools	$2.300	$2.300	$2.300	$2.300
Aircraft[3]	$0.001	$0.001	$0.001	$0.001
Specially Equipped Handicap Vehicles	$0.050	$0.050	$0.050	$0.050

[1]Tax Year 2021 rate will not be set until Spring 2021, these are anticipated rates based on the Projected FY 2022 budget.
[2]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.
[3]Aircraft stored at the Warrenton-Fauquier Airport are subject to a special maintenance fee assessment.

Local Revenue

The FY 2021 Adopted Budget includes $158,224,257 in local revenue, or 82.7% of General Fund revenue, an increase of $1,132,017 from the FY 2020 Adopted Budget. The FY 2022 Projected Budget includes $159,163,334 in local revenue, or 82.8% of General Fund Revenue, an increase of $939,077 from the FY 2021 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.

General Property Taxes

The FY 2021 Adopted Budget includes $137,696,854 in property tax revenue, an increase of $1,902,666 from the FY 2020 Adopted Budget. The general property tax increases are primarily a result of natural growth in real and personal property taxes. Real property is averaging approximately 1% growth outside of the County's reassessment process, through new construction and improvements. In addition, personal property continues to expand with additional property, increased value of property, and the ending of certain business personal property economic development incentives. The adjustment for the ending of the incentives equated to an approximately $1 million increase in the personal property revenue base, which will depreciate overtime but offset with other additions and incentive phase-out. Other adjustments are based on historical or current collections.

The FY 2022 Projected Budget includes $138,619,846 in property tax revenue, an increase of $922,992 from the FY 2021 Projected Budget, primarily through FY 2022 reassessment projections that would derive additional revenue for the 2022 fiscal year and normalized personal property growth of 3.5% annually.

Revenue Source	FY 2019 Actual	FY 2020 Adopted	FY 2021 Adopted	FY 2020-21 Change	FY 2022 Projected	FY 2021-22 Change
Real Estate	$ 99,204,553	$ 100,452,188	$ 101,531,854	$ 1,079,666	$ 102,454,846	$ 922,992
Public Service	6,768,579	6,300,000	6,400,000	100,000	6,400,000	-
Personal Property	26,195,925	26,622,000	27,410,000	788,000	27,410,000	-
Rollback Taxes	244,652	85,000	100,000	15,000	100,000	-
Bethel Academy	27,930	-	-	-	-	-
Delinquent Real Property	546,207	700,000	550,000	(150,000)	550,000	-
Delinquent Public Service	92,080	-	-	-	-	-
Delinquent Personal Property	450,231	400,000	450,000	50,000	450,000	-
Penalties	909,791	885,000	905,000	20,000	905,000	-
Interest	337,877	350,000	350,000	-	350,000	-
Total	**$ 134,777,825**	**$ 135,794,188**	**$ 137,696,854**	**$ 1,902,666**	**$ 138,619,846**	**$ 922,992**

Other Local Taxes

The FY 2021 Adopted Budget includes $16,412,000 in the other local taxes category, and $16,417,000 for the FY 2022 Projected Budget. The County anticipates a decrease in sales tax, recordations, and the Transient Occupancy Tax revenue as a result of the COVID-19 pandemic and uncertainty around the full reopening of businesses and the overall economy.

Revenue Source	FY 2019 Actual	FY 2020 Adopted	FY 2021 Adopted	FY 2020-21 Change	FY 2022 Projected	FY 2021-22 Change
Sales Tax (Local)	$ 9,571,159	$ 9,880,328	$ 9,312,000	$ (568,328)	$ 9,312,000	$ -
Utility Tax	1,541,528	1,465,000	1,550,000	85,000	1,555,000	5,000
Utility Consumption Tax	201,426	190,000	200,000	10,000	200,000	-
BPOL Tax	1,760,438	1,455,000	1,455,000	-	1,455,000	-
License Fee	2,018,892	2,000,000	2,000,000	-	2,000,000	-
Bank Stock Tax	205,169	150,000	150,000	-	150,000	-
Recording Tax & Fees (Deeds)	1,727,525	1,800,000	1,650,000	(150,000)	1,650,000	-
Recording Tax & Fees (Wills)	19,144	40,000	20,000	(20,000)	20,000	-
Transient Occupancy Tax	104,733	115,000	75,000	(40,000)	75,000	-
Total	**$ 17,150,014**	**$ 17,095,328**	**$ 16,412,000**	**$ (683,328)**	**$ 16,417,000**	**$ 5,000**

Permits, Fees & Licenses

The FY 2021 Adopted Budget includes $1,339,843 in permits, licenses and fees, a decrease of $80,717 from the FY 2020 Adopted Budget. Adjustments in dog tags are due to the FY 2019 implementation of lifetime dog tags. Decreases in concealed weapon permits and police background checks are a result of policy updates. In addition, Community Development fees are expected to decrease as a result of the COVID-19 pandemic. The FY 2022 Projected Budget includes $1,335,408 in permits, licenses and fees, an additional decrease of $4,435 based on the FY 2019 implementation of lifetime dog tags.

Revenue Source	FY 2019 Actual	FY 2020 Adopted	FY 2021 Adopted	FY 2020-21 Change	FY 2022 Projected	FY 2021-22 Change
Dog Tags	$ 43,627	$ 38,000	$ 30,160	$ (7,840)	$ 25,195	$ (4,965)
Land Use Fees	227,473	10,000	10,000	-	10,000	-
Transfer Fees	2,185	2,400	2,400	-	2,400	-
Concealed Weapon Permits	11,239	10,000	-	(10,000)	-	-
Police Background Checks	29,160	30,000	-	(30,000)	-	-
Primary Election Fees	7,950	-	-	-	-	-
Community Development Fees	1,477,696	1,330,160	1,297,283	(32,877)	1,297,813	530
Total	**$ 1,799,330**	**$ 1,420,560**	**$ 1,339,843**	**$ (80,717)**	**$ 1,335,408**	**$ (4,435)**

Fines and Forfeitures

The FY 2021 Adopted Budget includes $511,000 in fines and forfeitures, an increase of $8,000 from the FY 2020 Adopted Budget. The FY 2022 Projected Budget includes no change from the FY 2021 Adopted Budget. Adjustments in permitting and fee revenues are based on historical collections. The fines and forfeitures category consists mainly of fine revenue collected by the courts system.

Revenue Source	FY 2019 Actual	FY 2020 Adopted	FY 2021 Adopted	FY 2020-21 Change	FY 2022 Projected	FY 2021-22 Change
Local Fines	$ 491,167	$ 492,000	$ 500,000	$ 8,000	$ 500,000	$ -
Court Judgment Proceeds	728	-	-	-	-	-
Zoning Violation Fines	2,900	500	500	-	500	-
Clean-up Landowner Properties	1,202	-	-	-	-	-
Interest on Local Fines	9,329	10,500	10,500	-	10,500	-
Total	**$ 505,326**	**$ 503,000**	**$ 511,000**	**$ 8,000**	**$ 511,000**	**$ -**

Use of Money and Property

The FY 2021 Adopted Budget includes $786,101 in use of money and property, a decrease of $835 from the FY 2020 Adopted Budget. Use of money and property consists mainly of interest income received for the County's cash balances, which is anticipated to remain flat overall due to the stabilization of interest rates by the Federal Reserve. Rental revenue for county property has been decreased in order to reflect historical collection. In addition, rental revenue for the Hospital Hill property is based on the department's allowable rate of reimbursement from the State. The FY 2022 Projected Budget includes $791,721, an increase of $5,620 from the FY 2021 Adopted Budget.

Revenue Source	FY 2019 Actual	FY 2020 Adopted	FY 2021 Adopted	FY 2020-21 Change	FY 2022 Projected	FY 2021-22 Change
Interest Income - General Fund	$ 935,355	$ 500,000	$ 500,000	$ -	$ 500,000	$ -
Rental of County Property	119,265	142,904	129,602	(13,302)	135,222	5,620
Rental Health Department	25,700	25,700	25,700	-	25,700	-
Rental Hospital Hill Property	135,527	118,332	130,799	12,467	130,799	-
Total	**$ 1,215,847**	**$ 786,936**	**$ 786,101**	**$ (835)**	**$ 791,721**	**$ 5,620**

Charges for Services

The FY 2021 Adopted Budget includes $919,779 in charges for services, an increase of $546 from the FY 2020 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 prior year FY 2020 reduction of County Attorney fees due to a change in the process for collections. Additional adjustments in charges for services are relative to historical and current year collections. The FY 2022 Projected Budget includes no adjustments in revenue as compared to the FY 2021 Adopted Budget.

Revenue Source	FY 2019 Actual	FY 2020 Adopted	FY 2021 Adopted	FY 2020-21 Change	FY 2022 Projected	FY 2021-22 Change
Excess Fees	$ 61,741	$ 80,000	$ 75,000	$ (5,000)	$ 75,000	$ -
Remote Access Clerk Fee	11,746	6,000	6,000	-	6,000	-
Sheriff Fees	3,742	3,742	3,742	-	3,742	-
Law Library Fees	11,645	9,600	10,450	850	10,450	-
Local Cost	10,923	30,000	30,000	-	30,000	-
Detention Fee	136	2,000	-	(2,000)	-	-
Inmate Processing Fee	9,586	10,000	9,600	(400)	9,600	-
Commonwealth's Atty. Fees	6,478	7,000	7,000	-	7,000	-
County Attorney Fees	80,979	-	-	-	-	-
Corr. & Detention Charges	45,391	30,000	40,000	10,000	40,000	-
Street Signs	836	2,000	1,000	(1,000)	1,000	-
Police Reports/Fingerprinting Fee	9,260	8,500	9,600	1,100	9,600	-
Inmate DNA	1,231	900	1,150	250	1,150	-
Courtroom Security	151,625	145,000	145,000	-	145,000	-
Parks & Recreation	533,619	500,491	496,737	(3,754)	496,737	-
Welfare & Social Services Fees	300	-	-	-	-	-
Library Fees	73,266	79,000	79,000	-	79,000	-
Sales of GIS Maps	5,939	5,000	5,500	500	5,500	-
Total	**$ 1,018,443**	**$ 919,233**	**$ 919,779**	**$ 546**	**$ 919,779**	**$ -**

Miscellaneous Revenue & Recovered Costs

The FY 2021 Adopted Budget includes $558,680 in miscellaneous revenue and recovered costs, a decrease of $14,315 from the FY 2020 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. Town election reimbursements are collected by the Registrar from the incorporated towns within the County based on those election cycles. Other miscellaneous revenue and recovered costs are based on prior years' and project collection levels. The FY 2022 Projected Budget includes $568,580 in miscellaneous revenue and recovered costs, an increase of $9,900 as a result of the Town election cycle.

Revenue Source	FY 2019 Actual	FY 2020 Adopted	FY 2021 Adopted	FY 2020-21 Change	FY 2022 Projected	FY 2021-22 Change
Miscellaneous Donations	$ 57,450	$ 8,854	$ 500	$ (8,354)	$ 500	$ -
Admin Fees - Debt Set-Off	43,256	60,000	60,000	-	60,000	-
Lien Fees - Treasurer	40,376	43,200	42,000	(1,200)	42,000	-
Lien Fees - County Attorney	2,315	-	-	-	-	-
Commonwealth's Attorney Collection	116,432	160,000	130,000	(30,000)	130,000	-
Circuit Court Collections	1,267	1,000	1,000	-	1,000	-
Gen. District Court Collections	2,777	3,500	3,500	-	3,500	-
J&DR Court Collections	222	250	250	-	250	-
HR Background Checks	15,708	25,000	17,500	(7,500)	17,500	-
Wellness Dollars	25,000	25,000	50,000	25,000	50,000	-
HR Miscellaneous Revenue	20,535	15,681	20,000	4,319	20,000	-
Town Election Reimbursement	-	3,300	-	(3,300)	9,900	9,900
Insurance Recoveries	54,196	-	-	-	-	-
Miscellaneous Revenue	149,737	111,210	130,130	18,920	130,130	-
Canteen Medical Reimb.	4,028	6,500	4,100	(2,400)	4,100	-
Process and Service Fees	1,231	-	1,200	1,200	1,200	-
Home Incarceration Fees	1,827	3,000	1,000	(2,000)	1,000	-
Other Government Charges	10,500	10,500	5,500	(5,000)	5,500	-
Work Release	31,833	65,000	30,000	(35,000)	30,000	-
CSA Refunds	34,582	10,000	34,000	24,000	34,000	-
Warrenton Comm Ctr Recovered Costs	21,361	19,000	21,500	2,500	21,500	-
Radio Reimb - Culpeper/Rappahannock	29,214	-	-	-	-	-
Miscellaneous Recoveries	25,504	2,000	6,500	4,500	6,500	-
Total	**$ 689,351**	**$ 572,995**	**$ 558,680**	**$ (14,315)**	**$ 568,580**	**$ 9,900**

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 2021 Adopted Budget includes $28,346,892 in state revenue, or 14.8% of total General Fund revenue, an increase of $445,322 from the FY 2020 Adopted Budget. The FY 2022 Projected Budget includes $28,346,878 in state revenue, an overall decrease of $14 from the FY 2021 Adopted Budget.

Non-Categorical Aid

The FY 2021 Adopted Budget includes $16,079,120 in non-categorical aid, which represents a decrease of $352,207 from the FY 2020 Adopted Budget. This is primarily a result of a decrease in the communication tax based on historical trends and economic conditions that have limited the growth in this tax base. This category consists of taxes imposed by the State and shared with the County using a variety of distribution formulas. The FY 2022 Projected Budget anticipates no adjustment in non-categorical aid as compared to the FY 2021 Adopted Budget.

Revenue Source	FY 2019 Actual	FY 2020 Adopted	FY 2021 Adopted	FY 2020-21 Change	FY 2022 Projected	FY 2021-22 Change
Rolling Stock Tax	$ 83,615	$ 88,500	$ 82,500	$ (6,000)	$ 82,500	$ -
Mobile Home Titling Tax	23,787	25,000	25,000	-	25,000	-
Rental Car Tax	17,763	10,000	12,500	2,500	12,500	-
Personal Property Tax Relief	13,658,120	13,657,827	13,658,120	293	13,658,120	-
Communication Tax	2,455,614	2,650,000	2,300,000	(350,000)	2,300,000	-
Pari-mutuel Wagering Tax	1,055	-	1,000	1,000	1,000	-
Total	**$ 16,239,954**	**$ 16,431,327**	**$ 16,079,120**	**$ (352,207)**	**$ 16,079,120**	**$ -**

Shared Expenses

The FY 2021 Adopted Budget includes $6,093,134 in shared expenses, which represents an increase of $491,199 from the FY 2020 Adopted Budget. The FY 2022 Projected Budget in shared expenses represents an overall decrease of $14 from the FY 2021 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, and reflect actual allocations.

Revenue Source	FY 2019 Actual	FY 2020 Adopted	FY 2021 Adopted	FY 2020-21 Change	FY 2022 Projected	FY 2021-22 Change
Commonwealth Attorney	$ 530,079	$ 546,956	$ 578,856	$ 31,900	$ 575,849	$ (3,007)
Sheriff	3,647,095	3,918,603	4,211,510	292,907	4,144,456	(67,054)
Commissioner of the Revenue	187,107	204,974	325,506	120,532	331,710	6,204
Treasurer	166,708	184,519	242,438	57,919	297,258	54,820
Registrar	47,586	47,447	47,545	98	47,545	-
Clerk of the Court	481,803	512,309	518,071	5,762	531,421	13,350
Adult Confinement – Detention	158,537	187,127	169,208	(17,919)	164,881	(4,327)
Total	**$ 5,218,915**	**$ 5,601,935**	**$ 6,093,134**	**$ 491,199**	**$ 6,093,120**	**$ (14)**

Categorical Aid

The FY 2021 Adopted Budget includes $6,174,638 in categorical aid, which represents an increase of $306,330 from the FY 2020 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), which increases in FY 2021 based on additional state contributions towards personnel costs, and child support payments. 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. Additional adjustments are based on prior years' and current year revenue collections. The FY 2022 Projected Budget anticipates no adjustment in categorical aid as compared to the FY 2021 Adopted Budget.

Revenue Source	FY 2019 Actual	FY 2020 Adopted	FY 2021 Adopted	FY 2020-21 Change	FY 2022 Projected	FY 2021-22 Change
Social Services	$ 1,611,619	$ 1,665,078	$ 1,934,429	$ 269,351	$ 1,934,429	$ -
Comprehensive Services Act	2,064,979	2,726,008	2,747,730	21,722	2,747,730	-
VDSS DV Grant	35,604	33,193	33,193	-	33,193	-
DCJS VOCA Grant	34,087	66,433	30,000	(36,433)	30,000	-
Recordation Tax	429,014	435,000	435,000	-	435,000	-
Jury Duty Reimbursement	18,861	25,000	25,000	-	25,000	-
Adult Court Services – Pretrial	246,348	246,348	251,695	5,347	251,695	-
Community Corrections	271,745	271,745	278,402	6,657	278,402	-
Prisoner Transportation	6,227	15,000	6,000	(9,000)	6,000	-
Juv. Community Crime Control	36,836	36,836	36,836	-	36,836	-
E-911 Wireless Program	199,431	117,716	150,000	32,284	150,000	-
SRO Incentive Grant Program	39,646	46,632	54,404	7,772	54,404	-
Armory	18,655	17,751	18,000	249	18,000	-
Library Aid	159,058	159,058	164,949	5,891	164,949	-
Commissioner of the Arts	3,510	3,510	4,000	490	4,000	-
AFID Regional Food Port Study	25,709	-	-	-	-	-
Miscellaneous	28,909	3,000	5,000	2,000	5,000	-
Total	**$ 5,230,238**	**$ 5,868,308**	**$ 6,174,638**	**$ 306,330**	**$ 6,174,638**	**$ -**

Federal Revenue

The FY 2021 Adopted Budget includes $3,251,221 in federal revenue, or 1.70% of total General Fund revenue. This category consists principally of federal funding for community welfare programs, which increases in FY 2021 based on additional federal contributions towards personnel costs, and child support payments. Additional revenue may be realized during the course of the fiscal years through various grant awards. The FY 2022 Projected Budget includes an $8,706 increase from the FY 2021 Adopted Budget in welfare administration.

Revenue Source	FY 2019 Actual	FY 2020 Adopted	FY 2021 Adopted	FY 2020-21 Change	FY 2022 Projected	FY 2021-22 Change
Welfare Administration	$ 3,065,895	$ 2,550,324	$ 2,900,996	$ 350,672	$ 2,909,702	$ 8,706
VDSS DV Grant	85,768	99,579	99,580	1	99,580	-
DCJS VOCA Grant	199,908	199,302	211,735	12,433	211,735	-
Commissioner of the Arts	990	990	-	(990)	-	-
Public Safety	69,202	39,248	38,910	(338)	38,910	-
DCJS Restorative Pathways	13,634	-	-	-	-	-
Agricultural Development	32,083	-	-	-	-	-
Total	**$ 3,467,480**	**$ 2,889,443**	**$ 3,251,221**	**$ 361,778**	**$ 3,259,927**	**$ 8,706**

Intra-Governmental Transfers

The FY 2021 Adopted Budget includes $477,522 in intra-governmental revenue, or 0.25% of total General Fund revenue to support government operations. The adopted budget for FY 2021 and projected budget for FY 2022 include no change in anticipated revenue from the FY 2020 Adopted Budget.

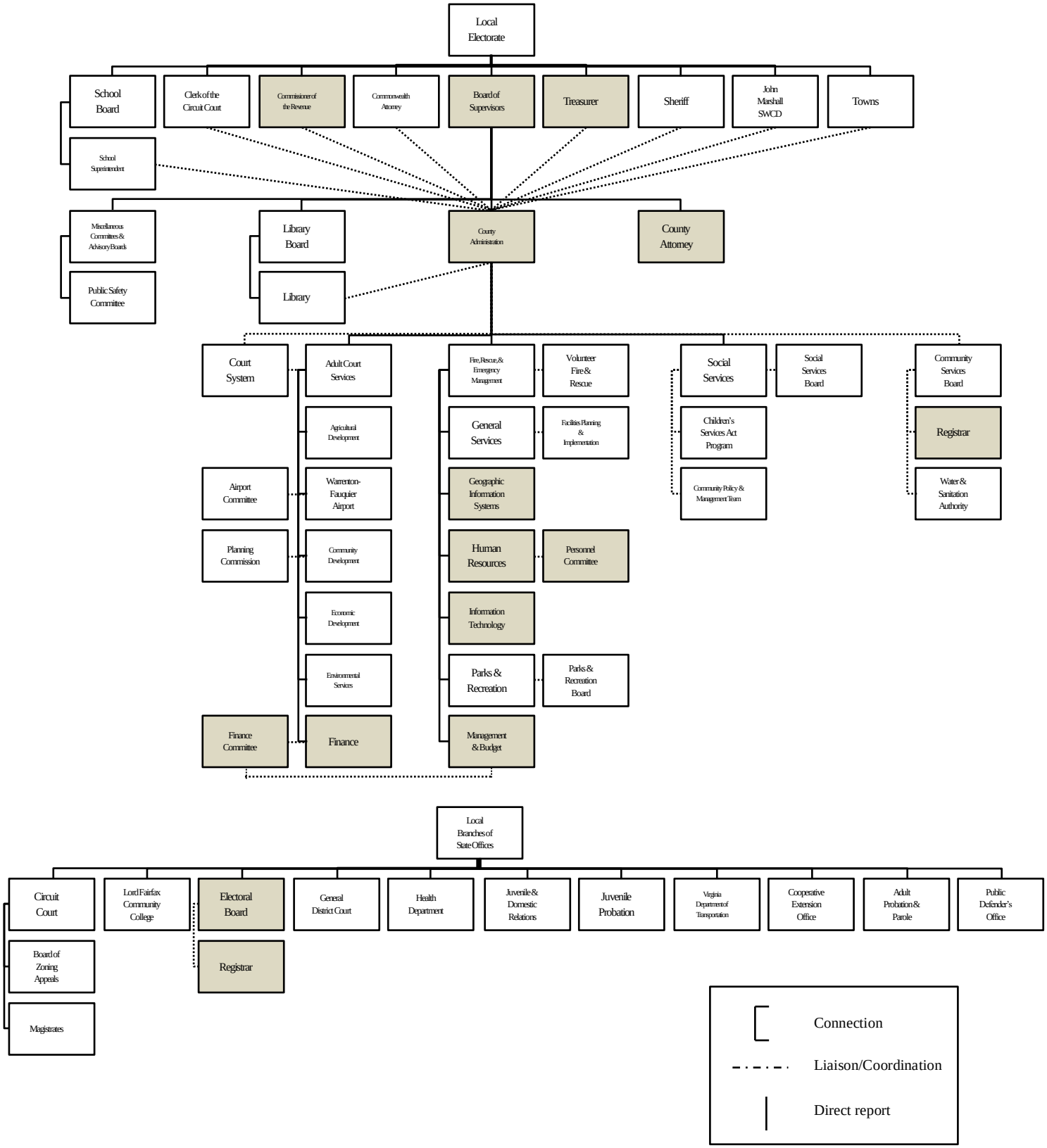
Revenue Source	FY 2019 Actual	FY 2020 Adopted	FY 2021 Adopted	FY 2020-21 Change	FY 2022 Projected	FY 2021-22 Change
School Operating Fund	$ 136,069	$ -	$ -	$ -	$ -	$ -
Capital Projects Fund	3,005	118,865	118,865	-	118,865	-
Stormwater Management Fund	358,657	358,657	358,657	-	358,657	-
Total	**$ 497,731**	**$ 477,522**	**$ 477,522**	**$ -**	**$ 477,522**	**$ -**

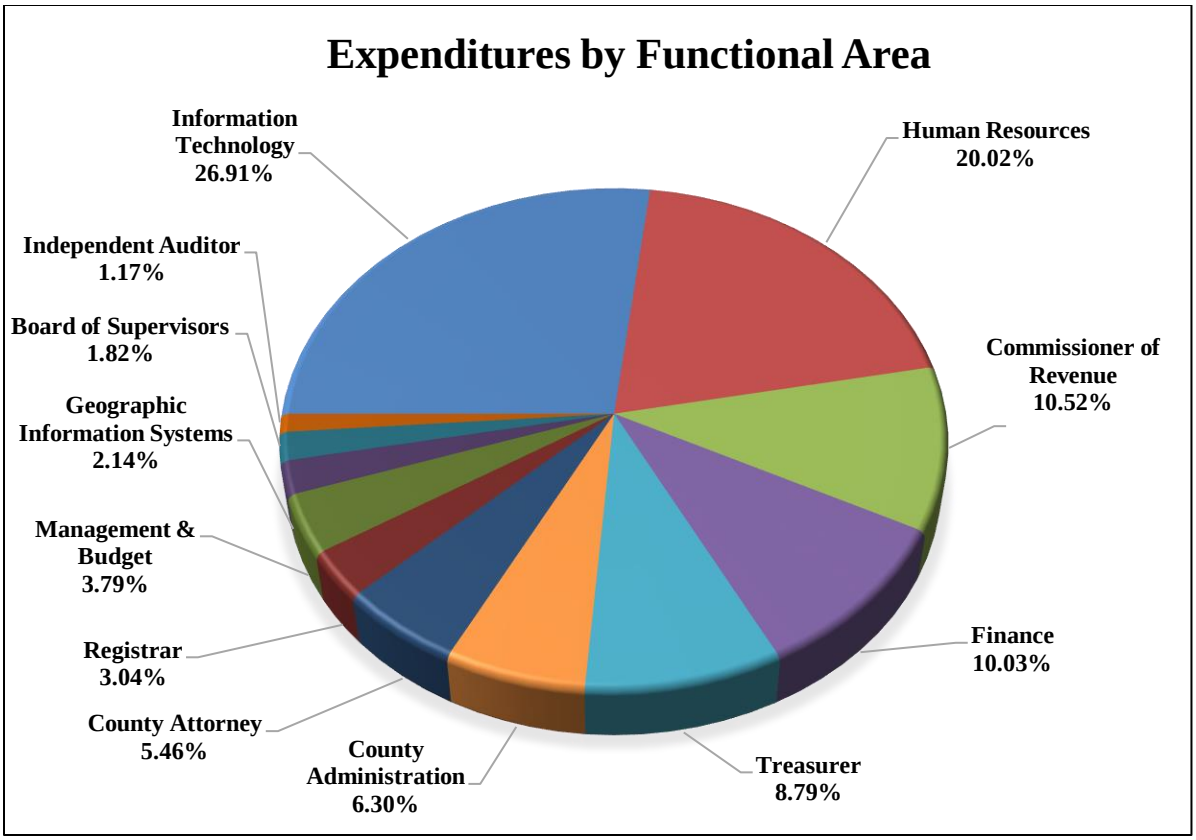
General Government

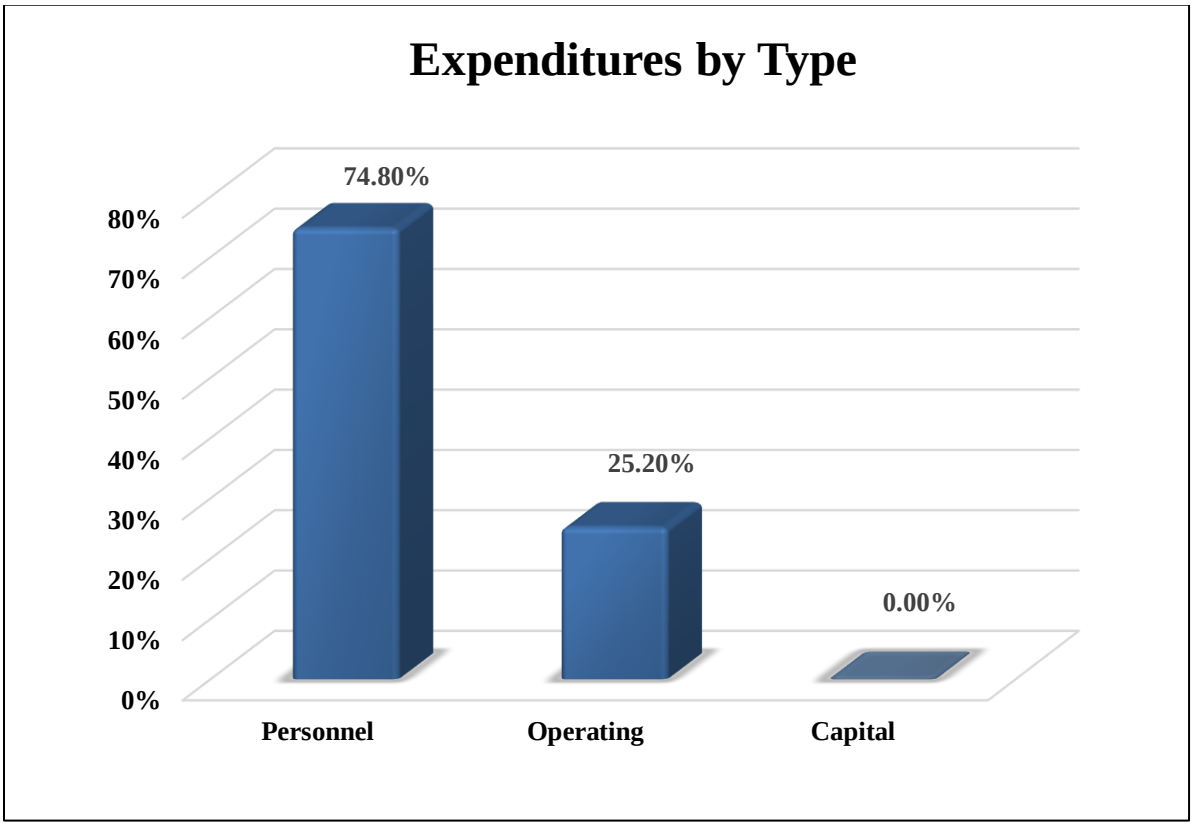
Warren Green Building
Warrenton, Virginia

Department/Agency		Amount
Board of Supervisors	$	296,300
Commissioner of the Revenue		1,709,428
County Administration		1,023,348
County Attorney		887,911
Finance		1,629,481
Geographic Information Systems		348,304
Human Resources		3,252,848
Independent Auditor		189,375
Information Technology		4,372,546
Management & Budget		615,960
Registrar		493,359
Treasurer		1,428,617
Total	**$**	**16,247,477**

General Government



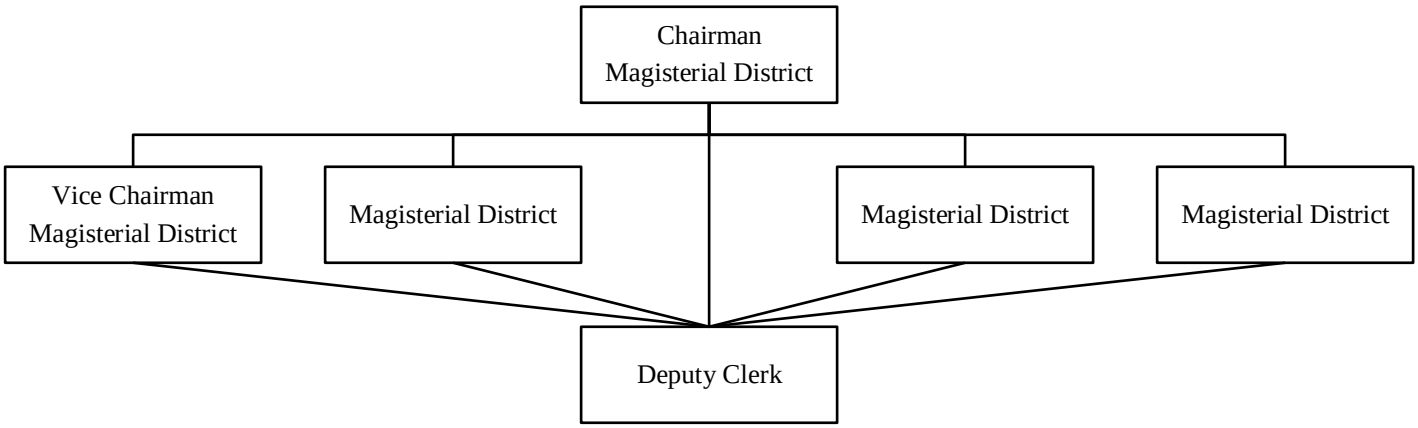

Expenditures by Functional Area
Information Technology 26.91%
Human Resources 20.02%
Independent Auditor 1.17%
Board of Supervisors 1.82%
Commissioner of Revenue 10.52%
Geographic Information Systems 2.14%
Management & Budget 3.79%
Registrar 3.04%
Finance 10.03%
County Attorney 5.46%
County Administration 6.30%
Treasurer 8.79%


Expenditures by Type
80%
70%
60%
50%
40%
30%
20%
10%
0%
74.80%
25.20%
0.00%
Personnel
Operating
Capital

Board of Supervisors

ORGANIZATIONAL PURPOSE:

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 LEGISLATIVE PRIORITIES FOR FY 2021:

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 continued funding 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 seeks legislative authority to relocate its Circuit Courthouse up to 1,000 feet in any direction without public referendum, provided that the courthouse remains within the boundaries of the Town of Warrenton.

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

- 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.

- Fauquier County supports additional funding for the Stormwater Local Assistance Fund to assist localities in meeting their Total Maximum Daily Load (TMDL) goals.

- Fauquier County supports legislation providing for tighter regulation of fill dirt purported to be for "agricultural purposes".

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.

Registrar:

- Fauquier County is concerned with managing the volume of voters and additional local expense resulting from recent "early/no excuse voting" legislation and urges the General Assembly to delay implementation for one year to an "off year" election year.

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.

Broadband/Wireless Telecommunications

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

Health, Safety and Welfare:

- 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 the General Assembly to strongly encourage the Virginia Department of Health to promote harvested rainwater as potable for human consumption.

- Fauquier County strongly opposes any legislative attempts to undermine or limit legal and Constitutional gun ownership in the County and Commonwealth of Virginia.

KEY PROJECTS FOR FY 2022:

- Fauquier County has a variety of issues and interests that require legislative action by the Virginia General Assembly. The Board of Supervisors will review and revise its legislative program to include additional priorities for consideration in the Virginia Association of Counties (VACo) Legislative Program as part of its calendar year 2022 package for the General Assembly.

BUDGET SUMMARY:

	FY 2018 Actual	FY 2019 Actual	FY 2020 Adopted	FY 2021 Adopted	FY 2022 Projected
Expenditure Summary:					
Personnel	$179,063	$181,118	$183,051	$185,730	$186,207
Operating	97,108	112,170	110,570	110,570	110,570
Capital	0	0	0	0	0
Total	**$276,171**	**$293,288**	**$293,621**	**$296,300**	**$296,777**
Revenue	$0	$0	$0	$0	$0
Net Local Revenue	**$276,171**	**$293,288**	**$293,621**	**$296,300**	**$296,777**
Full-time Equivalents	**1.00**	**1.00**	**1.00**	**1.00**	**1.00**

BUDGET ANALYSIS:

The FY 2021 Adopted Budget for the Board of Supervisors includes an adjustment to 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 anticipates personnel expenditure increases due to rising benefit costs.

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 2018 Actual	FY 2019 Actual	FY 2020 Projected	FY 2021 Projected	FY 2022 Projected
Regularly scheduled public meetings	12	12	12	12	12
Work Sessions conducted	37	52	47	47	47
Consent / Regular Agenda items considered	125	165	144	144	144
Public Hearings conducted	50	70	56	56	56
Proclamations & Awards presented	36	38	32	32	32
Citizen appointments made to Committees, Boards and Commissions	51	21	29	29	29
Legislative priorities submitted to the General Assembly	23	20	23	23	23
Committees, Commissions and Boards on which BOS members serve	20	20	20	20	20
Legislative events, annual budget & policy review, special and/or adjourned meetings	9	8	11	11	11

OBJECTIVES:

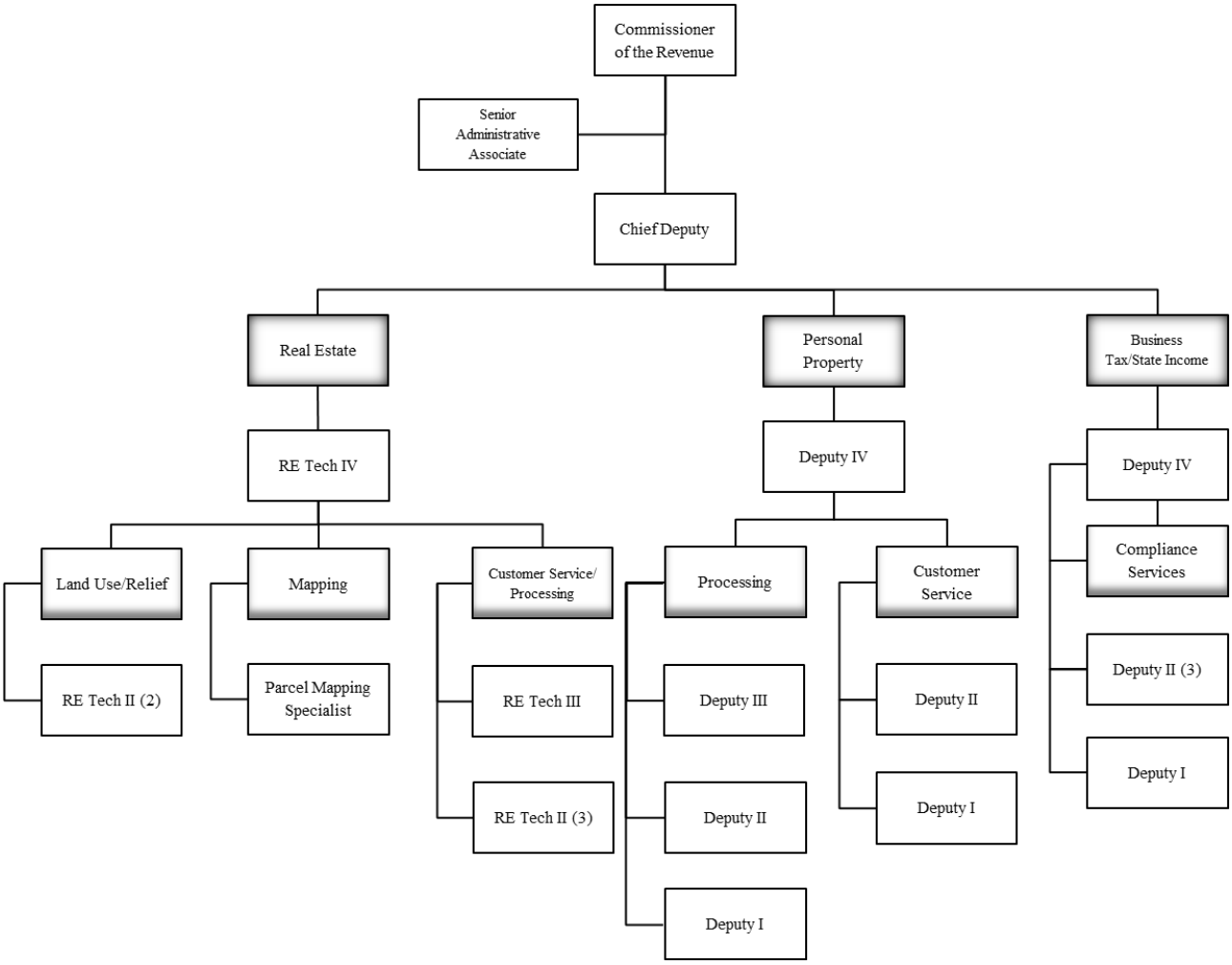
- Maintain compliance with the State and Federally mandated programs and responsibilities.
- Successfully complete projects adopted by resolution as part of its calendar year 2019 legislative package submitted to the General Assembly.
- Ensure Board of Supervisors' agenda and meeting materials are accessible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

OUTCOME MEASURES	FY 2018 Actual	FY 2019 Actual	FY 2020 Goal	FY 2021 Goal	FY 2022 Goal
Compliance with State and Federally mandated programs and responsibilities	100%	100%	100%	100%	100%
Legislative priorities submitted to the General Assembly prior to the start of the annual session	100%	100%	100%	100%	100%
Agenda and meeting materials are accessible in accordance with Board by-laws	100%	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 2021 & FY 2022:

- Explore potential for reduction in reassessment costs and future savings to include Pictometry research.
- Research enterprise version of Laserfiche to allow the County to have digital documents backed up in order to save on paper costs and storage space of hard copies.

BUDGET SUMMARY:

	FY 2018 Actual	FY 2019 Actual	FY 2020 Adopted	FY 2021 Adopted	FY 2022 Projected
Expenditure Summary:					
Personnel	$1,453,902	$1,533,855	$1,551,335	$1,594,750	$1,605,244
Operating	95,823	107,271	114,678	114,678	114,678
Capital	0	0	0	0	0
Total	**$1,549,725**	**$1,641,126**	**$1,666,013**	**$1,709,428**	**$1,719,922**
Revenue[1]	$197,489	$414,580	$214,974	$335,506	$341,710
Net Local Revenue	**$1,352,236**	**$1,226,546**	**$1,451,039**	**$1,373,922**	**$1,378,212**
Full-time Equivalents	**22.00**	**22.00**	**22.00**	**22.00**	**22.00**

[1]*FY 2019 Revenue includes sexennial Land Use reassessment.*

BUDGET ANALYSIS:

The FY 2021 Adopted Budget for the Commissioner of the Revenue includes adjustments to personnel expenditures due to changes in benefit costs and FY 2020 2.0% compensation increase, salary scale, and compression adjustments for permanent staff. Revenue increases for the Commissioner of the Revenue include increases in Compensation Board funding allocations based on the Commonwealth's approved budget. The FY 2022 Projected Budget anticipates personnel expenditure increases due to rising benefit costs.

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 2018 Actual	FY 2019 Actual	FY 2020 Projected	FY 2021 Projected	FY 2022 Projected
Mapping changes	1,700	1,737	1,890	1,800	1,820
Record revisions on appraisal module[1]	3,830	4,477	3,700	4,500	4,600
Prepare assessments for new construction	1,533	1,505	1,500	1,550	1,600
Transfers	3,866	3,492	4,100	3,600	3,700

[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. Note: Land transfers begin April 1 each year due to system requirements.
- Improve revenue forecasting by completing entry of new construction data by January 31 of each year.

OUTCOME MEASURES	FY 2018 Actual	FY 2019 Actual	FY 2020 Goal	FY 2021 Goal	FY 2022 Goal
Transfers recorded within 48 hours (after April 1)	98%	98%	98%	98%	98%
New construction data entered prior to January 31	95%	95%	95%	100%	100%

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 2018 Actual	FY 2019 Actual	FY 2020 Projected	FY 2021 Projected	FY 2022 Projected
Parcels in land use	3,768	3,767	3,800	3,750	3,750
Roll backs calculated	100	100	100	100	100
New applications & revalidation receipts[1]	83	2,518	135	135	135
Land use inspection	22	28	25	25	25

[1]*Revalidation of Land Use applications in the fall of 2018 for Tax Year 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 2018 Actual	FY 2019 Actual	FY 2020 Goal	FY 2021 Goal	FY 2022 Goal
Applications and revalidations processed within 60 days of receipt	90%	95%	90%	95%	95%
Exonerations of qualified applicants completed within 30 days of receipt	95%	100%	95%	100%	100%

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 2018 Actual	FY 2019 Actual	FY 2020 Projected	FY 2021 Projected	FY 2022 Projected
Exonerations	11,898	11,846	12,083	12,324	12,571
Supplements	11,413	12,184	12,428	12,676	12,930
PPTRA qualifying vehicles	78,961	80,590	82,202	83,846	85,523
Qualifying leased vehicles	473	711	725	740	754
Audit letters	200	200	200	200	200
Personal Property returns	56,597	57,498	58,073	58,654	59,240
Vehicles disqualified	216	473	478	482	487
License fees assessed	79,132	80,385	81,189	82,001	82,821

OBJECTIVES:

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

OUTCOME MEASURES	FY 2018 Actual	FY 2019 Actual	FY 2020 Goal	FY 2021 Goal	FY 2022 Goal
Personal Property returns processed by 7/30	90%	90%	90%	95%	95%

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 2018 Actual	FY 2019 Actual	FY 2020 Projected	FY 2021 Projected	FY 2022 Projected
Business license applications mailed	3,059	3,103	3,000	3,140	3,180
Virginia Workers Compensation forms	1,395	1,426	1,450	1,400	1,400
Bank stock audit	11	11	11	11	11
Consumer Utility Tax returns	8	8	8	8	8

Business Personal Property returns	4,571	4,579	4,590	4,600	4,620
Machinery & Tools returns	47	43	47	47	47
Transient Occupancy Tax returns	12	8	12	12	12
States income correspondence	900	868	800	900	900
State income returns processed	3,989	3,250	3,700	2,900	2,850
State estimated returns processed	1,384	1,075	1,100	1,000	970

OBJECTIVES:

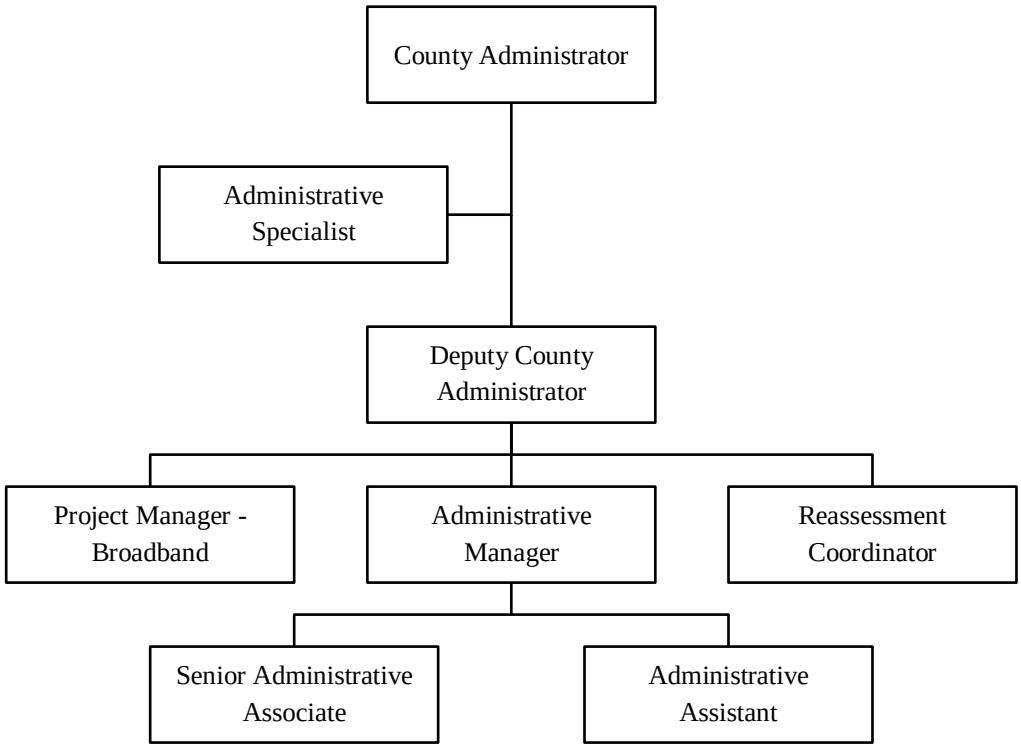
- Ensure the maximum assessment of revenue for BPOL by performing desk audits and other reviews of filings by May 30.
- Ensure the maximum assessment of revenue for Business Personal Property (BPP) taxes by July 30.

OUTCOME MEASURES	FY 2018 Actual	FY 2019 Actual	FY 2020 Goal	FY 2021 Goal	FY 2022 Goal
BPOL desk compliance tests completed by May 30	20%	30%	50%	75%	80%
BPP desk compliance tests completed by July 30	20%	30%	50%	75%	80%

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.



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 2021 & FY 2022:

- Fauquier County Broadband Capital Improvement Project.
- Catlett & Calverton Wastewater Treatment Project.
- Groundwater Protection Project.
- Courthouse Spacing Study.
- Opal and Midland Water Projects.
- Marshall Main Street Improvements Project.
- 2022 Reassessment.

BUDGET SUMMARY:

	FY 2018 Actual	FY 2019 Actual	FY 2020 Adopted	FY 2021 Adopted	FY 2022 Projected
Expenditure Summary:					
Personnel	$851,220	$829,504	$935,396	$972,206	$976,536
Operating	365,622	53,342	51,142	51,142	51,142
Capital	0	0	0	0	0
Total	**$1,216,842**	**$882,846**	**$986,538**	**$1,023,348**	**$1,027,678**
Revenue	$0	$0	$118,865	$118,865	$118,865
Net Local Revenue	**$1,216,842**	**$882,846**	**$867,673**	**$904,483**	**$908,813**
Full-time Equivalents	**8.00**	**8.00**	**8.00**	**8.00**	**8.00**

BUDGET ANALYSIS:

The FY 2021 Adopted Budget for the County Administration includes an adjustment to 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 anticipates personnel expenditure increases due to rising benefit costs.

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 2018 Actual	FY 2019 Actual	FY 2020 Projected	FY 2021 Projected	FY 2022 Projected
Board of Supervisors agenda items submitted	124	82	85	85	85
Legislative priorities developed and submitted for Board of Supervisors' consideration	23	19	24	24	24
Standing Board/Committee meetings[1]	88	67	75	80	80

[1]*Meetings are per calendar year.*

OBJECTIVES:

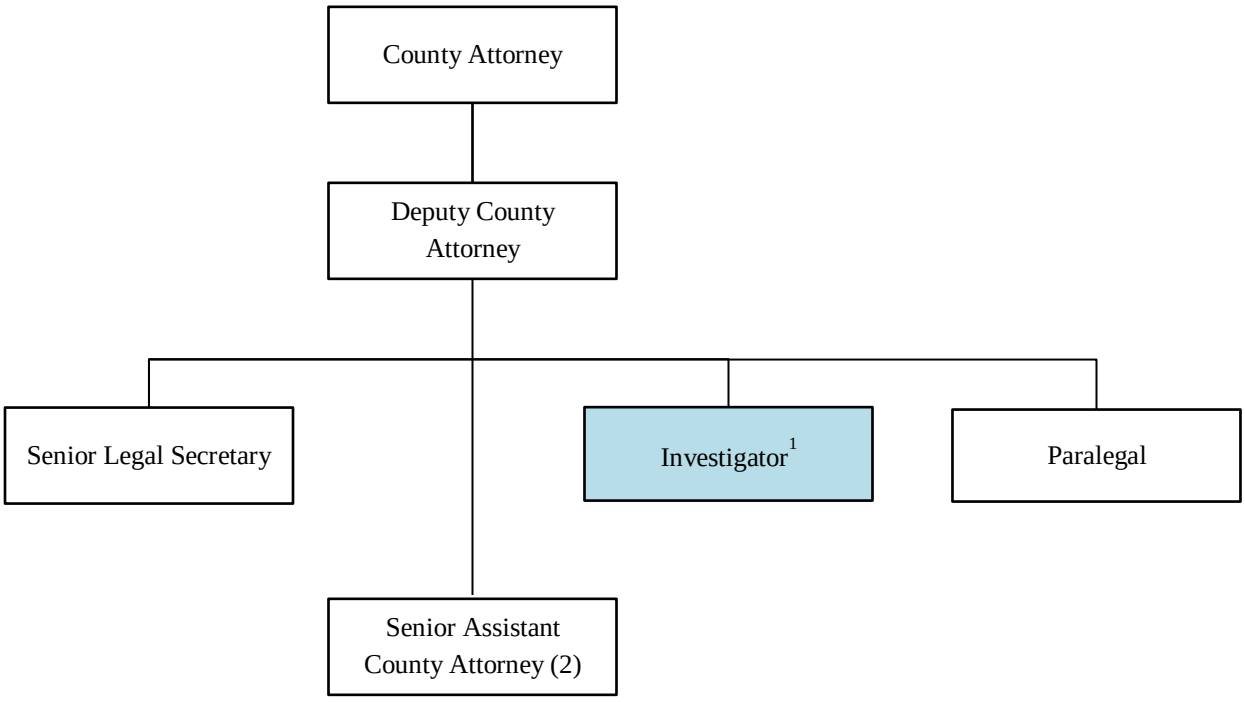
- Work with the Board of Supervisors to strategically execute the Board's vision and priorities.
- Research and identify additional sources of new revenue.
- Develop and deliver an annual legislative plan.
- Maintain a Continuity of Operations and Disaster Recovery Plan.
- Maintain the County's strong 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 2018 Actual	FY 2019 Actual	FY 2020 Goal	FY 2021 Goal	FY 2022 Goal
Execute the Board's vision and priorities	Ongoing	Ongoing	Ongoing	Ongoing	Ongoing
Reduce expenditures and identify additional sources of new revenue	Ongoing	Ongoing	Ongoing	Ongoing	Ongoing
Develop and deliver an annual legislative plan	Annual	Annual	Annual	Annual	Annual
Maintain a Continuity of Operations and Disaster Recovery Plan	Ongoing	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	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.



