

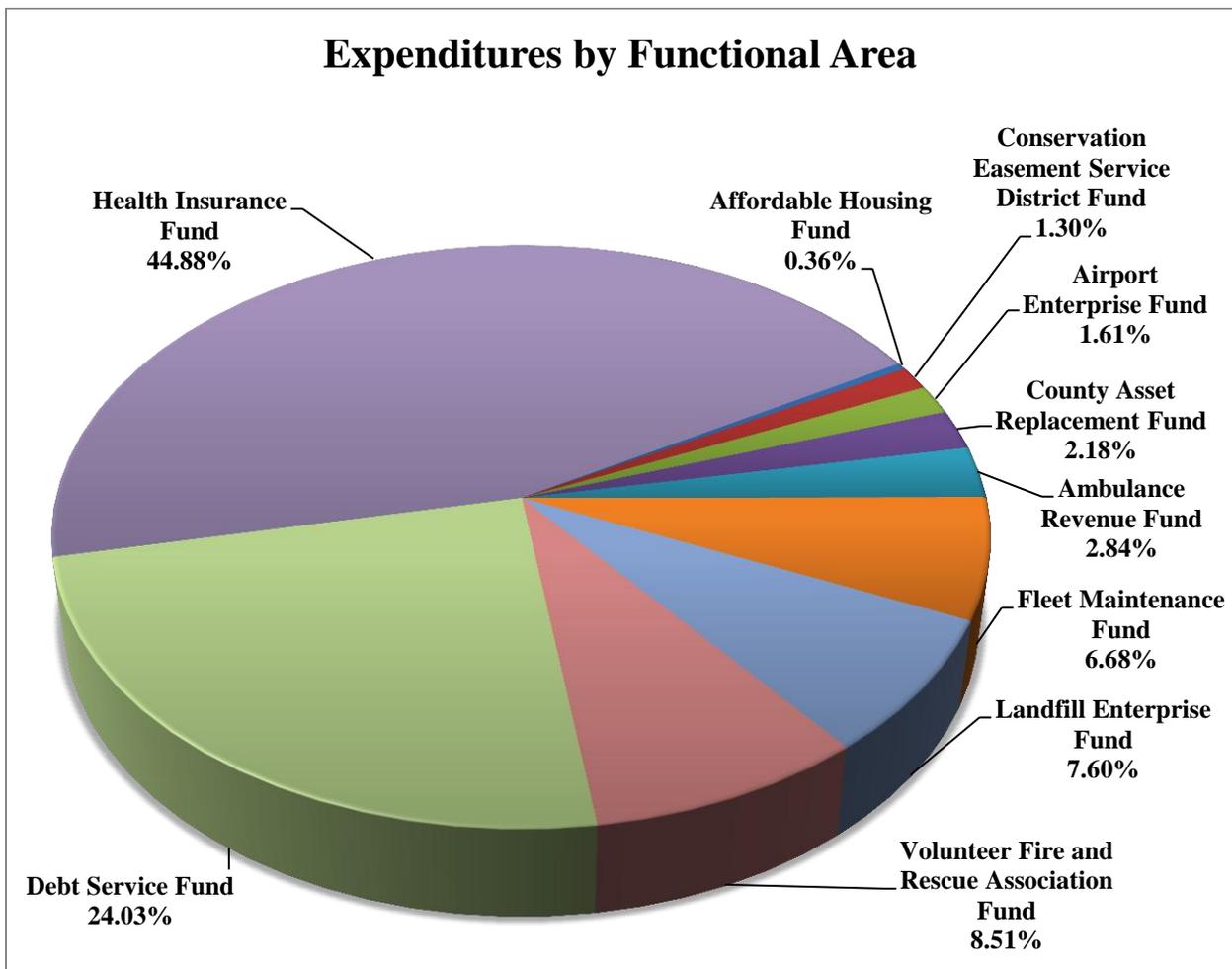
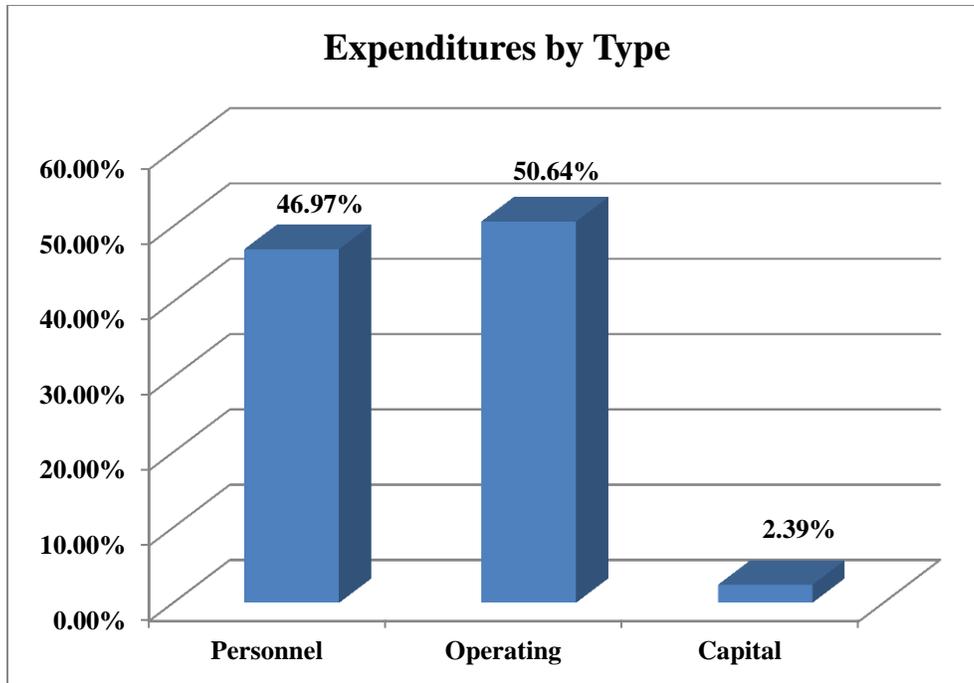
Other Funds