[1] *FY 2021-FY 2022 Adopted Budget includes one (0.53) FTE Investigator Program approved mid-FY 2020.*

County Attorney

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 2021:

- Increase capacity to respond effectively to more difficult Code and Ordinance enforcement cases by developing in-house investigative capabilities.
- Develop process for and handle County Code enforcement matters for the Fauquier County Sheriff's Office and Animal Control Division.

KEY PROJECTS FOR FY 2022:

- Continue to streamline office processes and practices by implementing paperless office and digital submission and tracking for key office functions such as reviews of ordinances, contracts and other documents, including conservation easements.

BUDGET SUMMARY:

	FY 2018 Actual	FY 2019 Actual	FY 2020 Adopted	FY 2021 Adopted	FY 2022 Projected
Expenditure Summary:					
Personnel	$688,184	$748,580	$769,609	$840,337	$843,781
Operating	56,872	53,135	47,574	47,574	47,574
Capital	0	0	0	0	0
Total	**$745,056**	**$801,715**	**$817,183**	**$887,911**	**$891,355**
Revenue	$10,215	$83,294	$0	$0	$0
Net Local Revenue	**$734,841**	**$718,421**	**$817,183**	**$887,911**	**$891,355**
Full-time Equivalents	**6.00**	**6.00**	**6.00**	**6.53**	**6.53**

BUDGET ANALYSIS:

The FY 2021 Adopted Budget for the County Attorney's Office includes personnel expenditure adjustments related to rising benefit costs, FY 2020 2.0% compensation increase, salary scale, and compression adjustments for permanent staff and the establishment of a (0.53) full-time Investigator approved mid-FY 2020. The FY 2022 Projected Budget anticipates personnel expenditure increases due to rising benefit costs.

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 in the collection and assessment of taxes as well as other activities of the Commissioner of the Revenue and Treasurer. 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 2018 Actual	FY 2019 Actual	FY 2020 Projected	FY 2021 Projected	FY 2022 Projected
Files opened	180	272	200	200	200
Document review and opinion requests[1]	450	2,800	2,500	2,500	2,500
Real estate settlements	10	15	10	10	10
Active open litigation cases	346	331	150	150	150

[1]*An automated document management system was implemented in FY 2019 resulting in more accurate estimates.*

OBJECTIVES:

- Provide prompt response to client inquiries.
- Support all County Ordinance and Code enforcement activities of Community Development, Sheriff's Office and Animal Control Division.
- Effectively resolve all matters accepted for litigation.

OUTCOME MEASURES	FY 2018 Actual	FY 2019 Actual	FY 2020 Goal	FY 2021 Goal	FY 2022 Goal
Respond to 75% of requests for opinions within 5 working days	75%	89%	75%	75%	75%
Respond to 75% of requests for document reviews within 5 working days	75%	89%	75%	75%	75%

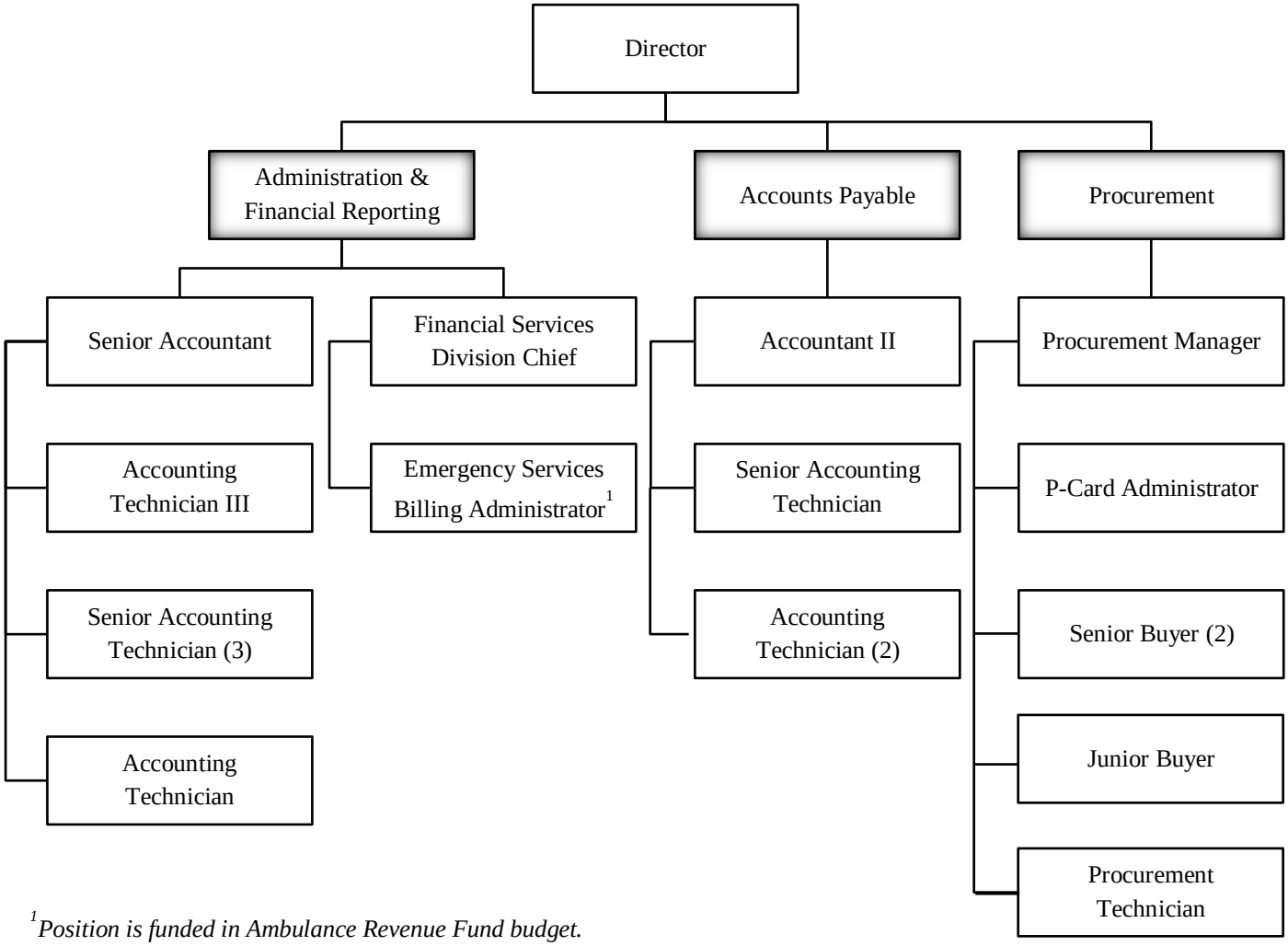
Review and respond to 100% of FOIA and subpoena requests within required timeframe	100%	100%	100%	100%	100%
Attend 100% of primary board or commission meetings	100%	100%	100%	100%	100%
Attend 100% of the secondary board or committee meetings where attorney is requested	100%	100%	100%	100%	100%
Initiate appropriate action in 100% of cases accepted for litigation within 5 working days	100%	100%	100%	100%	100%

Finance

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 and coordination of the annual external audit, debt issuance and management, accounting, accounts payable and receivable, Federal and State grants reporting, capital asset reporting, and procurement.



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

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 (GFOA) guidelines for the Certificate of Achievement in Financial Reporting.
- Prepare and submit reports with regulatory agencies such as the annual report filing with the Auditor of Public Accounts (APA) transmittal, Federal Audit Clearinghouse (FAC) report, Virginia Department of Environmental Quality (DEQ) Financial Assurance Report, and others as required.
- Manage the issuance and administration of debt to ensure compliance with legal requirements and to minimize the County's borrowing costs, and ensure post-issuance compliance and reporting to bond holders and other stakeholders.
- 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 2021:

- Continued expansion of the P-Card Program, to include full completion of roll-out phase for County and Schools, as well as implementation and utilization of ePayables program and revision of solicitation protocol to include payment method preference in evaluation criteria.
- Implementation and utilization of additional small-dollar procurement methods where P-Cards are not available.
- Continued development of automated reporting capability to enhance financial reporting to the Board of Supervisors (BOS) and School Board (SB) Finance Committees, as well as other internal or external customers.
- Continued development of replacement of paper check processes in Accounts Payable through aforementioned ePayables, as well as Automated Clearing House (ACH) transmission for disbursements where ePayables is not a viable option.
- Begin implementation of improvements to capital asset controls and procedures to allow for tagging of capital assets and periodic physical inventory control counts by Finance Department staff.
- Review and provide due process comments on proposed Governmental Accounting Standards Board (GASB) standards, and implement new GASB standards.

KEY PROJECTS FOR FY 2022:

- Maintenance and optimization of the P-Card Program for both County and Schools, including development of more robust reporting and analysis of spending.

- Completion of development of alternative payment methods to reduce paper check processes in Accounts Payable.
- Complete implementation of improvements to capital asset controls and procedures to allow for tagging of capital assets and periodic physical inventory control counts by Finance.
- Review and provide due process comments on proposed GASB standards, and implement new GASB standards.

BUDGET SUMMARY:

	FY 2018 Actual	FY 2019 Actual	FY 2020 Adopted	FY 2021 Adopted	FY 2022 Projected
Expenditure Summary:					
Personnel	$1,347,145	$1,415,880	$1,435,934	$1,536,759	$1,545,346
Operating	60,241	49,735	104,760	92,722	91,722
Capital	0	0	0	0	0
Total	**$1,407,386**	**$1,465,615**	**$1,540,694**	**$1,629,481**	**$1,637,068**
Revenue	$10,000	$1,808	$3,500	$8,250	$8,250
Net Local Revenue	**$1,397,386**	**$1,463,807**	**$1,537,194**	**$1,621,231**	**$1,628,818**
Full-time Equivalents	**18.00**	**18.00**	**18.00**	**18.00**	**18.00**

BUDGET ANALYSIS:

The FY 2021 Adopted Budget for the Finance Department includes personnel expenditure adjustments related to rising benefit costs, FY 2020 2.0% compensation increase, salary scale, and compression adjustments for permanent staff. Revenue increases for Finance include additional rebates from the expansion of the P-Card program. The FY 2022 Projected Budget anticipates personnel expenditure increases due to rising benefit costs.

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

The department produces the County government and School Division Comprehensive Annual Financial Report and coordinates the annual external audit. Additionally the department manages general ledger transactions, debt service, capital assets, and grants as well as maintains the integrity of all financial data and internal control structures, and acts as fiscal agent for County agencies, the School Division, and other organizations as required.

SERVICE VOLUME	FY 2018 Actual	FY 2019 Actual	FY 2020 Projected	FY 2021 Projected	FY 2022 Projected
Total outstanding debt issues	31	31	33	38	39
General Obligation (GO) /Pooled/Direct Bank Loans	16	22	21	24	24
Equipment/Financing Leases	9	6	9	11	12
Rural Development Loans	6	3	3	3	3

Journal transactions	2,248	2,819	3,100	3,255	3,255
Accounts added or deactivated in the General Ledger	3,031	1,219	1,280	1,292	1,292
Internal Reviews	30	28	27	22	22
Petty cash / change drawer internal reviews	46	46	48	49	49
Revenue transmittals[1]	815	780	790	797	797
Manual interest earnings calculations	26	38	39	40	40
Number of training sessions provided for County/School staff	16	22	27	28	28
Programs interfaced	15	15	15	15	15

[1]*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 GFOA standards.
- Annually publish accurate and informative financial documents in compliance with GFOA standards and meet State and GFOA submission deadlines.

OUTCOME MEASURES	FY 2018 Actual	FY 2019 Actual	FY 2020 Goal	FY 2021 Goal	FY 2022 Goal
Achieve GFOA Excellence in Financial Reporting Award	Yes	Yes	Yes	Yes	Yes
Prepare and submit the Consolidated Annual Financial Report within State deadlines	Yes	Yes	Yes	Yes	Yes

PROGRAM 2: ***Accounts Payable***

The division processes 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 2018 Actual	FY 2019 Actual	FY 2020 Projected	FY 2021 Projected	FY 2022 Projected
Invoices paid	43,984	42,487	41,380	45,100	49,200
Checks issued	18,119	17,011	18,600	20,274	22,100
Dollar amount processed (in millions)	$64	$71	$73	$77	$82
New vendors added	1,260	1,187	1,300	1,313	1,326
1099's issued	368	391	375	405	437

OBJECTIVES:

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

OUTCOME MEASURES	FY 2018 Actual	FY 2019 Actual	FY 2020 Goal	FY 2021 Goal	FY 2022 Goal
Number of training sessions provided for County/School staff	5	4	9	8	8

PROGRAM 3: ***Procurement Division***

The Procurement Division 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 2018 Actual	FY 2019 Actual	FY 2020 Projected	FY 2021 Projected	FY 2022 Projected
Purchase Orders (PO) Issued	3,963	3,690	3,800	4,000	4,200
PO Edits	1,138	1,123	1,100	1,160	1,200
PO Edits to Issuance	29%	30%	29%	29%	29%
IFB, RFP, Contracts Issued[1]	153	169	160	165	160
Contracts Managed	645	627	635	650	650
P-Card Transaction Volume	855	3,869	5,400	6,500	7,000

[1]*FY 2019 includes the reissuance or new Credit Support Annex agreements.*

OBJECTIVES:

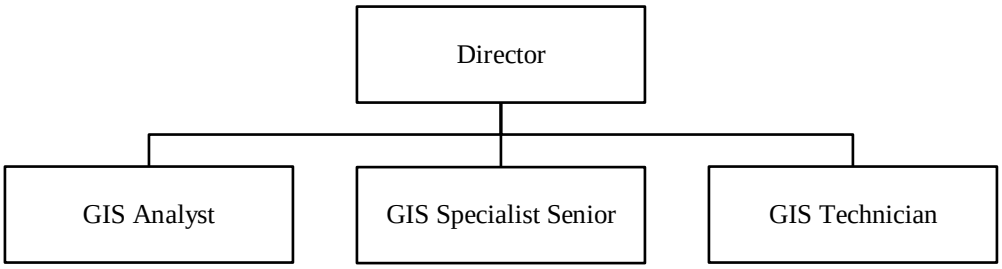
- Increase user comprehension and accuracy through training.
- Improve user resources by updating policies and procedures to reflect revisions to the Virginia Public Procurement Act and best practices.

OUTCOME MEASURES	FY 2018 Actual	FY 2019 Actual	FY 2020 Goal	FY 2021 Goal	FY 2022 Goal
Training sessions provided for County/School staff members	12	10	16	18	20
Revisions made/approved to Policies, Procedures & Terms/Conditions	4	6	5	5	5
P-Card Training Sessions	23	45	24	28	28

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.
- Support departments with spatial data collections and management of infrastructure assets.
- 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 2021 & FY 2022:

- Continue to enhance the counties WebGIS presence.
- Continue GIS data, file server cleanup, and maintenance in support of Information Technology (IT) data standards.
- Provide data management, software, training and web applications support for the county reassessment process.
- Continue to provide GIS software and data technical support, assistance, and training consistent with departmental and County-wide objectives.
- Assist departments with document scanning and digitizing to reduce hard copy files.
- Provide continued technical system and data support for the E911 NextGen project.
- Potential upgrade or preparation to support future upgrade of Enterprise GIS version 10.5 to version 10.7.
- Support Community Development's EnerGov system upgrade with GIS version 10.7.

Geographic Information Systems

BUDGET SUMMARY:

	FY 2018 Actual	FY 2019 Actual	FY 2020 Adopted	FY 2021 Adopted	FY 2022 Projected
Expenditure Summary:					
Personnel	$318,797	$298,583	$341,169	$323,454	$325,362
Operating	15,349	13,658	24,850	24,850	24,850
Capital	27,557	0	0	0	0
Total	**$361,703**	**$312,241**	**$366,019**	**$348,304**	**$350,212**
Revenue	$3,501	$5,933	$5,000	$5,500	$5,500
Net Local Revenue	**$358,202**	**$306,308**	**$361,019**	**$342,804**	**$344,712**
Full-time Equivalents	**4.00**	**4.00**	**4.00**	**4.00**	**4.00**

BUDGET ANALYSIS:

The FY 2021 Adopted Budget for GIS includes adjustments to 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 personnel expenditure adjustments related to rising benefit costs.

PROGRAM 1: *GIS*

GIS services are provided to internal and external customers.

SERVICE VOLUME	FY 2018 Actual	FY 2019 Actual	FY 2020 Projected	FY 2021 Projected	FY 2022 Projected
GIS generated reports and PDF files produced	1,600	1,000	1,600	1,600	1,600
Type I Soils maps digitized	10	4	10	8	8
Training/Technical Support hours provided	200	150	200	300	300
Digital file requests processed	501	400	450	450	450
Street address requests processed	300	276	300	300	300
New streets added & signed ordered	20	9	10	10	10

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.

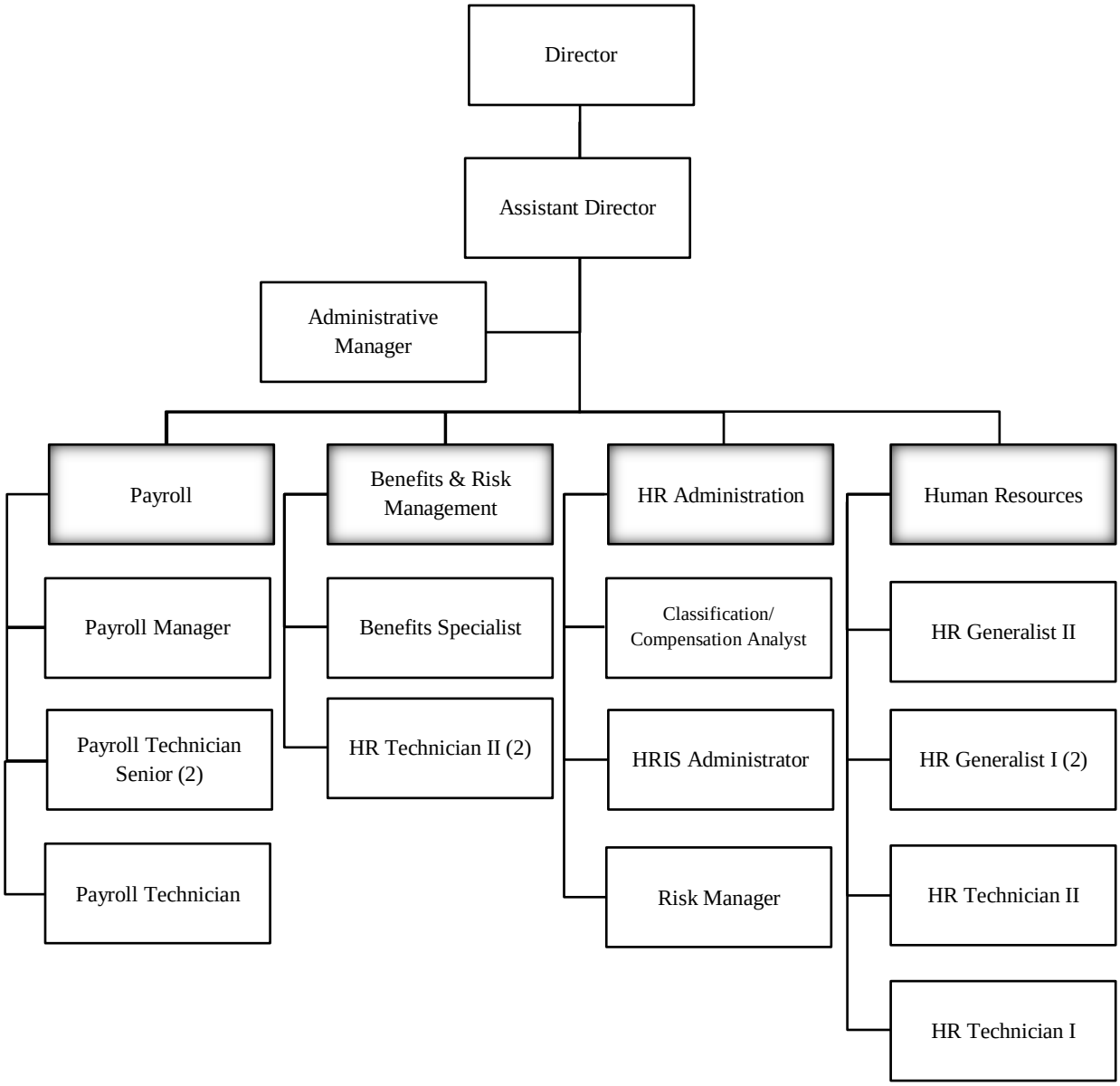
Geographic Information Systems

OUTCOME MEASURES	FY 2018 Actual	FY 2019 Actual	FY 2020 Goal	FY 2021 Goal	FY 2022 Goal
Revenue generated by GIS product sales	$3,501	$5,933	$5,000	$5,500	$5,500
Individual map layers available via the Internet	20	23	30	40	50
Digital map layers and databases maintained/created for analysis and internal use in decision making	300	344	300	350	400
Server-based GIS system users	100	97	100	100	100

Human Resources

ORGANIZATIONAL PURPOSE:

The Fauquier County Human Resources (HR) 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:

- Board of Supervisors (BOS) Strategic Plan, develop and implement a 3-year plan to alleviate compression.
- 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.
- Continue to offer valuable career development opportunities for all levels of employment.

KEY PROJECTS FOR FY 2021 & FY 2022:

- Implement year three of compression.
- Design, implement and evaluate a new performance evaluation.
- Design, implement, and evaluate succession management and administration career tracks.
- Innovate and align strategic recruitment processes to establish a strong talent pipeline.
- Strengthen and evaluate health and safety programs for all employees which reduce cost and improve safety.

BUDGET SUMMARY:

	FY 2018 Actual	FY 2019 Actual	FY 2020 Adopted	FY 2021 Adopted	FY 2022 Projected
Expenditure Summary:					
Personnel	$1,630,092	$1,579,949	$1,723,229	$1,867,679	$1,880,854
Operating	621,209	679,233	1,290,849	1,385,169	1,464,442
Capital	0	0	0	0	0
Total	**$2,251,301**	**$2,259,182**	**$3,014,078**	**$3,252,848**	**$3,345,296**
Revenue	$50,906	$61,243	$65,681	$95,000	$87,500
Net Local Revenue	**$2,200,395**	**$2,197,939**	**$2,948,397**	**$3,157,848**	**$3,257,796**
Full-time Equivalents	**18.00**	**18.00**	**18.00**	**18.00**	**18.00**

BUDGET ANALYSIS:

The FY 2021 Adopted Budget for Human Resources includes adjustments to personnel expenditures due to changes in benefit costs and FY 2020 2.0% compensation increase, salary scale, and compression adjustments for permanent staff. In addition, the Adopted Budget includes increased operating expenditures in support of contractual increases in insurance premiums. Revenue increases for Human Resources include Anthem wellness benefits contractual funding.

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 2018 Actual	FY 2019 Actual	FY 2020 Projected	FY 2021 Projected	FY 2022 Projected
County Employees	758	752	782	797	815
School Employees	1,899	1,891	1,977	1,990	2,000
Employment applications processed and reviewed	10,509	4,042	12,400	8,000	9,000
New-hires	596	622	700	730	755
Employees who separated employment	338	326	350	360	370

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 2018 Actual	FY 2019 Actual	FY 2020 Goal	FY 2021 Goal	FY 2022 Goal
Employees who participated in orientation	880	770	960	800	850
Exit interviews completed	80%	62%	85%	90%	90%
County turnover rate	10.9%	11.4%	9.0%	11.0%	11.0%
School turnover rate	13.5%	12.8%	8.0%	12.5%	12.5%

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 2018 Actual	FY 2019 Actual	FY 2020 Projected	FY 2021 Projected	FY 2022 Projected
Employees participating in Flexible Spending Accounts (percent)	16%	15%	25%	18%	20%
Employees enrolled in a health insurance program (percent)	81%	79%	80%	78%	80%

Employees enrolled in a deferred compensation account (percent)	40%	36%	40%	37%	40%
On-the-job injuries	191	226	170	200	200
Employee auto accidents	170	167	140	150	150
Property damage claims	25	37	10	25	25
Liability claims	16	16	10	15	15

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 2018 Actual	FY 2019 Actual	FY 2020 Goal	FY 2021 Goal	FY 2022 Goal
Safety inspections performed	14	11	15	15	15
Safety training conducted at County and School facilities	25	24	25	25	25
Auto accidents that have been prevented as a result of HR effort to minimize risk	20	20	20	20	20
OSHA reportable injuries	62	54	25	50	50
Educational seminars provided to employees each year	8	5	8	5	5

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 Internal Revenue Service (IRS) Form W-2 for all employees.

SERVICE VOLUME	FY 2018 Actual	FY 2019 Actual	FY 2020 Projected	FY 2021 Projected	FY 2022 Projected
Employees Paid Monthly[1]	369	350	0	0	0
Employees Paid Bi-Weekly	2,235	2,747	3,100	3,150	3,200
Annual Checks/Direct Deposits Processed	71,008	72,004	72,500	73,000	73,500

[1]*FY 2020 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 2018 Actual	FY 2019 Actual	FY 2020 Goal	FY 2021 Goal	FY 2022 Goal
Out-of-cycle pay runs due to payroll error	15	13	10	7	5
Records maintained of payroll-related errors/corrections	Yes	Yes	Yes	Yes	Yes
Contact employee within 24 hours of error	100%	100%	100%	100%	100%
Training provided to departmental users to ensure they are in compliance with County and School guidelines	Yes	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 2021 & FY 2022:

- Prepare Request for Proposal (RFP) for commencement of Volunteer Fire and Rescue Association (VFRA) audit services.

BUDGET SUMMARY:

	FY 2018 Actual	FY 2019 Actual	FY 2020 Adopted	FY 2021 Adopted	FY 2022 Projected
Expenditure Summary:					
Personnel	$0	$0	$0	$0	$0
Operating[1]	267,462	179,215	210,895	189,375	196,410
Capital	0	0	0	0	0
Total	**$267,462**	**$179,215**	**$210,895**	**$189,375**	**$196,410**
Revenue	$0	$0	$0	$0	$0
Net Local Revenue	**$267,462**	**$179,215**	**$210,895**	**$189,375**	**$196,410**
Full-time Equivalents	**0.00**	**0.00**	**0.00**	**0.00**	**0.00**

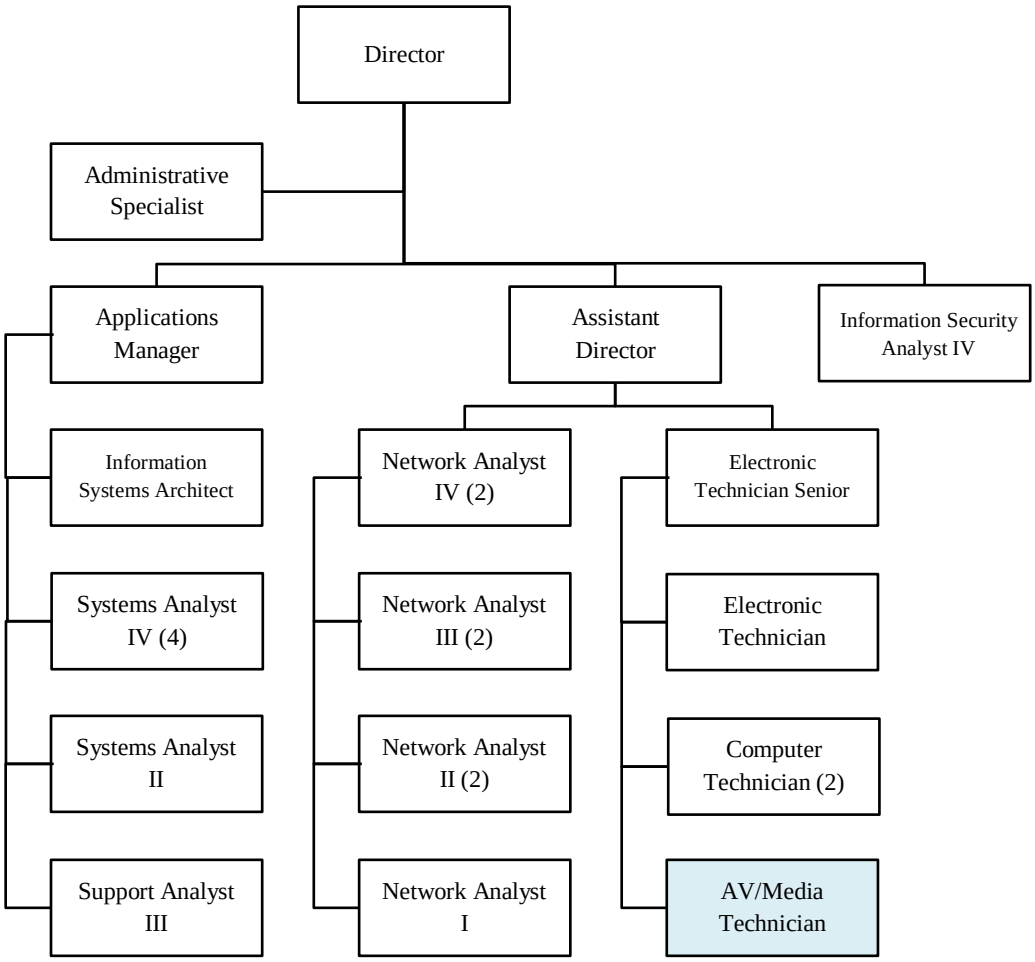
[1]*FY 2018 Actual includes one-time contractual services funded with supplemental funding, as approved by the Board of Supervisors.*

BUDGET ANALYSIS:
The FY 2021-FY 2022 Adopted Budget for the Independent Auditor includes contractual renewal adjustments for cost accounting services.

Information Technology

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 2021 Adopted Budget includes the increase in hours from 20 to 25 for the AV/Media Technician position implemented mid-FY 2020.*

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 2021 & FY 2022:

- Continue implementation of Disaster Recovery Plan.
- Continue to allow for employee collaboration, document storage, records management and other approved applications with SharePoint.
- Support broadband initiative as appropriate.
- Implement funded projects as prioritized by the TRB.
- Continue to improve cyber security posture and provide training and awareness to all end users.
- Enhance physical safety as result of security study(s).

BUDGET SUMMARY:

	FY 2018 Actual	FY 2019 Actual	FY 2020 Adopted	FY 2021 Adopted	FY 2022 Projected
Expenditure Summary:					
Personnel	$2,249,598	$2,351,593	$2,520,411	$2,703,846	$2,715,142
Operating	1,493,226	1,578,923	1,658,268	1,668,700	1,690,378
Capital	0	0	0	0	0
Total	**$3,742,824**	**$3,930,516**	**$4,178,679**	**$4,372,546**	**$4,405,520**
Revenue	$0	$0	$1,600	$1,600	$1,600
Net Local Revenue	**$3,742,824**	**$3,930,516**	**$4,177,079**	**$4,370,946**	**$4,403,920**
Full-time Equivalents	**22.53**	**22.53**	**23.53**	**23.67**	**23.67**

BUDGET ANALYSIS:

The FY 2021 Adopted Budget for Information Technology includes adjustments to personnel expenditures due to changes in benefit costs, FY 2020 2.0% compensation increase, salary scale, and compression adjustments for permanent staff, and increase of hours from 20 to 25 for the AV/Media Technician to allow for the online streaming of Planning Commission and Board of Zoning Appeals meetings approved mid-FY 2020. The FY 2022 Projected Budget includes personnel expenditure adjustments related to rising benefit costs.

PROGRAM 1: ***Information Technology***

SERVICE VOLUME	FY 2018 Actual	FY 2019 Actual	FY 2020 Projected	FY 2021 Projected	FY 2022 Projected
Network Printers/Copiers	86	115	120	125	130
Network Devices	212	209	211	213	215
Servers (Production Only)	230	244	250	260	270
Array Storage Allocated (terabytes)	116	136	136	146	146

Service Requests	2,300	2,514	2,600	2,700	2,800
Fire and Security Systems (School and County)	80	79	80	81	82
Internet Protocol (IP) Phones	1,545	1,524	1,530	1,535	1,540
Security Cameras	150	161	181	200	220
Applications	60	67	71	76	80

OBJECTIVES:

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

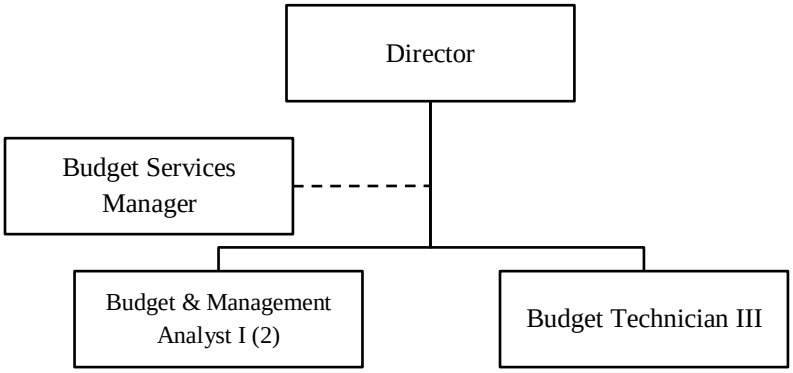
OUTCOME MEASURES	FY 2018 Actual	FY 2019 Actual	FY 2020 Goal	FY 2021 Goal	FY 2022 Goal
Develop and implement a Disaster Recovery Plan	75%	80%	90%	95%	100%
Implement an enterprise Records Management System	60%	100%	N/A	N/A	N/A
Migrate department file shares to SharePoint departmental workspaces	50%	85%	90%	100%	N/A
Reduce number of cyber security threats/attacks (virus, ransomware, malware etc.)	128	214	200	190	170

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 2021 & FY 2022:

- Maintain and update five-year operational financial 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), to include training as a part of the Administrative and Accounting Career Development Program.

- Issue the County's economic indicators report on an 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 2018 Actual	FY 2019 Actual	FY 2020 Adopted	FY 2021 Adopted	FY 2022 Projected
Expenditure Summary:					
Personnel	$401,386	$508,171	$551,657	$576,160	$578,545
Operating	31,988	25,094	41,650	39,800	39,800
Capital	0	0	0	0	0
Total	**$433,374**	**$533,265**	**$593,307**	**$615,960**	**$618,345**
Revenue	$0	$0	$0	$0	$0
Net Local Revenue	**$433,374**	**$533,265**	**$593,307**	**$615,960**	**$618,345**
Full-time Equivalents	**4.00**	**5.00**	**5.00**	**5.00**	**5.00**

BUDGET ANALYSIS:

The FY 2021 Adopted Budget for the Office of Management and Budget includes adjustments to 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 personnel expenditure adjustments related to rising benefit costs.

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 2018 Actual	FY 2019 Actual	FY 2020 Projected	FY 2021 Projected	FY 2022 Projected
Supplemental appropriations or contingency reserve items	146	114	115	120	120
Budget adjustments	230	208	250	210	210
OMB/Finance trainings facilitated	3	3	4	4	4

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 2018 Actual	FY 2019 Actual	FY 2020 Goal	FY 2021 Goal	FY 2022 Goal
General Fund expenditures to budget	96.7%	97.5%	98.0%	98.0%	98.0%
General Fund revenue to budget	102.6%	102.0%	98.0%	98.0%	98.0%
Achieve GFOA Distinguished Budget Presentation Award	Yes	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 2018 Actual	FY 2019 Actual	FY 2020 Projected	FY 2021 Projected	FY 2022 Projected
Grant applications developed and/or supported through the grant management process	71	55	50	50	50
Benchmarking studies requested by County management and/or identified by OMB	13	12	12	12	12

OBJECTIVES:

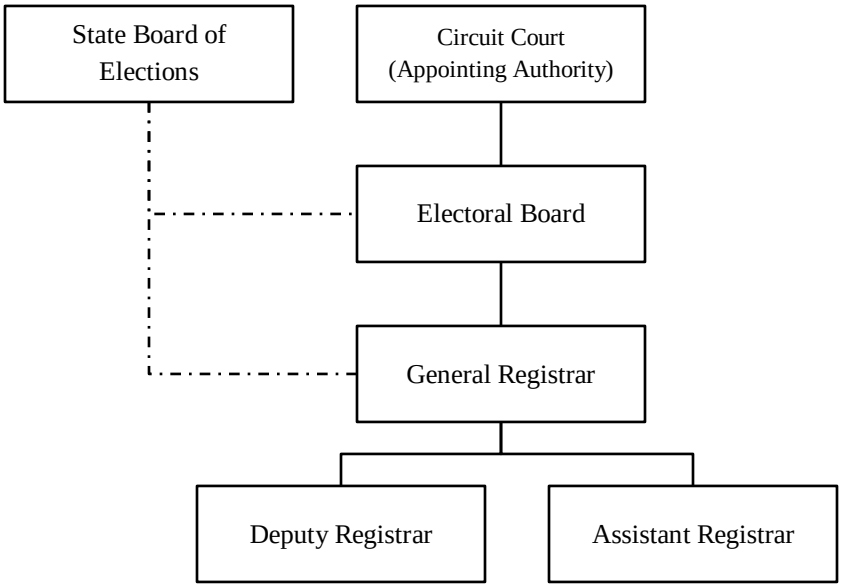
- Support departments with the identification of projects that may require outside funding support.
- Research outside funding opportunities based on identified need(s).
- Develop/review grant applications for County departments and associated agencies.
- Ensure departments adhere to the County grant 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 2018 Actual	FY 2019 Actual	FY 2020 Goal	FY 2021 Goal	FY 2022 Goal
Grants awarded to Fauquier County	64	47	45	45	45
Grant awards actively monitored by OMB	11	12	10	10	10
Benchmarking studies completed	13	12	12	12	12

Registrar

ORGANIZATIONAL PURPOSE:

The *Constitution of Virginia* creates the Office of the General Registrar in Article 2, Section 8 and, as such, represents 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. Because of their expertise, the Registrar and Deputy Registrar serve on statewide committees that respond to both needed and proposed legislation that affects the election and registration processes; and on statewide committees that then assist in writing guidelines for implementing new legislation passed. Also, staff and the Electoral Board work with other offices to plan the agenda and speakers for the annual Virginia Electoral Board Association meeting.



GOALS:

- Ensure compliance with the *Constitution of Virginia* and the *Code of Virginia*.
- Promote a customer-friendly environment for both the public and candidates.
- Provide cost effective, convenient, courteous and accurate services to voter registrants, absentee voters and the public in general.
- Maintain accurate voter registration records for all registrants in Fauquier County.
- Process all voter registration records within 72 hours of receipt of the records.
- Provide fair, honest and transparent Federal, Commonwealth, and County elections to qualified registered voters.

- 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 for each election; record all absentee requests; issue correct ballots to each voter; receive and record all voted ballots; and ensure that the Central Absentee Precinct correctly tabulates absentee ballots on Election Day.
- Process all Absentee Ballot requests within 72 hours of receipt.
- Provide information about the requirements, procedures, and laws governing campaign reporting; provide required forms and supplies to candidates, treasurers, and campaign committees; collect information on candidate contributions; and record all candidate filings for public review.
- Educate Officers of Election on registration and election laws and voting procedures to ensure every precinct conducts fair and impartial elections; ensure Election Day precinct manuals supplied to all precinct workers on Election Day are up to date on policy and procedures; and provide all materials necessary to conduct elections.
- Provide correct information to the public regarding the administration of elections and voter registration in the County and Commonwealth.
- Provide training to all Officers of Election before each election is conducted; specialized training is provided to Chief and Assistant Chief Officers in separate sessions.
- Recruit more Election Officers for the Presidential Election to be certain that the polls will be adequately covered and that there will be no long lines to vote on Election Day.
- Ensure voting equipment testing and maintenance are 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- and voter registration-related legislation introduced in the General Assembly.
- Ensure part-time staff members are properly trained for their office duties.
- Ensure all records retention for elections, voter registration, administrative matters, personnel and accounts payable required by State law is maintained.
- Attend educational seminars and conferences relevant to changes in election laws or policy procedures.
- Develop an agenda and educational program for the Annual Virginia Electoral Board Association (VEBA) Meeting.

KEY PROJECTS FOR FY 2021:

- Implement the legislatively-mandated No-Excuse Absentee Voting Program for the November 2020 election. (more staff, more voting equipment and supplies, more voting locations, etc.)
- Recruit and train part-time staff and Election Officers for the Presidential Election.
- Process records from the Interstate Voter Registration Crosscheck—a voter registration list maintenance effort conducted statewide and involving multiple states to maintain accurate voter registration list of Virginia voters.

- Process records from the Electronic Registration Information Center (ERIC)—a voter registration list maintenance effort conducted statewide and involving multiple states to maintain accurate voter registration list of Virginia voters.
- Process records from the National Change of Address (NCOA)—voter registration confirmation notice mailing conducted statewide to maintain voter registration list of Virginia voters.
- Provide Electronic Pollbook data configuration and deployment for all elections.
- Conduct November 2020 General/Presidential Election for the President and Vice President, one U.S. Senator and two members of U.S. House of Representatives.
- Conduct 2021 (Dual) Primary Elections for the 3 statewide candidates (Governor, Lieutenant Governor and Attorney General) and VA House of Delegates members.
- Notify local candidates of due dates of Campaign Finance Reports.
- Process Campaign Finance Reports for all local candidates.
- Monitor redistricting legislation and planning in the General Assembly session.
- Once all lines are officially drawn for redistricting, by mail notify all 51,000 voters of their new districts; have new maps drawn; make changes in the state database; publicize the changes.
- Conduct absentee voting processes for all elections.
- Conduct preparation and maintenance of voting machines for all elections.
- Continue processing/updating voter registration applications through the arduous scanning process.
- Track 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.
- Develop agenda and education program for the Annual VEBA Meeting.
- Continue all administrative functions for the office.

KEY PROJECTS FOR FY 2022:

- Continue the implementation of the legislatively-mandated No-Excuse Absentee Voting Program for the elections. (staffing, voting equipment and supplies, voting locations, etc.)
- Process records from the Interstate Voter Registration Crosscheck—a voter registration list maintenance effort conducted statewide and involving multiple states to maintain accurate voter registration list of Virginia voters.
- Process records from the Electronic Registration Information Center (ERIC)—a voter registration list maintenance effort conducted statewide and involving multiple states to maintain accurate voter registration list of Virginia voters.
- Process records from the National Change of Address (NCOA)—voter registration confirmation notice mailing conducted statewide to maintain voter registration list of Virginia voters.
- Provide Electronic Pollbook data configuration and deployment for all elections.
- Conduct November 2021 General Election for the 3 statewide candidates (Governor, Lieutenant. Governor and Attorney General) and VA House of Delegates members.
- Conduct May 3, 2022 Town Elections.

- Conduct June 14, 2022 (Dual) Primary Elections for Congressional candidates.
- Notify local candidates of due dates of Campaign Finance Reports; process reports.
- Continue implementation of the redistricting legislation passed by the General Assembly.
- Conduct absentee voting processes for all elections.
- Conduct preparation and maintenance of voting machines for all elections.
- Continue processing/updating voter registration applications through the arduous scanning process.
- Track 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.
- Continue all administrative functions for the office.

BUDGET SUMMARY:

	FY 2018 Actual	FY 2019 Actual	FY 2020 Adopted	FY 2021 Adopted	FY 2022 Projected
Expenditure Summary:					
Personnel	$301,334	$326,153	$332,601	$342,913	$344,344
Operating	133,497	126,391	150,446	150,446	150,446
Capital	0	0	0	0	0
Total	**$434,831**	**$452,544**	**$483,047**	**$493,359**	**$494,790**
Revenue	$57,104	$55,536	$50,747	$47,545	$57,445
Net Local Revenue	**$377,727**	**$397,008**	**$432,300**	**$445,814**	**$437,345**
Full-time Equivalents	**3.00**	**3.00**	**3.00**	**3.00**	**3.00**

BUDGET ANALYSIS:

The FY 2021 Adopted Budget for the Registrar's Office includes adjustments to 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 personnel expenditure adjustments related to rising benefit costs. Revenue adjustments are based on expected reimbursements from Town elections.

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 2018 Actual	FY 2019 Actual	FY 2020 Projected	FY 2021 Projected	FY 2022 Projected
Voter Records Processed (denied, accepted, changes to record)	25,239	26,738	27,457	28,756	30,000
Voters Registered	50,135	50,676	51,500	52,500	53,000

OBJECTIVES:

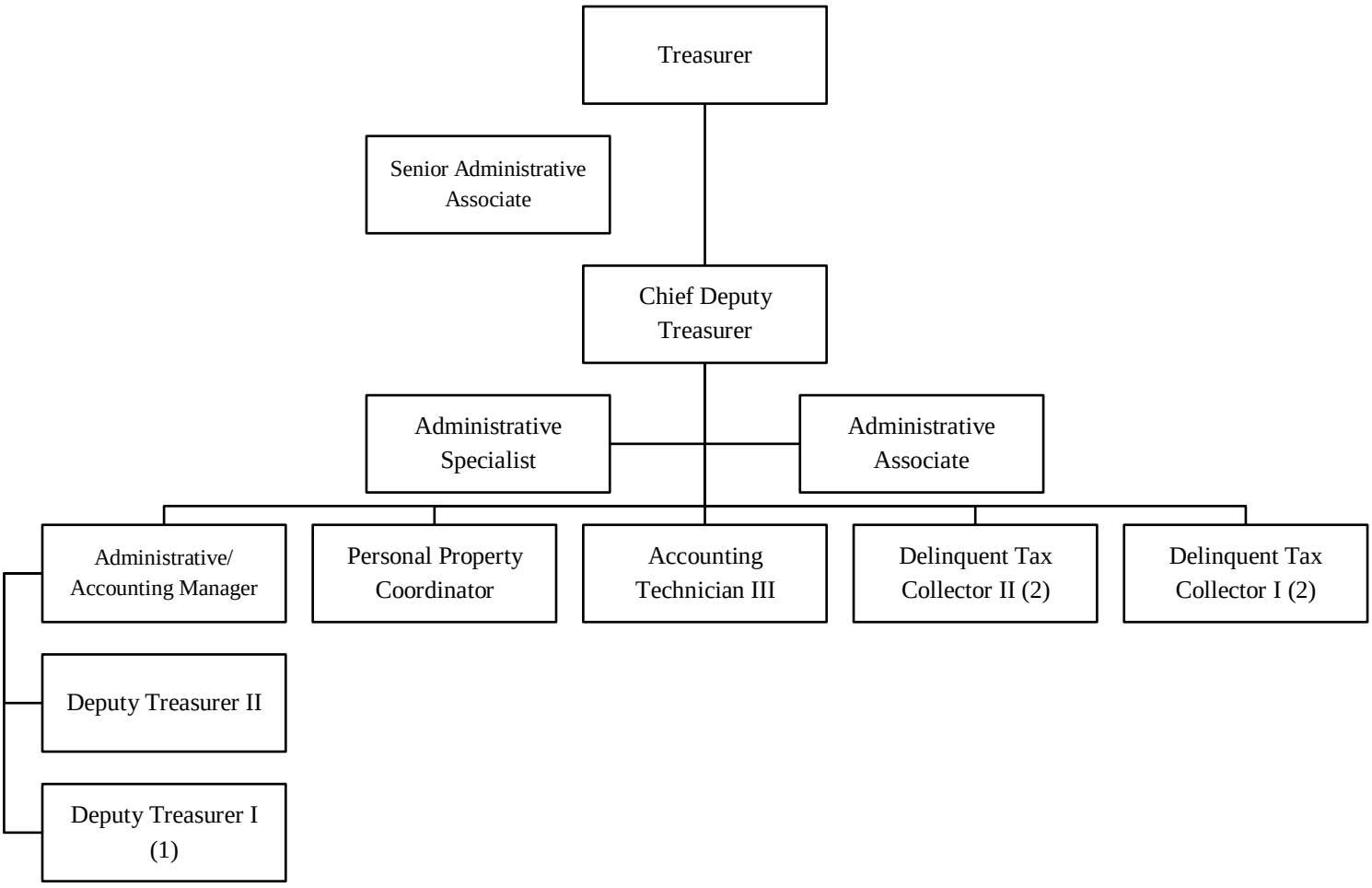
- Maintain voter registration program that is compliant with state and federal requirements.
- Maintain accurate and up-to-date records of individuals registered to vote in Fauquier County.
- Process voter registration applications on a daily basis.
- Provide an accurate list of voters for each polling 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 2018 Actual	FY 2019 Actual	FY 2020 Goal	FY 2021 Goal	FY 2022 Goal
Attend seminars/conferences relative to voter registration and elections	41	50	50	50	50

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.



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 2021 & FY 2022:

- Provide Environmental Services access to credit card machines.
- Complete the transfer of wires to Automated Clearing House (ACH) for cost reduction.

BUDGET SUMMARY:

	FY 2018 Actual	FY 2019 Actual	FY 2020 Adopted	FY 2021 Adopted	FY 2022 Projected
Expenditure Summary:					
Personnel	$1,119,631	$1,158,447	$1,167,522	$1,209,213	$1,216,845
Operating	197,613	212,859	219,404	219,404	219,404
Capital	0	0	0	0	0
Total	**$1,317,244**	**$1,371,306**	**$1,386,926**	**$1,428,617**	**$1,436,249**
Revenue	$479,757	$466,147	$532,779	$575,918	$630,738
Net Local Revenue	**$837,487**	**$905,159**	**$854,147**	**$852,699**	**$805,511**
Full-time Equivalents	**16.00**	**16.00**	**16.00**	**16.00**	**16.00**

BUDGET ANALYSIS:

The FY 2021 Adopted Budget for the Treasurer's Office includes adjustments to 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 personnel expenditure adjustments related to rising benefit costs. Revenue increases for the Treasurer's Office include increases in Compensation Board funding allocations based on the Commonwealth's approved 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 2018 Actual	FY 2019 Actual	FY 2020 Projected	FY 2021 Projected	FY 2022 Projected
Real Estate bills mailed	65,916	66,252	65,700	66,300	66,300
Personal Property bills mailed	70,206	71,883	70,500	72,000	72,000

Business licenses issued	3,350	3,226	3,250	3,250	3,250
Refunds issued	3,699	3,677	3,450	3,500	3,500
Dog Tags issued	4,283	4,118	4,600	4,000	4,000
State Income/Estimated Vouchers processed	5,794	3,724	3,800	3,800	3,800
Utility Billing for Catlett/Calverton Sewer	N/A	N/A	N/A	567	567
Number of Transactions Processed	378,713	387,033	378,700	390,000	395,000

OBJECTIVES:

- Provide taxpayers more convenient options for making payments.