Affordable Housing Fund	\$203,632
Airport Enterprise Fund	898,209
Ambulance Revenue Fund	1,588,928
Conservation Easement Service District Fund	729,673
County Asset Replacement Fund	1,222,000
Debt Service Fund	13,446,721
Fleet Maintenance Fund	3,739,666
Health Insurance Fund	25,111,020
Landfill Enterprise Fund	4,250,014
<u>Volunteer Fire and Rescue Association Fund</u>	<u>4,760,576</u>
Total	\$55,950,439



**New Baltimore Volunteer Fire and Rescue Company Station
New Baltimore, Virginia**

Other Funds



Affordable Housing Fund

ORGANIZATIONAL PURPOSE:

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

GOALS:

- Complete the Neighborhood Stabilization Program (NSP) using grant funds awarded for that purpose, ensuring compliance with grant requirements.
- Provide limited financial support to local non-profit agencies benefitting low- to moderate-income families requiring housing assistance.
- Review land use and zoning policies to encourage a variety of housing types.

KEY PROJECTS FOR FY 2013:

- Rehabilitate and sell housing, purchased with NSP funds, to qualifying buyers.

BUDGET SUMMARY:

	FY 2010 Actual	FY 2011 Actual	FY 2012 Adopted	FY 2013 Adopted
Costs:				
Personnel	\$0	\$0	\$0	\$0
Operating	\$639,481	\$910,374	\$203,632	\$203,632
Capital	\$0	\$0	\$0	\$0
Total	\$639,481	\$910,374	\$203,632	\$203,632
Revenue	\$1,085,635 ¹	\$704,940	\$0	\$0
Net Local Revenue	(\$446,154)	\$205,432	\$203,632	\$203,632
Full-time Equivalents	0.00	0.00	0.00	0.00

¹The County was awarded a \$1.5 million Neighborhood Stabilization Grant by the Federal government subsequent to the adoption of the FY 2010 budget. \$1,085,635 of NSP reimbursable revenue was received in FY 2010 for home acquisitions. Revenues exceeded expenditures in FY 2010, as homes acquired through the NSP grant were carried on the balance sheet until the time of sale.