OUTCOME MEASURES	FY 2018 Actual	FY 2019 Actual	FY 2020 Goal	FY 2021 Goal	FY 2022 Goal
Accounts paid via the web	63,863	75,399	76,500	77,000	78,000
Accounts paid via Official Payments	493	451	495	450	450
Amount paid via the web	$4,556,899	$5,018,305	$5,483,305	$5,800,000	$6,000,000

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 2018 Actual	FY 2019 Actual	FY 2020 Projected	FY 2021 Projected	FY 2022 Projected
Debt Set-off collections	$583,774	$462,593	$525,000	$525,000	$525,000
Follow-up collections	$3,006,931	$3,200,557	$3,103,744	$3,103,744	$3,103,744
Debt Set-off accounts collected	2,599	2,207	2,400	2,400	2,400
Accounts sent to debt set off	17,319	16,740	16,500	17,000	17,000
Third-party liens issued	2,212	2,166	2,150	2,190	2,190
Payment plans established	321	261	300	300	300
New bankruptcies filed	38	27	25	25	25
Treasurer Summons	46	0	25	30	30
Court cases represented/affidavits	13	12	10	10	10
Department of Motor Vehicles (DMV) holds	7,039	6,789	6,900	6,900	6,900
Delinquent letters sent	34,313	41,875	38,000	40,000	42,000

Dog tag notices sent	2,148	2,580	2,600	2,650	2,680
Debt Set-off letters sent	2,863	2,207	2,800	2,850	2,850

OBJECTIVES:

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

OUTCOME MEASURES	FY 2018 Actual	FY 2019 Actual	FY 2020 Goal	FY 2021 Goal	FY 2022 Goal
Accounts paid through Integrated Revenue Management System (debt set-off) Program	2,599	1,929	2,350	2,250	2,250
Accounts paid through credit cards/eChecks via the internet	63,863	75,399	75,500	83,000	87,000
Accounts paid through credit cards in the office	9,056	9,353	9,300	9,600	9,900

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 2018 Actual	FY 2019 Actual	FY 2020 Projected	FY 2021 Projected	FY 2022 Projected
Follow-up collections	$366,452	$305,451	$350,000	$350,000	$350,000
Third-party liens	$258,988	$215,656	$245,000	$250,000	$250,000

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 2018 Actual	FY 2019 Actual	FY 2020 Goal	FY 2021 Goal	FY 2022 Goal
Third Party Liens	1,479	878	1,200	1,300	1,300
Letters sent	3,164	2,961	3,100	3,200	3,300

PROGRAM 4: ***Accounting***

Upload Direct Deposit files to the bank for processing. Print all checks, send ACH and Virginia Retirement System (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 2018 Actual	FY 2019 Actual	FY 2020 Projected	FY 2021 Projected	FY 2022 Projected
Direct Deposit Uploads[1]	77	84	50	50	50
ACH Transfers	978	961	990	1,450	1,950
Checks Processed	19,572	22,702	21,000	20,500	20,000
Virginia Child Supports transfers	51	51	50	51	51
Virginia withholding tax transfers	84	85	73	72	72
Benefit Wire transfers[2]	454	516	516	106	106
VRS transfers	48	48	48	48	48

[1]*Split between payroll (direct deposit) uploads and other ACH transfers.*
[2]*In FY 2021, Benefit Wire transfers will be changed to ACH transfers.*

OBJECTIVES:

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

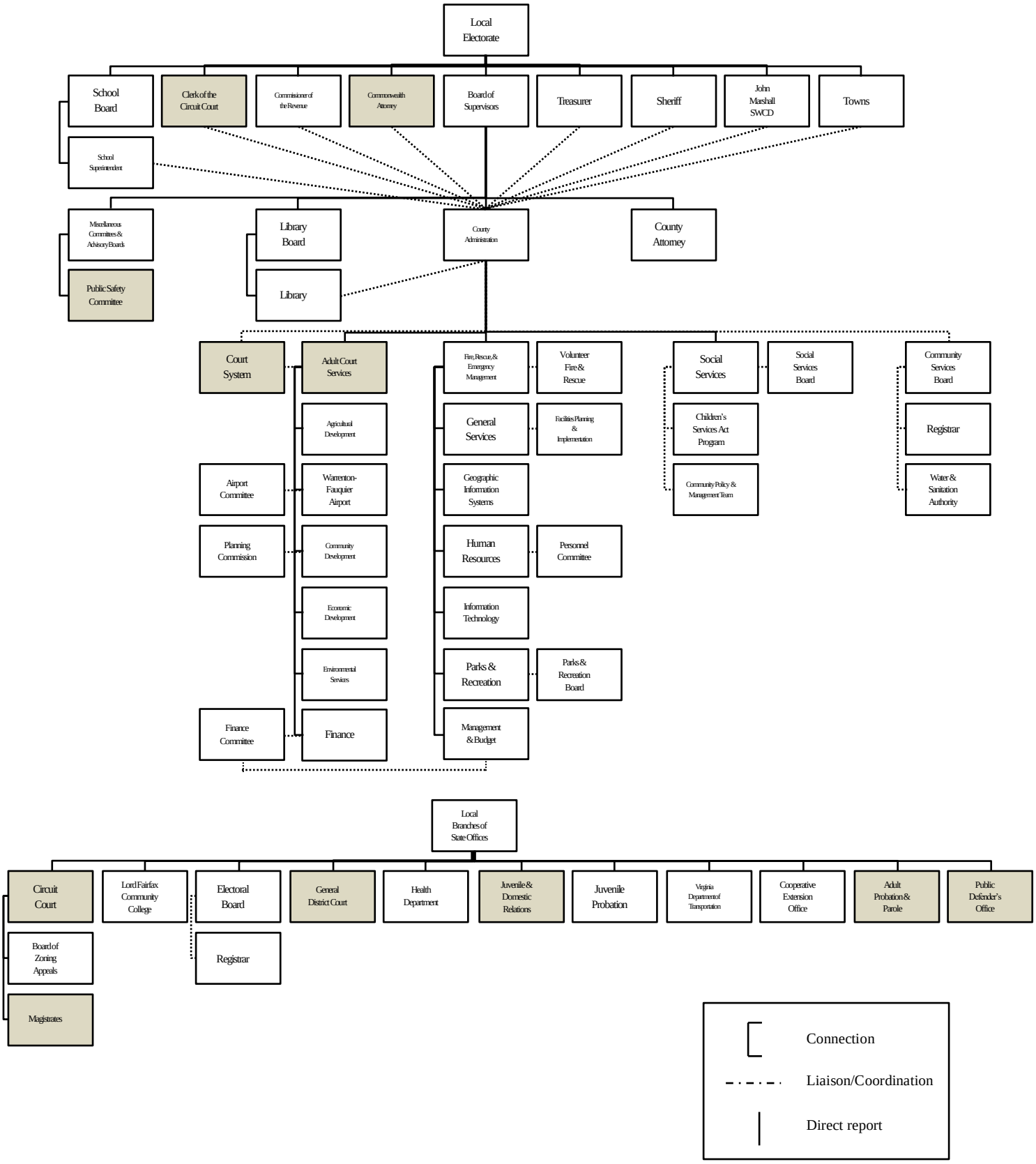
OUTCOME MEASURES	FY 2018 Actual	FY 2019 Actual	FY 2020 Goal	FY 2021 Goal	FY 2022 Goal
Processed all Payroll State taxes, benefit wires, and VRS transfers directly upon request	637	684	660	630	630
Bank Accounts reconciled every month	42	42	42	42	42

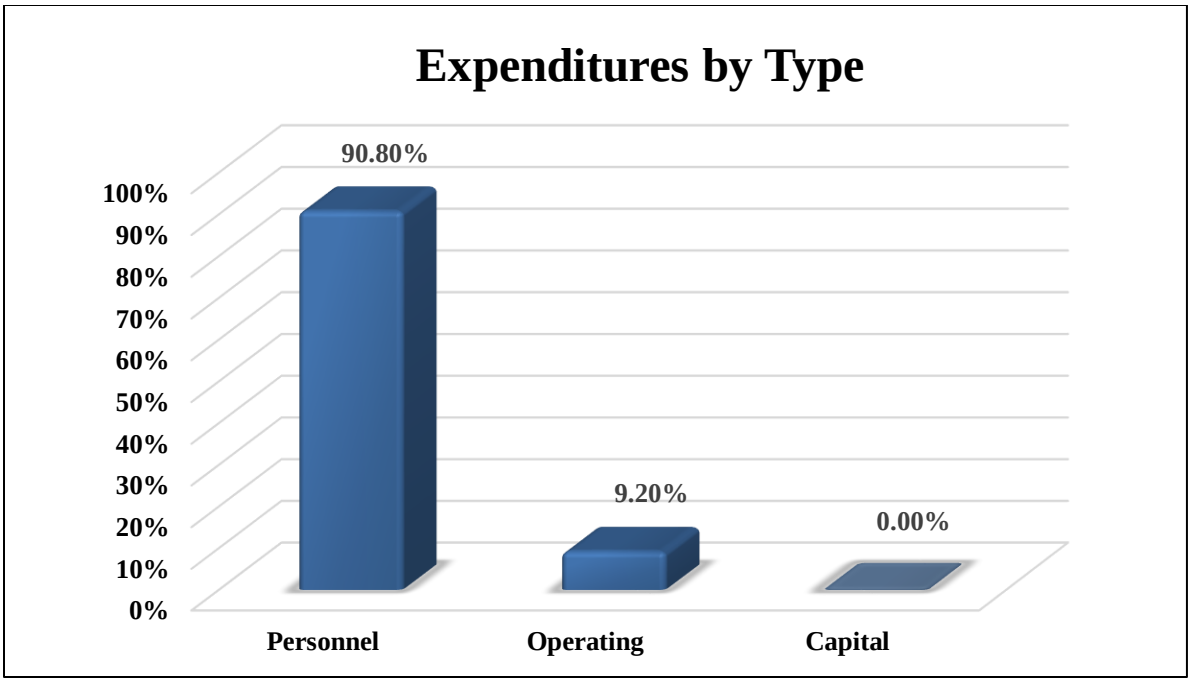
Judicial Administration

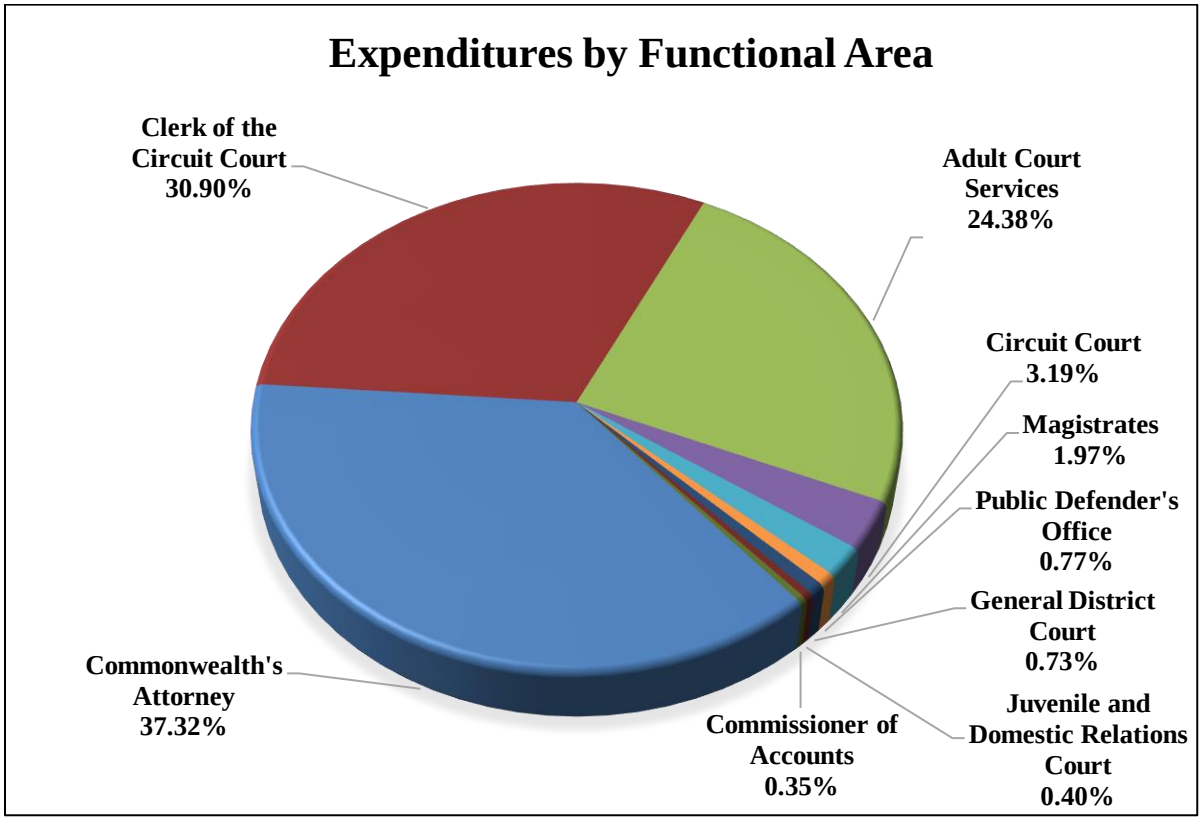
Old Courthouse
Warrenton, Virginia

Department/Agency		Amount
Adult Court Services	$	1,088,485
Circuit Court		142,363
Clerk of the Circuit Court		1,379,666
Commissioner of Accounts		15,600
Commonwealth's Attorney		1,666,431
General District Court		32,700
Juvenile and Domestic Relations Court		17,726
Magistrates		87,773
Public Defender's Office		34,467
Total	**$**	**4,465,211**

Judicial Administration



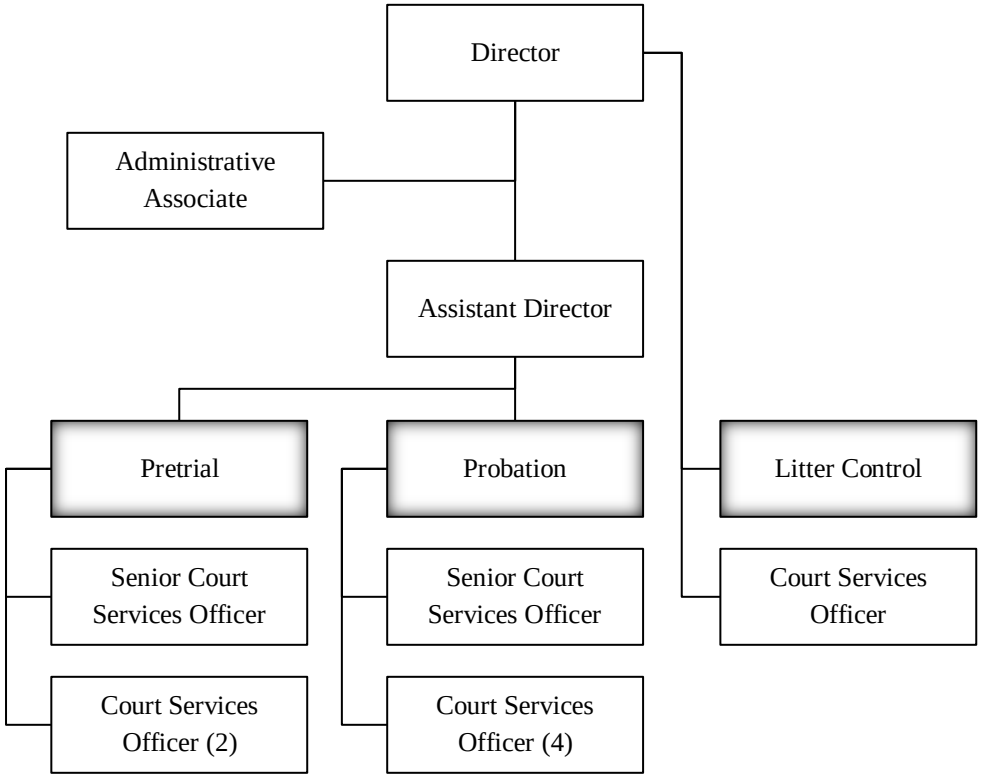

Expenditures by Type
90.80%
9.20%
0.00%
100%
90%
80%
70%
60%
50%
40%
30%
20%
10%
0%
Personnel
Operating
Capital


Expenditures by Functional Area
Clerk of the Circuit Court 30.90%
Adult Court Services 24.38%
Circuit Court 3.19%
Magistrates 1.97%
Public Defender's Office 0.77%
General District Court 0.73%
Juvenile and Domestic Relations Court 0.40%
Commissioner of Accounts 0.35%
Commonwealth's Attorney 37.32%

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.



Adult Court Services

GOALS:

- Provide probation/pretrial services to more than 1,100 court-referred offenders.
- Investigate at least 325 pretrial detainees and supervise at least 400 offenders.
- Place and monitor at least 5,300 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.

KEY PROJECTS FOR FY 2021 & FY 2022:

- 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 2018 Actual	FY 2019 Actual	FY 2020 Adopted	FY 2021 Adopted	FY 2022 Projected
Expenditure Summary:					
Personnel	$897,120	$938,197	$947,332	$1,007,903	$1,013,627
Operating	71,012	68,888	80,524	80,582	80,652
Capital	0	0	0	0	0
Total	**$968,132**	**$1,007,085**	**$1,027,856**	**$1,088,485**	**$1,094,279**
Revenue	$517,561	$518,093	$518,093	$530,097	$530,097
Net Local Revenue	**$450,571**	**$488,992**	**$509,763**	**$558,388**	**$564,182**
Full-time Equivalents	**12.00**	**12.00**	**12.00**	**12.00**	**12.00**

BUDGET ANALYSIS:

The FY 2021 Adopted Budget for Adult Court Services 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 anticipates personnel expenditure increases due to rising benefit costs. In addition, the FY 2021 Adopted Budget includes increased revenue based on adjustments from the state's funding allocation.

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 2018 Actual	FY 2019 Actual	FY 2020 Projected	FY 2021 Projected	FY 2022 Projected
Community service hours performed	5,500	5,420	5,000	5,300	5,300
Fines, costs, restitution monitored collected	$150,000	$101,500	$110,000	$105,00	$105,000
Average daily caseload	350	322	325	325	325
Cases closed	650	746	625	700	700

OBJECTIVES:

- Maintain successful closure rate of probation cases.

OUTCOME MEASURES	FY 2018 Actual	FY 2019 Actual	FY 2020 Goal	FY 2021 Goal	FY 2022 Goal
Rate of successful closure	75%	72%	75%	75%	75%
Referrals to Probation	650	707	650	675	675

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 2018 Actual	FY 2019 Actual	FY 2020 Projected	FY 2021 Projected	FY 2022 Projected
Pretrial investigations	350	310	325	325	325
Average daily caseload	100	104	95	100	100
Indigence verifications	300	260	300	300	300

OBJECTIVES:

- Maintain rate of successful pretrial placements.

OUTCOME MEASURES	FY 2018 Actual	FY 2019 Actual	FY 2020 Goal	FY 2021 Goal	FY 2022 Goal
Pretrial placements	425	342	425	400	400
Successful pretrial placements	85%	89%	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 2018 Actual	FY 2019 Actual	FY 2020 Projected	FY 2021 Projected	FY 2022 Projected
Community service workers utilized	105	86	120	100	100
Number of occasions Community Service workers reported for Litter Control	319	384	320	325	325

OBJECTIVES:

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

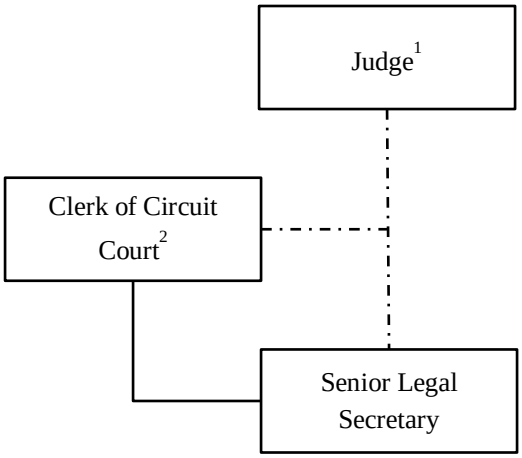
OUTCOME MEASURES	FY 2018 Actual	FY 2019 Actual[1]	FY 2020 Goal	FY 2021 Goal	FY 2022 Goal
Litter retrieved (tons)	21.0	16.0	45.0	45.0	45.0
Community Service Hours completed	2,750	1,750	2,500	2,000	2,000

[1]*The Litter Control Coordinator position was vacant from mid-May to June 2019.*

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 2021 & FY 2022:

- Conversion of courtroom to permit Judges access to the electronic files.
- Implement court security plan
- Oversee selection of the jury pool for the trial of civil and criminal cases and maintain the list of grand jurors to consider indictments
- 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

- Schedule the trial of cases and close cases in accordance with the timelines set out by the Supreme Court of Virginia.
- Submit requests for payment of judges designate to the Office of the Executive Secretary of the Supreme Court of Virginia

BUDGET SUMMARY:

	FY 2018 Actual	FY 2019 Actual	FY 2020 Adopted	FY 2021 Adopted	FY 2022 Projected
Expenditure Summary:					
Personnel	$75,842	$81,808	$82,382	$84,363	$84,840
Operating	66,097	37,334	58,000	58,000	58,500
Capital	0	0	0	0	0
Total	**$141,939**	**$119,142**	**$140,382**	**$142,363**	**$143,340**
Revenue	$50,943	$26,998	$36,500	$31,500	$31,500
Net Local Revenue	**$90,996**	**$92,144**	**$103,882**	**$110,863**	**$111,840**
Full-time Equivalents	**1.00**	**1.00**	**1.00**	**1.00**	**1.00**

BUDGET ANALYSIS:

The FY 2021 Adopted Budget for the Circuit Court includes an adjustment to personnel expenditures due to changes in benefit costs and FY 2020 2.0% compensation increase, salary scale, and compression adjustments for permanent staff. Revenue for the Circuit Court has been adjusted to reflect the cessation of supplemental funding for the Fauquier 20th Circuit office from Loudoun County. The FY 2022 Projected Budget anticipates personnel expenditure increases due to rising benefit costs.

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 2018 Actual	CY 2019 Est.	CY 2020 Projected	CY 2021 Projected	CY 2022 Projected
Civil cases completed	849	600	600	700	700
Miscellaneous petitions/applications reviewed	298	280	300	300	300
Criminal cases completed	861	860	900	1,000	1,000
Criminal defendants	471	500	500	500	500
Jury days	28	25	40	45	50
Cases ended by trial before Judge	544	520	500	550	550
Settlement conferences	62	50	50	55	55

OBJECTIVES:

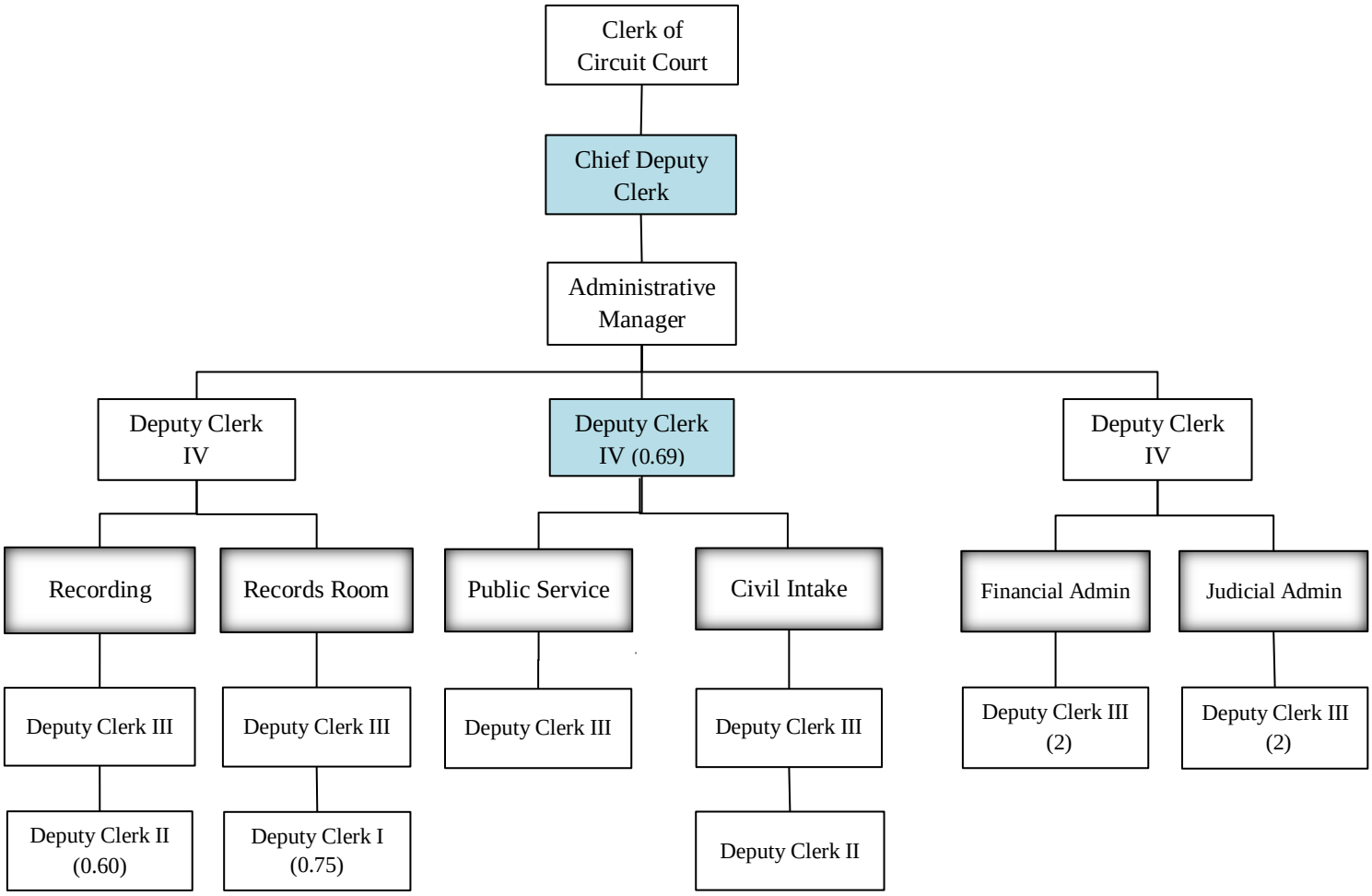
- Reduce costs of trial to Court and to litigants through the Neutral Case Evaluation Program, a program designed to assist litigants in settling cases prior to trial.

OUTCOME MEASURES	CY 2018 Actual	CY 2019 Est.	CY 2020 Goal	CY 2021 Goal	CY 2022 Goal
Cases referred to Neutral Case Evaluation	27	20	25	25	25
Cases heard by Neutral Case Evaluation	10	10	20	20	20
Cases settled by Neutral Case Evaluation	9	8	15	15	15

Clerk of Circuit Court

ORGANIZATIONAL PURPOSE:

The Clerk's Office is the custodian of the Fauquier County land records dating from 1759, the time this county was formed, 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 records, public service, and records preservation. The Clerk collects various State and County taxes set by law and transfers revenue to the State and localities. The Clerk has authority to issue marriage licenses, probate wills, grant administrations of estates, and appoint guardians for a minor's personal estate.



[1] *FY 2021 Adopted Budget includes the conversion of the Chief Deputy Clerk position from (0.69) FTE to (1.0) FTE and the conversion of (1.0) FTE Deputy Clerk IV to (0.69) FTE in mid-FY 2020.*

GOALS:

- Record, index, and maintain various kinds of land records filings, including deeds, deeds of trust, certificates of satisfaction, plats, covenants, and easements.
- Probate wills and record various estate documents, such as lists of heirs, inventories, and accounts; prepare various legal documents.
- Collect recordation taxes and fees for deeds and wills.
- Issue marriage licenses and prepare orders of appointment for marriage celebrants.
- Maintain complete and accurate court records—civil and criminal--in an electronic format, trial records.
- Collect fees for filing many types of civil cases.
- Issue initial process for new civil cases; issue civil process for records and for witnesses.
- Schedule court hearings and summon jurors and witnesses to provide earliest possible resolution of cases.
- File new criminal cases transferred from the lower court or received from the grand jury.
- Maintain trial records, i.e. retain exhibits for appeals or other civil action.
- Provide support to the judge in the courtroom to track jurors, exhibits, pleadings, and witnesses.
- Maintain jury pools for regular trial juries and for grand jury, and for special grand jury and multi-jurisdictional grand jury, as required, and select jurors for service.
- 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 data for electronic transmission to Virginia State Police, Department of Motor Vehicles, and the Department of Corrections to convey information regarding convictions, incarceration, probation, and suspension of operator's licenses.
- Provide support to the Circuit Court by coordinating the roles of law enforcement and prosecutors in criminal cases.
- Communicate with prosecutors, public defenders, probation officers, court security, the detention center, and court reporters regarding daily court dockets for receipt of required reports and appearance of probationers and transport of prisoners.
- Accept, review and issue concealed handgun permits in coordination with Sheriff's Office investigation.
- Communicate with lower courts and appeals courts regarding the transmission of records between courts for hearing.
- Docket judgments for collection actions.
- Provide web access to case information and hearings.
- Scan older court files to improve access to records.
- Maintain court deposits of bonds, garnishments, escrow funds, tax sales, condemnation funds, and restitution and distribution according to court order.
- Calculate criminal costs and collect fines, costs, and restitution for distribution to victims; set up payment plans for new criminal accounts.
- Transmit list of unpaid criminal accounts to Treasurer and Commonwealth's Attorney for collection action.

- Provide remote access to land records.
- 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.
- Maintain close contact with many agencies, State and local, to work together to receive and provide better services.
- Accept post-election materials for safekeeping and coordinate administration of oaths to elected officials for the county and towns.

KEY PROJECTS FOR FY 2021 & FY 2022:

- Re-organize positions and cross-train staff to accommodate retirement of senior-level employees.
- Review the plan for scheduling court cases and rotation of assignments of judges and judges designate with Loudoun and Rappahannock Counties.
- 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.
- Continue archival records preservation plan.
- Review and plan for storage needs for court and fiduciary files.
- Purge records as dictated by retention schedules set out by the Library of Virginia.
- Continue cross-training of staff and document procedures for training purposes.

BUDGET SUMMARY:

	FY 2018 Actual	FY 2019 Actual	FY 2020 Adopted	FY 2021 Adopted	FY 2022 Projected
Expenditure Summary:					
Personnel	$1,134,086	$1,182,249	$1,181,783	$1,259,192	$1,267,102
Operating	90,422	91,669	120,474	120,474	120,474
Capital	0	0	0	0	0
Total	**$1,224,508**	**$1,273,918**	**$1,302,257**	**$1,379,666**	**$1,387,576**
Revenue	$2,386,567	$2,316,641	$2,440,709	$2,494,202	$2,584,821
Net Local Revenue	**($1,173,598)**	**($1,055,220)**	**($1,138,179)**	**($1,114,536)**	**($1,197,245)**
Full-time Equivalents	**16.04**	**16.04**	**16.04**	**16.04**	**16.04**

BUDGET ANALYSIS:

The FY 2021 Adopted Budget for the Clerk of the Circuit Court includes an adjustment to personnel expenditures due to changes in benefit costs, FY 2020 2.0% compensation increase, salary scale, and compression adjustment for permanent staff, and the conversions of (0.69) to (1.00) Chief Deputy Clerk of Circuit Court position and (1.00) to (0.69) Deputy Clerk position in mid-FY 2020. Revenue increases for the Clerk of the Circuit Court include increases in Compensation Board funding allocations based on the Commonwealth's approved budget and other adjustments to more accurately reflect current revenue projections and historical collections.

The FY 2022 Projected Budget anticipates personnel expenditure increases due to rising benefit costs.

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 and dockets judgments, and records financing statements. 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 2018 Actual	CY 2019 Est.	CY 2020 Projected	CY 2021 Projected	CY 2022 Projected
Deed Book recording	10,562	11,500	13,000	14,000	15,000
Wills and fiduciary filings	339	350	400	400	400
Marriages	471	430	460	450	450
Financing statements	150	170	150	150	150
Judgments	1,256	1,300	1,400	1,400	1,400
Civil cases filed	810	750	850	850	850
Criminal cases filed	861	850	900	1,000	1,000
Concealed handgun permits	1,534	1,200	1,200	1,400	1,400
Notary Public	354	350	350	350	350

OBJECTIVES:

- Maintain 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	CY 2018 Actual	CY 2019 Actual	CY 2020 Goal	CY 2021 Goal	CY 2022 Goal
Paid subscriptions for remote access to land records	104	127	130	140	150
Paid subscriptions to remote access to court records	24	20	35	35	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 2018 Actual	FY 2019 Actual	FY 2020 Adopted	FY 2021 Adopted	FY 2022 Projected
Expenditure Summary:					
Personnel	$0	$0	$0	$0	$0
Operating	15,600	15,600	15,600	15,600	15,600
Capital	0	0	0	0	0
Total	**$15,600**	**$15,600**	**$15,600**	**$15,600**	**$15,600**
Revenue	$0	$0	$0	$0	$0
Net Local Revenue	**$15,600**	**$15,600**	**$15,600**	**$15,600**	**$15,600**
Full-time Equivalents	**0.00**	**0.00**	**0.00**	**0.00**	**0.00**

BUDGET ANALYSIS:

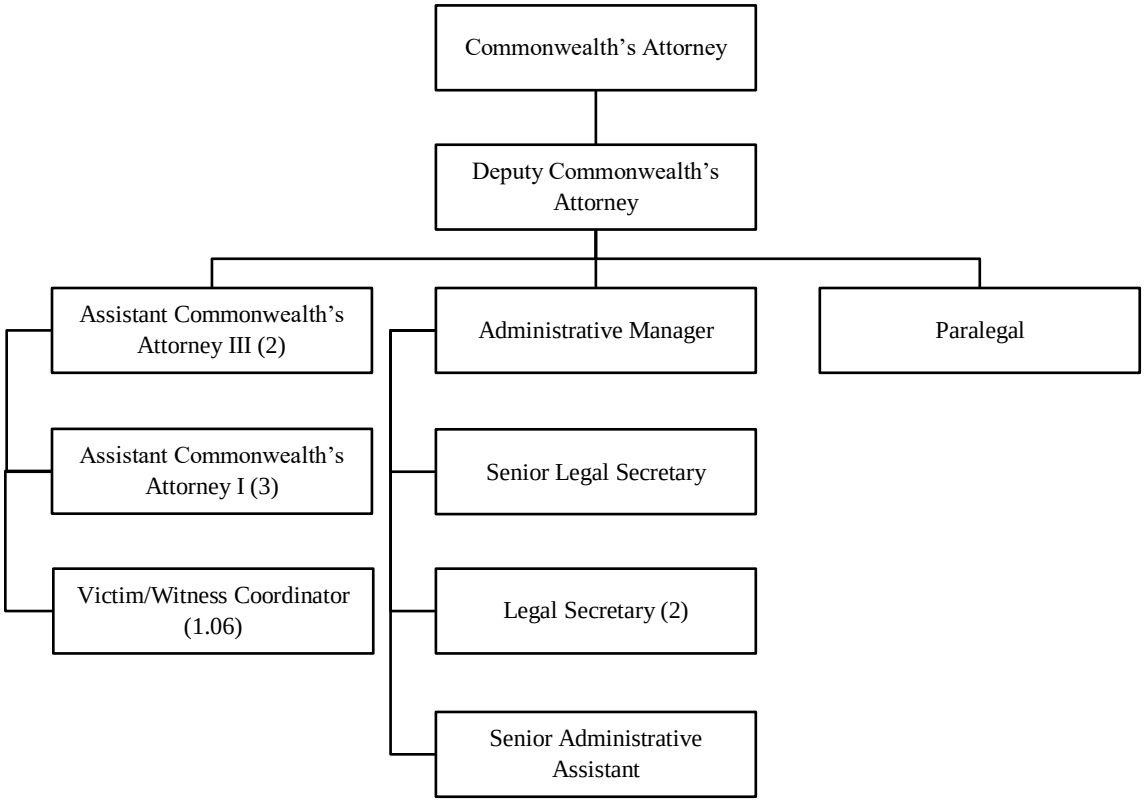
The FY 2021 Adopted Budget and the FY 2022 Projected Budget for the Commissioner of Accounts includes no budgetary adjustments in comparison to prior years.

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 2021 & FY 2022:

- Continue to incorporate new technology to better illustrate cases in the courtroom and enhance the administration of justice.
- Bring prosecutor and staff salaries to a level that is commensurate with surrounding jurisdictions.

BUDGET SUMMARY:

	FY 2018 Actual	FY 2019 Actual	FY 2020 Adopted	FY 2021 Adopted	FY 2022 Projected
Expenditure Summary:					
Personnel	$1,425,059	$1,520,173	$1,539,872	$1,594,516	$1,602,261
Operating	56,656	69,476	71,915	71,915	71,915
Capital	0	0	0	0	0
Total	**$1,481,715**	**$1,589,649**	**$1,611,787**	**$1,666,431**	**$1,674,176**
Revenue	$535,209	$537,822	$553,956	$578,856	$575,849
Net Local Revenue	**$946,506**	**$1,051,827**	**$1,057,831**	**$1,087,575**	**$1,098,327**
Full-time Equivalents	**16.07**	**16.07**	**16.07**	**16.00**	**16.00**

BUDGET ANALYSIS:

The FY 2021 Adopted Budget for the Commonwealth's Attorney includes an adjustment to 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. Revenue increases for the Commonwealth's Attorney include increases in Compensation Board funding allocations based on the Commonwealth's approved 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 2018 Actual	FY 2019 Actual	FY 2020 Projected	FY 2021 Projected	FY 2022 Projected
Juvenile & Domestic Relations District Court (JDRDC) Cases Heard[1]	4,443	1,930	2,027	2,128	2,234
General District Court (GDC) Cases Heard	15,303	17,415	18,286	19,200	20,160
Circuit Court hearings (*including* Bench Trials, Jury Trials, or Misdemeanor Appeals)	3,941	4,290	4,345	4,562	4,790
Circuit Court Jury Trials, Bench Trials, and Misdemeanor Appeals	241	332	349	367	385

[1]*Current research is underway to determine the significant change in Juvenile & Domestic Relations District Court cases heard in FY 2019.*

OBJECTIVES:

- 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 2018 Actual	FY 2019 Actual	FY 2020 Goal	FY 2021 Goal	FY 2022 Goal
Effectively handled hearing volume	23,687	23,967	25,165	26,423	27,744

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.

BUDGET SUMMARY:

	FY 2018 Actual	FY 2019 Actual	FY 2020 Adopted	FY 2021 Adopted	FY 2022 Projected
Expenditure Summary:					
Personnel	$0	$0	$0	$0	$0
Operating	20,620	19,685	32,700	32,700	32,700
Capital	0	0	0	0	0
Total	**$20,620**	**$19,685**	**$32,700**	**$32,700**	**$32,700**
Revenue	$13,505	$13,700	$33,500	$33,500	$33,500
Net Local Revenue	**$7,115**	**$5,985**	**($800)**	**($800)**	**($800)**
Full-time Equivalents	**0.00**	**0.00**	**0.00**	**0.00**	**0.00**

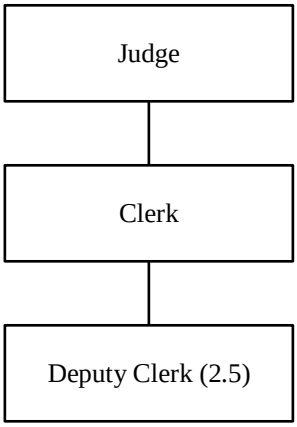
BUDGET ANALYSIS:

The FY 2021 Adopted and FY 2022 Projected 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 2021 & FY 2022:

- 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 2018 Actual	FY 2019 Actual	FY 2020 Adopted	FY 2021 Adopted	FY 2022 Projected
Expenditure Summary:					
Personnel	$0	$0	$0	$0	$0
Operating	11,884	14,019	17,726	17,726	17,726
Capital	0	0	0	0	0
Total	**$11,884**	**$14,019**	**$17,726**	**$17,726**	**$17,726**
Revenue	$399	$222	$250	$250	$250
Net Local Revenue	**$11,485**	**$13,797**	**$17,476**	**$17,476**	**$17,476**
Full-time Equivalents	**0.00**	**0.00**	**0.00**	**0.00**	**0.00**

BUDGET ANALYSIS:

The FY 2021 Adopted Budget and FY 2022 Projected 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 2021 & FY 2022:

- 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 2018 Actual	FY 2019 Actual	FY 2020 Adopted	FY 2021 Adopted	FY 2022 Projected
Expenditure Summary:					
Personnel	$56,931	$43,392	$73,946	$73,946	$73,946
Operating	19,035	13,678	13,827	13,827	13,827
Capital	0	0	0	0	0
Total	**$75,966**	**$57,070**	**$87,773**	**$87,773**	**$87,773**
Revenue	$0	$0	$0	$0	$0
Net Local Revenue	**$75,966**	**$57,070**	**$87,773**	**$87,773**	**$87,773**
Full-time Equivalents	**0.00**	**0.00**	**0.00**	**0.00**	**0.00**

BUDGET ANALYSIS:

The FY 2021 Adopted Budget and the FY 2022 Projected Budget for Magistrates includes no budgetary adjustments in comparison to prior years.

Public Defender's Office

ORGANIZATIONAL PURPOSE:

The Public Defender's Office protects the Constitutional right to counsel for members of Fauquier and Rappahannock County who cannot afford to hire their own lawyer. The Public Defender's Office represents defendants in circuit, general district and juvenile and domestic relations courts and strives to provide each client with high quality indigent defense services, a necessary component of a fair and reliable criminal justice system. The Public Defender's Office is directed by the Virginia Indigent Defense Commission (VDIC), established by Virginia General Assembly in 2004.

GOALS:

- Continually improve criminal defense representation to vulnerable citizens of Fauquier and Rappahannock County who are not able to hire an attorney of their choosing.
- Comply with the Standards and Rules of Professional Conduct as set by the Virginia Indigent Defense Counsel.
- Administer resources efficiently in all office operations so that each client receives the service to which they are entitled by the Constitution of the United States.

BUDGET SUMMARY:

	FY 2018 Actual	FY 2019 Actual	FY 2020 Adopted	FY 2021 Adopted	FY 2022 Projected
Expenditure Summary:					
Personnel	$0	$0	$0	$0	$0
Operating	8,102	23,402	44,788	34,467	34,467
Capital	0	0	0	0	0
Total	**$8,102**	**$23,402**	**$44,788**	**$34,467**	**$34,467**
Revenue	$0	$0	$0	$0	$0
Net Local Revenue	**$8,102**	**$23,402**	**$44,788**	**$34,467**	**$34,467**
Full-time Equivalents	**0.00**	**0.00**	**0.00**	**0.00**	**0.00**

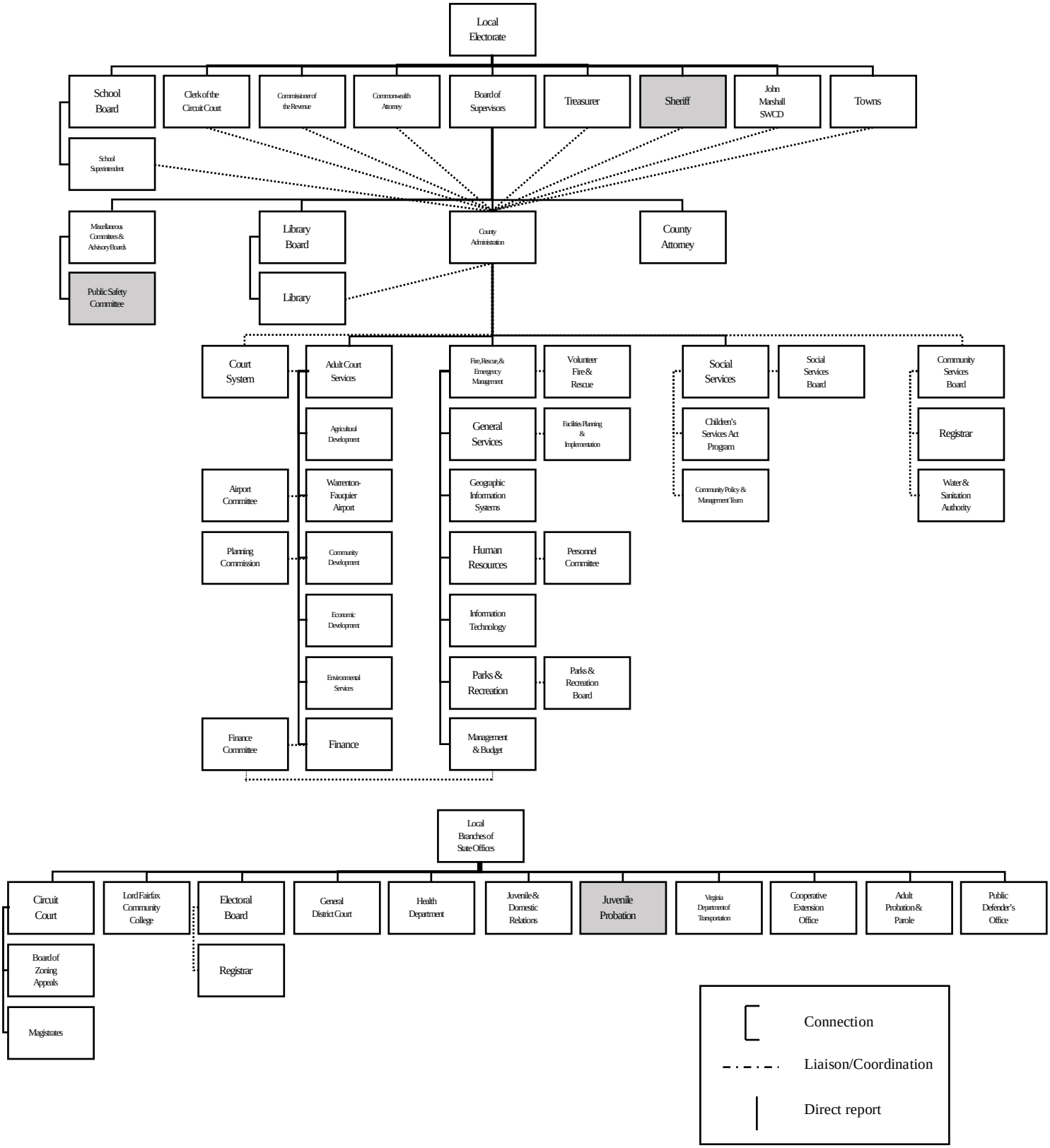
BUDGET ANALYSIS:

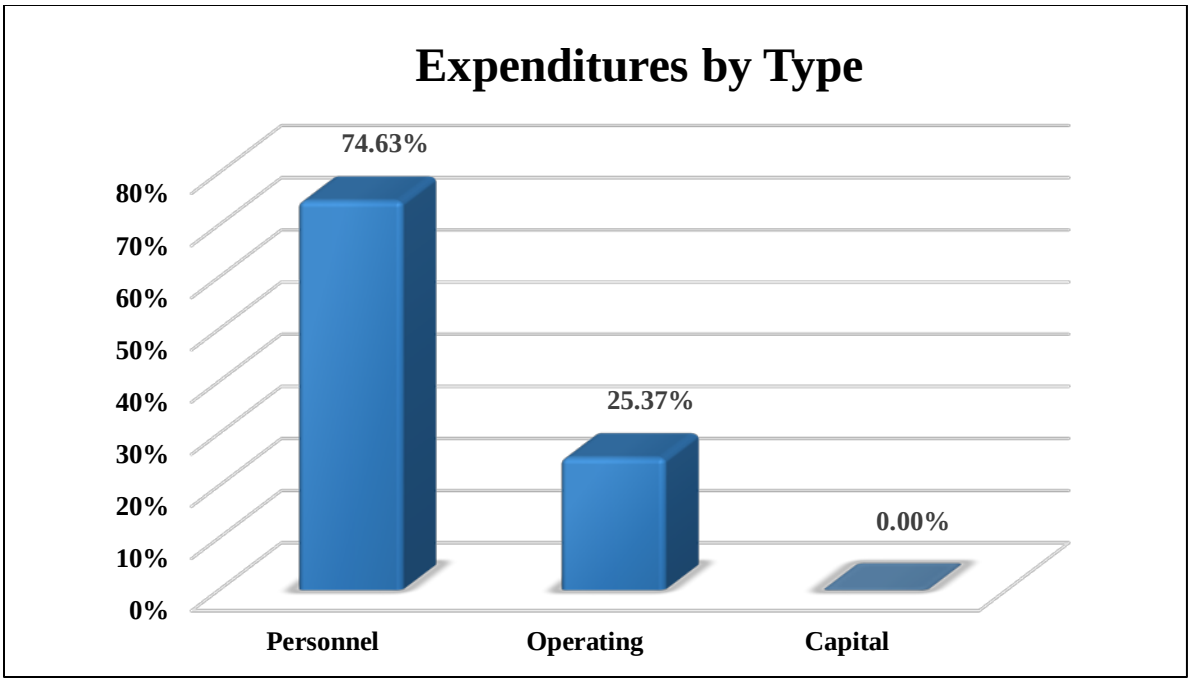
The FY 2021 Adopted Budget and FY 2022 Projected Budget for the Public Defender's Office includes a decrease in personnel expenditures to reflect current salary supplements based on State salary levels.