Affordable Housing Fund

Program 1: Contributions to Non-Profit Organizations

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

AGENCY	FY 2010 Adopted	FY 2011 Adopted	FY 2012 Adopted	FY 2013 Adopted
Community Touch	\$10,800	\$10,800	\$10,800	\$12,000
Fauquier Housing Corporation	\$58,500	\$58,500	\$58,500	\$55,300
Fauquier Family Shelter Services	\$98,132	\$98,132	\$98,132	\$100,132
Fauquier Habitat for Humanity	\$20,000	\$18,000	\$16,200 ¹	\$16,200

¹The FY 2012 contribution was reduced at the request of the organization.

Program 2: Neighborhood Stabilization Program

The County received a \$1.5 million Federal grant award in FY 2010 to implement the Neighborhood Stabilization Program (NSP). This funding allows the County to purchase residential properties that are foreclosed and vacant, and spend up to \$45,000 each to rehabilitate them to move-in condition over the life of the grant. Upon completion of rehabilitation, the properties are sold to qualified homebuyers, primarily low- to moderate-income families, to be used as their primary residences.

SERVICE VOLUME	FY 2010 Actual	FY 2011 Actual	FY 2012 Adopted	FY 2013 Adopted
Properties purchased	4	3	4	1
Properties rehabilitated	2	4	3	3

OBJECTIVE:

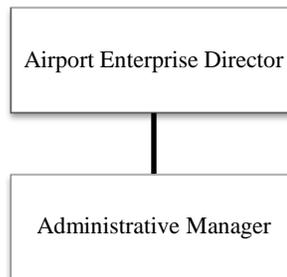
- Prevent deterioration and destabilization of neighborhoods experiencing high rates of foreclosure/vacancy by purchasing vacant/foreclosed residential properties, rehabilitating them to move-in condition, and selling them to qualified homebuyers for use as their primary residences.

OUTCOME MEASURES	FY 2010 Actual	FY 2011 Actual	FY 2012 Estimated	FY 2013 Goal
Rehabilitated properties sold	2	3	3	4
Compliance with grant terms	100%	100%	100%	100%

Airport Enterprise Fund

ORGANIZATIONAL PURPOSE:

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



GOALS:

- Monitor airport operations and provide oversight to insure compliance with all Federal, State, and local regulations.
- Review proposed capital projects and expenditures and recommend actions to the Board of Supervisors.
- Implement the recently updated 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 2013:

- Continue securing fuel accounts to increase revenues.
- Continue with maintenance projects.
- Begin implementation of capital projects per the new Master Plan.
- Enhance the airport's navigational aid capability to attract additional business jet usage.

Airport Enterprise Fund

BUDGET SUMMARY:

	FY 2010 Actual	FY 2011 Actual	FY 2012 Adopted	FY 2013 Adopted
Costs:				
Personnel	\$203,507	\$204,903	\$198,727	\$232,748
Operating	\$535,433	\$503,869	\$556,248	\$665,461
Capital	\$1,374,592	\$1,188,007	\$0	\$0
Total	\$2,113,532	\$1,896,779	\$754,975	\$898,209
Revenue	\$924,477	\$974,088	\$754,975	\$882,209
Net Local Revenue	\$59,586	\$14,015	\$0	\$16,000
Net Change in Fund Balance	(\$1,129,469)	(\$908,676)	\$0	\$0
Full-time Equivalents	2.00	2.00	2.00	2.00

BUDGET ANALYSIS:

The FY 2013 adopted budget for the Airport Enterprise Fund includes personnel expenditure increases due to rising benefits costs as well as the reclassification of the airport manager position to airport enterprise director. Additional revenue and increased expenditures are budgeted in FY 2013 due to elevated fuel 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 traffic and based aircraft, with an ensuing increase in fees and fuel sales.