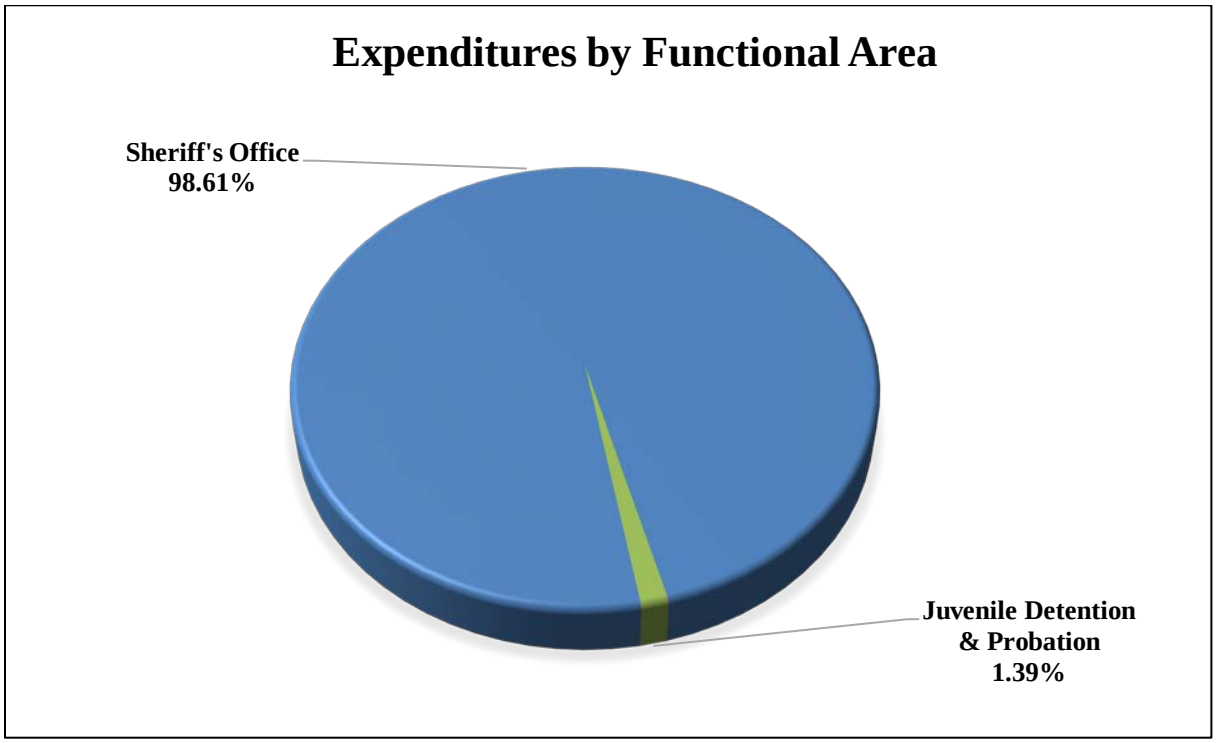
Fauquier County Sheriff's Office
Warrenton, Virginia

Department/Agency		Amount
Juvenile Detention & Probation	$	309,532
Sheriff's Office		22,016,944
Total	**$**	**22,326,476**

Public Safety




Expenditures by Type
74.63%
25.37%
0.00%
80%
70%
60%
50%
40%
30%
20%
10%
0%
Personnel
Operating
Capital


Expenditures by Functional Area
Sheriff's Office
98.61%
Juvenile Detention
& Probation
1.39%

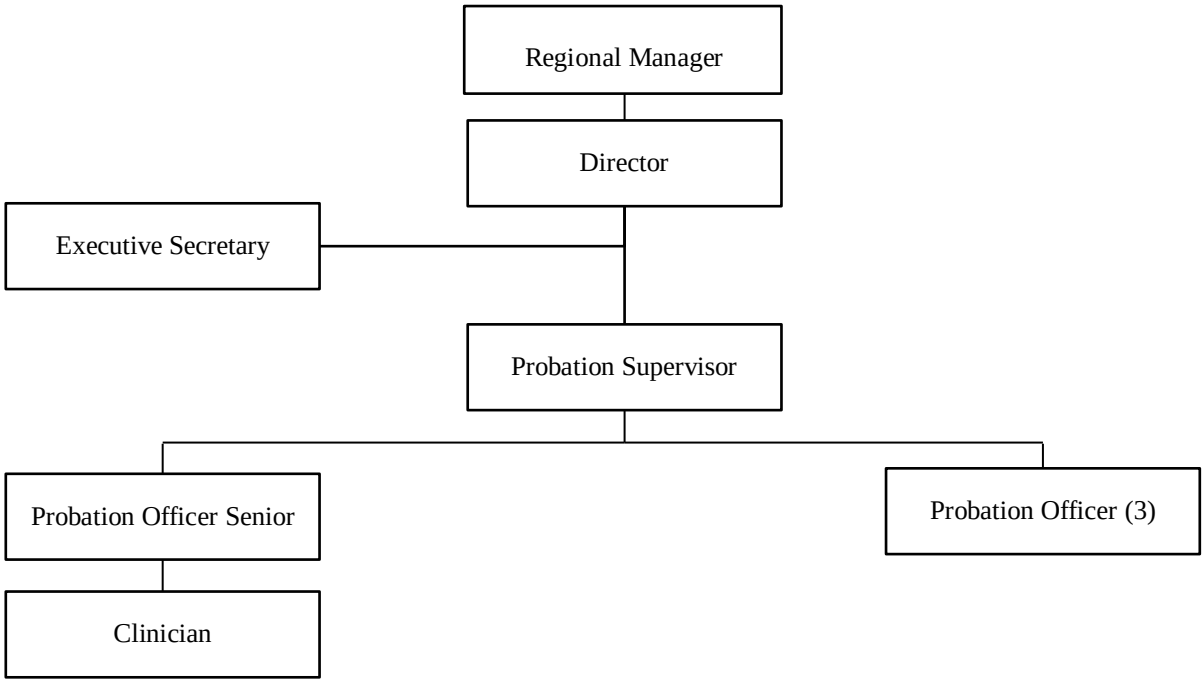
Juvenile Detention and Probation

ORGANIZATIONAL PURPOSE:

The Division of Juvenile Probation and Detention Services adhere to the Mission and Vision statement of the Department of Juvenile Justice. As the mission and vision statements state, the mission of the Virginia Department of Juvenile Justice protects the public by preparing court-involved youth to be successful citizens and the Vision is committed to excellence in public safety by providing effective interventions that improve the lives of youth, strengthening both families and communities within the Commonwealth.

The Juvenile Detention program provides secure detention is reserved for juveniles that have committed a felony or Class 1 misdemeanor if committed by an adult, or have violated terms of probation or parole. Secure detention is also reserved for those juveniles that are considered a threat to themselves or others, or have threatened to abscond, or violated terms of conditions of release, or absconded from a detention home or facility. It is also reserved for juvenile fugitives from outside of Virginia.

The Juvenile Probation program provides access to evidence-based early intervention, supervision, treatment and secure care for youth so they can learn accountability and responsibility, families are strengthened and community safety is enhanced.



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

Juvenile Detention and Probation

GOALS:

- In order to make a positive difference in the lives of juveniles and the community, it is necessary to establish and maintain positive relationships with juveniles, families, and the community.
- We value the juveniles and families we work with and maximize their self-worth by treating them with dignity and respect.
- Engage and involve families in our work with juveniles to optimize the chance for success. We do this through family-centered and strength-based interactions with them.
- Employs the RNR (Risk, Need, Responsivity) Model for Offender Assessment and Rehabilitation.
    - Risk – Match the level of service to the offender's risk to reoffend; target moderate and high risk.
    - Need - Assess criminogenic needs and target them in treatment.
    - Responsivity - Maximize the offender's ability to learn from a rehabilitative intervention by providing cognitive behavioral treatment and tailoring the intervention to the learning style, motivation, abilities and strengths of the offender.
    - Form working partnerships 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 2021:

- Vendors will develop quarterly Lunch-and-Learn Trainings for staff development
- Court Services Unit (CSU) will collaborate with stakeholders to organize a Family Engagement Project.
- Diversion programming will continue to be developed and utilized by Intake Department in lieu of filing formal complaints.
- Utilize National Center for Technology Innovation (NCTI) Training for skill building programs (behavioral, cognitive, social, academic, and job skill training).
- Develop a volunteer intern position that will support the full time staff in insuring the juveniles within our program are positively changing their behaviors.

KEY PROJECTS FOR FY 2022:

- Bi-annual planning meeting for Virginia Juvenile Crime Control Community Act (VJCCCA). Meeting to include local county department heads to discuss current services and programs, outcomes, trends, and amendments.

BUDGET SUMMARY:

	FY 2018 Actual	FY 2019 Actual	FY 2020 Adopted	FY 2021 Adopted	FY 2022 Projected
Expenditure Summary:					
Personnel	$0	$0	$1,841	$1,841	$1,841
Operating	135,218	125,475	307,691	307,691	307,691
Capital	0	0	0	0	0
Total	**$135,218**	**$125,475**	**$309,532**	**$309,532**	**$309,532**
Revenue	$36,836	$36,836	$36,836	$36,836	$36,836
Net Local Revenue	**$98,382**	**$88,639**	**$272,696**	**$272,696**	**$272,696**
Full-time Equivalents	**0.00**	**0.00**	**0.00**	**0.00**	**0.00**

BUDGET ANALYSIS:

The FY 2021 Adopted Budget and FY 2022 Projected Budget for the 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:

1) Promote community protection
2) Hold juveniles accountable for their behavior and restore the losses suffered by victims
3) 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 2018 Actual	FY 2019 Actual	FY 2020 Projected	FY 2021 Projected	FY 2022 Projected
Youth detained	19	12	20	20	20
Child Care days	2.0	4.5	3.0	3.0	3.0
VJCCCA service clients	80	94	100	110	120

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

Provide probation and parole services for juveniles of Fauquier County.

SERVICE VOLUME	FY 2018 Actual	FY 2019 Actual	FY 2020 Projected	FY 2021 Projected	FY 2022 Projected
Probation and paroles per month	50	15	30	30	35
Intakes	1,283	928	1,000	1,050	1,100

OBJECTIVES:

- Research and develop alternatives to detention while providing protection for the public.
- Maintain and enhance communications with stakeholders
- Utilize risk based approach and focus on moderate-high risk cases.
- Improve officer safety and increase specialized training.

OUTCOME MEASURES	FY 2018 Actual	FY 2019 Actual	FY 2020 Goal	FY 2021 Goal	FY 2022 Goal
Electronic Monitoring with GPS tracking provided through TrackGroup October 2018.	100%	100%	100%	100%	100%
Regular meetings with CAs office, PDs officer, SROs and VJCCCA vendors.	100%	100%	100%	100%	100%
Pilot site for Standardized Decision Making (SDM) and program initiated state wide, effective January 2020.	100%	100%	100%	100%	100%
Seek trainings throughout the region that will focus on Gangs, Trauma, Sex-Offenders and human trafficking. Participate annually in safety and security training.	100%	100%	100%	100%	100%

Sheriff's Office

ORGANIZATIONAL PURPOSE:

The Fauquier County Sheriff's Office (FCSO) 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.

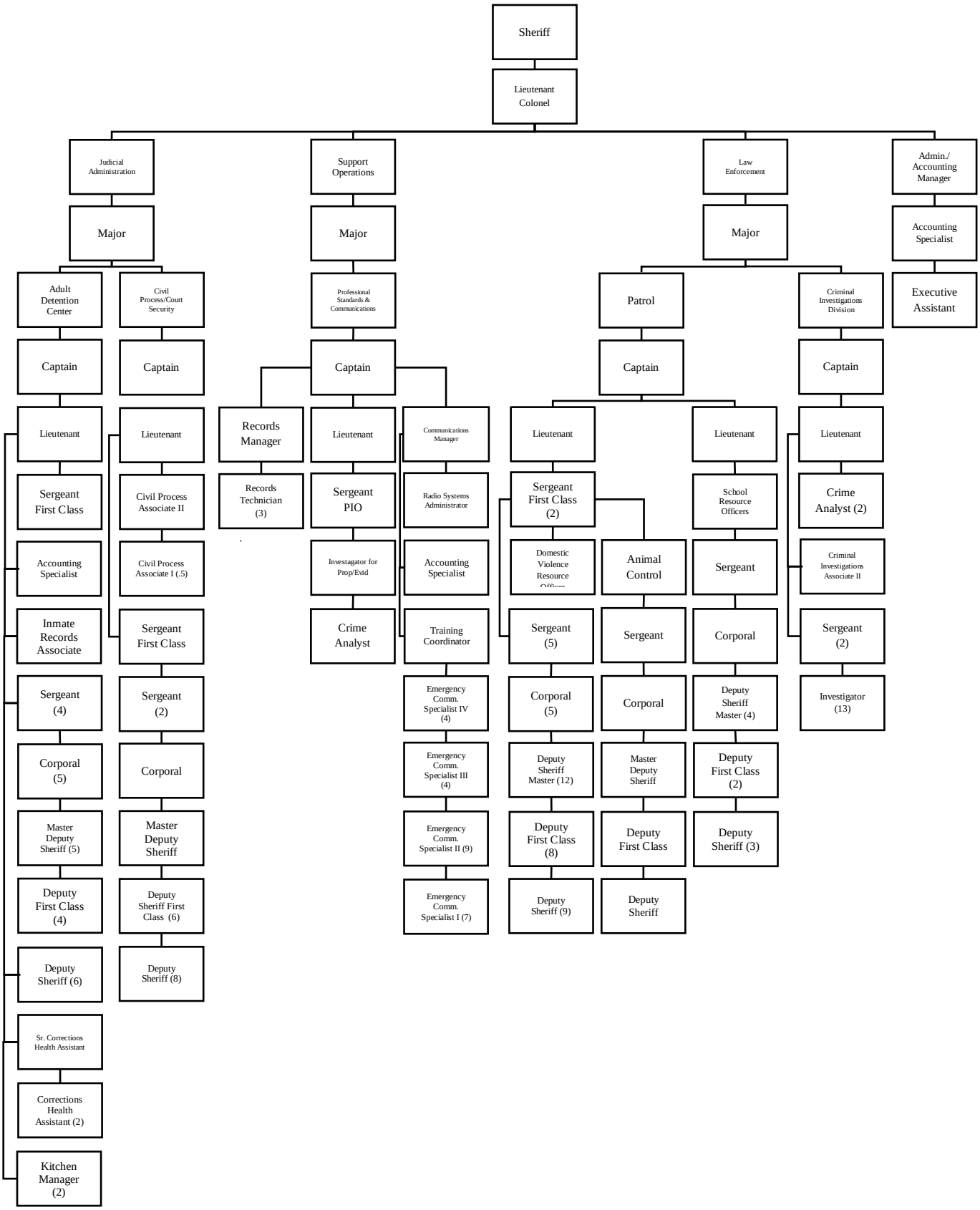
KEY PROJECTS FOR FY 2021:

- Implement Intelligence-Led policing.
- Implement Leadership Development Program.
- Implement Next Generation 911 (NG9-1-1).

KEY PROJECTS FOR FY 2022:

- Improve effectiveness of Judicial Operations.
- Improve effectiveness of Law Enforcement Operations.

Sheriff's Office



BUDGET SUMMARY:

Department Total	FY 2018 Actual	FY 2019 Actual	FY 2020 Adopted	FY 2021 Adopted	FY 2022 Projected
Expenditure Summary:					
Personnel	$14,919,569	$15,993,696	$15,933,616	$16,659,607	$16,748,434
Operating	4,674,454	4,905,959	5,192,996	5,357,337	5,395,777
Capital	224,472	30,899	0	0	0
Total	**$19,818,495**	**$20,930,554**	**$21,126,612**	**$22,016,944**	**$22,144,211**
Revenue	$5,293,302	$4,998,478	$5,185,368	$5,422,984	$5,346,638
Net Local Revenue	**$14,525,193**	**$15,932,076**	**$15,941,244**	**$16,593,960**	**$16,797,573**
Full-time Equivalents	**181.50**	**184.50**	**185.50**	**185.50**	**185.50**

Sheriff	FY 2018 Actual	FY 2019 Actual	FY 2020 Adopted	FY 2021 Adopted	FY 2022 Projected
Expenditure Summary:					
Personnel	$10,123,740	$10,926,910	$10,977,274	$11,306,878	$11,365,177
Operating	1,331,998	1,505,599	1,567,915	1,592,151	1,627,291
Capital	224,472	30,899	0	0	0
Total	**$11,680,210**	**$12,463,408**	**$12,545,189**	**$12,899,029**	**$12,992,468**
Revenue	$4,804,469	$4,515,332	$4,758,125	$5,013,926	$4,941,907
Net Local Revenue	**$6,875,741**	**$7,948,076**	**$7,787,064**	**$7,885,103**	**$8,050,561**
Full-time Equivalents	**118.50**	**121.50**	**123.50**	**121.50**	**121.50**

Communications	FY 2018 Actual	FY 2019 Actual	FY 2020 Adopted	FY 2021 Adopted	FY 2022 Projected
Expenditure Summary:					
Personnel	$2,084,109	$2,173,392	$2,261,848	$2,456,565	$2,470,875
Operating	609,033	586,046	754,525	754,675	754,858
Capital	0	0	0	0	0
Total	**$2,693,142**	**$2,759,438**	**$3,016,373**	**$3,211,240**	**$3,225,733**
Revenue	$159,522	$231,481	$122,716	$154,000	$154,000
Net Local Revenue	**$2,533,620**	**$2,527,957**	**$2,893,657**	**$3,057,240**	**$3,071,733**
Full-time Equivalents	**29.00**	**29.00**	**29.00**	**30.00**	**30.00**

Adult Detention Center (ADC)	FY 2018 Actual	FY 2019 Actual	FY 2020 Adopted	FY 2021 Adopted	FY 2022 Projected
Expenditure Summary:					
Personnel	$2,711,720	$2,893,394	$2,694,494	$2,896,164	$2,912,382
Operating	464,075	474,534	560,483	568,678	571,795
Capital	0	0	0	0	0
Total	**$3,175,795**	**$3,367,928**	**$3,254,977**	**$3,464,842**	**$3,484,177**
Revenue	$329,311	$251,665	$304,527	$255,058	$250,731
Net Local Revenue	**$2,846,484**	**$3,116,263**	**$2,950,450**	**$3,209,784**	**$3,233,446**
Full-time Equivalents	**34.00**	**34.00**	**33.00**	**34.00**	**34.00**

Northwest Regional Detention Center	FY 2018 Actual	FY 2019 Actual	FY 2020 Adopted	FY 2021 Adopted	FY 2022 Projected
Expenditure Summary:					
Personnel	$0	$0	$0	$0	$0
Operating	2,269,348	2,339,780	2,310,073	2,441,833	2,441,833
Capital	0	0	0	0	0
Total	**$2,269,348**	**$2,339,780**	**$2,310,073**	**$2,441,833**	**$2,441,833**
Revenue	$0	$0	$0	$0	$0
Net Local Revenue	**$2,269,348**	**$2,339,780**	**$2,310,073**	**$2,441,833**	**$2,441,833**
Full-time Equivalents	**0.00**	**0.00**	**0.00**	**0.00**	**0.00**

BUDGET ANALYSIS:

The FY 2021 Adopted Budget for the Sheriff's Office includes an adjustment to personnel expenditures due to changes in benefit costs, FY 2020 2.0% compensation increase, salary scale, and compression adjustments for permanent staff, and jurisdictional funding formula increases for the Northwest Regional Adult Detention Center. The FY 2022 Projected Budget includes personnel expenditure adjustments related to rising benefit costs. Revenue increases for the Sheriff's Office include increases in Compensation Board funding allocations based on the Commonwealth's approved budget.

PROGRAM 1: *Patrol*

The Patrol Division Deputies are the County's public safety and security first responders providing coverage for Fauquier County's 651 square miles. Patrol provides 24-hour/7 day a week 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 and School Resource Officer Unit.

The Animal Control Unit (ACU) Deputies provide coverage for calls regarding animal complaints throughout Fauquier County. While the primary mission is to provide coverage in response to calls involving domesticated animals, ACU deputies are often tasked with response to wild/exotic animal calls for service. 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. Animal Control deputies also provide direct law enforcement support to Patrol Units and are subject to Mutual Aid request from neighboring jurisdictions.

The School Resource Unit/Deputies are directly responsible for the day to day safety and security within the Fauquier County Public School System. Working in collaboration with School Staff, Administration and the FCSO, the School Resource Officer/Deputy program is intended to ensure that no student's right to receive an education is abridged by violence or disruption. The SRO's with support from the School Board's Safety and Security Officer serve a student population of 11,287.

SERVICE VOLUME	FY 2018 Actual	FY 2019 Actual	FY 2020 Projected	FY 2021 Projected	FY 2022 Projected
Patrol Calls for service	24,839	24,866	25,000	25,000	25,100
Animal Control Calls for service	3,986	3,898	4,000	4,100	4,150
Patrol Arrests – misdemeanor and felony	1,861	1,596	2,100	2,150	2,200
Animal Control Arrests – misdemeanor and felony	11	105	110	115	130
Traffic summons issued	9,564	7,665	8,500	9,000	9,500
Animals transported	799	719	875	880	900

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 2018 Actual	FY 2019 Actual	FY 2020 Goal	FY 2021 Goal	FY 2022 Goal
Patrol Average Response time (in minutes)	14:47	13:36	15:00	13:30	13:00
Percentage of crashes with injury or death	45%	45%	42%	40%	38%
% of animal welfare cases closed by arrest/summon	>1%	3%	2%	5%	7%

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 division 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 division 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 2018 Actual	FY 2019 Actual	FY 2020 Projected	FY 2021 Projected	FY 2022 Projected
Prisoner Transports	6,680	6,338	7,000	7,000	7,100
Work Release/Home Incarceration (EIP) Average Daily Population	15.3	6.0	10.0	10.0	10.0
Temporary Detention Orders (TDO) Transports	70	107	110	120	130

OBJECTIVES:

- Maintain the daily average participation of active inmates on the Work Release/Home Incarceration (WR/HI) Program at 10.
- Maintain the average daily inmate population at 95 inmates.

OUTCOME MEASURES	FY 2018 Actual	FY 2019 Actual	FY 2020 Goal	FY 2021 Goal	FY 2022 Goal
WR/HI average daily participation	15.3	6.0	10.0	10.0	10.0
WR/HI average daily difference	(4.7)	(14.0)	0.0	0.0	0.0
Average daily population	86	70	95	95	95
Average daily population difference	(9)	(25)	0	0	0

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

Criminal Investigations The Criminal Investigations Division is responsible for the investigation of all major crimes reported such as drug offenses, robberies, burglaries, larcenies, arsons, death investigations, sex crimes, crimes against children, internet crimes, fraud, gang crimes and activity, as well as providing investigative support, resources and guidance to all divisions within our agency. CID maintains professional relationships with many Local, State and Federal partners. Detectives assigned to CID are tasked with participation on numerous State and Federal Task Forces which enhance our ability to provide current, accurate information regarding crime trends and threats to our community. These Task Forces provide invaluable direct access to State and Federal resources and intelligence without undue delay. CID is responsible for the analysis of criminal intelligence and information. The Crime Analyst interprets this data which is used to create documents which are then used as part of our decision making process. CID has a number of specialties embedded within our supervisory control which include Sheriff's Emergency Response Team, Crime Scene Evidence Collection Technicians, Mobile Forensics Detectives, and Crime Analyst.

SERVICE VOLUME	FY 2018 Actual	FY 2019 Actual	FY 2020 Projected	FY 2021 Projected	FY 2022 Projected
Total Cases Assigned to/Initiated by Criminal Investigation Division	783	733	756	779	802
Total number of cases closed by arrest	154	128	154	180	206
Total number of investigations closed by Exceptional Means	307	323	307	291	275
Total number of investigations suspended	325	255	252	250	248

OBJECTIVES:

- Increase cases closed by arrest by 2%.
- Decrease cases suspended by 1%.
- Decreases cases closed by Exceptional Means by 1%.

OUTCOME MEASURES	FY 2018 Actual	FY 2019 Actual	FY 2020 Goal	FY 2021 Goal	FY 2022 Goal
Total Cases Closed	786	706	620	632	645
Percentage of Cases Closed by Arrest	19.5%	17.5%	19.5%	21.5%	23.5%
Percentage of Cases Closed by Exceptional Means	39.2%	44.0%	43.0%	42.0%	41.0%
Percentage of Cases Closed by Suspended	41.3%	34.8%	33.8%	32.8%	31.8%

PROGRAM 4: ***Professional Standards***

Professional Standards 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. Professional Standards ensures compliance with Commonwealth of Virginia Department of Criminal Justice Services accreditation and training requirements. Professional Standards 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, summonses, VCIN validation supplements, producing daily activity reports, RMS name candidating, and suspension notices; preparing Commonwealth Attorney case packets, and complying with court orders.

SERVICE VOLUME	FY 2018 Actual	FY 2019 Actual	FY 2020 Projected	FY 2021 Projected	FY 2022 Projected
Data Entry of Public Safety Records	21,998	22,181	22,402	22,402	22,626
Requests for Public Safety Information	3,249	905	905	905	905
Training Actions (Classes, Ranges, etc.)	220	92	100	100	100
Accreditation Actions (Directives written/revised, audits, etc.)	731	784	800	800	800
Applicants processed	192	591	600	650	650

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

The Civil Process/Court Security Division (CP/CS) is a Virginia Constitutionally bound and dual service division. CP/CS must ensure service of all legal documents, arrest warrants, extraditions, and provide enhanced courthouse/courtroom security. CP/CS maintains many daily statistics to include the total number of issued, executed and returned documents confirming legal compliance. CP/CS manages all civil process documents to include writs, levies, notices for unlawful detainer and eviction. CP/CS is responsible for the FCSO "Most Wanted" weekly and quarterly publications. CP/CS administers the Fugitive Apprehension & Extradition Program in accordance to the law. CP/CS manages, executes and maintains all local arrest warrants for wanted persons. CP/CS provides courthouse and courtroom security for three (3) separate buildings. CP/CS is responsible for screening all visitors to each courthouse facility to include regular security sweeps for explosives with a newly acquired K-9. CP/CS manages VCIN applications to include Permanent Protective Orders and Concealed Weapons Permits for processing. CP/CS operates two Live-Scan stations for both criminal submission to local, state and federal authorities as well as "applicant only" latent prints.

SERVICE VOLUME	FY 2018 Actual	FY 2019 Actual	FY 2020 Projected	FY 2021 Projected	FY 2022 Projected
Civil Papers Served	16,065	17,032	17,000	17,500	18,000
Extraditions Completed	25	16	18	20	22
Warrants Served by Civil Process of "Hard to Find File" from Patrol/CID	101	102	100	105	110
Security Check Point Traffic (Combined Courts)	203,013	177,900	175,000	180,000	185,000
Live Scan Prints Completed (GDC & CP/CS Office Only)	998	1,218	1,300	1,400	1,500

OBJECTIVES:

- Ensure safety and security of all court facilities with no preventable incidents.
- Timely return of civil process documents back to the courts.
- Maintain the percentage of warrants served at <93% each fiscal year.
- Ensure accuracy and timeliness through continued records review prior to Virginia Criminal Information Network (VCIN) audits.

OUTCOME MEASURES	FY 2018 Actual	FY 2019 Actual	FY 2020 Goal	FY 2021 Goal	FY 2022 Goal
Civil Papers Received	16,114	17,126	18,000	18,500	19,000
Civil Papers Served	16,065	17,032	18,000	18,500	19,000
Percentage of Papers Served versus Papers Received	99.7%	99.5%	100.0%	100.0%	100.0%

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 2018 Actual	FY 2019 Actual	FY 2020 Projected	FY 2021 Projected	FY 2022 Projected
Telephone Calls Processed	144,712	146,111	158,006	160,722	162,313
Calls for Service	126,864	118,019	137,217	138,575	139,946
Dispatch Actions Performed	1,001,636	967,744	1,062,636	1,073,156	1,083,780
Mobile Data Terminal (MDT) messages	968,528	693,081	1,027,511	1,037,683	1,047,956

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%.

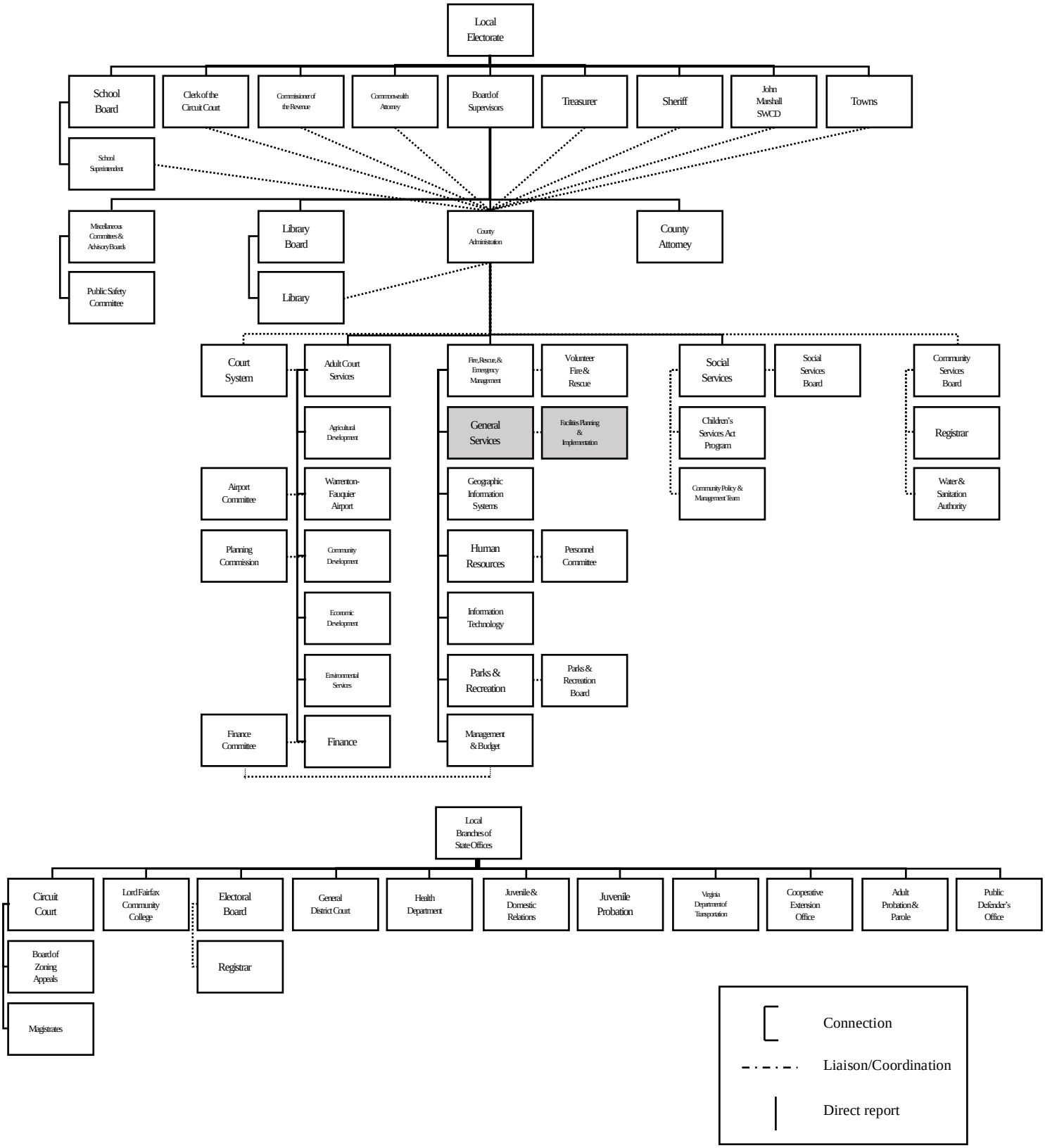
OUTCOME MEASURES	FY 2018 Actual	FY 2019 Actual	FY 2020 Goal	FY 2021 Goal	FY 2022 Goal
Answer 99% of 911 calls less than 40 seconds- NFPA Standard	98%	100%	99%	99%	99%
Answer 95% of 911 calls less than 15 seconds- NFPA Standard	97%	100%	95%	95%	95%
Fire & Rescue calls: Process 90% within 64 seconds of receipt	81%	81%	90%	90%	90%
Fire & Rescue calls: Process 95% within 106 seconds of receipt	98%	82%	95%	95%	95%
Maintain staff turnover at 40% or less	8%	25%	30%	40%	40%
Quality Assurance/Quality Improvement: 2% of all calls	1%	1%	2%	2%	2%

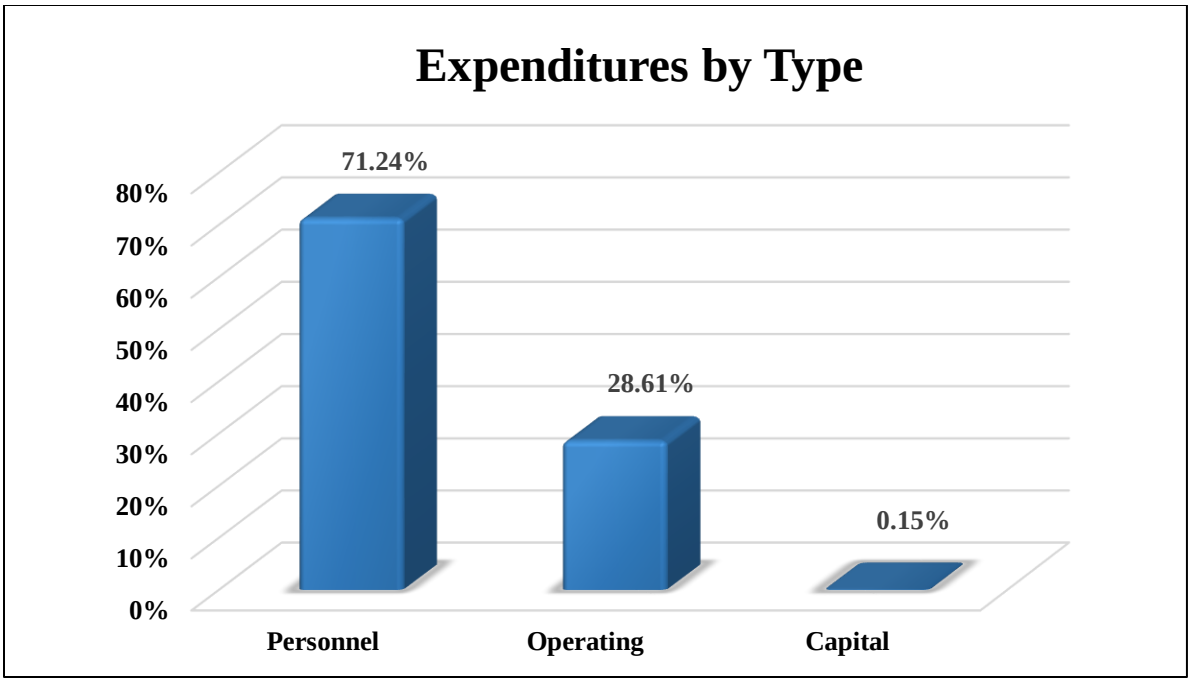
Public Works

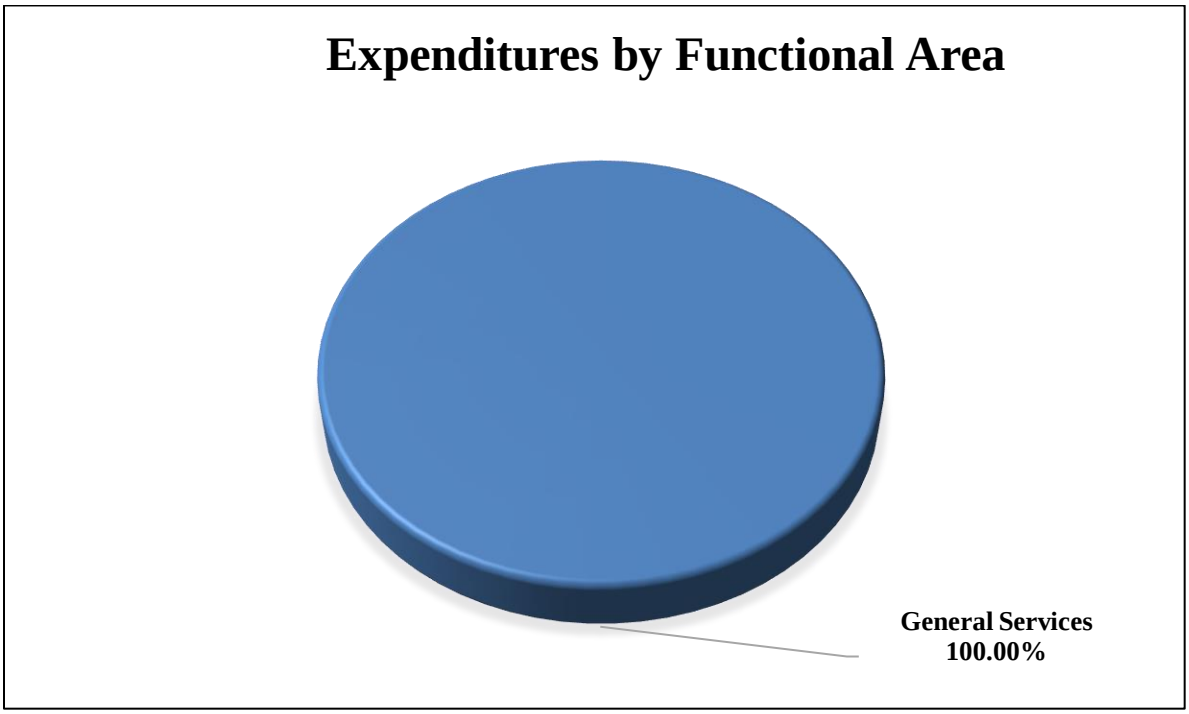
Warrenton, Virginia

Department/Agency	Amount
General Services	$ 5,654,654
Total	**$ 5,654,654**

Public Works

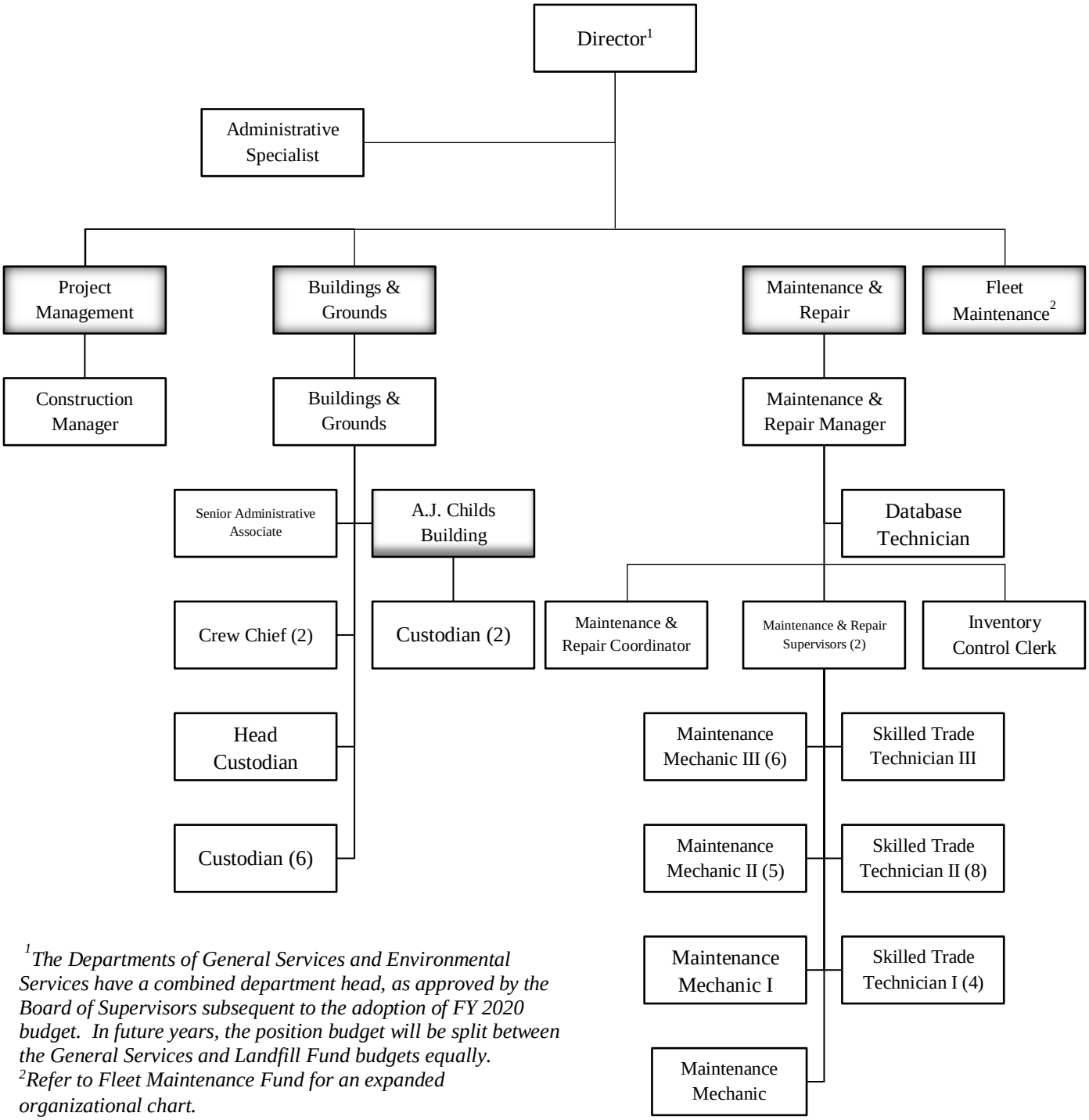



Expenditures by Type
71.24%
28.61%
0.15%
80%
70%
60%
50%
40%
30%
20%
10%
0%
Personnel
Operating
Capital


Expenditures by Functional Area
General Services
100.00%

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 2021:

- Replace 2 heat pumps in Information Technology.
- Replace Warrenton Library roof.
- Replace Bealeton Library roof.
- Revamp 1 portion of the Old Jail slate roof.
- Clean and maintain storm water ponds.

KEY PROJECTS FOR FY 2022:

- Replace Vint Hill gym roof.
- Upgrade Alice Jane Childs building elevator.
- Upgrade various parking lots.
- In conjunction with the School Division, ascertain the County is adhering to MS4 (Municipal Separate Storm Sewer System) standards.

BUDGET SUMMARY:

Department Total	**FY 2018 Actual**	**FY 2019 Actual**	**FY 2020 Adopted**	**FY 2021 Adopted**	**FY 2022 Projected**
Expenditure Summary:					
Personnel	$3,640,615	$3,805,704	$3,892,290	$4,028,354	$4,053,873
Operating	1,458,042	1,488,123	1,609,940	1,617,900	1,627,751
Capital	23,893	12,284	8,400	8,400	8,400
Total	**$5,122,550**	**$5,306,111**	**$5,510,630**	**$5,654,654**	**$5,690,024**
Revenue	$225,807	$270,117	$255,803	$247,899	$247,899
Net Local Revenue	**$4,896,743**	**$5,037,276**	**$5,254,827**	**$5,406,755**	**$5,442,125**
Full-time Equivalents	**53.00**	**54.00**	**54.00**	**54.00**	**54.00**

General Services

General Services	FY 2018 Actual	FY 2019 Actual	FY 2020 Adopted	FY 2021 Adopted	FY 2022 Projected
Expenditure Summary:					
Personnel	$3,552,859	$3,715,081	$3,801,176	$3,936,412	$3,960,977
Operating	1,360,064	1,387,742	1,507,840	1,510,902	1,520,753
Capital	23,893	12,284	8,400	8,400	8,400
Total	**$4,936,816**	**$5,115,107**	**$5,317,416**	**$5,455,714**	**$5,490,130**
Revenue	$97,850	$134,590	$137,471	$117,100	$117,100
Net Local Revenue	**$4,838,966**	**$4,980,517**	**$5,179,945**	**$5,338,614**	**$5,373,030**
Full-time Equivalents	**51.00**	**52.00**	**52.00**	**52.00**	**52.00**

Alice Jane Childs Building	FY 2018 Actual	FY 2019 Actual	FY 2020 Adopted	FY 2021 Adopted	FY 2022 Projected
Expenditure Summary:					
Personnel	$87,756	$90,623	$91,114	$91,942	$92,896
Operating	97,978	100,381	102,100	106,998	106,998
Capital	0	0	0	0	0
Total	**$185,734**	**$191,004**	**$193,214**	**$198,940**	**$199,894**
Revenue	$127,957	$135,527	$118,332	$130,799	$130,799
Net Local Revenue	**$57,777**	**$55,477**	**$74,882**	**$68,141**	**$69,095**
Full-time Equivalents	**2.00**	**2.00**	**2.00**	**2.00**	**2.00**

BUDGET ANALYSIS:

The FY 2021 Adopted Budget for General Services 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. Revenue decreases are based on current rental agreements. The FY 2022 Projected Budget anticipates personnel expenditure increases due to rising benefit costs.

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 2018 Actual	FY 2019 Actual	FY 2020 Projected	FY 2021 Projected	FY 2022 Projected
Facility work orders completed	8,300	8,300	8,200	8,300	8,300
Square footage of facilities maintained	2,500,429	2,409,823	2,500,429	2,500,429	2,500,429
Comprehensive Maintenance Plan (CMP)	65	45	65	50	50
Work order projects	120	208	125	150	150
Preventive maintenance scheduled	2,500	2,570	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.

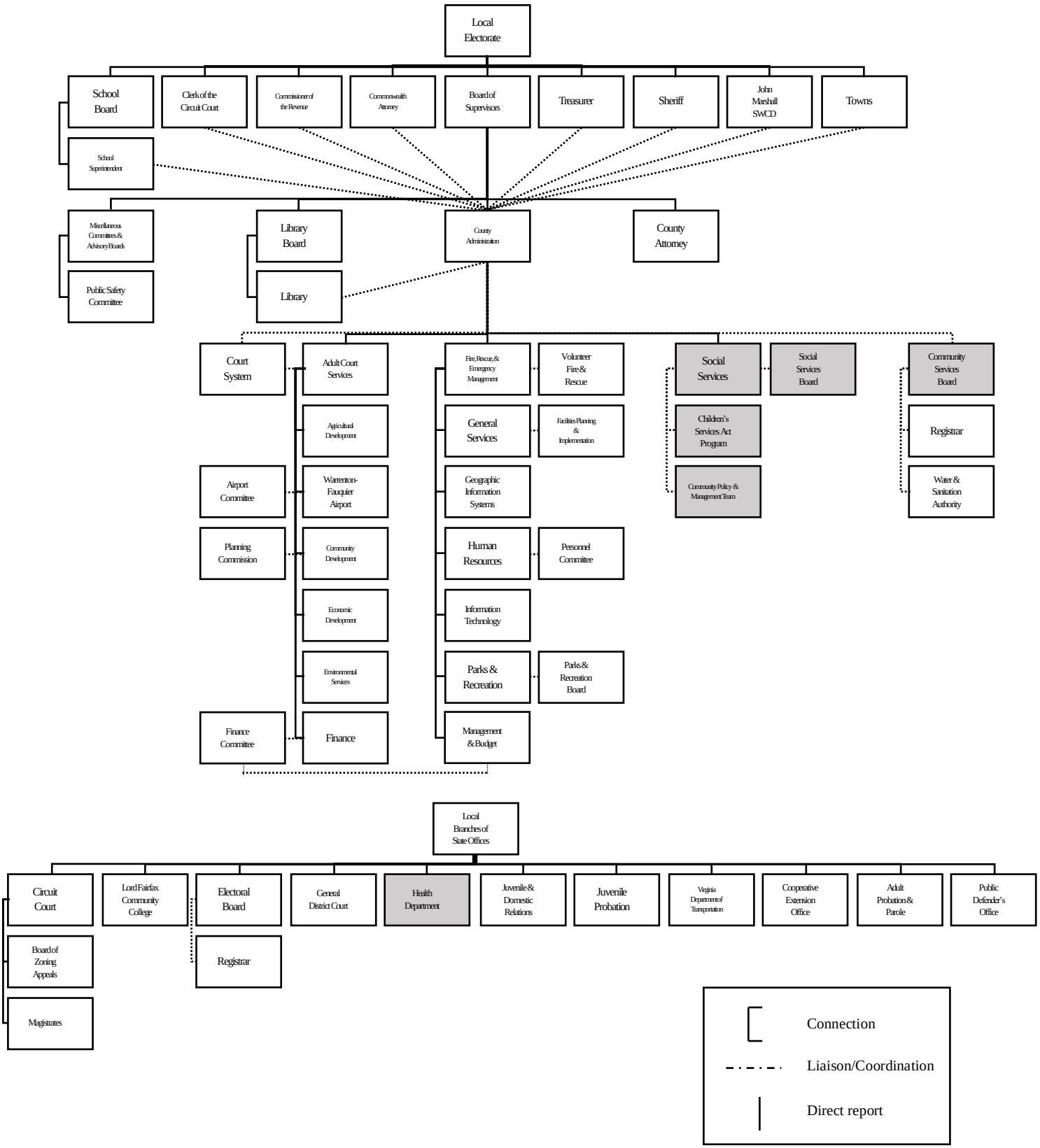
OUTCOME MEASURES	FY 2018 Actual	FY 2019 Actual	FY 2020 Goal	FY 2021 Goal	FY 2022 Goal
CMP projects completed in fiscal year funded	90%	70%	90%	90%	90%
Complete general work orders within 10 business days	85%	80%	90%	90%	90%
Immediate response to emergency work orders	100%	100%	100%	100%	100%
Preventive Maintenance completion	90%	90%	95%	95%	95%
Implement bar code tracking for inventory and warehouse management	95%	95%	95%	95%	100%
Implement system for shop and custodial inventory, including warehouse management	85%	85%	100%	90%	90%
Implement schedule of training on OSHA and VOSH	95%	90%	95%	95%	95%
Attain higher standards of cleaning through monthly internal inspections[1]	85%	50%	75%	80%	85%

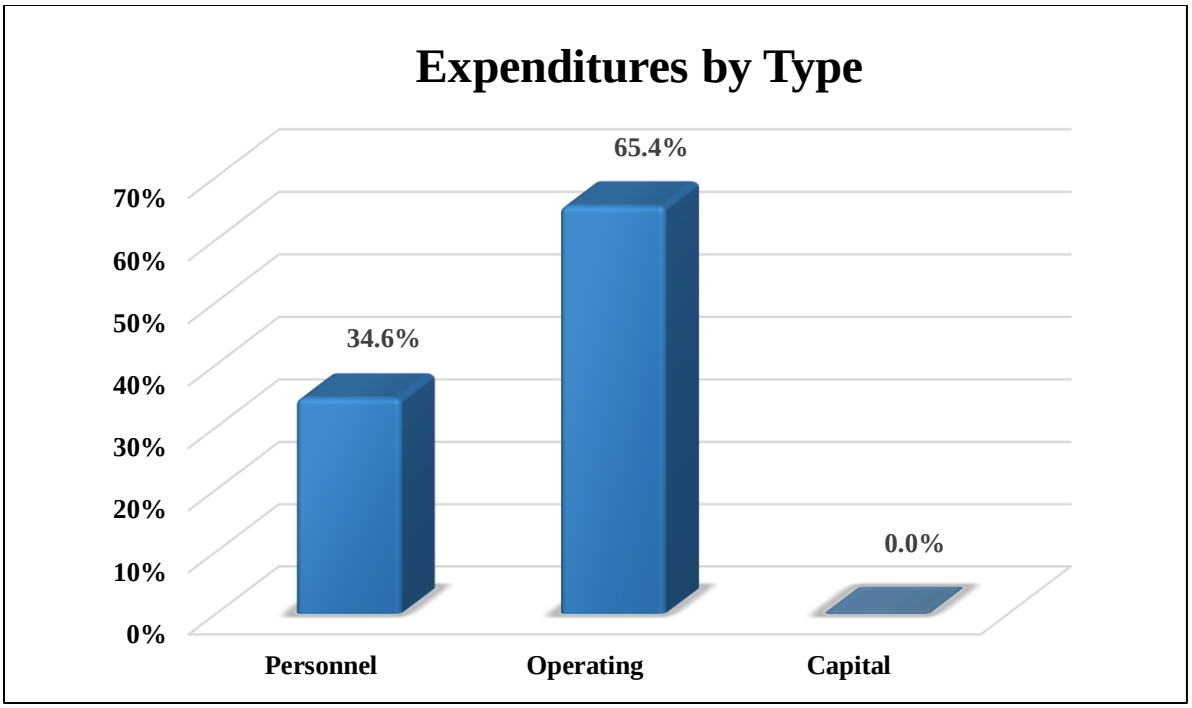
[1]*FY 2019 reflects transition to a new Head Custodian.*

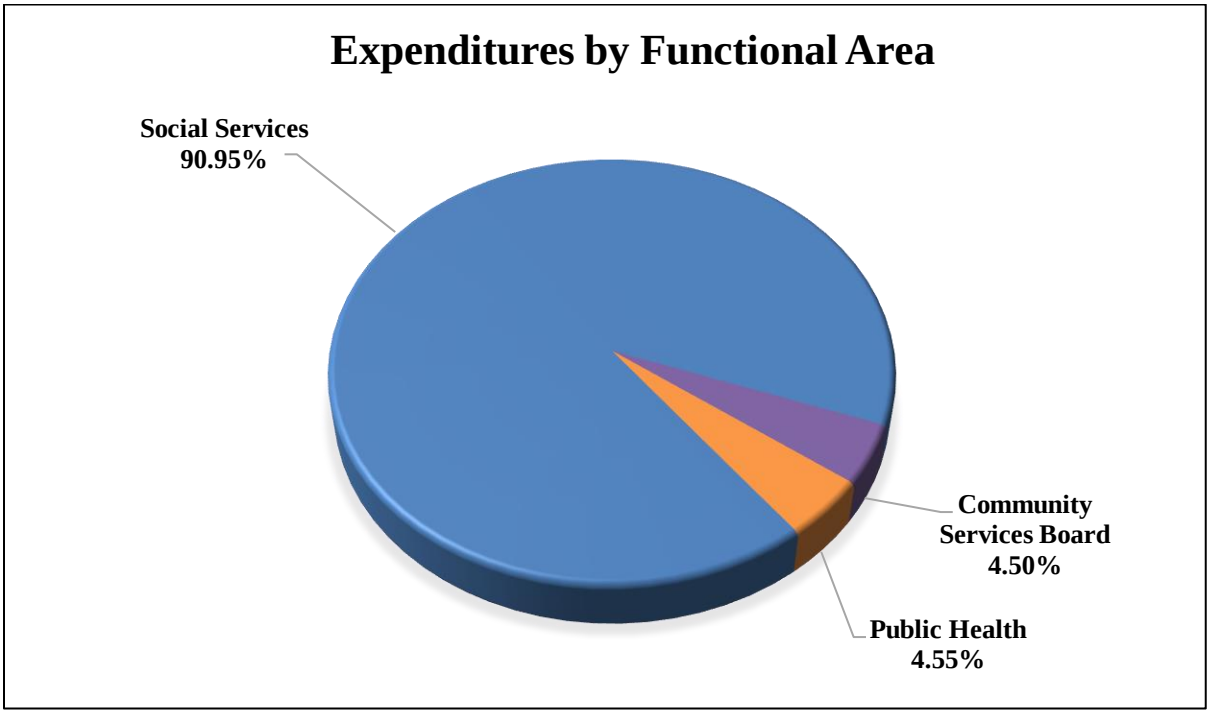
Public Health Department
Warrenton, Virginia

Department/Agency		Amount
Community Services Board	$	619,438
Public Health		627,086
Social Services		12,528,727
Total	**$**	**13,775,251**

Health and Welfare




Expenditures by Type
70%
60%
50%
40%
30%
20%
10%
0%
34.6%
65.4%
0.0%
Personnel
Operating
Capital


Expenditures by Functional Area
Social Services
90.95%
Community
Services Board
4.50%
Public Health
4.55%

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 2018 Actual	FY 2019 Actual	FY 2020 Adopted	FY 2021 Adopted	FY 2022 Projected
Expenditure Summary:					
Personnel	$0	$0	$0	$0	$0
Operating	541,144	482,215	489,482	619,438	791,431
Capital	0	0	0	0	0
Total	**$541,144**	**$482,215**	**$489,482**	**$619,438**	**$791,431**
Revenue	$0	$0	$0	$0	$0
Net Local Revenue	**$541,144**	**$482,215**	**$489,482**	**$619,438**	**$791,431**
Full-time Equivalents	**0.00**	**0.00**	**0.00**	**0.00**	**0.00**

BUDGET ANALYSIS:

The FY 2021 Adopted Budget and FY 2022 Projected 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 2018 Actual	FY 2019 Actual	FY 2020 Adopted	FY 2021 Adopted	FY 2022 Projected
Expenditure Summary:					
Personnel	$0	$0	$0	$0	$0
Operating	590,172	607,877	616,995	627,086	638,750
Capital	0	0	0	0	0
Total	**$590,172**	**$607,877**	**$616,995**	**$627,086**	**$638,750**
Revenue	$0	$0	$0	$0	$0
Net Local Revenue	**$590,172**	**$607,877**	**$616,995**	**$627,086**	**$638,750**
Full-time Equivalents	**0.00**	**0.00**	**0.00**	**0.00**	**0.00**

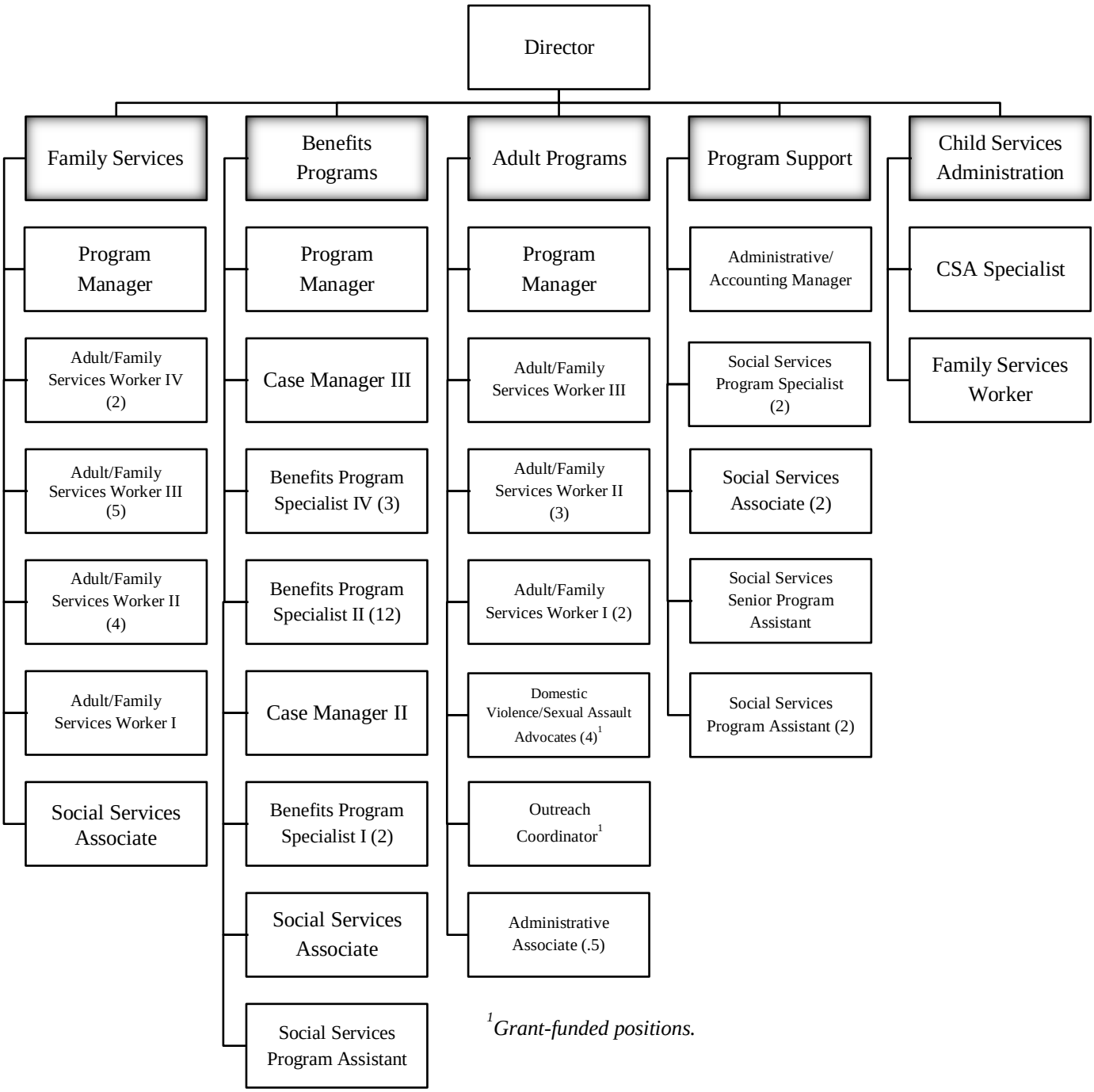
BUDGET ANALYSIS:

The FY 2021 Adopted Budget and FY 2022 Projected 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.*

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 2021:

- Increase efficiency of department operations and services through continued automation and technology initiatives (both State and local).
- Develop and increase community partnerships to help meet the needs of the Domestic Violence and Sexual Assault programs.
- Address the growth in the population of elderly and adults with disabilities through enhancement of the Adult Services program.
- Continue to stabilize/control Children's Services Act (CSA) costs using utilization management and continue to meet statutory time frames for permanency for foster children.
- Develop the Family First prevention of foster care model and continue to develop local agency therapeutic foster homes.
- Reduce out of school day placements through continued collaboration with the School Division.
- Address opioid/substance abuse through engagement and collaboration with other agencies and community partners.
- Develop and sustain services to meet the needs of Local Department of Social Services (LDSS) clients to remain employed and self-sufficient through continued work with Virginia Department of Social Services (VDSS) Workforce group and the Virginia Career Works.
- Address needs for office space as the number of programs and staff increases.

KEY PROJECTS FOR FY 2022:

- Continue to address opioid/substance abuse through engagement and collaboration with other agencies and community partners.
- Work with County Administration to address needs for office space as the number of programs and staff increases.
- Reassess and begin redesign of department organizational structure to address needs for Human Services.
- Formalize department strategic framework and succession plan.

BUDGET SUMMARY:

Department Total	FY 2018 Actual	FY 2019 Actual	FY 2020 Adopted	FY 2021 Adopted	FY 2022 Projected
Expenditure Summary:					
Personnel	$3,751,076	$4,222,575	$4,553,676	$4,772,111	$4,800,579
Operating	7,286,107	7,252,138	7,254,717	7,756,616	7,778,050
Capital	0	34,774	0	0	0
Total	**$11,037,183**	**$11,509,487**	**$11,808,393**	**$12,528,727**	**$12,578,629**
Revenue	$7,144,649	$6,955,206	$7,349,917	$7,991,663	$8,000,369
Net Local Revenue	**$3,892,534**	**$4,554,281**	**$4,458,476**	**$4,537,064**	**$4,578,260**
Full-time Equivalents	**48.53**	**58.53**	**59.53**	**59.53**	**59.53**

Social Services	FY 2018 Actual	FY 2019 Actual	FY 2020 Adopted	FY 2021 Adopted	FY 2022 Projected
Expenditure Summary:					
Personnel	$3,696,066	$4,172,023	$4,473,287	$4,689,019	$4,717,010
Operating	3,073,436	3,084,278	2,610,098	3,111,997	3,133,431
Capital	0	34,774	0	0	0
Total	**$6,769,502**	**$7,291,075**	**$7,083,385**	**$7,801,016**	**$7,850,441**
Revenue	$4,936,882	$5,059,373	$4,613,909	$5,243,933	$5,252,639
Net Local Revenue	**$1,832,620**	**$2,231,702**	**$2,469,476**	**$2,557,083**	**$2,597,802**
Full-time Equivalents	**47.53**	**57.53**	**58.53**	**58.53**	**58.53**

CSA	FY 2018 Actual	FY 2019 Actual	FY 2020 Adopted	FY 2021 Adopted	FY 2022 Projected
Expenditure Summary:					
Personnel	$55,010	$50,552	$80,389	$83,092	$83,569
Operating	4,212,671	4,167,860	4,644,619	4,644,619	4,644,619
Capital	0	0	0	0	0
Total	**$4,267,681**	**$4,218,412**	**$4,725,008**	**$4,727,711**	**$4,728,188**
Revenue	$2,207,767	$1,895,833	$2,736,008	$2,747,730	$2,747,730
Net Local Revenue	**$2,059,914**	**$2,322,579**	**$1,989,000**	**$1,979,981**	**$1,980,458**
Full-time Equivalents	**1.00**	**1.00**	**1.00**	**1.00**	**1.00**

BUDGET ANALYSIS:

The FY 2021 Adopted Budget for Social Services includes an adjustment to 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 personnel expenditure adjustments related to rising benefit costs. Revenue increases for Social Services are based on the State's funding allocation.

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 2018 Actual	FY 2019 Actual	FY 2020 Projected	FY 2021 Projected	FY 2022 Projected
Abuse neglect and exploitation investigations	366	444	500	560	600
Long term care screenings	122	180	190	200	210
Department-funded home-based care clients	48	68	80	90	95
Domestic violence clients served both grants	221	290	320	350	380

OBJECTIVES:

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

OUTCOME MEASURES	FY 2018 Actual	FY 2019 Actual	FY 2020 Goal	FY 2021 Goal	FY 2022 Goal
Clients with reports investigated	366	444	500	560	600
Clients found in need of protective services	226	235	250	280	300
Clients found in need	59%	53%	70%	70%	70%
Clients who accept protective services	204	209	230	260	280

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 2018 Actual	FY 2019 Actual	FY 2020 Projected	FY 2021 Projected	FY 2022 Projected
Adoption assistance	89	93	100	110	120
Adoptive investigations	9	13	34	38	40
Custody investigations	1	9	15	15	15
Child abuse/neglect investigations/assessments	216	225	250	250	275
Foster children entering care	22	21	40	40	40
Foster children in care end of fiscal year	46	43	45	50	60
Child Protective Services ongoing and Prevention cases	38	38	45	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 2018 Actual	FY 2019 Actual	FY 2020 Goal	FY 2021 Goal	FY 2022 Goal
Valid reports with investigation initiated within 24 hours	202	225	230	235	240
Children who were adopted or placed in a custodial home within 18 months	13	17	20	25	30
Annual percentage of children whose families were provided preventative services who avoided foster care	100%	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), Temporary Assistance for Needy (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 2018 Actual	FY 2019 Actual	FY 2020 Projected	FY 2021 Projected	FY 2022 Projected
Medicaid Applications	2,066	3,114	3,581	4,118	4,118
Average Medicaid Caseload	3,404	3,739	4,113	4,524	4,524
SNAP Applications	1,277	1,239	1,777	2,315	2,315
Average SNAP Caseload	1,448	1,412	1,948	2,484	2,484
TANF Applications	252	243	232	223	223
Average TANF Caseload	79	72	65	60	60
Energy Assistance Applications	739	783	827	871	871
General relief and auxiliary grant applications	183	191	199	207	207
Average auxiliary grant caseload	16	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 2018 Actual	FY 2019 Actual	FY 2020 Goal	FY 2021 Goal	FY 2022 Goal
Assistance program applications processed	4,517	5,910	7,080	8,348	8,348
Applications processed within prescribed time frames	4,115	5,327	6,938	8,181	8,181
Percentage of benefit program applications processed timely	91%	90%	98%	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 2018 Actual	FY 2019 Actual	FY 2020 Projected	FY 2021 Projected	FY 2022 Projected
Average VIEW and Transitional Cases	36	38	40	42	42
Average Child Care Cases	50	50	60	65	65
Average Children Receiving Child Care	99	89	95	100	100

[1]*Monthly average*

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 2018 Actual	FY 2019 Actual	FY 2020 Goal	FY 2021 Goal	FY 2022 Goal
Work Place visitors	1,475	1,237	1,500	1,600	1,600
VIEW client visitors	148	207	150	200	200
Non-VIEW visitors	1,327	190	1,350	1,400	1,400
Percent that are VIEW clients	10.0%	17.0%	10.0%	12.5%	12.5%
Percentage of Child Care Applications processed timely	98%	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 2018 Actual	FY 2019 Actual	FY 2020 Projected	FY 2021 Projected	FY 2022 Projected
Congregate care (foster care, special education, child in need of services)	21	26	40	35	35
Foster care (therapeutic foster care, basic maintenance & other payments, independent living)	59	62	65	65	65
Community based services	198	198	190	190	190
Special Education Day Placements	40	37	45	40	40
Services to students with disabilities (including wrap-around services)	18	27	25	25	25

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

OBJECTIVES:

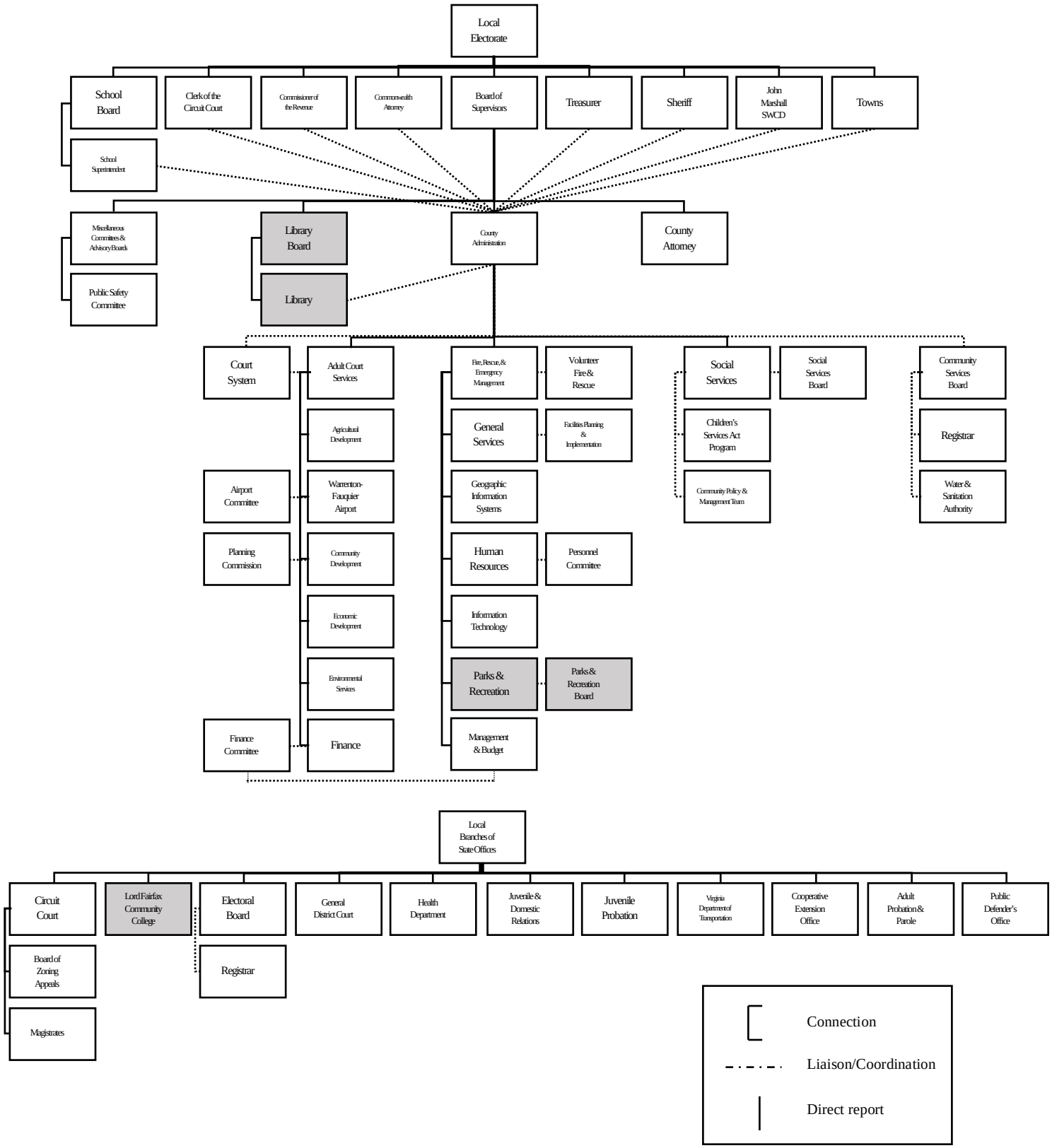
Objectives include providing necessary services in a community setting and increasing parental participation in the FAPT process as demonstrated by the Family Engagement model. We will provide timely reimbursement for services delivered.

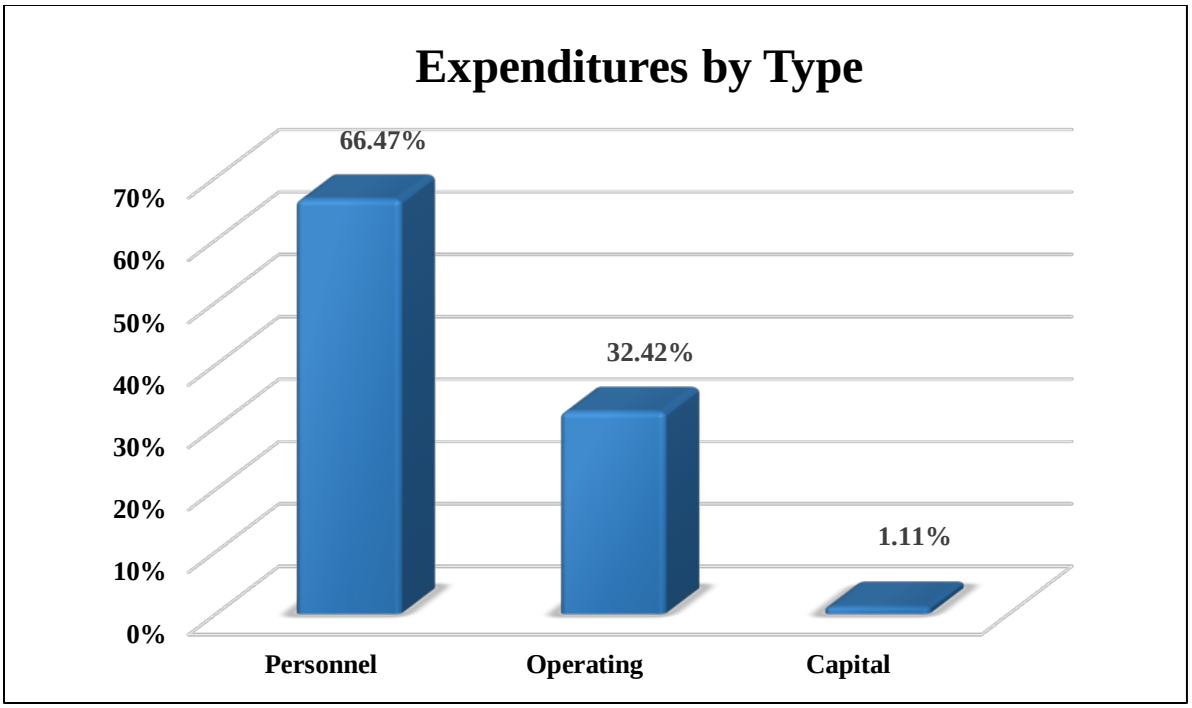
OUTCOME MEASURES	FY 2018 Actual	FY 2019 Actual	FY 2020 Goal	FY 2021 Goal	FY 2022 Goal
Invoices processed (monthly average)	116	122	185	130	130
Children receiving congregate care	6%	9%	10%	10%	10%
Special education private day placements	13%	13%	15%	15%	15%

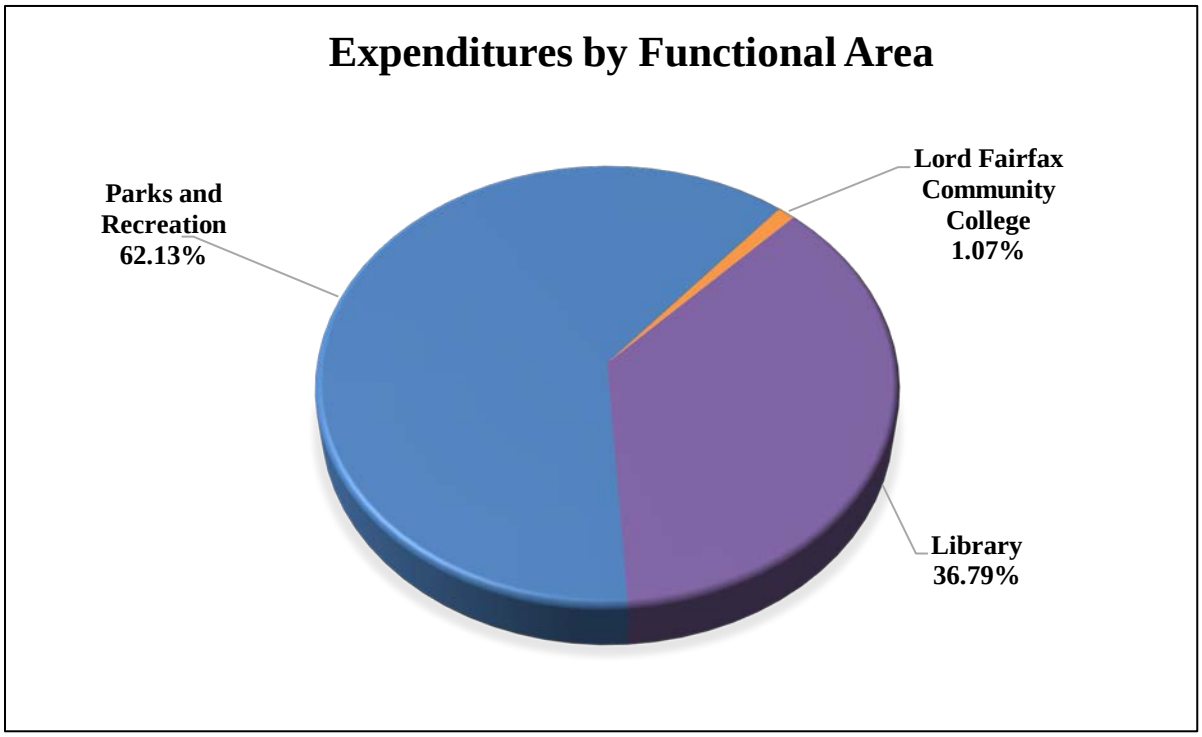
Culture

Northern Fauquier Community Park
Marshall, Virginia

Department/Agency		Amount
Library	$	2,652,583
Lord Fairfax Community College		77,475
Parks & Recreation		4,479,247
Total	**$**	**7,209,305**


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

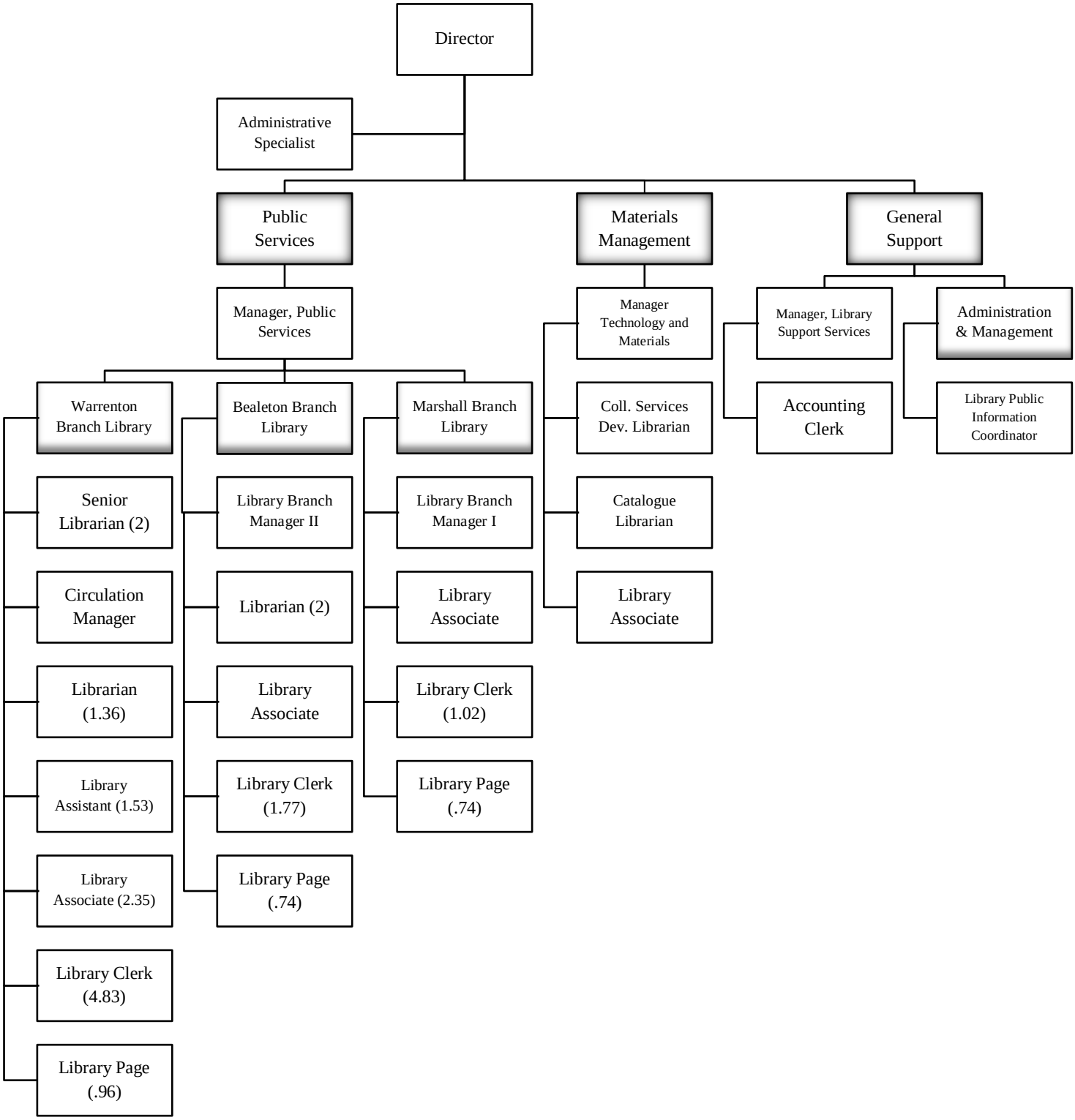

Expenditures by Type
66.47%
32.42%
1.11%
70%
60%
50%
40%
30%
20%
10%
0%
Personnel
Operating
Capital


Expenditures by Functional Area
Parks and Recreation 62.13%
Lord Fairfax Community College 1.07%
Library 36.79%

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:

- Library Awareness. Raise awareness and use of the Library and its resources.
- Library Services. Optimize Library Services.
- Staffing. Provide Exceptional Customer Service.
- Facilities. Improve Library Facilities to Better Serve the Community.
- Cultivate Funding. Cultivate Public and Private Funding to Provide New Library Enhancements.

KEY PROJECTS FOR FY 2021 & FY 2022:

- Begin fundraising for the new Warrenton library.
- Provide library users with efficient and effective access to library holdings by integrating magazine/journal articles databases, e-books, music files and other digital content into the library's electronic catalog.
- Ensure the effective use of the John Barton Payne Community Hall for media presentations by installing room darkening shades.
- Improve the Bealeton library monument sign by installing two new reader board cabinets.

BUDGET SUMMARY:

	FY 2018 Actual	FY 2019 Actual	FY 2020 Adopted	FY 2021 Adopted	FY 2022 Projected
Expenditure Summary:					
Personnel	$2,024,258	$2,057,157	$2,096,958	$2,193,940	$2,205,257
Operating	410,863	435,553	458,643	458,643	458,817
Capital	8,853	0	0	0	0
Total	**$2,443,974**	**$2,492,710**	**$2,555,601**	**$2,652,583**	**$2,664,074**
Revenue	$241,499	$251,469	$247,658	$254,399	$254,399
Net Local Revenue	**$2,202,475**	**$2,241,241**	**$2,307,943**	**$2,398,184**	**$2,409,675**
Full-time Equivalents	**34.31**	**34.31**	**34.31**	**34.31**	**34.31**

BUDGET ANALYSIS:

The FY 2021 Adopted Budget for the Library includes an adjustment to personnel expenditures due to changes in benefit costs and FY 2020 2.0% compensation increase, salary scale, and compression adjustments for permanent staff. The Projected FY 2022 Budget includes personnel expenditure adjustments related to rising benefit costs. Revenue increases for the Library are based on increased State funding allocation.

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 2018 Actual	FY 2019 Actual	FY 2020 Projected	FY 2021 Projected	FY 2022 Projected
Library cost per capita[1]	$35.37	$35.10	$36.10	$37.10	$37.80
Library cost per circulated item	$5.97	$6.15	$6.25	$6.38	$6.45
Value of volunteer hours contributed[2]	$196,559	$209,622	$217,646	$225,978	$234,628
Facility expenses per square foot[3]	$1.93	$1.93	$1.97	$2.02	$2.07

[1]FY 2019 Fauquier County population based on Weldon Cooper Center for Public Service (July 2018) and escalated by 1% 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 2018 Actual	FY 2019 Actual	FY 2020 Goal	FY 2021 Goal	FY 2022 Goal
Value of alternative sources of funding[1]	$173,631	$136,260	$70,500	$70,500	$70,500
Users rating overall library services as favorable[2]	N/A	99%	97%	97%	97%

[1]Includes one time donation split between FY 2018 and FY 2019 from estate of deceased patron; FY 2020 goal does not include fundraising for new Warrenton Library.
[2]Based on in-house annual 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 2018 Actual	FY 2019 Actual	FY 2020 Projected	FY 2021 Projected	FY 2022 Projected
Volumes added to the collection	11,326	12,864	13,121	13,384	13,651
Electronic materials added to the collection (e-books and e-audiobooks)	3,463	4,169	4,252	4,337	4,424
Materials expenditure cost per capita	$4.07	$3.96	$3.99	$4.00	$3.96

OBJECTIVES:

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

OUTCOME MEASURES	FY 2018 Actual	FY 2019 Actual	FY 2020 Goal	FY 2021 Goal	FY 2022 Goal
Users who are satisfied with materials[1]	N/A	94%	95%	95%	95%

[1]*Based on in-house annual 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 2018 Actual	FY 2019 Actual	FY 2020 Goal	FY 2021 Goal	FY 2022 Goal
Average daily visits	741	681	700	700	700
Average daily circulation	1,287	1,262	1,300	1,300	1,300
Registered borrowers as percent of population[1]	59%	54%	54%	54%	54%
Program attendees	20,611	17,801	18,157	18,520	18,891

[1]*In FY 2019 the Library purged patron records that were inactive for the past three years.*

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 2018 Actual	FY 2019 Actual	FY 2020 Goal	FY 2021 Goal	FY 2022 Goal
Users who find the materials they are seeking[1]	N/A	94%	95%	95%	95%

[1]*Based on in-house annual 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 2021 & FY 2022:

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

BUDGET SUMMARY:

	FY 2018 Actual	FY 2019 Actual	FY 2020 Adopted	FY 2021 Adopted	FY 2022 Projected
Expenditure Summary:					
Personnel	$0	$0	$0	$0	$0
Operating	65,027	70,425	75,197	77,475	77,475
Capital	0	0	0	0	0
Total	**$65,027**	**$70,425**	**$75,197**	**$77,475**	**$77,475**
Revenue	$0	$0	$0	$0	$0
Net Local Revenue	**$65,027**	**$70,425**	**$75,197**	**$77,475**	**$77,475**
Full-time Equivalents	**0.00**	**0.00**	**0.00**	**0.00**	**0.00**

BUDGET ANALYSIS:

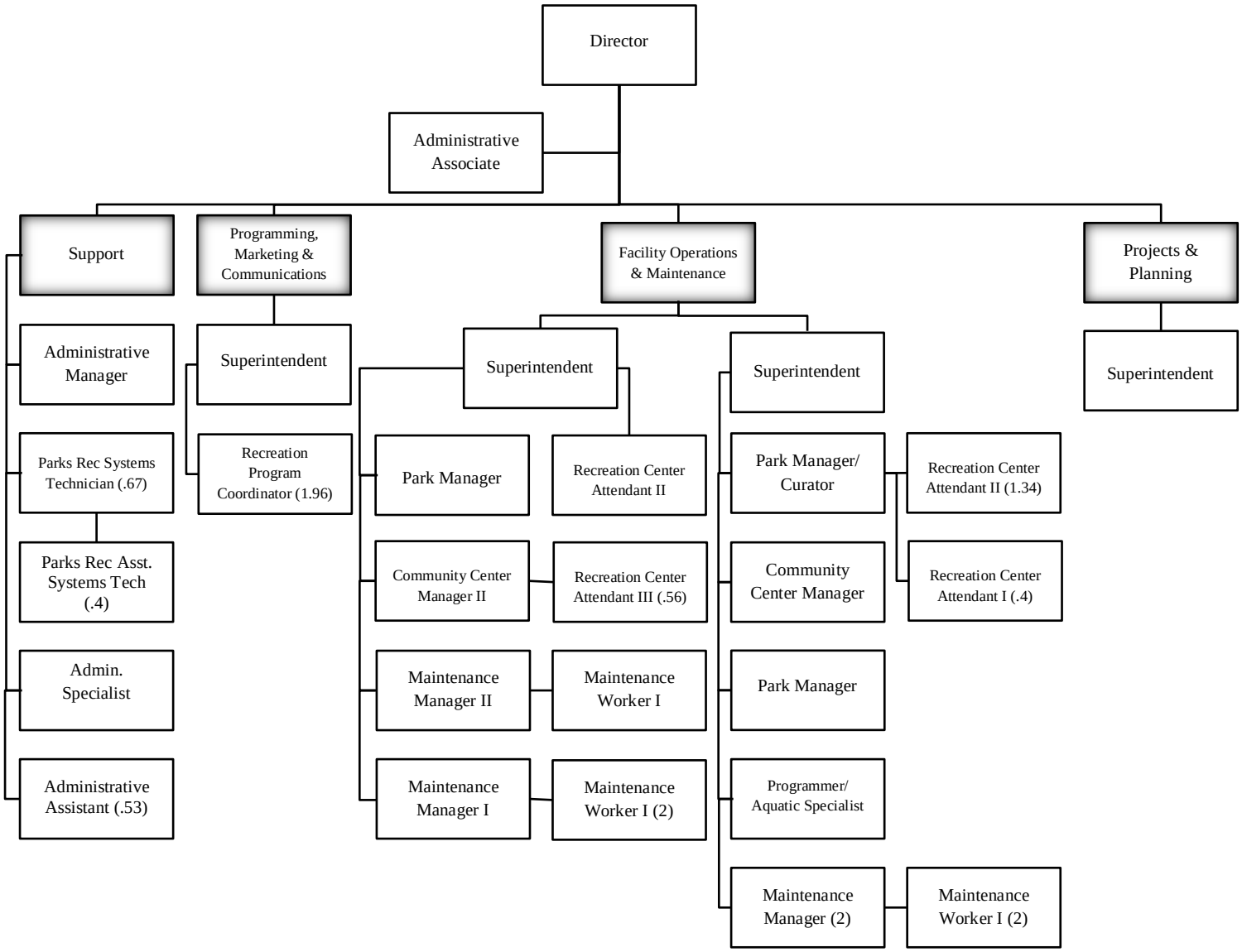
The FY 2021 Adopted Budget and FY 2022 Projected Budget for Lord Fairfax Community College includes increases in accordance with the organization's jurisdictional funding formula.

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 implements directives of the Board of Supervisors. Parks and Recreation collaborates with the Parks and Recreation Board, County Departments, Federal and State Agencies, local businesses and non- profit organizations to enhance recreational, educational, and health and wellness opportunities for Fauquier County citizens and those who visit Fauquier County.



Parks and Recreation

GOALS:

- Develop and implement sustainable business plans for all recreational programs, trips and special events.
- Adopt the Parks, Recreation and Open Space Comprehensive Plan Update and implement the findings to provide recreational, educational, and health and wellness opportunities for today and future customers.
- Streamline processes and procedures to provide enhanced customer service delivery.
- Acquire alternative funding sources to provide recreational assets that Fauquier County Citizens desire.
- Incorporate safety, economic development, energy efficiency, protection of natural resources, and a reduction of maintenance into site plan development and programming.

KEY PROJECTS FOR FY 2021:

- Develop the Comprehensive Plan for Department.
- Complete the Central Fauquier Sports Complex.
- Build a Kayak/Canoe launch at Riverside Park.
- Construct the Rappahannock Station Park.
- Install lights at 2 Vint Hill Baseball fields.
- Design a boat launch dock, renovate paths to ADA compliance, and replace the residence siding at C.M. Crockett Park.
- Replace the bathhouse siding and white coat pools at Larry Weeks Community Pool.
- Create a flooding solution design and replace the bridge at White's Mill Trail.
- Construct the Warrenton Branch Greenway Extension.
- Renovate the court at Taylor Middle School.

KEY PROJECTS FOR FY 2022:

- Replace the Fishing Pier and Boat Launch Dock, complete the deck dock integrity report renovations, shelter staining/protection, and renovate the Concessions, Office, and Amphitheater at C.M. Crockett Park.
- Implement flooding solution at White's Mill Trail.
- Renovate tennis courts at Vint Hill Village Green.

BUDGET SUMMARY:

	FY 2018 Actual	FY 2019 Actual	FY 2020 Adopted	FY 2021 Adopted	FY 2022 Projected
Expenditure Summary:					
Personnel	$2,415,898	$2,637,219	$2,507,902	$2,597,808	$2,611,358
Operating	1,441,134	1,345,210	1,645,936	1,801,227	1,804,092
Capital	35,160	127,619	105,212	80,212	80,212
Total	**$3,892,192**	**$4,110,048**	**$4,259,050**	**$4,479,247**	**$4,495,662**
Revenue	$589,683	$543,893	$502,641	$497,737	$497,737
Net Local Revenue	**$3,302,509**	**$3,566,155**	**$3,756,409**	**$3,981,510**	**$3,997,925**
Full-time Equivalents	**30.85**	**30.85**	**30.85**	**29.85**	**29.85**

BUDGET ANALYSIS:

The FY 2021 Adopted Budget for Parks & Recreation includes an adjustment to personnel expenditures due to changes in benefit costs and FY 2020 2.0% compensation increase, salary scale, and compression adjustments for permanent staff. In addition, the Adopted Budget includes increased operating expenditures in support of the Central Sports Complex, partially offset by the elimination of a vacant crew chief, and increases in contractual services. The FY 2022 Projected Budget includes personnel expenditure adjustments related to rising benefit costs. Revenue adjustments are based on historical and projected trends.

PROGRAM 1: *Programming, Marketing & Communications*

Programming includes organized activities serving all ages and interests. The purpose of these activities is to enhance quality of life through promotion of healthy lifestyles, socialization, community pride, strong families, and awareness of county environmental/historical heritage, skill development, and safety.

Parks and Recreation raises public awareness through many channels including a website, monthly newsletter, Facebook, Google Business and *Good Times*, a quarterly program guide mailed to all County Households.

SERVICE VOLUME	FY 2018 Actual	FY 2019 Actual	FY 2020 Projected	FY 2021 Projected	FY 2022 Projected
Number of programs offered	751	945	960	975	1,000
Number of program participants	3,598	4,259	4,334	4,800	5,000
Number of special events offered	64	54	27	5	3
Number of special event participants	6,482	11,262	5,631	3,000	3,500
New participant accounts created	964	1,898	1,925	1,950	2,000
Increase visits to the Parks and Recreation web site	89,244	92,955	93,300	93,600	94,000

OBJECTIVES:

- Department reorganization devotes more resources to marketing and programming thereby increasing efficiency, awareness, and utilization of Department offerings.
- Increase access to information by mailing the Good Times publication to every household in the County.
- Meet with citizens to gain insight of their needs, desires and identify gaps in service regarding recreation programs.

OUTCOME MEASURES	FY 2018 Actual	FY 2019 Actual	FY 2020 Projected	FY 2021 Projected	FY 2022 Projected
Increase participation in leisure activities by 5% each year	10,080	15,521	16,297	17,093	17,948
Increase percent of survey responses ranking programs as good or above	99%	100%	100%	100%	100%

PROGRAM 2: ***Maintenance & Operations***

The Department staff within Parks and Recreation responds to and implements directives of the Board of Supervisors and Parks and Recreation Board, and manages the recreational services provided to County citizens. Staff 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, and implementation of the Needs Assessment Plan, land management including arboriculture, horticulture, and agronomy.

Parks and Recreation is responsible for the daily operations and maintenance at seven point-of-sale locations, more than 50 developed & undeveloped properties, and helps ensure safety & enjoyment of over 800,000 visitors annually. The Department also maintains the fields and play courts at all but one of the elementary and middle schools and has shared use for programming, community, and recreational league use. There are a total of 24 full-time permanent, part-time permanent, and temporary staff that help support day-to-day functions of the Department.

SERVICE VOLUME	FY 2018 Actual	FY 2019 Actual	FY 2020 Projected	FY 2021 Projected	FY 2022 Projected
Land acres	942.87	1,138.87	1,172.00	1,207.00	1,243.00
Water acres	116.27	116.27	116.27	116.27	116.27
Total Acres	1,059.14	1,255.14	1,288.27	1,323.27	1,359.27
Parks (includes sports complexes & trail parks)	18	20	21	22	23
Community Centers	3	3	3	3	3
Schools (with Parks & Rec facilities)	16	16	16	16	16

Other Structures (Amphitheater, Ball Fields, Historical, Maintenance Museums, Playgrounds, Pools, Residential Houses, Tennis Courts, & Theater)	141	142	143	145	147
Pathways/trails (miles)	21.68	24.75	25.49	26.25	27.10
Total site visits	1,490,925	1,433,357	1,443,000	1,453,000	1,463,000
Historical: Artifacts	6,293	6,315	6,330	6,345	6,360

OBJECTIVES:

- Emphasize staff quality and accountability while promoting client safety in recreation activities and facilities.
- 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.
- Maintain facilities to meet expectations for safety, usefulness, and aesthetics.

OUTCOME MEASURES	FY 2018 Actual	FY 2019 Actual	FY 2020 Goal	FY 2021 Goal	FY 2022 Goal
Meet budgetary revenue goals	100%	100%	100%	100%	100%
Achieve Outstanding score on the Customer Satisfactory survey for cleanliness	84%	89%	100%	100%	100%
Achieve 100% on safety audits and inspections (new in 2020)	N/A	N/A	100%	100%	100%
Employee accidents relative to hours worked and provided by OSHA in calendar year	0%	0%	0%	0%	0%
Increase facility usage by 5% per year	1,490,925	1,433,357	1,505,000	1,580,000	1,659,000

PROGRAM 3: ***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 2018 Actual	FY 2019 Actual	FY 2020 Projected	FY 2021 Projected	FY 2022 Projected
Total amount needed	$230,000	$182,000	$175,000	$175,000	$175,000

OBJECTIVES:

- Continue to develop equipment standards to ensure consistency throughout department
- 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 MEASURES	FY 2018 Actual	FY 2019 Actual	FY 2020 Projected	FY 2021 Projected	FY 2022 Projected
Estimated repair cost for equipment not replaced per schedule	$25,000	$23,500	$15,000	$10,000	$8,000
Estimated downtime for equipment not replaced per schedule	40 hours	36 hours	22 hours	18 hours	12 hours

PROGRAM 4: ***Comprehensive Maintenance Plan***

This division addresses the periodic and larger scale maintenance needs department wide that are not addressed through the County's Asset Replacement or Capital Improvement Programs. The plan provides for 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 2018 Actual	FY 2019 Actual	FY 2020 Projected	FY 2021 Projected	FY 2022 Projected
Number of Comprehensive Maintenance Plan projects	10	10	4	5	5

OBJECTIVES:

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

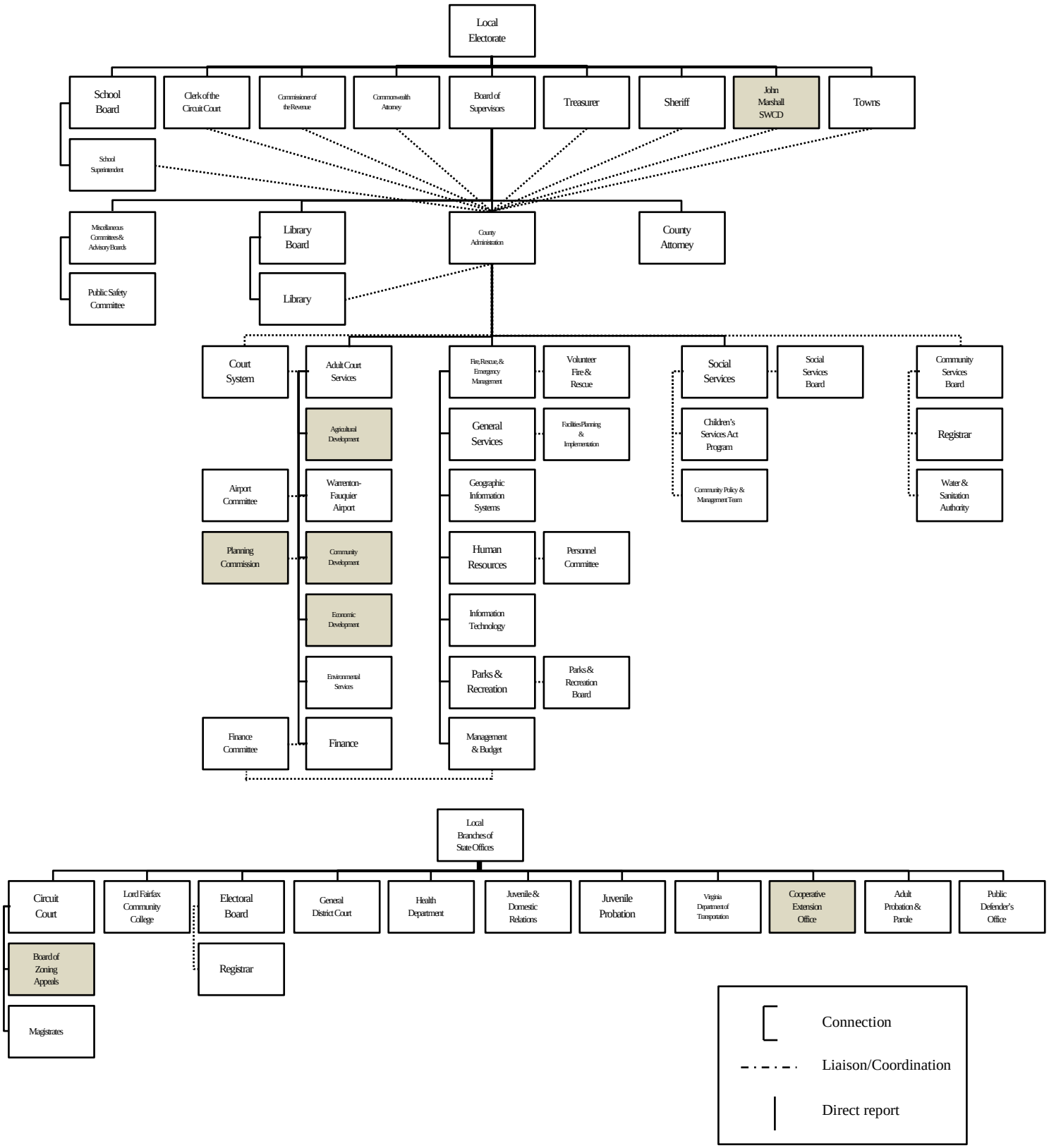
OUTCOME MEASURES	FY 2018 Actual	FY 2019 Actual	FY 2020 Goal	FY 2021 Goal	FY 2022 Goal
% of Comprehensive Maintenance Plan projects completed in fiscal year funded	80%	60%	100%	100%	100%
% of Comprehensive Maintenance Plan projects considered critical or backlogged	100%	100%	100%	90%	90%

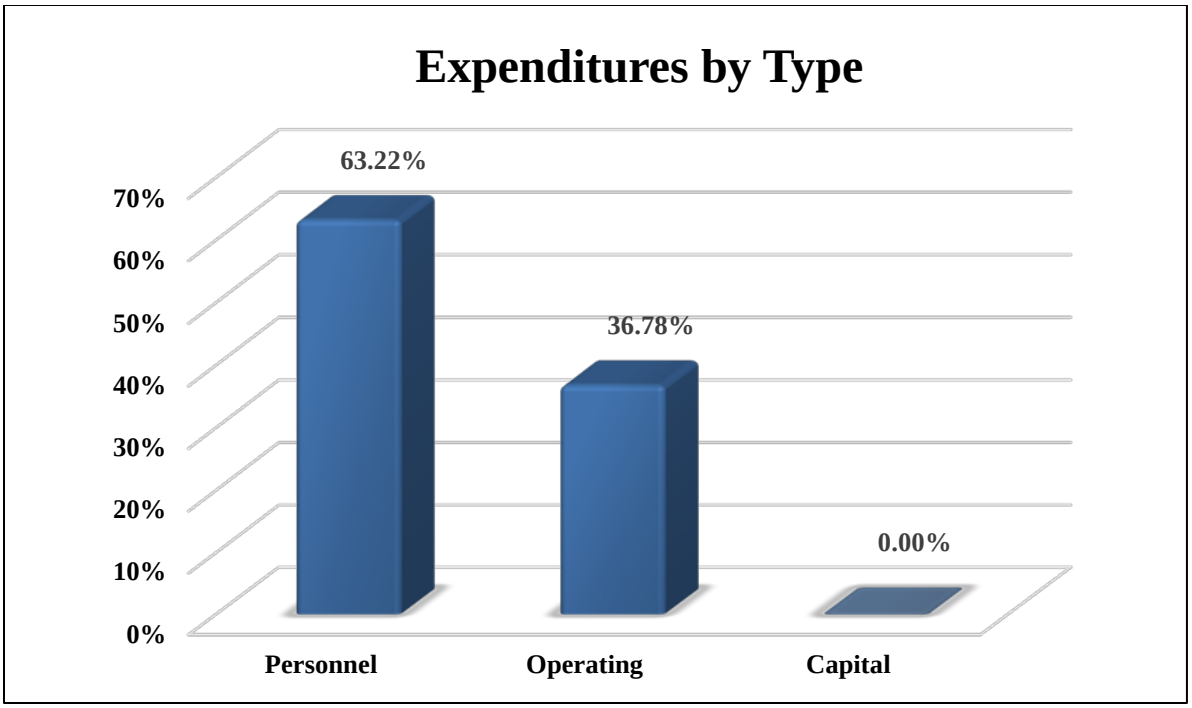
Community Development

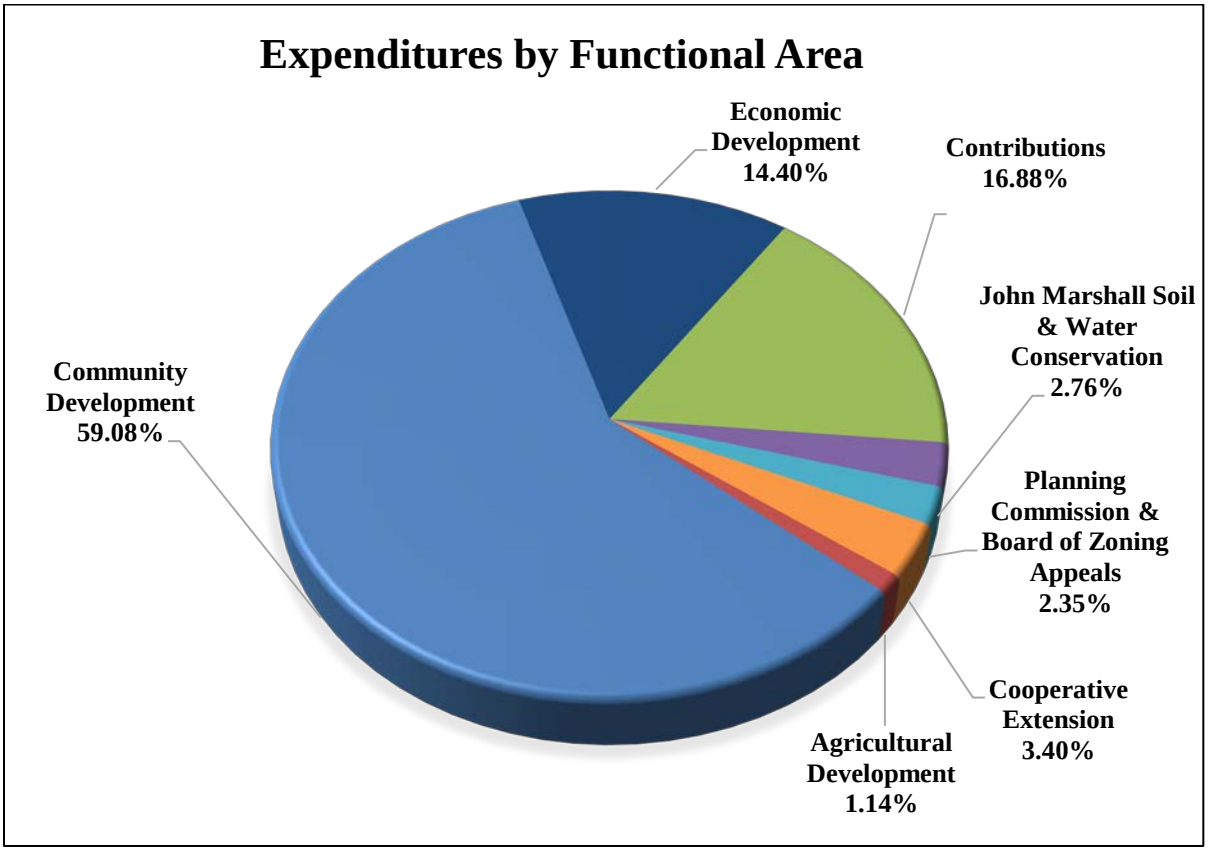
The Plains, Virginia

Department/Agency	Amount
Agricultural Development	$ 73,631
Community Development	3,817,836
Contributions	1,090,412
Cooperative Extension	219,464
Economic Development	930,184
John Marshall Soil & Water Conservation District	178,471
Planning Commission/Board of Zoning Appeals/Architectural Review Board	151,631
Total	**$ 6,461,629**

Community Development



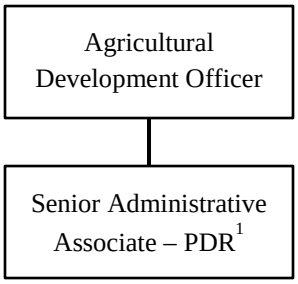

Expenditures by Type
63.22%
36.78%
0.00%
70%
60%
50%
40%
30%
20%
10%
0%
Personnel
Operating
Capital


Expenditures by Functional Area
Economic Development 14.40%
Contributions 16.88%
John Marshall Soil & Water Conservation 2.76%
Planning Commission & Board of Zoning Appeals 2.35%
Cooperative Extension 3.40%
Agricultural Development 1.14%
Community Development 59.08%

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.