SERVICE VOLUME	FY 2010 Actual	FY 2011 Actual	FY 2012 Adopted	FY 2013 Adopted
Based aircraft	160	161	175	180
Based turbine powered aircraft	1	1	2	2
Percentage of corporate-owned aircraft	10%	10%	25%	25%

Airport Enterprise Fund

OBJECTIVE:

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

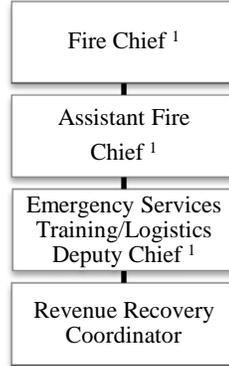
OUTCOME MEASURES	FY 2010 Actual	FY 2011 Actual	FY 2012 Estimated	FY 2013 Goal
Aviation businesses at the airport	4	4	5	5
Aircraft maintenance providers	3	3	3	3
Other aviation services providers	4	4	5	5
Fuel sales – 100LL – AvGas (gallons)	69,734	68,815	70,000	70,000
Fuel sales – Jet A (gallons)	24,800	20,904	21,000	21,000
Transient aircraft traffic increased ¹	N/A	N/A	N/A	3%

¹*New measure in FY 2013. Transient aircraft traffic has not been tracked in previous fiscal years; a baseline will be established based on traffic experienced during the last quarter of FY 2012.*

Ambulance Revenue Fund

ORGANIZATIONAL PURPOSE:

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



¹Positions funded in the General Fund Department of Fire, Rescue, and Emergency Management.

- Establish equitable ambulance user fees to offset continued increases in medical supplies and required staffing.

KEY PROJECTS FOR FY 2013:

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

BUDGET SUMMARY:

	FY 2010 Actual	FY 2011 Actual	FY 2012 Adopted	FY 2013 Adopted
Costs:				
Personnel	\$0	\$57,043	\$58,039	\$61,371
Operating	\$771,433	\$1,029,486	\$1,530,889	\$1,527,557
Capital	\$0	\$0	\$0	\$0
Total	\$771,433	\$1,086,529	\$1,588,928	\$1,588,928
Revenue	\$1,098,613	\$1,074,247	\$1,588,928	\$1,588,928
Net Local Revenue	\$0	\$0	\$0	\$0
Net Change in Fund Balance	\$327,180	(\$12,282)	\$0	\$0
Full-time Equivalents	0.00	1.00	1.00	1.00

Ambulance Revenue Fund

BUDGET ANALYSIS:

The FY 2013 adopted budget for the Ambulance Revenue Fund includes personnel expenditure increases due to rising benefits costs. Operational expenditures support career and volunteer emergency medical services.

Program 1: Ambulance Billing

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. The continued success of the program has allowed 24/7 units to be maintained in the North, Central, and Southern parts of the County.

SERVICE VOLUME	FY 2010 Actual	FY 2011 Actual	FY 2012 Adopted	FY 2013 Adopted
EMS Transports	3,890	3,836	3,907	3,907
EMS Transport Miles	23,500	33,434	24,000	30,000
ALS / BLS transports ¹	30% / 70%	69% / 31%	71% / 29%	71% / 29%

¹The methodology for calculating percentage of ALS / BLS transports was corrected in FY 2011.

OBJECTIVES:

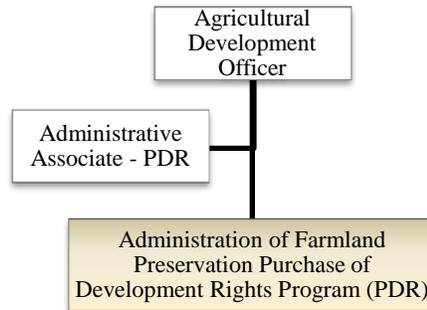
- Improve collection rates.