KEY PROJECTS FOR FY 2021 & FY 2022:

- Manage the PDR Program's 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.
- Continue to assist in the coordination and sponsorship of the annual Rural Innovation Forum.
- Coordinate annual Fall Farm Tour, with special events for 25th Anniversary and Recognition of Century Farms.
- Develop and implement Agricultural Incentive Program in coordination with Agricultural Advisory Committee.

- 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.
- Assist with development of Farm Incubation at Fauquier Education Farm.
- Promote use of Farmland Exchange land linking program.
- Compile annual PDR Summary.

BUDGET SUMMARY:

	FY 2018 Actual	FY 2019 Actual	FY 2020 Adopted	FY 2021 Adopted	FY 2022 Projected
Expenditure Summary:					
Personnel	$34,114	$37,987	$37,314	$39,298	$39,456
Operating	48,831	145,490	34,333	34,333	34,333
Capital	0	0	0	0	0
Total	**$82,945**	**$183,477**	**$71,647**	**$73,631**	**$73,789**
Revenue	$500	$500	$1,000	$500	$500
Net Local Revenue	**$82,445**	**$182,977**	**$70,647**	**$73,131**	**$73,289**
Full-time Equivalents[1]	**1.00**	**1.00**	**1.00**	**1.00**	**1.00**

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

BUDGET ANALYSIS:

The FY 2021 Adopted Budget for Agricultural Development includes an adjustment to 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 anticipates personnel expenditure increases due to rising benefit costs. Revenue adjustments for Agricultural Development are based on historical and projected trends.

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 2018 Actual	FY 2019 Actual	FY 2020 Projected	FY 2021 Projected	FY 2022 Projected
Attendance at sponsored events (total)	2,900	3,250	3,250	3,250	3,250
Fall Farm Tour	2,300	2,400	2,500	2,500	2,500
Rural Innovation Forum and Workshops	320	300	350	350	350
Education Farm Ag Workshops	255	250	250	280	280
VA Beginning Farmer program participants	25	22	30	28	28
Farm Product Directories (FPD) and Fauquier Fresh brochures printed/ distributed	2,600	2,500	3,000	3,000	3,000

OBJECTIVES:

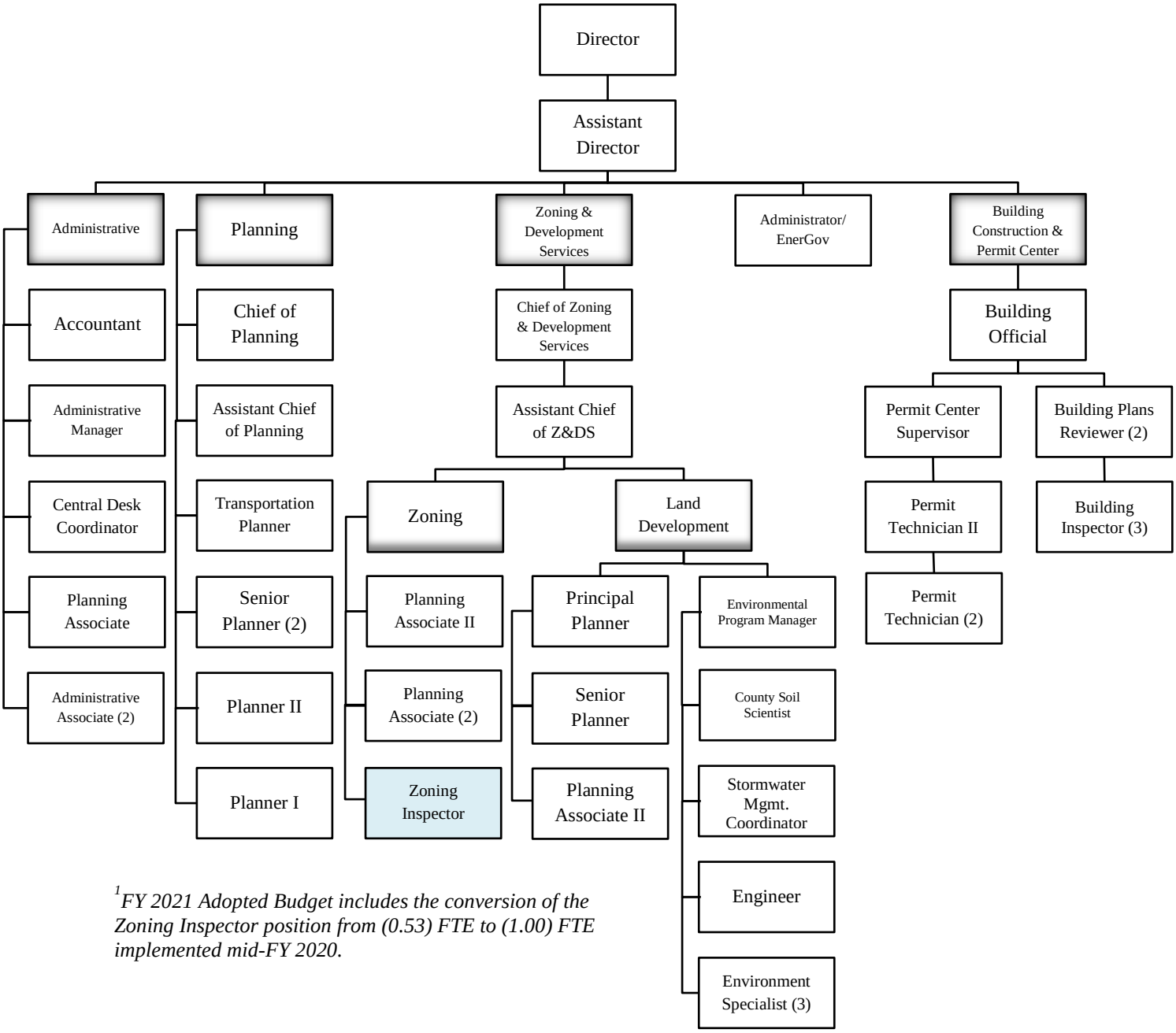
- Increase public awareness of and support for Fauquier County's agricultural industry.

OUTCOME MEASURES	FY 2018 Actual	FY 2019 Actual	FY 2020 Goal	FY 2021 Goal	FY 2022 Goal
Maintain current level of FPD/brochure distribution	2,600	2,750	3,000	3,000	3,000
Programs initiated and sponsored	4	4	4	4	4
Increase attendance at Beginning Farmer and Fauquier Education Farm	5%	5%	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, Permitting and Inspections.



[1]*FY 2021 Adopted Budget includes the conversion of the Zoning Inspector position from (0.53) FTE to (1.00) FTE implemented mid-FY 2020.*

Community Development

GOALS:

- Provide professional, quality, and timely service to all internal and external customers.
- 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 Planning Principles to focus on quality development within the County's service districts and rural lands where appropriate.
- Ensure the Zoning Ordinance, Subdivision Ordinance, and Design Standards Manual comply with State and Federal regulations as well as the Comprehensive Plan with current patterns and trends.
- Maintain and regularly evaluate the Capital Impact Model 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, while coordinating with the Virginia Department of Transportation (VDOT) funding and priorities.
    - 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.
    - Ensure continued coordination with the Department of Economic Development.

KEY PROJECTS FOR FY 2021 & FY 2022:

- 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.
- Oversight of the MS-4 and other environmental programs including identification of funding to reach state mandated requirements.
- Define and implement improvements to drainage systems within the MS-4 areas.
- Provide quality and timely service to our customers.
- Offer regular training opportunities to staff through webinars and other training media to improve their working skills and professional development.
- Complete the construction of the Salem Avenue Extended and Whiting Road railroad crossing.
- Initiate review and updates to the Comprehensive Plan.
- Continue to identify changes and improvements, and develop recommendations to improve the Zoning Ordinance, Subdivision Ordinance and Design Standards Manual.
- Streamline land development processes.
- Implement fiscal and economic impact modeling to understand implications of land development decisions.

- Seek relevant funding through the VDOT Transportation and other resources for identified transportation projects.

BUDGET SUMMARY:

	FY 2018 Actual	FY 2019 Actual	FY 2020 Adopted	FY 2021 Adopted	FY 2022 Projected
Expenditure Summary:					
Personnel	$3,158,133	$3,334,094	$3,451,844	$3,472,897	$3,491,977
Operating	192,248	148,574	344,963	344,939	346,273
Capital	0	0	0	0	0
Total	**$3,350,381**	**$3,482,668**	**$3,796,807**	**$3,817,836**	**$3,838,250**
Revenue	$1,363,886	$1,505,707	$1,330,660	$1,297,783	$1,297,783
Net Local Revenue	**$1,986,495**	**$1,976,961**	**$2,466,147**	**$2,520,053**	**$2,540,467**
Full-time Equivalents	**40.53**	**40.53**	**40.53**	**40.00**	**40.00**

BUDGET ANALYSIS:

The FY 2021 Adopted Budget for Community Development includes an adjustment to personnel expenditures due to changes in benefit costs, FY 2020 2.0% compensation increase, salary scale, and compression adjustments for permanent staff, and the conversion of (0.53) Zoning Inspector position to (1.00) FTE mid-FY 2020. The FY 2022 Projected Budget includes an adjustment to personnel expenditures due to changes in benefit costs. Revenue adjustments for Community Development 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 four divisions: Administrative, Building, Planning, and Zoning and Development Services. The Administrative Division also implements and maintains the EnerGov Permit/Project Tracking software for the Department

SERVICE VOLUME	FY 2018 Actual	FY 2019 Actual	FY 2020 Projected	FY 2021 Projected	FY 2022 Projected
Board of Supervisors agenda item reports	120	103	120	120	120
Board of Zoning Appeals agenda item reports	29	36	20	25	25
Transportation Committee agenda items[1]	25	2	2	2	2
Architectural Review Board agenda items	56	47	59	59	59
Agricultural and Forest Districts: Renewals (parcels)[1]	0	143	365	0	400

Agricultural and Forest Districts: Additions (parcels)	2	8	5	5	5
VDOT Revenue Share Projects	4	3	3	3	2
Grant Administration	3	3	3	4	4

[1]*Transportation Committee no longer meets monthly.*

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 2018 Actual	FY 2019 Actual	FY 2020 Goal	FY 2021 Goal	FY 2022 Goal
Employees participating in at least one training workshop	100%	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 2018 Actual	FY 2019 Actual	FY 2020 Projected	FY 2021 Projected	FY 2022 Projected
Comprehensive Plan Applications	4	4	3	3	3
Rezoning Applications	12	10	10	11	11
Special Exception/Amendments	15	23	22	25	25
Comprehensive Plan Assessments	13	8	15	15	15
Special Permit/Variance Applications	29	39	30	25	25
Planning Commission cases for work sessions and meetings	97	80	50	50	50
Planning Commission site visits	3	2	5	6	6
Board of Zoning Appeals site visits	2	2	1	2	2
Planning Pre-application meetings	20	21	25	30	30

Community Development

OBJECTIVES:

- Plan and execute all Board of Supervisors' approved improvement projects funded through cash proffers, VDOT Revenue Share Program, and Smart Scale.
- Coordinate, prepare, and/or participate in various Comprehensive Plan updates.
- Work on projects and activities focused on implementing Service District Plans.
- Review legislative development applications for conformance with 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).
- Participate in a variety of special projects, community organizations, and various interest groups.

OUTCOME MEASURES	FY 2018 Actual	FY 2019 Actual	FY 2020 Goal	FY 2021 Goal	FY 2022 Goal
Comprehensive Plan chapter updates completed/adopted	5	3	1	2	2
Active Transportation improvement projects	1	3	3	2	2
VDOT Smart Scale Applications Submitted	6	0	4	0	4
MS-4 Outreach Programs[1]	2	3	4	5	5
MS-4 Screenings/Inspections	14	25	42	42	44
MS-4 Nutrient Reduction % Achieved for Phosphorous[2]	0	0	31.0%	31.0%	77.7%
MS-4 Nutrient Reduction % Achieved for Nitrogen[2]	0	0	31.0%	31.0%	77.7%
MS-4 Nutrient Reduction % Achieved for Suspended Solids[2]	0	0	31.0%	31.0%	77.7%
Special Assignments/Projects	75	76	82	78	78

[1]*Measure shared by Planning and Zoning and Land Development.*
[2]*Measure developed in FY 2020.*

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

Zoning and Development Services (ZDS) is responsible for all activity related to the development of land. 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.

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 (see Outcome Measures under Planning).

SERVICE VOLUME	FY 2018 Actual	FY 2019 Actual	FY 2020 Projected	FY 2021 Projected	FY 2022 Projected
Administrative/Governmental/ Commercial/ Industrial Divisions	27	20	17	24	24
Boundary Line Adjustments	39	46	50	40	40
Family Transfer Subdivisions	6	7	16	16	16
Construction-Infrastructure Plan	8	7	20	20	20
Construction-Infrastructure Plan Amendment[1]	6	5	8	8	8
Final Subdivision Plan	7	7	20	20	20
Plan of Development	0	1	1	1	1
Other Plats, i.e., exhibits, easements, etc.	26	16	22	22	22
Preliminary Plats and Amendments	0	3	1	1	1
Minimum Submission Reviews	9	20	35	35	35

Certificate of Appropriateness	2	0	2	2	2
Major Site Plan Code of Development	1	2	3	3	3
Major Site Plan	8	11	14	14	14
Minor Site Plan	9	14	12	12	12
Minor Site Plan Revision[1]	N/A	59	60	75	80
Site Plan Amendments	30	20	33	28	28
Site Plan Waivers	17	12	22	18	18
BOS/PC Waivers	3	5	5	5	5
Type I Soils Report	2	6	4	4	4
Subdivision Potential	157	147	160	136	136
Zoning Administrator Determinations	16	22	22	22	22
Zoning Compliance	48	31	20	22	25
Text Amendments	19	13	10	8	8
Administrative Permits	19	25	24	24	24
Home Occupation Permits	203	197	185	190	190
Zoning Permits	2,220	2,156	2,060	2,110	2,210
As-Built Reviews	24	24	24	24	24
Bond Reviews	17	20	37	37	37
Bond Reduction/Release	18	22	18	18	18
Land Disturbing – Plan Review[1]	N/A	46	51	53	55
Land Disturbing – SF home[1]	N/A	212	240	250	260
Drainage complaints and inspections	25	45	45	45	45
E&S Inspections	3,600	3,900	3,600	3,600	3,600
Violations/Complaints	200	277	320	320	320
Violations Inspected	597	989	800	800	800
Violations Closed	180	274	300	300	300
Appeals	2	2	2	2	2
Land Development Pre-application Meetings	26	20	25	30	30

[1]*New measure in FY 2020.*

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 2018 Actual	FY 2019 Actual	FY 2020 Goal	FY 2021 Goal	FY 2022 Goal
Major Site Plan resubmissions (average)	2	3	2	2	2
Construction/Infrastructure Plan resubmissions (average)	2	3	2	2	2

PROGRAM 3: ***Building, Permitting and Inspections***

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 2018 Actual	FY 2019 Actual	FY 2020 Projected	FY 2021 Projected	FY 2022 Projected
Number of building permits issued	2,110	2,046	1,950	2,000	2,100
Number of building inspections	8,127	8,302	7,900	8,250	8,550
Value of New Construction	$119,447,093	$117,057,571	$126,138,956	$134,102,273	$140,807,386
New Residential Buildings	335	205	240	250	260
New Commercial Buildings and Major Renovations	60	46	67	70	70
Building Plan Reviews Performed	1,594	1,361	2,074	2,100	2,200

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 2018 Actual	FY 2019 Actual	FY 2020 Goal	FY 2021 Goal	FY 2022 Goal
Days to complete a commercial plan review as part of the building permit process (average)	10	10	10	10	10

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 2018 Actual	FY 2019 Actual	FY 2020 Adopted	FY 2021 Adopted	FY 2022 Projected
Expenditure Summary:					
Personnel	$0	$0	$0	$0	$0
Operating[1]	711,858	1,122,895	1,095,202	1,090,412	1,093,017
Capital	0	0	0	0	0
Total	**$711,858**	**$1,122,895**	**$1,095,202**	**$1,090,412**	**$1,093,017**
Revenue	$4,000	$3,510	$3,510	$4,000	$4,000
Net Local Revenue	**$707,858**	**$1,119,385**	**$1,091,692**	**$1,086,412**	**$1,089,017**
Full-time Equivalents	**0.00**	**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 2021 Adopted Budget and FY 2022 Projected Budget maintains level funding for most organizations. During the FY 2021 budget process, the County Administrator's proposed budget included the first level of increases for contributory agencies since the 2008 recession. However, during the budget process the County faced the potential for significant and unknown levels of recession due to impacts from COVID-19. As such, the Board of Supervisors directed staff to re-propose the budget with no tax increases, resulting in the allocation of limited available revenues for only mandated or contractual increases for existing programs and services. In addition, the Board of Supervisors also began contributing towards the Virginia War Memorial in mid-FY 2020.

Contributions

FY 2021 Adopted Budget
Contributions to Community Organizations

Organization	FY 2018 Actual	FY 2019 Actual	FY 2020 Adopted	FY 2021 Adopted	FY 2022 Projected
General Government					
Fauquier SPCA[1]	344,453	341,373	300,000	300,000	300,000
Rappahannock-Rapidan Regional Commission	61,821	62,529	62,530	63,777	63,777
Rebates/Fee Waivers	-	-	21,315	33,500	33,500
Virginia War Memorial	-	-	-	94	94
Judicial Administration					
Legal Aid Works (LAW)	13,613	13,613	13,613	13,613	13,613
Piedmont Dispute Resolution Center	49,050	49,050	49,050	49,050	49,050
Health and Welfare					
Boys & Girls Clubs of Fauquier	9,000	9,000	9,000	9,000	9,000
Boys & Girls Clubs of Fauquier - Real Estate	-	11,607	13,154	13,455	13,455
Community Touch, Inc.	30,000	3,000	30,000	30,000	30,000
Didlake, Inc.	40,000	40,000	40,000	40,000	40,000
Fauquier CADRE, Inc.	6,300	6,300	6,300	6,300	6,300
Fauquier Community Child Care, Inc.	9,000	9,000	9,000	9,000	9,000
Fauquier Community Food Bank and Thrift Store	20,000	20,000	20,000	20,000	20,000
Fauquier Education Farm, Inc.	5,000	5,000	5,000	5,000	5,000
Fauquier Family Shelter Services, Inc.	100,132	100,132	100,132	100,132	100,132
Fauquier Free Clinic, Inc.	22,500	47,500	47,500	47,500	47,500
Fauquier Habitat for Humanity	16,200	16,200	16,200	16,200	16,200
Hospice of the Piedmont[2]	-	2,000	2,000	-	-
Hospice Support of Fauquier County, Inc.	1,800	2,000	2,000	2,000	2,000
Literacy Volunteers of Fauquier County	13,500	13,500	13,500	13,500	13,500
People, Inc. of Virginia	5,000	5,000	5,000	5,000	5,000
Culture					
Afro-American Historical Association of Fauquier County	617	617	617	617	617
Fauquier Alliance for Youth	2,470	2,470	2,470	2,470	2,470
Fauquier Heritage & Preservation Foundation, Inc.	3,000	3,000	3,000	3,000	3,000
Fauquier Historical Society, Inc.	10,172	10,172	10,172	10,172	10,172
Fauquier Veterans Memorial	-	1,600	1,600	1,600	1,600
Piedmont Symphony Orchestra[3]	5,000	10,000	10,000	10,000	10,000
Community Development					
Fauquier County Fair	7,408	-	7,408	7,408	7,408
Foothills Housing Corporation	55,300	55,300	55,300	55,300	55,300
Remington Community Partnership, Inc.	6,000	6,000	6,000	6,000	6,000
Northern Virginia 4-H Educational & Conference Center	6,172	6,172	6,172	6,172	6,172
Occoquan Watershed Management Program	10,590	10,590	10,590	10,590	10,590
Occoquan Watershed Monitoring Laboratory	21,162	45,191	46,773	60,592	62,531
Rappahannock River Basin Commission	1,000	1,000	1,000	1,000	1,000
Southeast Rural Community Assistance Project	-	2,500	2,500	2,500	2,500
Virginia Regional Transit[3]	25,883	38,072	38,072	39,270	39,936
Warrenton-Fauquier Visitor Center	42,600	42,600	42,600	42,600	42,600
School Division					
Virginia Preschool Initiative	54,000	54,000	54,000	54,000	54,000
Total Contributions:	**998,743**	**1,046,088**	**1,063,568**	**1,090,412**	**1,093,017**

[1] *Prior actual includes distributions from animal friendly license plates and net dog tag fees as part of MOU for animal control facility.*

[2] *Organization withdrew from funding program.*

[3] *Contribution includes funding from State agency or State grant match.*

Overview of Contributions by Organization

Organization Name: **Afro-American Historical Association of Fauquier County**
FY 2021 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. 7,500 clients which includes 6,000 residents utilized the association's resources in FY 2019.

Organization Name: **Boys & Girls Club of Fauquier**
FY 2021 Adopted: $22,455
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 funds include real estate reimbursement. The organization served approximately 441 clients which includes 419 residents in 2019**.**

Organization Name: **Community Touch, Inc.**
FY 2021 Adopted: $30,000

Description: Community Touch provides transitional housings, practical tools, and resources to the County's population. The organization served 2,000 clients which includes 1,500 residents in FY 2019.

Organization Name: **Didlake, Inc.**
FY 2021 Adopted: $40,000

Description: Didlake provides employment, training, and behavioral health services to disabled residents. The organization served 2,700 clients which includes 70 residents in FY 2019. The FY 2021 budget includes funding to provide the local match for grant-funded training services.

Organization Name: **Fauquier Alliance for Youth**
FY 2021 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 281 clients which were residents in FY 2019.County support provides the resources needed to implement a county wide strategic plan for youth services.

Contributions

Organization Name: **Fauquier CADRE, Inc.**
FY 2021 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 450 Too Good for Drugs, 500 Middle School Vaping/Tobacco presentations and 1,000 Lock Your Meds through Make It Happen a grant from PATH Foundation in FY 2019.

Organization Name: **Fauquier Community Child Care, Inc.**
FY 2021 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 529 children during the 2019 school year and 300 in summer camp.

Organization Name: **Fauquier Community Food Bank and Thrift Store**
FY 2021 Adopted: $20,000

Description: Fauquier Community Food Bank and Thrift Store provides emergency help with food, household provisions and other services. In FY 2019, they served 37,803 clients which included 35,900 residents, individuals and families, with special accommodations for pregnant women, infants, children and the elderly.

Organization Name: **Fauquier County Fair**
FY 2021 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 500 residents attended a 4-H event at the Fairgrounds in FY 2019.

Organization Name: **Fauquier Education Farm, Inc.**
FY 2021 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 6,000 visitors which includes 4,000 residents during FY 2019.

Organization Name: **Fauquier Family Shelter Services, Inc.**
FY 2021 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 374 clients which includes 182 residents that were sheltered in FY2019.

Organization Name: **Fauquier Free Clinic, Inc.**
FY 2021 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 2,000 which included 1,800 County residents in 2019.

Organization Name: **Fauquier Habitat for Humanity**
FY 2021 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 376 residents in FY 2019.

Organization Name: **Fauquier Heritage and Preservation Foundation, Inc.**
FY 2021 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 700 visitors which included 600 residents in 2019.

Contributions

Organization Name: **Fauquier Historical Society, Inc.**
FY 2021 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 9,500 visitors which included 4,500 residents in FY 2019.

Organization Name: **Fauquier SPCA, Inc.**
FY 2021 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 6,000 clients in FY 2019.

Organization Name: **Fauquier Veterans Memorial**
FY 2021 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 2021 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 2019.

Organization Name: **Hospice Support of Fauquier County, Inc.**
FY 2021 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 12,254 clients which included 11,104 residents in FY 2019.

Organization Name: **Legal Aid Works (LAW)**
FY 2021 Adopted: $13,613

Description: Rappahannock Legal Services provides free legal services to low income residents throughout the region. The organization served 2,164 clients which included 98 residents in FY 2019.

Organization Name: **Literacy Volunteers of Fauquier County**
FY 2021 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 1,237 clients which included 936 residents in FY 2019.

Organization Name: **Northern Virginia 4H Education & Conference Center**
FY 2021 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 8,150 clients which included 852 residents in FY 2019.

Organization Name: **Occoquan Watershed Management Program**
FY 2021 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 2021 Adopted: $60,592

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 2021 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 9,502 clients which included 230 residents in FY 2019.

Organization Name: **Piedmont Dispute Resolution Center**
FY 2021 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 4,250 clients which included 2,018 residents in FY 2019.

Organization Name: **Piedmont Symphony Orchestra**
FY 2021 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 2019.

Organization Name: **Rappahannock-Rapidan Regional Commission**
FY 2021 Adopted: $63,777

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 2021 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 2021 Adopted: $33,500

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 an incentive to Windy Hill.

Organization Name: **Remington Community Partnership, Inc.**
FY 2021 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 2021 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 2021 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.

Organization Name: **Virginia Regional Transit**
FY 2021 Adopted: $39,270

Description: Virginia Regional Transit is the County's rural transit provider. The organization served 3,367 passengers through its on-demand services in Fauquier County during FY 2019.

Organization Name: **Virginia War Memorial**
FY 2021 Adopted: $94

Description: The Virginia War Memorial will use these funds to help underwrite educational and patriotic programs that connect current Virginians.

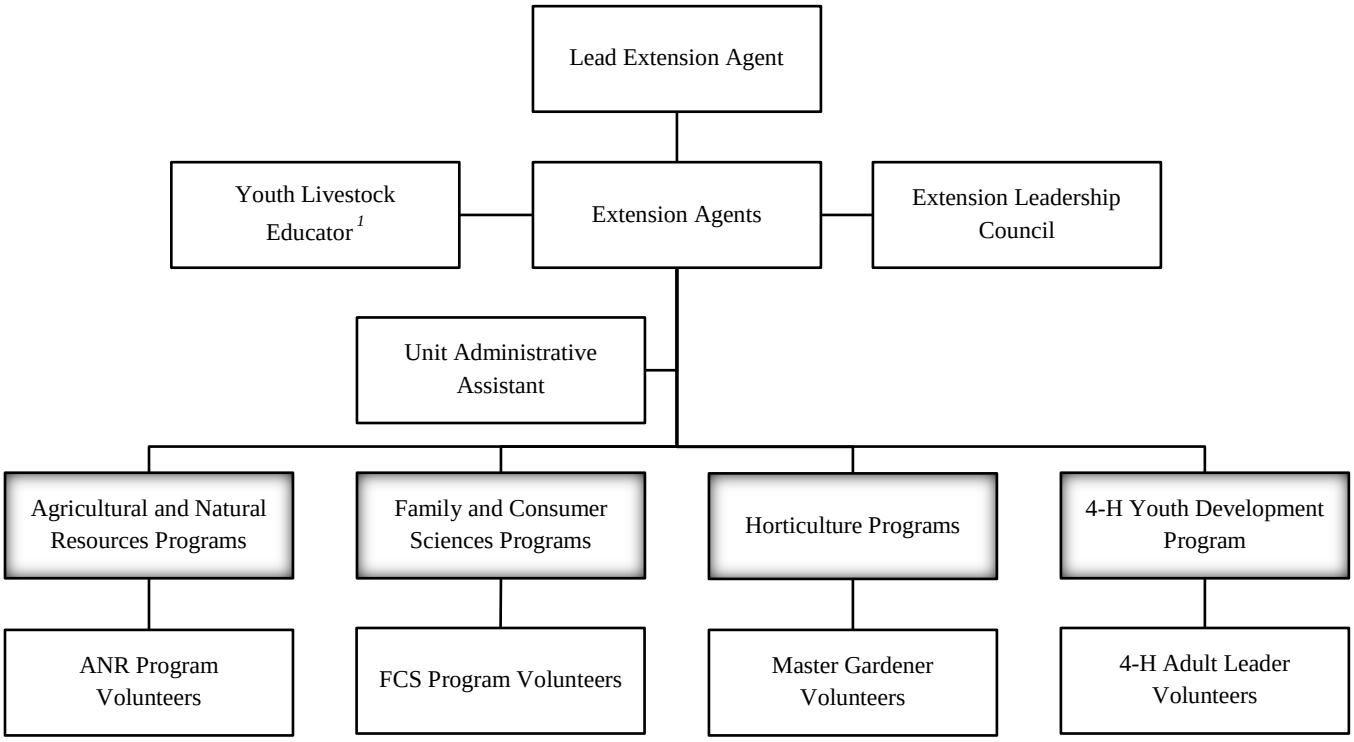
Contributions

Organization Name:	**Warrenton-Fauquier Visitor Center**
FY 2021 Adopted:	$42,600
Description:	Warrenton-Fauquier Visitor Center provides travel information, information about relocation to the area, and about local events. In FY 2019 they served 1,282 clients which included 475 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 full-time Youth Livestock Educator position, which is a County position. The FY 2021 Adopted Budget includes the conversion of the (0.43) Administrative Associate position to (1.0) Youth Livestock Educator implemented mid FY-2020.

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.
- Increase profitability of agricultural producers in the county.

KEY PROJECTS FOR FY 2021:

- Increase financial management training opportunities for agricultural producers. Initial focus on whole farm planning and identifying production cost of enterprises.
- Development of non-ownership 4-H livestock clubs.
- Fauquier Fair. Develop educational opportunities for youth to increase awareness, knowledge, and support for food and fiber production.
- Reorganization of Farm Incubator Programming.
- Educational focus on Hemp production.

KEY PROJECTS FOR FY 2022:

- Increase financial management training opportunities for agricultural producers. Focus will transition to marketing, commodity and direct.
- Additional push on increasing hay production as an income generator for local producers.
- Educational focus on Hemp production if still relevant.

BUDGET SUMMARY:

	FY 2018 Actual	FY 2019 Actual	FY 2020 Adopted	FY 2021 Adopted	FY 2022 Projected
Expenditure Summary:					
Personnel	$4,639	$22,240	$15,957	$71,536	$72,013
Operating	133,569	136,978	146,461	147,928	156,093
Capital	0	0	0	0	0
Total	**$138,208**	**$159,218**	**$162,418**	**$219,464**	**$228,106**
Revenue	$0	$0	$0	$0	$0
Net Local Revenue	**$138,208**	**$159,218**	**$162,418**	**$219,464**	**$228,106**
Full-time Equivalents	**0.43**	**0.43**	**0.43**	**1.00**	**1.00**

BUDGET ANALYSIS:

The FY 2021 Adopted Budget for Cooperative Extension includes an adjustment in personnel expenditures due to changes in benefit costs and the FY 2020 2.0% compensation increase for permanent staff, salary scale and compression adjustments for permanent staff, and the conversion of (0.43) Administrative Associate to (1.0) Youth Livestock Educator mid FY-2020, as well as increases in accordance with the organization's jurisdictional funding formula. The FY 2022 Projected Budget includes an adjustment to personnel expenditures due to changes in benefit costs and operating increases in accordance with the organization's jurisdictional funding formula.

PROGRAM 1: ***Cooperative Extension***

SERVICE VOLUME	FY 2018 Actual	FY 2019 Actual	FY 2020 Projected	FY 2021 Projected	FY 2022 Projected
Services for Diagnostic Analysis Performed	500	471	500	450	450
4-H Enrollment	3,000	3,000	3,000	3,500	3,500
Master Gardener Volunteers Trained	25	23	25	25	25
Services to local government and community boards and committees (meetings attended)	100	91	100	110	110

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.

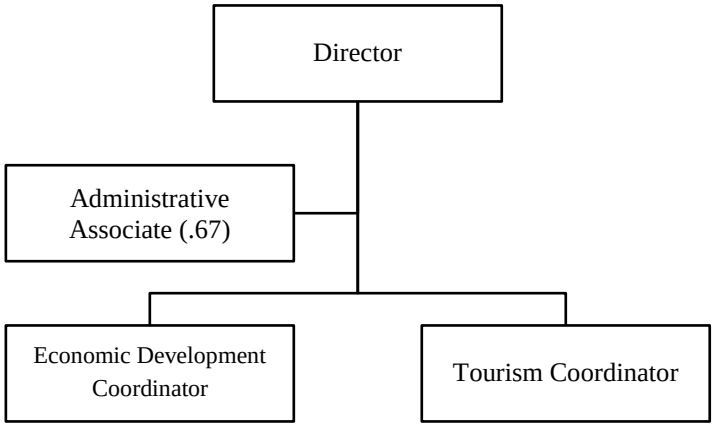
OUTCOME MEASURES	FY 2018 Actual	FY 2019 Actual	FY 2020 Goal	FY 2021 Goal	FY 2022 Goal
New extension volunteers trained	175	164	180	195	195
Hours of service by extension volunteers	15,000	14,450	15,000	16,000	16,000
Aggregate contacts, including programming	26,000	28,000	30,000	32,000	32,000
Nutrient Management Plans requested by and written for County residents[1]	250	250	250	250	250

[1]*Nutrition Management Plans are valid for five years. These numbers represent the plans active in each fiscal year.*

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 2021:

- Make slight revisions to the Green Development Zones and utilize this incentive.
- Continue to implement a marketing and image-building campaign that builds on our green development zone program and enhances our ability to expand and attract businesses.
- Further develop the County's ability to attract data centers, but craft our efforts to tailor outreach to firms that fit within County goals and culture, with an eye towards expanding infrastructure in partnership with expanding and newly locating businesses.
- Continue to expand the Department's partnership with Lord Fairfax Community College, especially in the areas of workforce development, entrepreneurship and cybersecurity.
- Further address the workforce needs of expanding local businesses and prospects.
- Continue the development and implementation of GO Virginia projects that benefit the County.
- Fine tune and expand county efforts to reach out to international investment prospects.
- Identify and explore more ways to reach the business community.

KEY PROJECTS FOR FY 2022:

- Plan and implement services that will assist Fauquier firms in addressing opportunities in the international marketplace.
- Begin to explore the potential of a county owned business park.

- Enhance the value of business incubators by creating more opportunities to identify new entrepreneurs and addressing their needs more comprehensively, including the need for capital.
- Develop more indicators to identify progress made by assisted companies.
- Grow the County tourism program to reach travelers from all over the U.S. and in other countries and expand our tourism strategy.
- Augment our support for government contractors and their efforts to reach new markets.
- Identify more ways to support Economic Development in our towns and villages.

BUDGET SUMMARY:

Department Total	**FY 2018 Actual**	**FY 2019 Actual**	**FY 2020 Adopted**	**FY 2021 Adopted**	**FY 2022 Projected**
Expenditure Summary:					
Personnel	$359,975	$378,956	$379,396	$405,514	$407,270
Operating	389,935	408,455	538,332	524,670	531,701
Capital	0	0	0	0	0
Total	**$749,910**	**$787,411**	**$917,728**	**$930,184**	**$938,971**
Revenue	$52,305	$57,614	$47,799	$56,202	$61,822
Net Local Revenue	**$697,605**	**$729,797**	**$869,929**	**$873,982**	**$877,149**
Full-time Equivalents	**3.67**	**3.67**	**3.67**	**3.67**	**3.67**

Department Operations	**FY 2018 Actual**	**FY 2019 Actual**	**FY 2020 Adopted**	**FY 2021 Adopted**	**FY 2022 Projected**
Expenditure Summary:					
Personnel	$359,975	$378,956	$379,396	$405,514	$407,270
Operating	214,953	228,734	284,194	284,194	284,194
Capital	0	0	0	0	0
Total	**$574,928**	**$607,690**	**$663,590**	**$689,708**	**$691,464**
Revenue	$13,168	$0	$0	$0	$0
Net Local Revenue	**$561,760**	**$607,690**	**$663,590**	**$689,708**	**$691,464**
Full-time Equivalents	**3.67**	**3.67**	**3.67**	**3.67**	**3.67**

Incubators	FY 2018 Actual	FY 2019 Actual	FY 2020 Adopted	FY 2021 Adopted	FY 2022 Projected
Expenditure Summary:					
Personnel	$0	$0	$0	$0	$0
Operating	174,982	179,721	254,138	240,476	247,507
Capital	0	0	0	0	0
Total	**$174,982**	**$179,721**	**$254,138**	**$240,476**	**$247,507**
Revenue	$39,137	$57,614	$47,799	$56,202	$61,822
Net Local Revenue	**$135,845**	**$122,107**	**$206,339**	**$207,474**	**$185,685**
Full-time Equivalents	**0.00**	**0.00**	**0.00**	**0.00**	**0.00**

BUDGET ANALYSIS:

The FY 2021 Adopted Budget for Economic Development includes an adjustment to personnel expenditures due to changes in benefit costs and FY 2020 2.0% compensation increase, salary scale, and compression adjustments for permanent staff, and adjustments in operating expenditures due to changes in rental incubator costs. The FY 2022 Projected Budget includes personnel expenditure adjustments related to rising benefit costs. Revenue adjustments are based on historical and projected trends.

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, 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 2018 Actual	FY 2019 Actual	FY 2020 Projected	FY 2021 Projected	FY 2022 Projected
Businesses assisted	740	753	760	770	780
New businesses showing interest	245	221	250	260	270
Visits to business website[1]	17,000	15,347	16,000	20,000	22,000

[1]*Projected increases due to new website in FY 2021.*

OBJECTIVES:

- Expand the tax and employee bases of Fauquier County by assisting new and expanding businesses.

OUTCOME MEASURES	FY 2018 Actual	FY 2019 Actual	FY 2020 Goal	FY 2021 Goal	FY 2022 Goal
Licensed businesses	2,692	2,655	2,700	2,750	2,800
Business taxes paid	$24.5m	$25.9m	$27.0m	$28.5m	$30.0m
New business startups	125	86	100	125	150
Jobs (1sstquarter average)	23,127	21,829	22,000	22,500	23,000
County unemployment rate	3.3%	2.5%	2.4%	2.3%	2.2%

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 radio, 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.
- 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, Fauquier County Chamber, Experience Old Town Warrenton, International Economic Development Council, Journey Through Hallowed Ground, and the Shenandoah National Park Regional Committee.
- Work with Information Technology department in the development of marketing of the County wide App to include Tourism

SERVICE VOLUME	FY 2018 Actual	FY 2019 Actual	FY 2020 Projected	FY 2021 Projected	FY 2022 Projected
Website/Social Media Updates (hours)	190	210	200	210	210
Visits to County tourism website[1] – Visitfauquier.com	33,326	39,725	40,000	44,000	45,000
Requests for tourism brochure	162	155	160	165	170
Newsletter sign-ups (total number)	229	125	200	205	215
Tourism e-newsletter distribution (directly emailed & posted on Facebook)	57,120	16,150	17,000	17,200	17,500
Tourism-related committee work (hours)	180	100	100	100	100

[1]*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 2018 Actual	FY 2019 Actual	FY 2020 Goal	FY 2021 Goal	FY 2022 Goal
Tourism initiatives completed	15	9	10	12	12
Social Media Followers (Tourism & Business) FB, Twitter and Instagram	10,707	14,145	14,500	14,800	15,000
Facebook and Instagram POST impressions[1] (Tourism & Business)	703,193	256,468	405,000	400,000	400,000

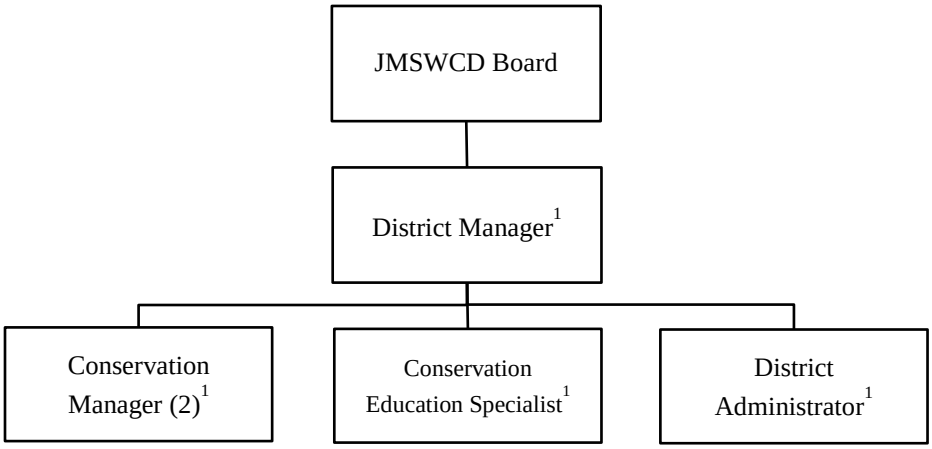
Total leisure spending in Fauquier County[2]	$1.8m	$3.0m	$3.1m	$3.2m	$3.2m
Persons employed in tourism industry[2]	1,891	1,834	2,005	2,000	2,000
Payroll from tourism jobs[2]	$35.8m	$36.8m	$37.9m	$38.0m	$38.5m
Lodging tax revenue, Fauquier County	$110,761	$104,733	$105,000	$115,000	$118,000
Lodging tax revenue, Town of Warrenton	$245,570	$220,994	$217,000	$218,000	$220,000
Meals tax, Town of Warrenton	$2.45m	$2.65m	$2.70m	$2.75m	$2.80m
Visits to Visitor Center	3,366	2,561	3,000	3,100	3,200

[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 - numbers are based on calendar year 2018.*

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 Total Maximum Daily Load (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 the 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.

KEY PROJECTS FOR FY 2021 & FY 2022:

- 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 2018 Actual	FY 2019 Actual	FY 2020 Adopted	FY 2021 Adopted	FY 2022 Projected
Expenditure Summary:					
Personnel	$0	$0	$0	$0	$0
Operating	183,177	161,948	162,346	178,471	178,471
Capital	0	0	0	0	0
Total	**$183,177**	**$161,948**	**$162,346**	**$178,471**	**$178,471**
Revenue	$0	$0	$0	$0	$0
Net Local Revenue	**$183,177**	**$161,948**	**$162,346**	**$178,471**	**$178,471**
Full-time Equivalents	**0.00**	**0.00**	**0.00**	**0.00**	**0.00**

BUDGET ANALYSIS:

The FY 2021 Adopted Budget for the John Marshall Soil and Water Conservation District includes increases in rent and personnel expenditure adjustments for those staff partially funded by the County, per the Memorandum of Understanding. The Projected FY 2022 Budget includes no budgetary adjustments in comparison to prior years.

PROGRAM 1: ***Virginia Agricultural Cost-Share Program***

This program provides financial incentives for farmers and landowners to install more than 75 different agricultural Best Management Practices (BMPs) that improve water quality and conserve valuable soil resources.

SERVICE VOLUME	FY 2018 Actual	FY 2019 Actual	FY 2020 Projected	FY 2021 Projected	FY 2022 Projected
Stream bank protection (linear feet)	178,283	175,956	200,000	225,000	250,000
Cropland conservation measures (acres)	2,036	2,185	2,500	3,000	3,500
Restored riparian forest buffers (acres)	5.8	4.5	10	10	10
Riparian vegetated buffers (acres)	466	379	400	450	500
Agricultural incentives issued	$600,847	$489,743	$1,000,000	$1,250,000	$1,500,000

OBJECTIVES:

- Provide technical assistance and/or cost-share to farmers and landowners in the design, installation, and implementation of agricultural 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 2018 Actual	FY 2019 Actual	FY 2020 Goal	FY 2021 Goal	FY 2022 Goal
Percent of Allocation Issued to Landowners[1]	95%	41%	75%	85%	100%
Percent of Funds Allocated	95%	75%	75%	85%	100%
Number of Projects Completed	58	48	75	100	125
Outreach (# of farm visits)	362	253	400	450	500
Acres under Conservation Planning	3,202	3,255	3,500	4,000	4,500
Agricultural Tax Credits Issued	$8,023	$9,645	$10,000	$15,000	$20,000

[1]*This measure can vary from year to year based on the percentage of agronomic practices approved (i.e. cover crops) versus structural practices approved (i.e. livestock stream exclusion fencing) in any given year. Structural practices that have extended implementation periods can be carried over into the next fiscal year reducing the level of payments made in the year they were approved.*

PROGRAM 2: ***Education Programs***

The District provides Standards of Learning-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 2018 Actual	FY 2019 Actual	FY 2020 Projected	FY 2021 Projected	FY 2022 Projected
Conservation & Farm Tour Field Days	3	4	4	4	4
Conservation education programs	265	212	200	200	200
Water monitoring programs	34	26	30	30	30
Conservation newsletter/annual report	5	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 2018 Actual	FY 2019 Actual	FY 2020 Goal	FY 2021 Goal	FY 2022 Goal
Student audience	5,323	4,698	4,500	4,750	4,750
Adult audience	1,162	736	900	900	900
Articles/news releases	32	28	50	40	40
Water quality tests performed	259	242	300	350	350
Online hits (Facebook and webpage)	7,872	8,868	10,000	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 rezonings, 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.

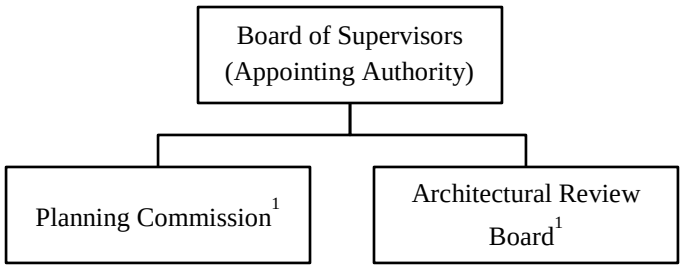
Board of Zoning Appeals:

- 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:

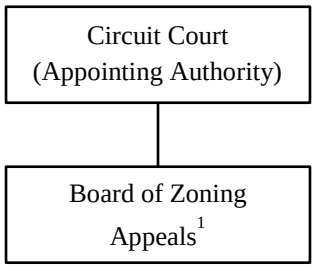
- The seven-member Architectural Review Board is appointed by the Board of Supervisors to identify, protect and educate the community on the County's historic and cultural resources in a proactive, non-regulatory manner. The ARB undertakes projects related to documentation of historic resources, recognition 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.*

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 2021 & FY 2022:

- Evaluate and make recommendations on the proposed Capital Improvement Program.
- Initiate and review updates to relevant chapters of the Comprehensive Plan as identified by the Board of Supervisors, and work on implementing any ordinances.
- Participate in community meetings related to the Comprehensive Plan updates.
- Participate in any follow-up activities related to the strategic plan for 2050.
- Work with the Town of Warrenton and Town of Remington on joint planning issues.
- Evaluate and make recommendations on development applications.
- Implement the Novus agenda for the Board of Zoning Appeals allowing for a paperless agenda.
- Seek annual funding from the Department of Historic Resources for Planning Survey Grants to aid in the identification of cultural resources through survey.
- Conduct annual public preservation education programs for National Historic Preservation Month in May and Virginia Archeology Month in October.
- Implement annual County Preservation Award Program recognizing outstanding preservation projects conducted by citizens.

Planning Commission – Board of Zoning Appeals – Architectural Review Board

BUDGET SUMMARY:

	FY 2018 Actual	FY 2019 Actual	FY 2020 Adopted	FY 2021 Adopted	FY 2022 Projected
Expenditure Summary:					
Personnel	$91,256	$89,242	$95,486	$95,486	$95,486
Operating	40,567	42,861	56,145	56,145	56,145
Capital	0	0	0	0	0
Total	**$131,823**	**$132,103**	**$151,631**	**$151,631**	**$151,631**
Revenue	$0	$0	$0	$0	$0
Net Local Revenue	**$131,823**	**$132,103**	**$151,631**	**$151,631**	**$151,631**
Full-time Equivalents	**0.00**	**0.00**	**0.00**	**0.00**	**0.00**

BUDGET ANALYSIS:

The FY 2021 Adopted Budget and FY 2022 Projected Budget for the 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	$ 1,722,944
Total	**$ 1,722,944**

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 2018 Actual	FY 2019 Actual	FY 2020 Adopted	FY 2021 Adopted	FY 2022 Projected
Expenditure Summary:					
Personnel	$127,832	$146,619	$182,413	$176,696	$176,696
Operating	776,893	458,943	3,163,790	1,546,248	1,546,248
Capital	0	0	0	0	0
Total	**$904,725**	**$605,562**	**$3,346,203**	**$1,722,944**	**$1,722,944**
Revenue	$349,562	$113,317	$42,510	$46,500	$46,500
Net Local Revenue	**$555,163**	**$492,245**	**$3,303,693**	**$1,676,444**	**$1,676,444**
Full-time Equivalents	**0.00**	**0.00**	**0.00**	**0.00**	**0.00**

BUDGET ANALYSIS:

The FY 2021 Adopted Budget and FY 2022 Projected Budget for Non-Departmental includes adjustments primarily related to the reduction of compensation adjustments for permanent staff, in comparison to the FY 2020 Adopted Budget. Unlike prior year, the FY 2021 Adopted Budget does not include a 2.0% cost of living adjustment, compression, or pay scale adjustments for permanency staff. In addition, revenue has been adjusted to reflect current revenue projections and historical collections.

Central Sports Complex Construction
Warrenton, Virginia

Department/Agency		Amount
Capital Improvements Fund	$	21,991,700
Total	**$**	**21,991,700**

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' adopted Capital Improvement Plan totals $106.9 million from FY 2021 through FY 2025, with an additional $181.4 million designated for future fiscal years. Over the five-year planning period (FY 2021-FY 2025), $6.4 million for fire and rescue projects, $6.9 for public safety projects, $9.3 million for parks and recreational projects, $0.25 million for environmental services projects, $9.0 million for utility and infrastructure projects including $8.0 million for broadband development, $0.26 million for Airport projects, and $57.4 million for school division projects.

Given the uncertainty related to the longer term impacts of the COVID-19 pandemic, the Board of Supervisors limited the projects programmed in the current biennial budget years over the planning period. FY 2021 and FY 2022 projects were limited to those programs that are annual, recurring allocation for Parks and Recreation, Environmental Services, and hydrogeological studies which combined totals $450,000; as well as Broadband which does not assume any debt issuances during the period. The following is an overview of the major projects adjustments from the previously adopted CIP and proposed CIP:

- **Cedar Lee Middle School** – the budget continues to maintain the project and fund the related debt service of approximately $1 million in FY 2022.
  However, the incorporation of this project did necessitate the following:
- **Taylor Middle School –** maintains in FY 2023 design and FY 2024 construction.
- **Central Sports Complex Phase Two and Rappahannock Station –** both of these projects have been moved out to FY 2023.
- **VFRA/DFREM Station projects –** All projects moved out, with Bealeton design beginning in FY 2023.
- **Central Library –** The project is moved out from future years, with a funding complement of 50% private support and 50% local tax funding with first allocation of funding in FY 2023 for design services and permitting. Construction following in FY 2024.
- **Courthouse Renovations –** Assumes no costs until FY 2023.
- **Debt Service –** Assumes no new debt issuances outside of Cedar Lee Middle and Landfill related projects with debt service before FY 2023.

The adopted CIP contains a significant cash funding commitment totaling $24.69 million, with $9.46 million anticipated from General Fund contribution and $15.24 million from non-General Fund sources, including donations and agency specific funds. The $24.69 million in cash funding equates to approximately 23.1% of total appropriations over the course of the five-year planning period, with 38.3% from General Fund sources and 61.7% sourced from non-General Fund sources. The General Fund cash component is anticipated to be fully funded in the FY 2021 adopted budget transfer to the CIP Fund.

The remaining $82.2 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 $50.2 million, which includes $30.1 million of bond funding approved in prior years not yet issued, to a total projected debt amount of $155.2 million in FY 2025. Annual debt service expenditures are projected to increase by about $7.7 million from FY 2021 to FY 2025, which would require funding as additional revenue growth or increases in tax revenues as anticipated in the five-year planning period of approximately $0.077 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 8.6% in FY 2025.

FY 2021-2025 Adopted Capital Improvement Program by Function

Functional Area	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025	FY 2021-25 Total
Fire, Rescue & Emergency Services	$ -	$ -	$ 300,000	$ 4,352,500	$ 1,764,406	$ 6,416,906
General Services - Government-wide Projects	-	-	2,400,000	500,000	4,000,000	$ 6,900,000
Parks & Recreation	200,000	200,000	5,850,000	890,000	2,210,000	$ 9,350,000
Environmental Services	50,000	50,000	50,000	50,000	50,000	$ 250,000
Utilities/Infrastructure	4,200,000	4,200,000	200,000	200,000	200,000	$ 9,000,000
Warrenton-Fauquier Airport Projects - Local Match Components[1]	-	-	7,360	97,750	150,400	$ 255,510
School Division	17,541,700	3,990,830	35,917,469	-	-	$ 57,449,999
Total	$ 21,991,700	$ 8,440,830	$ 45,286,435	$ 22,809,020	$ 8,374,806	$ 106,902,791

[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 1.02% through 2030, with a current projected 2020 population of 71,395. Applying the projected rate to the five-year planning period provides an estimate of 74,361 residents by 2025, an increase of 2,966 residents over the 2020 projection. The County, as part of the 2020 United States' Census process, will have an official count process over the spring 2020.

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 $155.2 million in overall projected debt in FY 2025, which is approximately $50.2 million more than the amount of overall outstanding debt anticipated through the end of FY 2020. Specific detail on projected debt service for 2021 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 2020 – 2025 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 2021 budget, tax rates, and per penny yield.

Potential Capital Improvement Program Impact on Real Estate Tax Rate

Description	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025
Financing Scenarios						
Projected Outstanding Debt	$ 101,232,680	$ 111,308,775	$ 118,386,081	$ 116,733,902	$ 142,368,395	$ 149,468,647
Projected Additional Debt	3,758,400	27,184,979	13,292,530	43,731,224	22,298,982	5,760,000
Total Projected Debt	**$ 104,991,081**	**$ 138,493,754**	**$ 131,678,611**	**$ 160,465,126**	**$ 164,667,377**	**$ 155,228,647**
Projected Debt Service - County	$ 12,190,559	$ 11,623,777	$ 12,496,948	$ 13,603,256	$ 16,991,523	$ 18,921,659
Projected Debt Service - F&R	1,264,517	1,263,381	1,260,828	1,262,378	1,367,585	1,671,022
Total Projected Debt Service	**$ 13,455,076**	**$ 12,887,158**	**$ 13,757,776**	**$ 14,865,634**	**$ 18,359,107**	**$ 20,592,681**
Revenue Estimate - General Fund	$ 188,360,775	$ 197,554,540	$ 202,904,668	$ 208,991,808	$ 212,126,685	$ 215,308,585
Revenue Estimate - Other Funds	19,866,113	22,551,499	23,932,460	24,291,447	24,655,819	25,025,656
Total Revenue Estimate	**$ 208,226,888**	**$ 220,106,039**	**$ 226,837,128**	**$ 233,283,255**	**$ 236,782,504**	**$ 240,334,241**
Revenue % Chg. from Prev. Year		5.7%	3.1%	2.8%	1.5%	1.5%
Debt Service % of Projected Revenue		**5.9%**	**6.1%**	**6.4%**	**7.8%**	**8.6%**
Potential Capital Improvement Program Impact on Tax Rate						
Additional Debt Service, per fiscal year[1]		$ -	$ -	$ 1,107,858	$ 3,493,473	$ 2,233,574
Additional Cash Contributions, per fiscal year[1]		-	-	3,383,966	(1,930,966)	111,806
Net Impact of Capital Improvement Plan		**$ -**	**$ -**	**$ 4,491,824**	**$ 1,562,507**	**$ 2,345,380**
Equivalent increase in either the tax rate or growth necessary to fund listed projects, based on current per penny yield[2]				**$0.041**	**$0.014**	**$0.022**

[1] *The FY 2021 and FY 2022 adopted budgets includes sufficient cash funding for the Capital Improvement Fund's cash component and projected debt service payments. Beginning in FY 2023, 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-as-you-go capital costs.*

[2] *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 43 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 2025 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 2021	FY 2022	FY 2023	FY 2024	FY 2025
Additional Personnel	$ -	$ -	$ 226,362	$ 233,152	$ 240,147
Utilities/Insurance	-	-	17,637	18,166	18,711
Maintenance/Service Contracts	-	-	86,580	89,177	92,744
Other Operational Costs	-	-	18,821	19,386	20,161
Total Operating Costs	**$ -**	**$ -**	**$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.

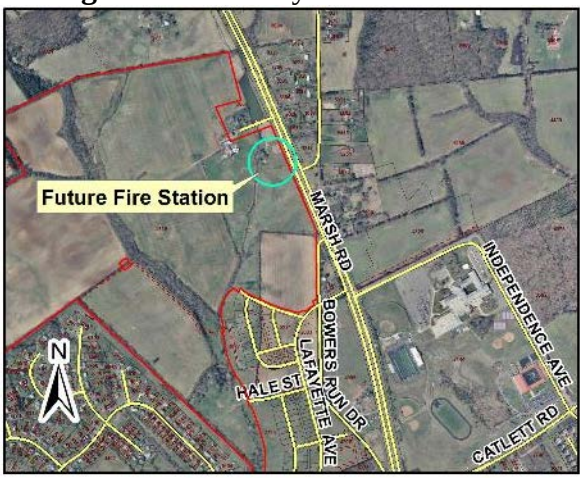
Fire, Rescue, and Emergency Services

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 Bealeton project, as approved beginning in FY 2023, 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.

Bealeton Fire & Rescue Station

CIP Budget: $4.65 million. Combination of cash and financing.
Adopted CIP Year: FY 2023 ($300,000) & FY 2024 ($4.35 million). FY 2023 consists of the preliminary engineering and permitting phase, with construction subsequent to the completion of the permitting.
FY 2021 Budget Impact: $0, as future years impact.
Five-Year Plan Impact: $0.4 million or $0.004 cents on tax rate in FY 2024 for annual debt service costs.
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 Marshall Fire & Rescue Station Project
CIP Budget: $4.65 million. Combination of cash and financing.
Adopted CIP Year: FY 2025 ($1.2 million) & Future Years ($3.5 million). FY 2025 consists of the preliminary engineering and permitting phase, with construction subsequent to the completion of the permitting.
FY 2021 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 combined fire and rescue station in one location for the Marshall area. Construction of the station provide adequate facilities for 24 hour staffing in one location for the Marshall area. 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: $5.8 million. Combination of cash and financing.
Adopted CIP Year: FY 2025 ($300,000) & Future Years (5.5 million). FY 2025 consists of the preliminary engineering and permitting phase, with construction subsequent to the completion of the permitting.
FY 2021 Budget Impact: $0, future years impact.
Five-Year Plan Impact: $0, future years impact.
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 2025 ($300,000) & Future Years ($3.5 million). FY 2025 consists of the preliminary engineering and permitting phase, with construction subsequent to the completion of the permitting.
FY 2021 Budget Impact: $0, future years impact.
Five-Year Plan Impact: $0, future years impact.
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: $7.1 million. Combination of cash and financing.
Adopted CIP Year: Prior Years ($300,000) and Future Years ($6.8 million). All phases of engineering, permitting, and construction will occur in future years.
FY 2021 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, with County leadership in coordination with fire and rescue leadership reviewed several potential sites in early 2019. At this time, a site has not been determined and the project continues to be in a review phase. 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 2021 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 2021 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.

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: Prior Years ($700,000) & Future Years ($45.6 million). Prior year funded master plan, preliminary design, and water/well exploration. Complete engineering and construction of the project will be held until future years.
FY 2021 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 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.

Courthouse Renovations and Improvements

CIP Budget: $2.5 million. Cash funding.
Adopted CIP Year: Prior Years ($93,000) & FY 2023 ($2.4 million).
FY 2021 Budget Impact: $0, future years impact.
Five-Year Plan Impact: $2.4 million cash, which will be funded from pay-as-you-go capital funding.
Strategic Plan: Priority 3.5

This project allows for the consolidation of all Circuit and Juvenile & Domestic Relations (J&DR) Court services into the Circuit Courthouse.

78 Lee Street Renovation/Expansion
CIP Budget: $4.5 million. Combination of cash and financing.
Adopted CIP Year: FY 2024 ($500,000) & FY 2025 ($4.5 million).
FY 2021 Budget Impact: $0, future years impact.
Five-Year Plan Impact: $0.45 million or $0.005 cents on tax rate in FY 2024 for annual debt service costs.
Strategic Plan: Priority 3.5

This project is for the renovation and expansion of County-owned property at 78 Lee Street currently housing the Fauquier County Sheriff's Office to address current fire code & access requirements under ADA, as well as the replacement of the HVAC system. The expansion will provide office space for an additional 35 employees.

School/County Office Space
CIP Budget: $11 million. Combination of cash and financing.
Adopted CIP Year: Future Years.
FY 2021 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. During the FY 2021 budget process, the Board of Supervisors agreed to reprioritize the Central Library project after discussion with the Library Board of Trustees' commitment to raise half of the costs from private dollars. 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: $17.8 million. Combination of cash and financing.
Adopted CIP Year: Prior Years ($506,190) and FY 2023 ($561,606), FY 2024 ($16.7 million).
FY 2021 Budget Impact: $0, future years impact.
Five-Year Plan Impact: $0.8 million or or $0.008 cents on tax rate in FY 2024 for annual debt service costs.

Strategic Plan: Priority 3

This project provides for the construction of a 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 based on previous site studies 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 2021 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 2017-22 ($200,000 annually) and FY 2023-Future Years ($450,000 annually).
FY 2021 Budget Impact: $0, no additional impacts as part of the existing budget.
Five-Year Plan Impact: $250,000 or $0.003, increasing annual amount in FY 2023.
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: $18.3 million. Combination of cash, grant, and financing.
Adopted CIP Year: Prior Years ($13.9 million) and FY 2023 ($4.4 million). The project is currently under construction. FY 22 funding will be utilized for utilities to support the park.
FY 2021 Budget Impact: $0, no additional impacts as part of the existing budget.
Five-Year Plan Impact: $0.4 million or or $0.004 cents on tax rate in FY 2023 for annual debt service costs
Strategic Plan: Priority 3.4

The project is actively under construction and near completion, allowing for a combination of rectangle and diamond playing fields, bike and pedestrian paths, and base infrastructure for the site. FY 2023 funding will support utilities, water & waste water infrastructure, ballfield light systems, and restrooms. 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 2021 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 2021 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 ($1 million) and FY 2023 ($1 million). The prior year funding has provided to assist with the purchase of adjacent parcels, which would allow access to the Rappahannock River.

FY 2021 Budget Impact: $0, which will be funded from pay-as-you-go capital funding.

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 $22,000 beginning in FY 2024 for annual maintenance costs.

Marshall Community Center

CIP Budget: $1.9 million. Projected cash or financing.

Adopted CIP Year: Future Years.

FY 2021 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 2021 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 2021 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: $562,200. Cash funding.

Adopted CIP Year: Prior Year – FY 2025: $50,000 per year

FY 2021 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: $5.6 million. Combination cash or bond funding.
Adopted CIP Year: Prior Years ($3.84 million)
FY 2021 Budget Impact: $0, no additional impacts as part of the existing budget.
Five-Year Plan Impact: $0.3 million or $0.003 in full debt service costs in FY 2022, combined debt issuance with Landfill 149 environmental project.
Strategic Plan: Priority 3.2

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, as well as leachate and gas management improvements. 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 Closure/Post-Closure
CIP Budget: $24.6 million. Projected cash and financing.
Adopted CIP Year: Prior Years ($12.8 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 2021 Budget Impact: $0, no additional impacts as part of the existing budget.
Five-Year Plan Impact: $1.0 million or $0.01 on the tax rate for annual debt service costs for 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 2021 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: $1.56 million. Projected cash and/or financing.
Adopted CIP Year: Future Years.
FY 2021 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.

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: $7.3 million. Combination of cash and financing.
Adopted CIP Year: Prior Years ($500,000) and Future Years ($6.8 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 2021 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: $2.2 million. Cash funding.
Adopted CIP Year: Prior Years, FY 2021-2025 & Future Years ($200,000 annually). The annual allocation of funding will provide for a phased approach to the study work.
FY 2021 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: $20.6 million. Potential for cash, financing, or grant funding. This does not include grant funding received by the County for tower incentives to provide service to some of the unserved and underserved areas of the County, funded by the Path Foundation.

Adopted CIP Year: Prior Years ($12.6 million) and FY 2021-2022 ($4 million in each year). This will include project management personnel; and any necessary engineering, permitting, and improvements.

FY 2021 Budget Impact: $0, no additional impacts as part of the existing budget.

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, various procurement processes, the creation of the Broadband Authority, and . 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: Prior Years ($2 million). Prior Years allows necessary engineering and permitting with construction and improvements completed in FY 2020.

FY 2021 Budget Impact: $0, future years impact.

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 2021 Budget Impact: $0, future years impact.

Five-Year Plan Impact: $0, future years impact.

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 2021 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.

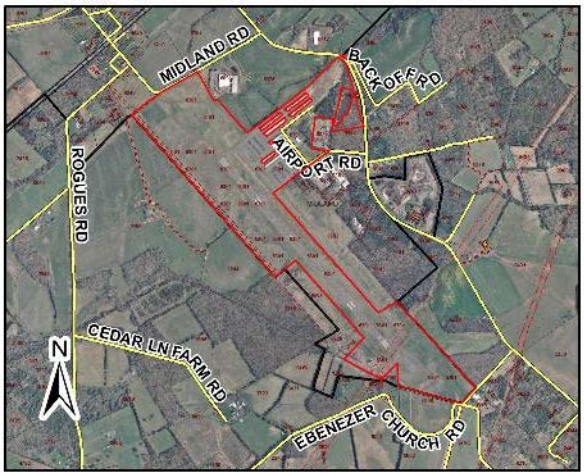
Catlett/Calverton Sewer Project
CIP Budget: $11.4 million. Combination of cash and financing
Adopted CIP Year: Prior Years. The Board of Supervisors approved a design-build contract for this project in spring 2018. Debt for this project, through a federal loan program administered by the Virginia Department 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 2021 Budget Impact: $0, funding for all years was part of the prior budget allocation.
Five-Year Plan Impact: $0, funding for all years was part of prior budget allocation.
Strategic Plan: Priority 1.1

This is an active project would develop sewer within the Catlett and Calverton areas to address failing drain fields. Necessary engineering and permitting was completed in June 2020, and construction will start in July 2020.

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 2021 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 future years budget allocation.
Strategic Plan: Priority 1.1

Airport Washrack

CIP Budget: $40,000. Combination aviation grant and cash funding.
Adopted CIP Year: Prior Year.
Projected FAA/DOAV Grant Funding: $160,000.

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.

Design/Construct/Rehabilitate Runway 15 33
CIP Budget: $105,110. Combination aviation grant and cash funding.
Adopted CIP Year: FY 2023 ($7,360) and FY 2024 ($97,750). First Year includes independent engineering fee review for grant application, second year including design and construction.
Projected FAA/DOAV Grant Funding: $3.8 million.

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 2024 under this project.

Airport Corporate Apron Phase I & II Design/Construction
CIP Budget: $1,660,230. Combination aviation grant and cash funding.
Adopted CIP Year: FY 2025 ($150,400).
Projected FAA/DOAV Grant Funding: $9,638,300.

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.

Airport Corporate Access Road Design/Construction
CIP Budget: $633,742. Combination aviation grant and cash funding.
Adopted CIP Year: Future Years.
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.

School Division

The current adopted CIP includes all projected as discussed and agreed upon between the Board of Supervisors and School Board, through meetings held as part of their Liaison Committee and Full Board joint meetings in the winter and spring 2020.

Cedar Lee Middle School Renovations/ Expansion

CIP Budget: $17.5 million. Combination cash funding and financing.
Adopted CIP Year: FY 2021 ($17.5 million).
FY 2021 Budget Impact: $0, cash funding from School Division.
Five-Year Plan Impact: $1.5 million in estimated, annual debt service costs; which is funded from other debt retirement capacity.
Strategic Plan: Priority 4

Taylor Middle School Renovations/ Expansion

CIP Budget: $39.9 million. Combination cash funding and financing.
Adopted CIP Year: FY 2022 ($4 million) and FY 2023 ($35.9 million).
FY 2021 Budget Impact: $0.
Five-Year Plan Impact: $3.6 million or $0.036 on tax rate for estimated, annual debt service.
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 Board of Supervisors and School Board reaffirmed their commitments to completing this plan during the FY 2021 budget process. The School Division is currently undergoing the planning phase, but has updated the original cost estimates and has affirmed that the Warrenton located middle school to be renovated will be the Taylor Middle School.

Auburn Middle School Expansion
CIP Budget: $9.9 million
Adopted CIP Year: Future Years ($9.9 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 2021 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 2021 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.

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 2021 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.

Bond and Cash Funded Capital Improvement Plan

Department/Project	Prior Years Appropriations[1] Cash/Grant Funding	Prior Years Appropriations[1] Debt Financing	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025	FY 2021-25 Total	Future Years	CIP Total
Fire, Rescue & Emergency Services										
Bealeton Fire & Rescue Station	$ -	$ -	$ -	$ -	$ 300,000	$ 4,352,500	$ -	$ 4,652,500	$ -	$ 4,652,500
Marshall Fire & Rescue Station	-	-	-	-	-	-	1,164,406	$ 1,164,406	3,488,094	$ 4,652,500
The Plains Fire & Rescue Station	-	-	-	-	-	-	300,000	$ 300,000	5,488,215	$ 5,788,215
Upperville Fire & Rescue Station	-	-	-	-	-	-	300,000	$ 300,000	3,500,000	$ 3,800,000
Southern Fire & Rescue Station	300,000	-	-	-	-	-	-	$ -	6,784,387	$ 7,084,387
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	**$ 300,000**	**$ -**	**$ -**	**$ -**	**$ 300,000**	**$ 4,352,500**	**$ 1,764,406**	**$ 6,416,906**	**$ 46,510,696**	**$ 53,227,602**
General Services - Government-wide Projects										
Stafford Property Development - General Services Joint Use Facility	$ 700,000	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ 45,601,000	$ 46,301,000
Courthouse Renovations and Improvements	93,000	-	-	-	2,400,000	-	-	$ 2,400,000	-	$ 2,493,000
78 Lee Street 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	**$ 793,000**	**$ -**	**$ -**	**$ -**	**$ 2,400,000**	**$ 500,000**	**$ 4,000,000**	**$ 6,900,000**	**$ 56,601,000**	**$ 64,294,000**
Library										
Central Library Project	$ 506,190	$ -	$ -	$ -	$ 561,606	$ 16,718,770	$ -	$ 17,280,376	$ -	$ 17,786,566
New Baltimore Library[1]	426,400	-	-	-	-	-	-	$ -	10,917,795	$ 11,344,195
Sub-total, Library	**$ 932,590**	**$ -**	**$ -**	**$ -**	**$ 561,606**	**$ 16,718,770**	**$ -**	**$ 17,280,376**	**$ 10,917,795**	**$ 29,130,761**
Parks & Recreation										
Ball Fields, Greenways/Trails & Playground Projects[1]	$ 800,000	$ -	$ 200,000	$ 200,000	$ 450,000	$ 450,000	$ 450,000	$ 1,750,000	$ 450,000	$ 3,000,000
Central Sports Complex[1]	5,121,365	8,767,125	-	-	4,400,000	-	-	$ 4,400,000	-	$ 18,288,490
Rappahannock Station - Phase I	1,000,000	-	-	-	1,000,000	-	-	$ 1,000,000	-	$ 2,000,000
Vint Hill Community Ctr & Theater Reno/ADA	-	-	-	-	-	440,000	1,760,000	$ 2,200,000	-	$ 2,200,000
Marshall Community Center	-	-	-	-	-	-	-	$ -	1,893,735	$ 1,893,735
Northern Swimming Pool	-	-	-	-	-	-	-	$ -	6,000,000	$ 6,000,000
Southern Sports Complex	881,099	-	-	-	-	-	-	$ -	5,000,000	$ 5,881,099
Southern Community Center	-	-	-	-	-	-	-	$ -	3,000,000	$ 3,000,000
Southern Pool	-	-	-	-	-	-	-	$ -	6,000,000	$ 6,000,000
Sub-total, Parks & Recreation	**$ 7,802,464**	**$ 8,767,125**	**$ 200,000**	**$ 200,000**	**$ 5,850,000**	**$ 890,000**	**$ 2,210,000**	**$ 9,350,000**	**$ 22,343,735**	**$ 48,263,324**

Capital Improvement Program

Department/Project	Prior Years Appropriations[1] Cash/Grant Funding	Prior Years Appropriations[1] Debt Financing	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025	FY 2021-25 Total	Future Years	CIP Total
Environmental Services[2]										
Landfill/Transfer Station Long-term Development/Permitting	$ 262,200	$ -	$ 50,000	$ 50,000	$ 50,000	$ 50,000	$ 50,000	$ 250,000	$ 50,000	$ 562,200
Leachate/Gas Management[1]	1,570,000	2,268,000	-	-	-	-	-	$ -	-	$ 3,838,000
Landfill Closure/Post-Closure	1,280,220	11,521,979	-	-	-	-	-	$ -	11,843,274	$ 24,645,473
New Baltimore Convenience Site	-	-	-	-	-	-	-	$ -	950,000	$ 950,000
Marshall Convenience Site Improvements	400,000	-	-	-	-	-	-	$ -	1,160,000	$ 1,560,000
Sub-total, Environmental Services	**$ 3,512,420**	**$ 13,789,979**	**$ 50,000**	**$ 50,000**	**$ 50,000**	**$ 50,000**	**$ 50,000**	**$ 250,000**	**$ 14,003,274**	**$ 31,555,673**
Utilities/Infrastructure[3]										
Opal Water System	$ 500,000	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$6,800,138	$ 7,300,138
Hydrogeological Studies	1,000,000	-	200,000	200,000	200,000	200,000	200,000	$ 1,000,000	200,000	$ 2,200,000
Broadband Development	3,246,806	9,370,331	4,000,000	4,000,000	-	-	-	$ 8,000,000	-	$ 20,617,137
Marshall Water System Improvements	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	**$ 10,567,584**	**$ 23,372,331**	**$ 4,200,000**	**$ 4,200,000**	**$ 200,000**	**$ 200,000**	**$ 200,000**	**$ 9,000,000**	**$ 12,000,138**	**$ 54,940,053**
Warrenton-Fauquier Airport Projects - Local Match Components[4]										
Airport Washrack	$ 40,000	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ 40,000
Design/Construct/Rehabilitate Runway 15 33	-	-	-	-	7,360	97,750	-	$ 105,110	-	$ 105,110
Airport Corporate Apron Phase I & II Design/Construct	-	-	-	-	-	-	150,400	$ 150,400	1,509,830	$ 1,660,230
Airport Corporate Access Road Design/Construction	-	-	-	-	-	-	-	$ -	633,742	$ 633,742
Sub-total, Warrenton-Fauquier Airport Projects	**$ 40,000**	**$ -**	**$ -**	**$ -**	**$ 7,360**	**$ 97,750**	**$ 150,400**	**$ 255,510**	**$ 2,143,572**	**$ 2,439,082**
COUNTY CIP TOTAL:	**$ 23,948,058**	**$ 45,929,435**	**$ 4,450,000**	**$ 4,450,000**	**$ 9,368,966**	**$ 22,809,020**	**$ 8,374,806**	**$ 49,452,792**	**$ 164,520,210**	**$ 283,850,495**
School Division[5]										
Cedar Lee Middle School Renovation/Expansion	$ -	$ -	$ 17,541,700	$ -	$ -	$ -	$ -	$ 17,541,700	$ -	$ 17,541,700
Taylor Middle School Renovation/Expansion	-	-	-	3,990,830	35,917,469	-	-	$ 39,908,299	-	$ 39,908,299
Auburn Middle School Expansion	-	-	-	-	-	-	-	$ -	9,939,809	$ 9,939,809
Kettle Run Expansion	-	-	-	-	-	-	-	$ -	3,800,000	$ 3,800,000
Greenville Elementary School Expansion	-	-	-	-	-	-	-	$ -	3,100,000	$ 3,100,000
Sub-total, School Division	**$ -**	**$ -**	**$ 17,541,700**	**$ 3,990,830**	**$ 35,917,469**	**$ -**	**$ -**	**$ 57,449,999**	**$ 16,839,809**	**$ 74,289,808**
CIP GRAND TOTAL:	**$ 23,948,058**	**$ 45,929,435**	**$ 21,991,700**	**$ 8,440,830**	**$ 45,286,435**	**$ 22,809,020**	**$ 8,374,806**	**$ 106,902,791**	**$ 181,360,019**	**$ 358,140,303**
General Fund CASH CONTRIBUTION:	**$ 22,458,058**	**$ -**	**$ 1,255,331**	**$ 450,000**	**$ 3,833,966**	**$ 1,903,000**	**$ 2,014,806**	**$ 9,457,103**		
Non-General Fund CASH CONTRIBUTION:	**1,490,000**	**-**	**1,754,170**	**3,990,830**	**-**	**8,893,283**	**600,000**	**15,238,283**		
TOTAL CASH CONTRIBUTION:	**$ 23,948,058**	**$ -**	**$ 3,009,501**	**$ 4,440,830**	**$ 3,833,966**	**$ 10,796,283**	**$ 2,614,806**	**$ 24,695,386**		
TOTAL BOND FINANCING:	**$ -**	**$ 45,929,435**	**$ 18,982,199**	**$ 4,000,000**	**$ 41,452,469**	**$ 12,012,737**	**$ 5,760,000**	**$ 82,207,405**		

[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.*

[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 Taylor Middle School project scopes are based on the updated Middle School Renovation plan discussed by the Board of Supervisors and School Board at their January 2020 joint liasion meeting and the February 2020 Board of Supervisors' monthly meeting work session.*

Description	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025
Financing Scenarios						
Projected Outstanding Debt	$ 101,232,680	$ 111,308,775	$ 118,386,081	$ 116,733,902	$ 142,368,395	$ 149,468,647
Projected Additional Debt	3,758,400	27,184,979	13,292,530	43,731,224	22,298,982	5,760,000
Total Projected Debt	**$ 104,991,081**	**$ 138,493,754**	**$ 131,678,611**	**$ 160,465,126**	**$ 164,667,377**	**$ 155,228,647**
Projected Debt Service - County	$ 12,190,559	$ 11,623,777	$ 12,496,948	$ 13,603,256	$ 16,991,523	$ 18,921,659
Projected Debt Service - F&R	1,264,517	1,263,381	1,260,828	1,262,378	1,367,585	1,671,022
Total Projected Debt Service	**$ 13,455,076**	**$ 12,887,158**	**$ 13,757,776**	**$ 14,865,634**	**$ 18,359,107**	**$ 20,592,681**
Revenue Estimate - General Fund	$ 188,360,775	$ 197,554,540	$ 202,904,668	$ 208,991,808	$ 212,126,685	$ 215,308,585
Revenue Estimate - Other Funds	19,866,113	22,551,499	23,932,460	24,291,447	24,655,819	25,025,656
Total Revenue Estimate	**$ 208,226,888**	**$ 220,106,039**	**$ 226,837,128**	**$ 233,283,255**	**$ 236,782,504**	**$ 240,334,241**
Revenue % Chg. from Prev. Year		5.7%	3.1%	2.8%	1.5%	1.5%
Debt Service % of Projected Revenue		**5.9%**	**6.1%**	**6.4%**	**7.8%**	**8.6%**
Potential Capital Improvement Program Impact on Tax Rate						
Additional Debt Service, per fiscal year[1]		$ -	$ -	$ 1,107,858	$ 3,493,473	$ 2,233,574
Additional Cash Contributions, per fiscal year[1]		-	-	3,383,966	(1,930,966)	111,806
Net Impact of Capital Improvement Plan		**$ -**	**$ -**	**$ 4,491,824**	**$ 1,562,507**	**$ 2,345,380**
Equivalent increase in either the tax rate or growth necessary to fund listed projects, based on current per penny yield[2]				$0.041	$0.014	$0.022

[1] *The FY 2021 and FY 2022 proposed budgets includes sufficient cash funding for the Capital Improvement Fund's cash component and projected debt service payments. Beginning in FY 2023, 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-as-you-go capital costs.*

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

Grant Funded Capital Improvement Projects

The following section provides an outline of future planned projects that are a capital improvement in nature, but not funded through bonds or CIP cash funding derived from the annual General Fund allocation. These projects are funded through matching grant programs with State or Federal agencies, with matching funds provided through County resources other than the annual CIP cash funding. Projects are placed in future years until such times as the granting agency approves funding. These projects remain a priority of the Board of Supervisors and will be moved into plan years once formal award is received from the granting agency.

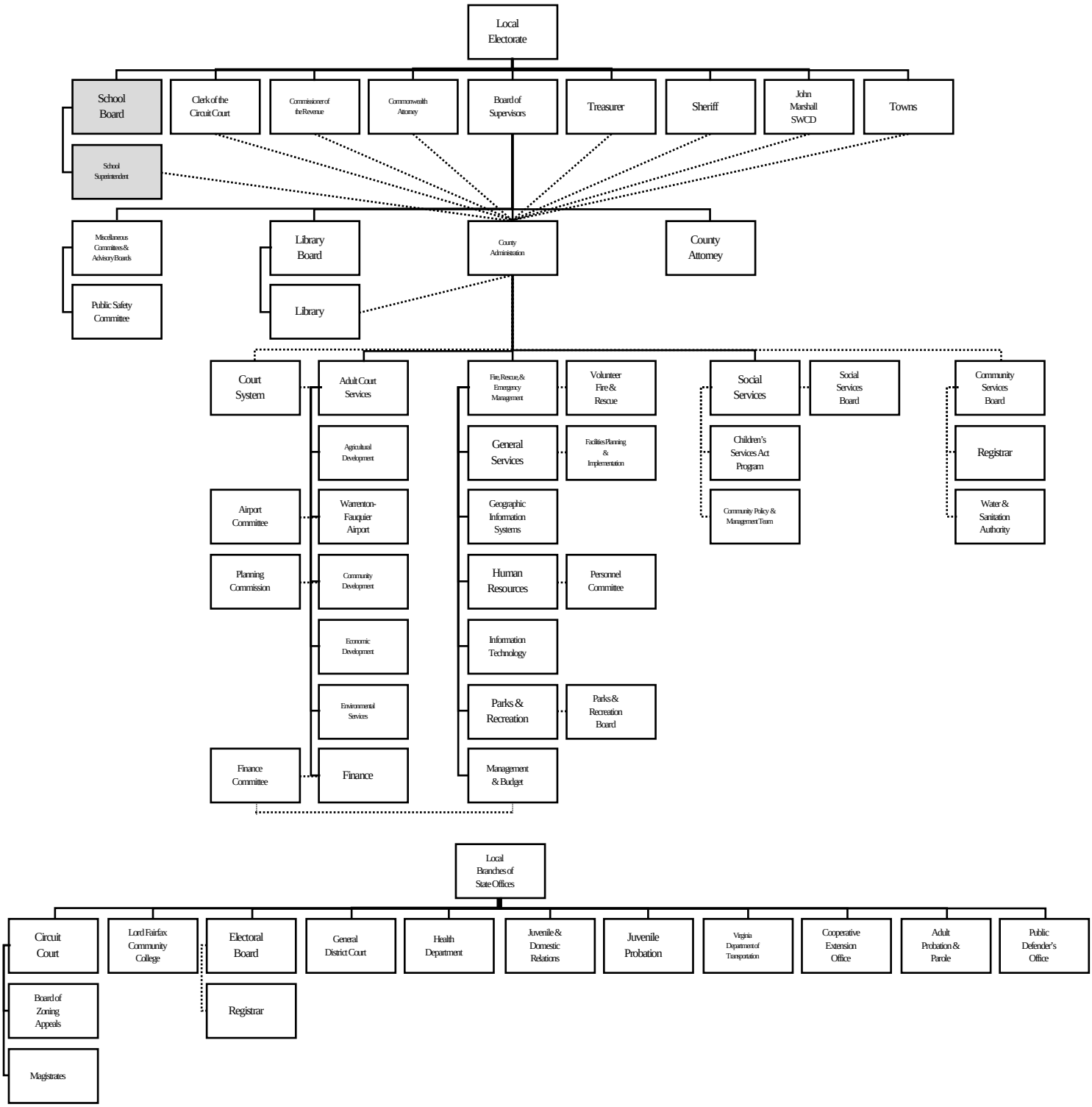
	Prior Years Appropriations[1]									
Department/Project	Cash/Grant Funding	Pending Financing	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025	FY 2021-25 Total	Future Years	CIP Total
VDOT Revenue Share Grants										
Community Development - Transportation Projects										
Salem Avenue	$ 2,198,748	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ 2,198,748
Sub-total, VDOT Revenue Share Grants	**$ 2,198,748**	**$ -**	**$ -**	**$ -**	**$ -**	**$ -**	**$ -**	**$ -**	**$ -**	**$ 2,198,748**
VDOT Transportation Enhancements/Alternatives Grants										
County Administration										
Marshall Streetscape Improvement Project	$ 6,219,049	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ 6,219,049
Parks and Recreation										
Route 28/Grace Miller Elementary School Crosswalk Connector	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ 680,000	$ 680,000
Warrenton Branch Greenway Trail	1,161,433	-	-	-	-	-	-	-	$ -	$ 1,161,433
Woods at Warrenton Trail	1,081,358	-	-	-	-	-	-	-	$ -	$ 1,081,358
Sub-total, VDOT Transportation Enhancements/Alternatives Grants	**$ 8,461,840**	**$ -**	**$ -**	**$ -**	**$ -**	**$ -**	**$ -**	**$ -**	**$ 680,000**	**$ 9,141,840**
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**
Stormwater Management Grants										
Community Development										
MS-4 Public Facilities Projects	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ 797,918	$ 797,918
Sub-total, Combined Stormwater Management Grants	**$ -**	**$ -**	**$ -**	**$ -**	**$ -**	**$ -**	**$ -**	**$ -**	**$ 797,918**	**$ 797,918**
GRANT CASH CONTRIBUTION:	**$ 5,330,294**	**$ -**	**$ -**	**$ -**	**$ -**	**$ -**	**$ -**	**$ -**	**$ 1,341,918**	**$ 6,672,212**
Non-General Fund CASH CONTRIBUTION:	**5,330,294**	**-**	**-**	**-**	**-**	**-**	**-**	**-**	**136,000**	**$ 5,466,294**
TOTAL CASH CONTRIBUTION:	**$ 10,660,588**	**$ -**	**$ -**	**$ -**	**$ -**	**$ -**	**$ -**	**$ -**	**$ 1,477,918**	**$ 12,138,506**
GRANT FUNDED CIP PROJECTS TOTAL:	**$ 10,660,588**	**$ -**	**$ -**	**$ -**	**$ -**	**$ -**	**$ -**	**$ -**	**$ 1,477,918**	**$ 12,138,506**

School Division Funds

Kettle Run High School
Nokesville, Virginia

Department/Agency	Amount
School Division Operating Fund	$ 151,996,708
School Nutrition Fund	6,140,346
School Textbook Fund	1,170,784
School Asset Replacement Fund	4,357,031
Regional Governor's School Fund	1,699,879
Total	**$ 165,364,748**

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 2021 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

The FY 2021 Adopted Budget, the School Division's Operating Fund totals $151,996,708, a $3.71 million increase over the FY 2020 Adopted Budget, with the local transfer remaining flat at $93,091,478 as a result of a no tax increase in response to the COVID-19 pandemic. The School Division anticipates an increase of approximately $3.95 million from the State, of which $2.43 million is a result of the Local Composite Index re-benchmarking from .6114 to .5879, and an approximate $270,000 decrease in the Federal funded Title VI-B program. The local support of the FY 2021 School Division's operating budget is projected to fund 65.25% of total expenditures including consolidated services within the General Fund and debt service costs funded in the Debt Service Fund.

The FY 2022 Projected Budget, the School Division's Operating Fund totals $156,862,056, primarily funded through a $4.87 million increase in State revenue, of which $2.32 million is a result of the Local Composite Index re-benchmarking. The local support of the FY 2022 School Division's operating budget is projected to fund 63.55% of total expenditures.

Revenue Summary	FY 2018 Actual	FY 2019 Actual	FY 2020 Adopted	FY 2021 Adopted	FY 2022 Projected
Local Revenue	$ 1,850,442	$ 2,156,086	$ 2,575,412	$ 2,600,820	$ 2,600,820
State Revenue					
Sales Tax	$ 11,855,239	$ 12,865,929	$ 13,512,552	$ 14,078,431	$ 15,486,274
Basic Aid	21,564,112	20,899,063	20,738,264	23,164,133	25,480,546
Special Education	3,090,425	3,028,519	3,033,001	3,349,121	3,684,033
Retirement	3,030,993	2,807,335	2,815,750	3,317,695	3,649,465
Lottery Funds	2,184,202	2,396,640	2,667,877	3,680,279	4,048,307
Regional SPED Program	-	337,991	503,340	718,133	718,133
Technology	885,805	623,884	570,000	570,000	570,000
Other	3,616,285	3,997,388	4,476,162	3,393,618	3,500,000
Total State Revenue	**$ 46,227,061**	$ 46,956,749	**$ 48,316,946**	**$ 52,271,410**	**$ 57,136,758**
Federal Revenue					
Title I	$ 864,926	$ 883,451	$ 839,234	$ 820,000	$ 820,000
Title VI-B	2,560,025	2,716,740	2,590,300	2,300,000	2,300,000
Other	675,020	668,741	871,940	913,000	913,000
Total Fed. Revenue	**$ 4,099,971**	**$ 4,268,932**	**$ 4,301,474**	**$ 4,033,000**	**$ 4,033,000**
Local Transfer	**$ 85,169,711**	**$ 89,243,899**	**$ 93,091,478**	**$ 93,091,478**	**$ 93,091,478**
Total Revenue	**$137,347,185**	**$ 142,625,666**	**$148,285,310**	**$151,996,708**	**$156,862,056**

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 2018 Actual	FY 2019 Actual	FY 2020 Adopted	FY 2021 Adopted	FY 2022 Projected
Salaries & Benefits	$ 120,328,049	$ 124,711,141	$ 131,758,066	$ 132,729,616	$ 137,319,692
Operating	13,535,654	13,356,817	13,054,380	14,895,496	14,895,496
Capital Outlay	209,173	130,869	67,280	94,728	95,000
Transfers	3,221,244	4,485,369	3,405,584	4,276,868	4,551,868
Total Expenditures	**$137,294,120**	**$ 142,684,196**	**$148,285,310**	**$151,996,708**	**$156,862,056**

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.

Nutrition Fund Revenue Summary	FY 2018 Actual	FY 2019 Actual	FY 2020 Adopted	FY 2021 Adopted	FY 2022 Projected
Local	$ 2,923,303	$ 2,729,980	$ 3,186,161	$ 2,988,010	$ 3,193,010
State	80,537	83,446	93,594	88,599	88,599
Federal	2,261,734	2,255,330	2,299,800	2,503,864	2,555,000
Transfers - School Operating Fund	-	384,406	206,791	559,873	590,680
Use of Fund Balance	100,000	-	-	-	-
Total Revenue	**$ 5,365,574**	**$ 5,453,162**	**$ 5,786,346**	**$ 6,140,346**	**$ 6,427,289**

Expenditure Summary	FY 2018 Actual	FY 2019 Actual	FY 2020 Adopted	FY 2021 Adopted	FY 2022 Projected
Salaries & Benefits	$ 2,809,443	$ 2,956,978	$ 3,175,740	$ 3,505,389	$ 3,710,075
Operating	2,564,787	2,484,097	2,610,606	2,634,957	2,717,214
Total Expenditures	**$ 5,374,230**	**$ 5,441,075**	**$ 5,786,346**	**$ 6,140,346**	**$ 6,427,289**

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.

Textbook Fund					
Revenue Summary	**FY 2018 Actual**	**FY 2019 Actual**	**FY 2020 Adopted**	**FY 2021 Adopted**	**FY 2022 Projected**
Local	$ 5,387	$ 4,663	$ -	$ -	$ -
State	501,874	428,289	428,531	482,480	482,480
Transfers - School Operating Fund	267,308	267,308	674,226	688,304	688,304
Total Revenue	**$ 774,569**	**$ 700,260**	**$ 1,102,757**	**$ 1,170,784**	**$ 1,170,784**
Expenditure Summary	**FY 2018 Actual**	**FY 2019 Actual**	**FY 2020 Adopted**	**FY 2021 Adopted**	**FY 2022 Projected**
Textbooks	$ 190,432	$ 1,568,144	$ 1,102,757	$ 1,170,784	$ 1,170,784
Total Expenditures	**$ 190,432**	**$ 1,568,144**	**$ 1,102,757**	**$ 1,170,784**	**$ 1,170,784**

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.

Regional Governor's School					
Revenue Summary	**FY 2018 Actual**	**FY 2019 Actual**	**FY 2020 Adopted**	**FY 2021 Adopted**	**FY 2022 Projected**
Local	$ 1,053,916	$ 1,054,143	$ 1,192,609	$ 1,192,609	$ 1,156,487
State	497,175	460,379	503,240	507,270	549,105
Total Revenue	**$ 1,551,091**	**$ 1,514,522**	**$ 1,695,849**	**$ 1,699,879**	**$ 1,705,592**
Expenditure Summary	**FY 2018 Actual**	**FY 2019 Actual**	**FY 2020 Adopted**	**FY 2021 Adopted**	**FY 2022 Projected**
Salaries & Benefits	$ 1,391,562	$ 1,414,341	$ 1,526,585	$ 1,470,109	$ 1,475,822
Operating	127,306	102,058	155,999	182,034	182,034
Capital /Contingencies	-	-	13,265	47,736	47,736
Total Expenditures	**$ 1,518,868**	**$ 1,516,399**	**$ 1,695,849**	**$ 1,699,879**	**$ 1,705,592**

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.

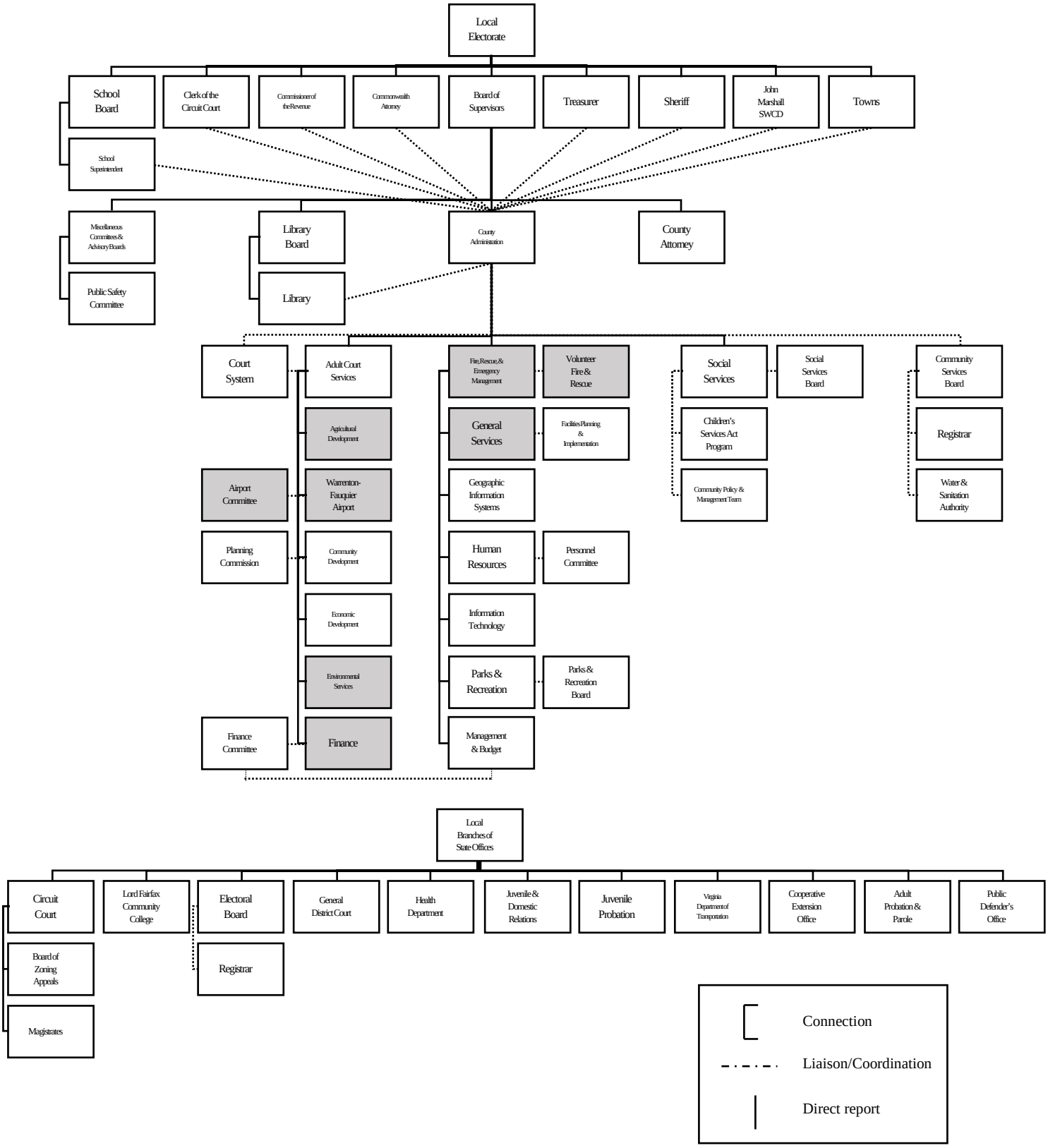
School Asset Replacement Fund					
Revenue Summary	**FY 2018 Actual**	**FY 2019 Actual**	**FY 2020 Adopted**	**FY 2021 Adopted**	**FY 2022 Projected**
Local	$ 328,534	$ 206,981	$ 555,500	$ 557,500	$ 557,500
State	-	16,000	-	-	-
Federal	-	-	-	800,000	800,000
Transfers - School Operating Fund	2,853,936	14,672,853	3,154,035	2,999,531	3,274,531
Total Revenue	**$ 3,182,470**	**$ 14,895,834**	**$ 3,709,535**	**$ 4,357,031**	**$ 4,632,031**

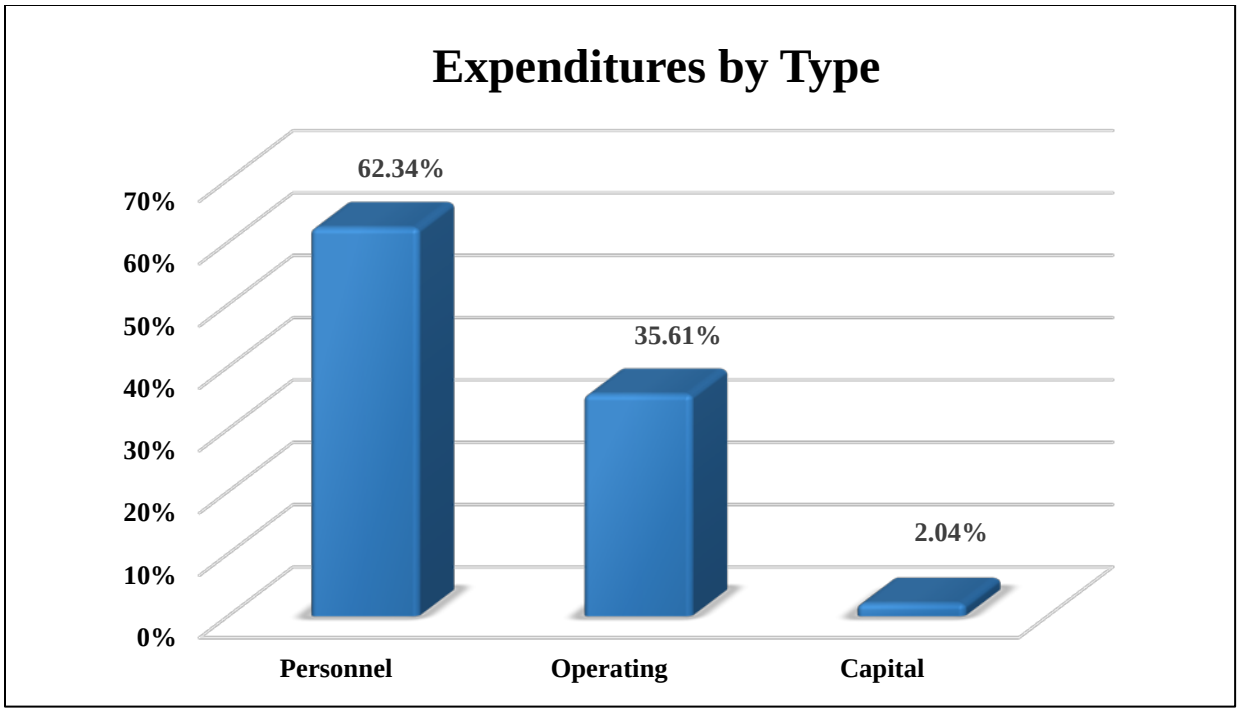
Expenditure Summary	**FY 2018 Actual**	**FY 2019 Actual**	**FY 2020 Adopted**	**FY 2021 Adopted**	**FY 2022 Projected**
Instruction	$ 275,233	$ 52,965	$ 47,855	$ 80,000	$ 80,000
Health	80,000	-	-	-	-
Technology	243,504	565,978	50,000	50,000	50,000
Transportation	769,010	1,284,180	1,040,000	925,000	925,000
Nutrition	28,827	75,958	150,000	150,000	150,000
District-wide	30,000	5,307,636	1,045,966	1,481,317	1,501,317
Comprehensive Maintenance Plan	592,210	703,508	870,000	870,000	870,000
Capital Improvements	1,341,941	529,155	505,714	800,714	1,055,714
Total Expenditures	**$ 3,360,725**	**$ 8,519,380**	**$ 3,709,535**	**$ 4,357,031**	**$ 4,632,031**

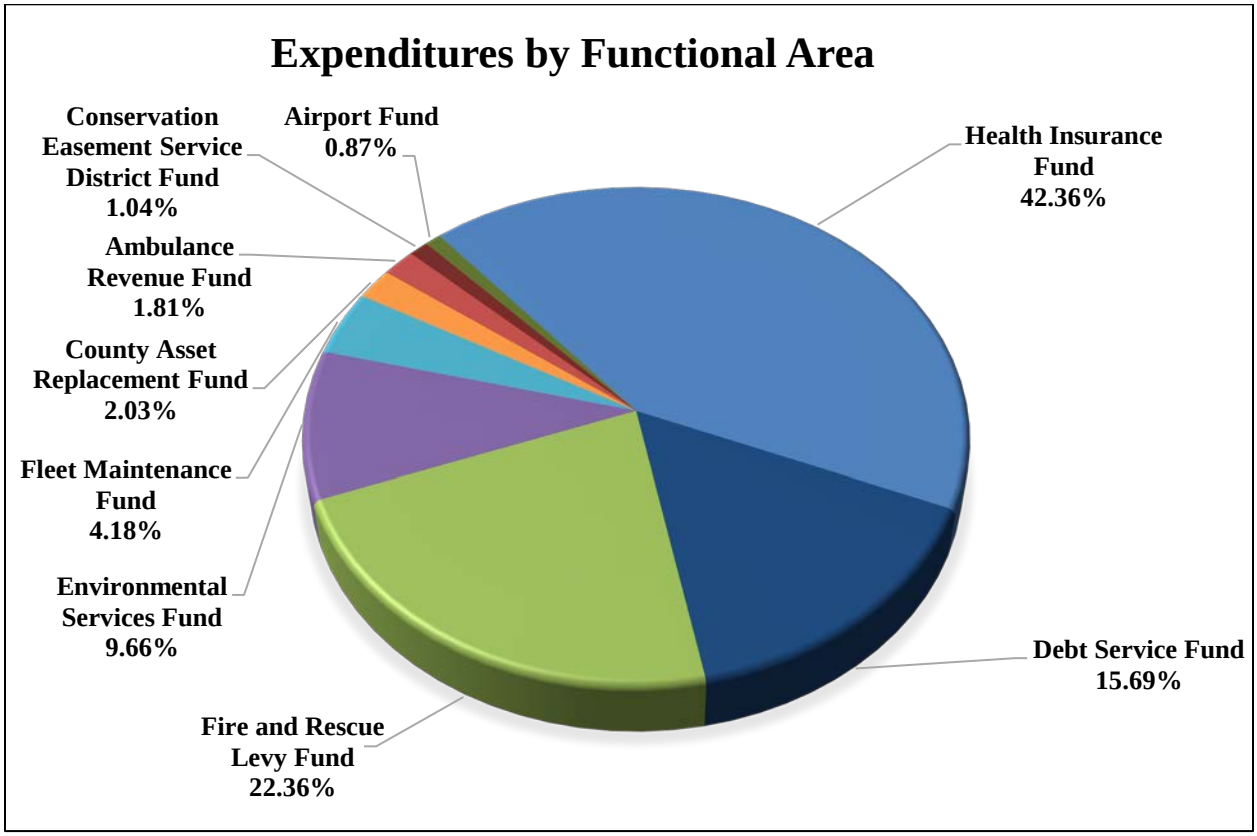
Other Funds

Warrenton-Fauquier Airport
Midland, Virginia

Department/Agency	Amount
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
Health Insurance Fund	35,798,972
Total	**$ 84,501,795**


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

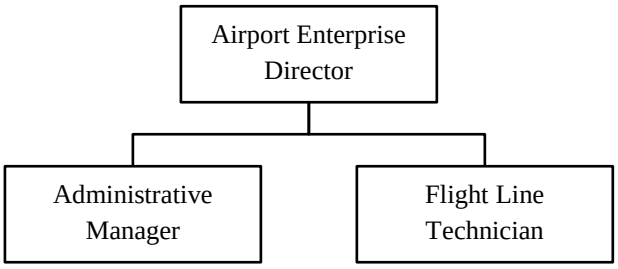

Expenditures by Type
70%
60%
50%
40%
30%
20%
10%
0%
62.34%
35.61%
2.04%
Personnel
Operating
Capital


Expenditures by Functional Area
Conservation Easement Service District Fund 1.04%
Airport Fund 0.87%
Health Insurance Fund 42.36%
Ambulance Revenue Fund 1.81%
County Asset Replacement Fund 2.03%
Fleet Maintenance Fund 4.18%
Environmental Services Fund 9.66%
Debt Service Fund 15.69%
Fire and Rescue Levy Fund 22.36%

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.

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 Position[2]	**$2,083,677**	**$1,631,355**	**$0**	**$0**	**$0**
Full-time Equivalents	**3.00**	**3.00**	**3.00**	**3.00**	**3.00**

[1]Capital expenditures for FY 2018 includes capital grants and annual depreciation expense.
[2]FY 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%

OBJECTIVES:

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

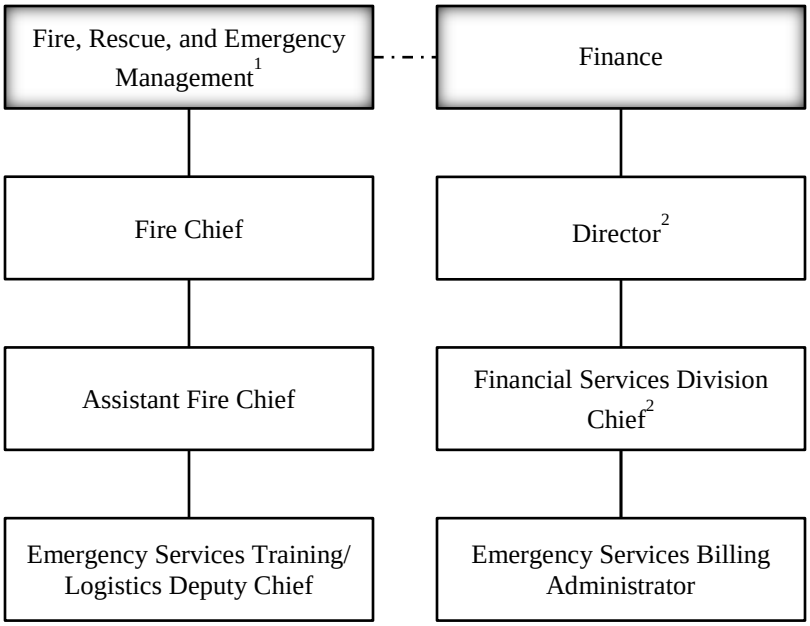
OUTCOME MEASURES	FY 2018 Actual	FY 2019 Actual	FY 2020 Goal	FY 2021 Goal	FY 2022 Goal
Aviation businesses at the airport	7	7	7	7	7
Aircraft maintenance providers	2	2	2	2	2
Flight school providers	2	2	2	2	2
Fuel sales – 100 Low Lead – AvGas (gallons)[1]	68,938	63,063	104,920	105,200	106,000
Fuel sales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

[1]FY 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.
[2]FY 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.

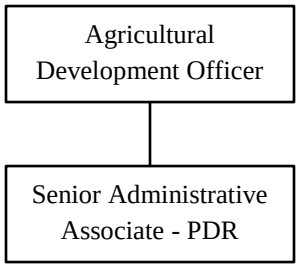
OUTCOME MEASURES	FY 2018 Actual	FY 2019 Actual	FY 2020 Goal	FY 2021 Goal	FY 2022 Goal
Collection rate of allowable amount[1]	58.95%	52.89%	61.37%	57.74%	57.33%

[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 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.

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

Department/Project	Expenditures	Revenue	Net Local Revenue
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:	$ 1,719,410	$ 29,000	$ 1,690,410

County Asset Replacement Fund

Fiscal Year 2022 Projected County Asset Replacement Plan

Department/Project	Expenditures	Revenue	Net Local Revenue
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:	$ 3,071,850	$ 1,045,185	$ 2,026,665

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
Environmental Services						
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
General Services						
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
Information Technology						
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
Parks & Recreation						
Small Projects Fund	$ 150,000	$ 150,000	$ 250,000	$ 250,000	$ 300,000	$ 1,100,000
Registrar's Office						
Electronic Pollbooks	$ -	$ -	$ -	$ -	$ 142,625	$ 142,625
Voting Machines	-	308,255	-	-	-	$ 308,255
Sheriff's Office						
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
DFREM/VFRA						
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**
Offsetting Revenue	*$ (29,000)*	*$ (1,045,185)*	*$ (494,000)*	*$ (1,452,319)*	*$ (659,000)*	*$ (3,679,504)*
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

Division/Description	Principal	Interest	Total
County Government			
Lease Financing	$ 1,463,779	$ 922,508	$ 2,386,287
Certificate of Participation	510,000	168,669	678,669
Revolving Loan Fund	355,140	-	355,140
Sub-total County Government	**$ 2,328,919**	**$ 1,091,177**	**$ 3,420,096**
School Division			
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	-	-	5,000
Sub-total School Division	**$ 7,607,767**	**$ 2,222,932**	**$ 9,835,699**
Total Debt Service Fund:	**$ 9,936,686**	**$ 3,314,108**	**$ 13,255,794**

FY 2022 Projected Budget

Division/Description	Principal	Interest	Total
County Government			
Lease Financing	$ 1,478,102	$ 874,029	$ 2,352,130
Certificate of Participation	640,140	149,097	789,237
Revenue Bond	-	620,549	620,549
Sub-total County Government	**$ 2,118,242**	**$ 1,643,675**	**$ 3,761,916**
School Division			
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	-	-	5,000
Sub-total School Division	**$ 8,060,518**	**$ 2,211,730**	**$ 10,277,248**
Total Debt Service Fund:	**$ 10,178,760**	**$ 3,855,405**	**$ 14,039,164**

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

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

FY 2022 Projected Budget

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

Debt Service Fund

FY 2021 Adopted Debt Service Fund Statement

Description	Total
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
Prior Years' Fund Balance	-
Total Revenues:	**$ 13,255,795**

Expenditures:	**Principal**	**Interest**	**Total**	**Local Tax Funding**
County Government				
Community Development				
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	355,140	-	355,140	355,140
Sub-total Community Development Debt Service	$ 865,140	$ 168,669	$ 1,033,809	$ 1,033,809
Culture				
Central Sports Complex	$ 285,000	$ 361,166	$ 646,167	$ 646,167
Sub-total Culture Debt Service	$ 285,000	$ 361,166	$ 646,167	$ 646,167
Public Safety				
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
Remington Fire and Rescue Station	85,000	109,059	194,059	194,059
Sub-total Public Safety Debt Service	1,178,779	561,342	1,740,121	1,740,121
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	-
Trustee Fees	-	-	5,000	5,000
Subtotal School Division:	7,607,767	2,222,932	9,835,699	8,981,965
Total Expenditures:	**$ 9,936,686**	**$ 3,314,108**	**$ 13,255,795**	**$ 12,402,061**

Debt Service Fund

FY 2022 Projected Debt Service Fund Statement

Description	Total
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
Prior Years' Fund Balance	-
Total Revenues:	**$ 14,039,165**

Expenditures:	**Principal**	**Interest**	**Total**	**Local Tax Funding**
County Government				
Community Development				
Vint Hill Sewer Expansion	$ 285,000	$ 149,097	$ 434,097	$ 434,097
Catlett-Calverton Sewer	355,140	-	355,140	355,140
Sub-total Community Development Debt Service	$ 640,140	$ 149,097	$ 789,237	$ 789,237
Culture				
Central Sports Complex	$ 300,000	$ 346,175	$ 646,176	$ 646,176
Sub-total Culture Debt Service	$ 300,000	$ 346,175	$ 646,176	$ 646,176
Public Safety				
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
Remington Fire and Rescue Station	85,000	104,703	189,703	189,703
Sub-total Public Safety Debt Service	$ 1,178,102	$ 527,854	$ 1,705,955	$ 1,705,955
Public Works				
Landfill Closure and Leachate/Gas Management	$ -	$ 620,549	$ 620,549	$ 620,549
Sub-total Public Works Debt Service	-	620,549	620,549	620,549
Subtotal County Government:	**$ 2,118,242**	**$ 1,643,675**	**$ 3,761,917**	**$ 3,761,917**
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	-
Trustee Fees	-	-	5,000	5,000
Subtotal School Division:	8,060,518	2,211,730	10,277,248	9,425,765
Total Expenditures:	**$ 10,178,760**	**$ 3,855,405**	**$ 14,039,165**	**$ 13,187,682**

Environmental Services Fund

ORGANIZATIONAL PURPOSE:

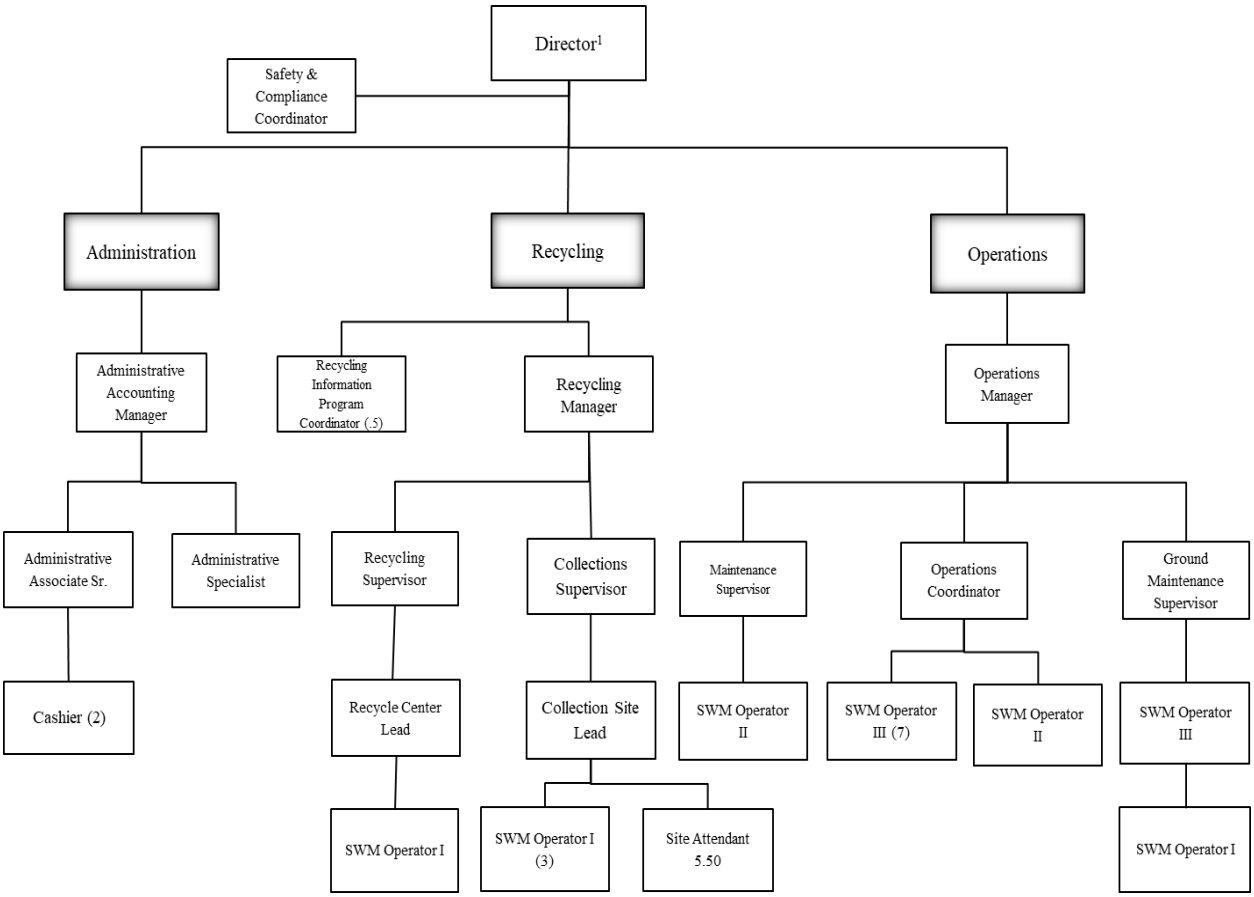
Convenience Sites

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.



[1]*The 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.*

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

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.

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 Position[2]	**($2,616,858)**	**($4,911,058)**	**$0**	**$0**	**$0**
Full-time Equivalents	**37.00**	**37.00**	**37.00**	**37.00**	**37.00**

Convenience Sites[1]	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**

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 Position[2]	**($2,616,858)**	**($4,911,058)**	**$0**	**$0**	**$41,393**
Full-time Equivalents	**25.50**	**25.50**	**25.50**	**25.50**	**25.50**

[1]*Prior to FY 2021, Convenience Sites were funded from the General Fund.*
[2]*Previous 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.

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

[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 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

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

[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 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%

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

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:

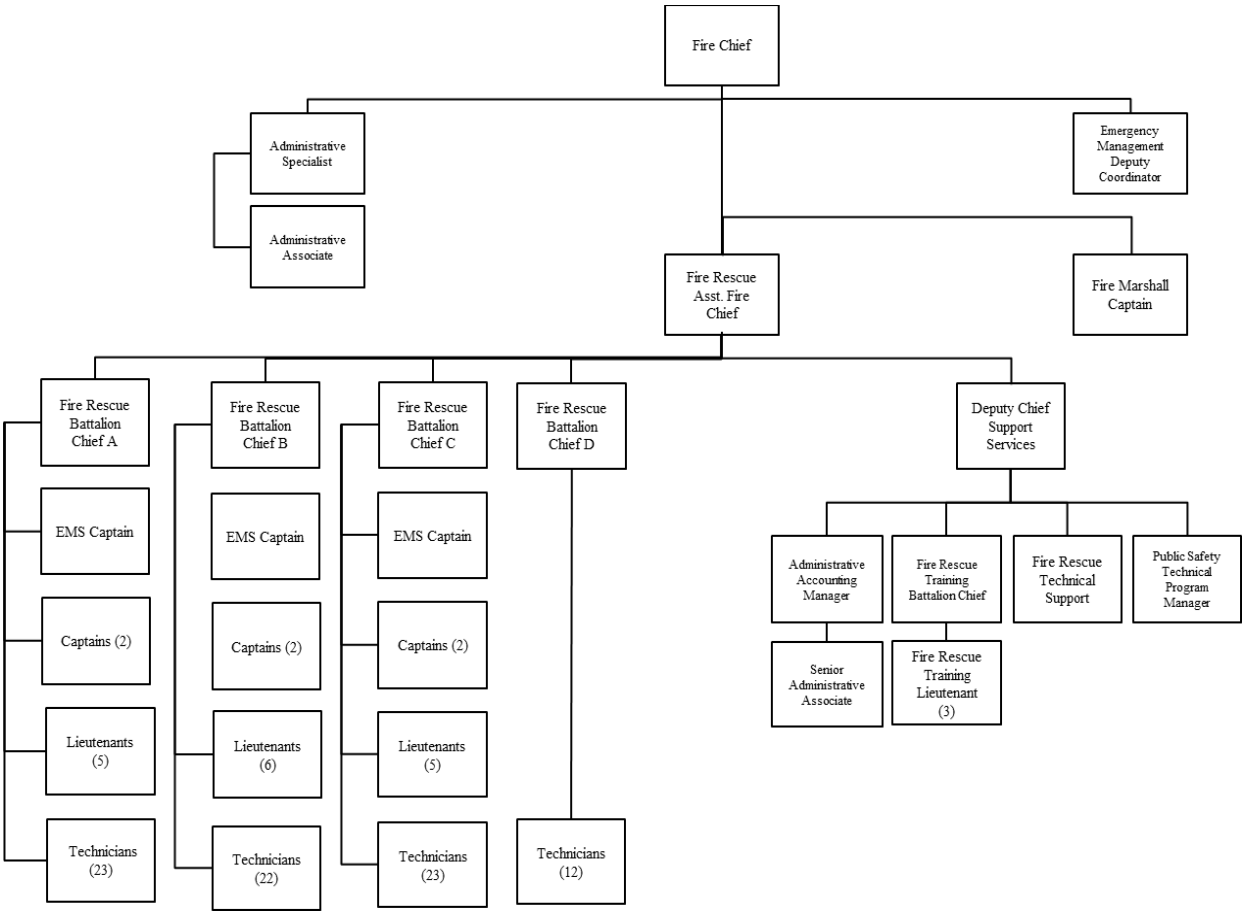
Volunteer Fire and Rescue Association

- 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



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**

[1]Transfers 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**

[1]*Includes 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**

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,

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.

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.

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

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

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.

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

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:

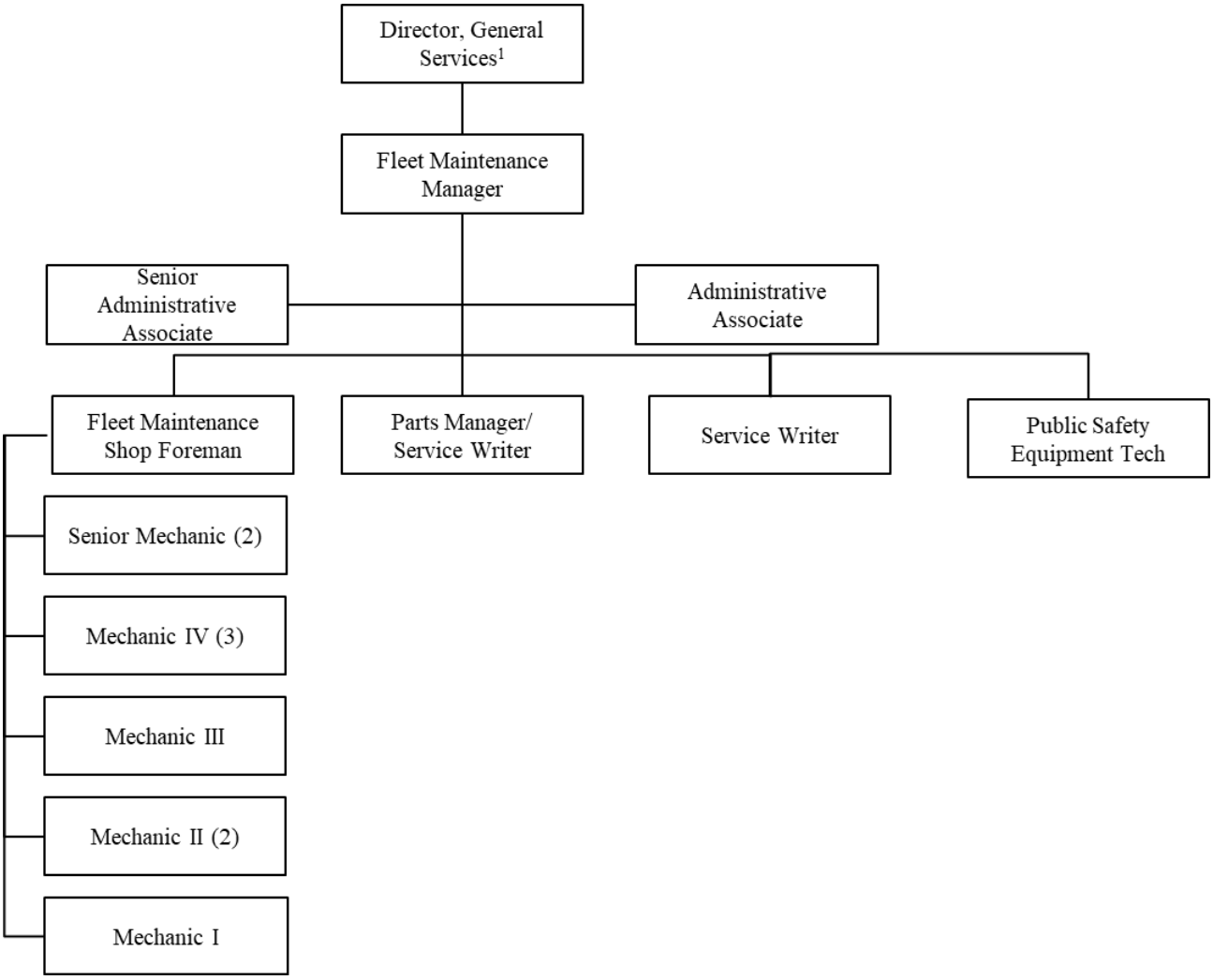
- Provide ongoing education to the citizens of Fauquier County for disaster events.
- Continue to educate our staff and volunteers with training at the Emergency Operations Center.

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.



[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.*

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.

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.

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

[1]*FY 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.

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 (VJCCCA): 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

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

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
VEBA	Virginia Electoral Board Association
VEDP:	Virginia Economic Development Partnership
VFRA:	Volunteer Fire and Rescue Association

VERIS:	Vocabulary for Event Recording and Incident Sharing
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

Appendix

- **Fiscal Year 2021 Adopted Budget Resolution**
- **Financial Policies**
- **FY 2018-2022 Strategic Plan**
- **Fauquier County Pay Scales**

RESOLUTION

A RESOLUTION TO ADOPT AND APPROPRIATE THE FISCAL YEAR 2021 BUDGET, ADOPT THE FISCAL YEAR 2022 FISCAL PLAN, ADOPT THE TAX RATES FOR CALENDAR YEAR 2020, AND ADOPT THE FISCAL YEAR 2021-2025 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) 2021; and

WHEREAS, it is the responsibility of the Fauquier County Board of Supervisors to set the tax rates for Calendar Year 2020; 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, as determined by the Board of Supervisors, that would require additional consideration; and

WHEREAS, on February 28, 2020, the County Administrator submitted the Proposed FY 2021 Budget, Calendar Year 2020 Tax Rates, and the Proposed FY 2021-2025 CIP to the Board of Supervisors; with a subsequent revision of the Proposed budgets on March 24, 2020 in response to the COVID-19 pandemic, with a State declaration of emergency on March 12, 2020; a federal declaration on March 13, 2020; and local declaration on March 17, 2020, which includes a directive from the Board of Supervisors for a no tax increase budget proposal; and

WHEREAS, given economic uncertainty related to the 2020 COVID-19 health emergency, the Board of Supervisors may revisit the County Administrator's FY 2021-2022 proposed budgets, during the FY 2022 budget process for adoption in spring 2021; and

WHEREAS, the Board of Supervisors held work sessions on the proposed budget throughout the month of March 2020; and

WHEREAS, the Board of Supervisors held two budget work sessions on the Proposed Capital Improvement Program; and

WHEREAS, as part of the FY 2020 Adopted Budget process, the Board of Supervisors adopted a resolution in support of the Middle School Renovation/Addition Conceptual Plan for Cedar Lee Middle School and a Central Middle School, later determined to be Taylor Middle School, and the Board of Supervisors continues to be supportive of this plan with the two-phased middle school renovation/expansion plan of Cedar Lee and Taylor Middle Schools to occur as economic conditions allow; 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 19, 2020, held virtually due to federal and state mandates limiting, public gatherings to no more than 10 people; 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, to the County Capital Reserve, per year-end policy; and

WHEREAS, annually the Board of Supervisors authorizes the carryover of 50% of fund balance in the Fire and Rescue Levy Fund, to the Fire and Rescue Levy Capital Reserve; and

WHEREAS, economic conditions in response or as a result of the COVID-19 pandemic may create the need for enhanced cash flow or reserves, the County Administration deems it prudent and sound financial practice to adopt the FY 2021-2022 budget, FY 2021-2025 Capital Improvement Plan, while appropriating the FY 2021 budget on a quarterly basis; now, therefore, be it

RESOLVED by the Fauquier County Board of Supervisors this 26st day of March 2020, that the following tax rates for Calendar Year 2020 be, and are hereby, approved, as set forth below; and, be it

RESOLVED FURTHER, That the following budget totaling $349,011,366 is, and is hereby, approved effective July 1, 2020, as set forth below; and, be it

RESOLVED FURTHER, That local tax supported expenditures of the School Division's overall Operating Fund budget of $151,996,708 shall not exceed $93,091,478 of local funds; and, be it

RESOLVED FURTHER, That the following budgets totaling $341,973,092 for Fiscal Year 2022 shall be approved as the fiscal plan for FY 2022; and, be it

RESOLVED FURTHER, That while the FY 2021 adopted budget and FY 2020 administrative carryover allocations to FY 2021 will be adopted by this Resolution, the and County Enterprise

Funds as previously approved by the Board of Supervisors, or otherwise re-appropriated by the Board of Supervisors; and, be it

appropriation of FY 2021 adopted budget will be on a quarterly basis, with FY 2020 administrative carryover allocations to be reviewed and appropriated at the direction of the County Administrator, to allow for the County government to be agile in delivery of program and services in response to COVID-19 and related economic impacts; and be it

RESOLVED FURTHER, That the following FY 2021-2025 Capital Improvement Plan and Asset Replacement Plan, is hereby adopted; and, be it

RESOLVED FURTHER, That the Board of Supervisors maintained the Middle School Renovation/Addition Conceptual Plan, as adopted and amended, in the FY 2021-2025 Capital Improvement Plan as Cedar Lee Middle School and Taylor Middle School projects, and are committed to the implementation of this plan within the plan years, with the understanding that economic conditions may require adjustments; and, be it

RESOLVED FURTHER, That projects which have been included in the FY 2021-2025 Capital Improvement Program and County Asset Replacement Plan 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 all outstanding encumbrances as of June 30, 2020, are hereby re-appropriated to FY 2021 to the same department or account for which they are encumbered in FY 2020, 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, 2020, are hereby re-appropriated to FY 2021 to the same projects; and, be it

RESOLVED FURTHER, That the County Administrator, or designee, 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, 2020, are hereby re-appropriated to FY 2021; and, be it

RESOLVED FURTHER, That the County Administrator, or designee, may authorize up to $100,000 in unrestricted fund balance for new state-mandated costs associated with the November General Election; and, be it

RESOVED FURTHER, That 50% of the unrestricted fund balance of the General Fund and Fire and Rescue Levy Fund are hereby allocated to their respective Capital Reserve accounts; and, be it

RESOLVED FURTHER, That the FY 2020 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 2021; 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, 2020, are hereby re-appropriated to FY 2021 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 2020 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 2021 Revenue

Source	Amount
LOCAL REVENUE	
General Property Tax	
Real Estate	$ 101,531,854
Public Service	6,400,000
Personal Property	27,410,000
Rollback Taxes	100,000
Delinquent Real Property	550,000
Delinquent Personal Property	450,000
Penalties	905,000
Interest	350,000
Total General Property Tax	**$137,696,854**
Other Local Taxes	
Sales Tax (Local)	$ 9,312,000
Utility Tax	1,550,000
Utility Consumption Tax	200,000
BPOL Tax	1,455,000
License Fee	2,000,000
Bank Stock Tax	150,000
Recording Tax & Fees (Deeds)	1,650,000
Recording Tax & Fees (Wills)	20,000
Transient Occupancy Tax	75,000
Total Other Local Taxes	**$ 16,412,000**
Permit, Fees, and Licenses	
Dog Tags	$ 30,160
Land Use Fees	10,000
Transfer Fees	2,400
Community Development Fees	1,297,283
Total Permits, Fees, and Licenses	**$ 1,339,843**

FY 2021 Revenue

Source		Amount
Fines and Forfeitures		
Local Fines	$	500,000
Zoning Violation Fines		500
Interest on Local Fines		10,500
Total Fines and Forfeitures	**$**	**511,000**
Use of Money and Property		
Interest Income - General Fund	$	500,000
Rental of County Property		129,602
Rental Health Department		25,700
Rental Hospital Hill Property		130,799
Total Use of Money and Property	**$**	**786,101**
Charges for Services		
Excess Fees	$	75,000
Remote Access Clerk Fee		6,000
Sheriff Fees		3,742
Courtroom Security		145,000
Law Library Fees		10,450
Local Cost		30,000
Inmate DNA		9,600
Inmate Processing Fee		1,150
Commonwealth's Attorney Fees		7,000
Correction & Detention Charges		40,000
Street Signs		1,000
Police Report/Fingerprinting Fees		9,600
Parks & Recreation		496,737
Library Fees		79,000
Sales of GIS Maps		5,500
Total Charge for Services	**$**	**919,779**

FY 2021 Revenue

Source	Amount
Miscellaneous Revenue & Recovered Costs	
Miscellaneous Donations	$ 500
Admin Fees - Debt Set-Off	60,000
Lien Fees - Treasurer	42,000
Commonwealth's Attorney Collection Fees	130,000
Circuit Court Collection Fees	1,000
General District Court Collection Fees	3,500
J&DR Court Collection Fees	250
HR Background Checks	17,500
Wellness Dollars	50,000
HR Miscellaneous Revenue	20,000
Miscellaneous Revenue	130,130
Other Government Charges	5,500
Process and Service Fees	1,200
Work Release	30,000
Canteen Medical Reimbursements	4,100
Home Incarceration Fees	1,000
CSA Refunds	34,000
Warrenton Community Center Recovered Costs	21,500
Miscellaneous Recoveries	6,500
Total Miscellaneous Revenue & Recovered Costs	**$ 558,680**
Total Local Revenue	**$158,224,257**
STATE REVENUE	
Non-Categorical Aid	
Rolling Stock Tax	$ 82,500
Mobile Home Titling Tax	25,000
Rental Car Tax	12,500
Personal Property Tax Relief	13,658,120
Communication Tax	2,300,000
Pari-mutuel Wagering Tax	1,000
Total Non-Categorical Aid	**$ 16,079,120**

FY 2021 Revenue

Source	Amount
Shared Expenses	
Commonwealth's Attorney	$ 578,856
Sheriff	4,211,510
Commissioner of the Revenue	325,506
Treasurer	242,438
Registrar	47,545
Clerk of the Court	518,071
Adult Confinement – Detention	169,208
Total Shared Expenses	**$ 6,093,134**
Categorical Aid	
Social Services	$ 1,934,429
Comprehensive Services Act	2,747,730
VDSS DV Grant	33,193
DCJS VOCA Grant	30,000
Recordation Tax	435,000
Library Aid	164,949
Jury Duty Reimbursement	25,000
Adult Court Services – Pretrial	251,695
Community Corrections	278,402
Juv. Community Crime Control	36,836
E-911 Wireless Program	150,000
SRO Incentive Grant Program	54,404
Prisoner Transportation	6,000
Armory	18,000
Commissioner of the Arts	4,000
Miscellaneous	5,000
Total Categorical Aid	**$ 6,174,638**
Total State Revenue	**$ 28,346,892**

Adopted Budget Resolution

FY 2021 Revenue

Source	Amount
FEDERAL REVENUE	
Welfare Administration	$ 2,900,996
VDSS DV Grant	99,580
DCJS VOCA Grant	211,735
Public Safety	38,910
Total Federal Revenue	**$ 3,251,221**
INTERGOVERNMENTAL	
Capital Improvement Fund	$ 118,865
Stormwater Management Fund	358,657
Total Intergovernmental	**$ 477,522**
Use of Fund Balance	**$ 987,697**
Total General Fund	**$191,287,589**
OTHER FUNDS	
Airport Fund	$ 738,019
Ambulance Revenue Recovery Fund	1,527,015
Capital Improvement Fund	21,991,700
Conservation Easement Service District Fund	875,290
County Asset Replacement Fund	1,719,410
Debt Service Fund	13,255,795
Landfill Fund	8,159,696
Fire & Rescue Levy Fund	18,894,137
Fleet Maintenance Fund	3,533,461
Health Insurance Fund	35,798,972
School Division Operating Fund	151,996,708
School Nutrition Fund	6,140,346
School Textbook Fund	1,170,784
School Asset Replacement Fund	4,357,031
Regional Governor's School Fund	1,699,879
Total Other Funds	**$271,858,243**
Total All Funds	**$463,145,832**
Less Local Support	(114,134,466)
Total Revenue	**$349,011,366**

Adopted Budget Resolution

FY 2021 Expenditures

Fund/Department	Amount
General Government	
Board of Supervisors	$ 296,300
Commissioner of the Revenue	1,709,428
County Administration	1,023,348
County Attorney	887,911
Finance	1,629,481
Geographic Information Systems	348,304
Human Resources	3,252,848
Independent Auditor	189,375
Information Technology	4,372,546
Management & Budget	615,960
Registrar	493,359
Treasurer	1,428,617
Subtotal General Government	**$ 16,247,477**
Judicial Administration	
Adult Court Services	$ 1,088,485
Circuit Court	142,363
Clerk of the Circuit Court	1,379,666
Commissioner of Accounts	15,600
Commonwealth's Attorney	1,666,431
General District Court	32,700
Juvenile and Domestic Relations Court	17,726
Public Defender's Office	34,467
Magistrates	87,773
Subtotal Judicial Administration	**$ 4,465,211**
Public Safety	
Juvenile Detention and Probation	$ 309,532
Sheriff's Office	22,016,944
Subtotal Public Safety	**$ 22,326,476**
Public Works	
General Services	$ 5,654,654
Subtotal Public Works	**$ 5,654,654**

Adopted Budget Resolution

FY 2021 Expenditures

Fund/Department	Amount
Health & Welfare	
Community Services Board	$ 619,438
Public Health	627,086
Social Services/CSA	12,528,727
Subtotal Health & Welfare	**$ 13,775,251**
Culture	
Library	$ 2,652,583
Lord Fairfax Community College	77,475
Parks and Recreation	4,479,247
Subtotal Culture	**$ 7,209,305**
Community Development	
Agricultural Development	$ 73,631
Community Development	3,817,836
Contributions	1,090,412
Cooperative Extension	219,464
Economic Development	930,184
John Marshall Soil & Water Conservation	178,471
Planning Commission & Board of Zoning Appeals	151,631
Subtotal Community Development	**$ 6,461,629**
Non-Departmental	
Non-Departmental	$ 1,722,944
Subtotal Non-Departmental	**$ 1,722,944**
Transfers	
Airport Fund	$ 16,225
Capital Improvement Fund	1,255,331
County Asset Replacement Fund	1,690,410
Debt Service Fund	11,628,777
Landfill Fund	5,642,421
School Division Operating Fund	93,091,478
Utility Fund	100,000
Subtotal Transfers	**$113,424,642**
Total General Fund	**$191,287,589**

FY 2021 Expenditures

Fund/Department	Amount
Other Funds	
Airport Fund	$ 738,019
Ambulance Revenue Recovery Fund	1,527,015
Capital Improvement Fund	21,991,700
Conservation Easement Service District Fund	875,290
County Asset Replacement Fund	1,719,410
Debt Service Fund	13,255,795
Environmental Services Fund	8,159,696
Fire & Rescue Levy Fund	18,894,137
Fleet Maintenance Fund	3,533,461
Health Insurance Fund	35,798,972
School Division Operating Fund	151,996,708
School Nutrition Fund	6,140,346
School Textbook Fund	1,170,784
School Asset Replacement Fund	4,357,031
Regional Governor's School Fund	1,699,879
Total Other Funds	**$271,858,243**
Subtotal All Funds	**$463,145,832**
Less Transfers	(114,134,466)
Total Appropriations:	**$349,011,366**

FY 2022 Revenue

Source	Amount
LOCAL REVENUE	
General Property Tax	
Real Estate	$ 102,454,846
Public Service	6,400,000
Personal Property	27,410,000
Rollback Taxes	100,000
Delinquent Real Property	550,000
Delinquent Personal Property	450,000
Penalties	905,000
Interest	350,000
Total General Property Tax	**$ 138,619,846**
Other Local Taxes	
Sales Tax (Local)	$ 9,312,000
Utility Tax	1,555,000
Utility Consumption Tax	200,000
BPOL Tax	1,455,000
License Fee	2,000,000
Bank Stock Tax	150,000
Recording Tax & Fees (Deeds)	1,650,000
Recording Tax & Fees (Wills)	20,000
Transient Occupancy Tax	75,000
Total Other Local Taxes	**$ 16,417,000**
Permit, Fees, and Licenses	
Dog Tags	$ 25,195
Land Use Fees	10,000
Transfer Fees	2,400
Community Development Fees	1,297,813
Total Permits, Fees, and Licenses	**$ 1,335,408**

FY 2022 Revenue

Source		Amount
Fines and Forfeitures		
Local Fines	$	500,000
Zoning Violation Fines		500
Interest on Local Fines		10,500
Total Fines and Forfeitures	**$**	**511,000**
Use of Money and Property		
Interest Income - General Fund	$	500,000
Rental of County Property		135,222
Rental Health Department		25,700
Rental Hospital Hill Property		130,799
Total Use of Money and Property	**$**	**791,721**
Charges for Services		
Excess Fees	$	75,000
Remote Access Clerk Fee		6,000
Sheriff Fees		3,742
Courtroom Security		145,000
Law Library Fees		10,450
Local Cost		30,000
Inmate DNA		9,600
Inmate Processing Fee		1,150
Commonwealth's Attorney Fees		7,000
Correction & Detention Charges		40,000
Street Signs		1,000
Police Report/Fingerprinting Fees		9,600
Parks & Recreation		496,737
Library Fees		79,000
Sales of GIS Maps		5,500
Total Charge for Services	**$**	**919,779**

FY 2022 Revenue

Source	Amount
Miscellaneous Revenue & Recovered Costs	
Miscellaneous Donations	$ 500
Admin Fees - Debt Set-Off	60,000
Lien Fees - Treasurer	42,000
Commonwealth's Attorney Collection Fees	130,000
Circuit Court Collection Fees	1,000
General District Court Collection Fees	3,500
J&DR Court Collection Fees	250
HR Background Checks	17,500
Wellness Dollars	50,000
HR Miscellaneous Revenue	20,000
Town Election Reimbursements	9,900
Other Government Charges	5,500
Process and Service Fees	1,200
Work Release	30,000
Miscellaneous Revenue	130,130
Canteen Medical Reimbursements	4,100
Home Incarceration Fees	1,000
CSA Refunds	34,000
Warrenton Community Center Recovered Costs	21,500
Miscellaneous Recoveries	6,500
Total Miscellaneous Revenue & Recovered Costs	**$ 568,580**
Total Local Revenue	**$ 159,163,334**
STATE REVENUE	
Non-Categorical Aid	
Rolling Stock Tax	$ 82,500
Mobile Home Titling Tax	25,000
Rental Car Tax	12,500
Personal Property Tax Relief	13,658,120
Communication Tax	2,300,000
Pari-mutuel Wagering Tax	1,000
Total Non-Categorical Aid	**$ 16,079,120**

FY 2022 Revenue

Source	Amount
Shared Expenses	
Commonwealth's Attorney	$ 575,849
Sheriff	4,144,456
Commissioner of the Revenue	331,710
Treasurer	297,258
Registrar	47,545
Clerk of the Court	531,421
Adult Confinement – Detention	164,881
Total Shared Expenses	**$ 6,093,120**
Categorical Aid	
Social Services	$ 1,934,429
Comprehensive Services Act	2,747,730
VDSS DV Grant	33,193
DCJS VOCA Grant	30,000
Recordation Tax	435,000
Library Aid	164,949
Jury Duty Reimbursement	25,000
Adult Court Services – Pretrial	251,695
Community Corrections	278,402
Juv. Community Crime Control	36,836
E-911 Wireless Program	150,000
SRO Incentive Grant Program	54,404
Prisoner Transportation	6,000
Armory	18,000
Commissioner of the Arts	4,000
Miscellaneous	5,000
Total Categorical Aid	**$ 6,174,638**
Total State Revenue	**$ 28,346,878**

Adopted Budget Resolution

FY 2022 Revenue

Source	Amount
FEDERAL REVENUE	
Welfare Administration	$ 2,909,702
VDSS DV Grant	99,580
DCJS VOCA Grant	211,735
Public Safety	38,910
Total Federal Revenue	**$ 3,259,927**
INTERGOVERNMENTAL	
Capital Improvement Fund	$ 118,865
Stormwater Management Fund	358,657
Total Intergovernmental	**$ 477,522**
Use of Fund Balance	**$ 987,697**
Total General Fund	**$ 192,235,358**
OTHER FUNDS	
Airport Fund	$ 739,450
Ambulance Revenue Recovery Fund	1,570,305
Capital Improvement Fund	8,440,830
Conservation Easement Service District Fund	880,009
County Asset Replacement Fund	3,071,850
Debt Service Fund	14,039,165
Environmental Services Fund	8,294,010
Fire & Rescue Levy Fund	19,896,376
Fleet Maintenance Fund	3,542,853
Health Insurance Fund	37,202,374
School Division Operating Fund	152,544,679
School Nutrition Fund	6,427,289
School Textbook Fund	1,170,784
School Asset Replacement Fund	4,632,031
Regional Governor's School Fund	1,705,592
Total Other Funds	**$ 264,157,597**
Total All Funds	**$ 456,392,955**
Less Local Support	(114,419,863)
Total Revenue	**$ 341,973,092**

Adopted Budget Resolution

FY 2022 Expenditures

Fund/Department	Amount
General Government	
Board of Supervisors	$ 296,777
Commissioner of the Revenue	1,719,922
County Administration	1,027,678
County Attorney	891,355
Finance	1,637,068
Geographic Information Systems	350,212
Human Resources	3,345,296
Independent Auditor	196,410
Information Technology	4,405,520
Management & Budget	618,345
Registrar	494,790
Treasurer	1,436,249
Subtotal General Government	**$ 16,419,622**
Judicial Administration	
Adult Court Services	$ 1,094,279
Circuit Court	143,340
Clerk of the Circuit Court	1,387,576
Commissioner of Accounts	15,600
Commonwealth's Attorney	1,674,176
General District Court	32,700
Juvenile and Domestic Relations Court	17,726
Public Defender's Office	34,467
Magistrates	87,773
Subtotal Judicial Administration	**$ 4,487,637**
Public Safety	
Juvenile Detention and Probation	$ 309,532
Sheriff's Office	22,144,211
Subtotal Public Safety	**$ 22,453,743**
Public Works	
General Services	$ 5,690,024
Subtotal Public Works	**$ 5,690,024**

Adopted Budget Resolution

FY 2022 Expenditures

Fund/Department	Amount
Health & Welfare	
Community Services Board	$ 791,431
Public Health	638,750
Social Services/CSA	12,578,629
Subtotal Health & Welfare	**$ 14,008,810**
Culture	
Library	$ 2,664,074
Lord Fairfax Community College	77,475
Parks and Recreation	4,495,662
Subtotal Culture	**$ 7,237,211**
Community Development	
Agricultural Development	$ 73,789
Community Development	3,838,250
Contributions	1,093,017
Cooperative Extension	228,106
Economic Development	938,971
John Marshall Soil & Water Conservation	178,471
Planning Commission & Board of Zoning Appeals	151,631
Subtotal Community Development	**$ 6,502,235**
Non-Departmental	
Non-Departmental	$ 1,722,944
Subtotal Non-Departmental	**$ 1,722,944**
Transfers	
Airport Fund	$ 17,656
Capital Improvement Fund	450,000
County Asset Replacement Fund	2,026,665
Debt Service Fund	12,416,950
Landfill Fund	5,610,383
School Division Operating Fund	93,091,478
Utility Fund	100,000
Subtotal Transfers	**$ 113,713,132**
Total General Fund	**$ 192,235,358**

Adopted Budget Resolution

FY 2022 Expenditures

Fund/Department	Amount
Other Funds	
Airport Fund	$ 739,450
Ambulance Revenue Recovery Fund	1,570,305
Capital Improvement Fund	8,440,830
Conservation Easement Service District Fund	880,009
County Asset Replacement Fund	3,071,850
Debt Service Fund	14,039,165
Environmental Services Fund	8,294,010
Fire & Rescue Levy Fund	19,896,376
Fleet Maintenance Fund	3,542,853
Health Insurance Fund	37,202,374
School Division Operating Fund	152,544,679
School Nutrition Fund	6,427,289
School Textbook Fund	1,170,784
School Asset Replacement Fund	4,632,031
Regional Governor's School Fund	1,705,592
Total Other Funds	**$ 264,157,597**
Subtotal All Funds	**$ 456,392,955**
Less Transfers	(114,419,863)
Total Appropriations:	**$ 341,973,092**

County Financial Policies

- **Financial Policies**
  - **Investments and Deposits Overview**
  - **Budget Adjustment Guidelines**
  - **County Fund Structure and Uses**
  - **Debt Issuance and Management**
  - **Grant Management**
  - **Fund Balance Management**
  - **Travel**
  - **Petty Cash**
  - **Capital Assets**

Note: All other administrative policies are available via the Fauquier County website on the webpage for the associated department.

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.