OUTCOME MEASURES	FY 2010 Actual	FY 2011 Actual	FY 2012 Estimated	FY 2013 Goal
Collection rate of collectible amount	75%	75%	80%	80%
Electronic billing implemented	70%	100%	100%	100%

Conservation Easement Service District Fund

ORGANIZATIONAL PURPOSE:

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



GOALS:

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

KEY PROJECTS FOR FY 2013:

- Pursue increased funding from grants and other non-County sources for easement purchases.
- As directed by the Board of Supervisors, accept and process applications from qualified landowners.
- Educate landowners/applicants about the PDR program and its possible tax benefits through educational workshops and individual meetings.
- Explore applicability of specific grant programs for conservation easement funding – United States Department of Agriculture, Virginia Department of Agriculture and Consumer Services, Virginia Department of Conservation and Recreation, and Marine Corps Base Quantico.
- Prepare and submit grant applications for PDR funding.
- Manage grant awards.
- Monitor Virginia General Assembly activity on PDR funding; attend meetings and provide information when appropriate.
- Prepare annual summary of PDR program activity.

Conservation Easement Service District Fund

BUDGET SUMMARY:

	FY 2010 Actual	FY 2011 Actual	FY 2012 Adopted	FY 2013 Adopted
Costs:				
Personnel	\$121,772	\$94,746	\$121,233	\$126,457
Operating	\$846,003	\$1,467,877	\$507,191	\$603,216
Capital	\$0	\$0	\$0	\$0
Total	\$967,775	\$1,562,623	\$628,424	\$729,673
Revenue	\$367,965	\$430,415	\$40,000	\$126,500
Net Local Revenue	\$624,474	\$603,997	\$588,424	\$603,173
Net Change in Fund Balance	\$24,664	(\$528,211)	\$0	\$0
Full-time Equivalents	2.00¹	2.00¹	2.00¹	2.00¹

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

BUDGET ANALYSIS:

The County's Purchase of Development Rights Program is funded by a special real estate tax levy. The rate of \$0.006 is anticipated to generate \$603,173 in FY 2013. In addition, grant awards are anticipated to generate \$125,000. The FY 2013 adopted budget includes personnel expenditure increases due to rising benefits costs.

Program 1: Purchase of Development Rights (PDR) Program

The PDR program is a voluntary program for farm owners who wish to protect their lands from non-agricultural uses through the purchase of perpetual conservation easements. The Agricultural Development Department administers this program for the County.

SERVICE VOLUME	FY 2010 Actual	FY 2011 Actual	FY 2012 Adopted	FY 2013 Adopted
PDR applications distributed and received	15	20	20	20
Approved PDR applications	6	5	5	5
Landowners & advisors assisted with PDR and land conservation	22	22	23	24

Conservation Easement Service District Fund

OBJECTIVE:

- Promote the PDR program through educational efforts.

OUTCOME MEASURES	FY 2010 Actual	FY 2011 Actual	FY 2012 Estimated	FY 2013 Goal
Landowners provided with PDR info	22	22	22	23
Workshops held for landowners	2	1	1	1
Landowners' advisors provided with PDR/Easement info	18	16	16	16
Value of PDR Purchases	\$830,000	\$1,100,000	\$800,000	\$800,000
Total acres protected in PDR and donated easements (cumulative)	9,000	10,860	11,500	12,000

County Asset Replacement Fund

BACKGROUND:

The County Asset Replacement Fund was established by the Board of Supervisors for the FY 2011 budget. 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 various grants.

Beginning with the FY 2012 budget process, departments were requested to submit a six-year plan for the County Asset Replacement Fund. Asset replacement submissions for the six-year planning period, covering FY 2013 through FY 2018, totaled \$10,900,374, of which \$1,562,675 was requested in FY 2013. After a review of the requests based on priority, need, and available funding; the adopted Asset Replacement Program totals \$8,549,500 over the six-year planning period.

The FY 2013 adopted County Asset Replacement Fund budget totals \$1,222,000, to be funded by a \$1,187,000 transfer from the General Fund and \$35,000 in anticipated revenue from a surcharge on recordations which is legally restricted to the ongoing maintenance of court-related facilities.

Fiscal Year 2013 Adopted County Asset Replacement Plan

Department/Project	Expenditures	Revenue	Net Local Revenue
General Services/Major Systems Replacement	200,000	0	200,000
General Services/Courthouse Maintenance	35,000	35,000	0
Information Technology/Technology Review Board	200,000	0	200,000
Information Technology/Server and Switch Replacement	71,000	0	71,000
Parks & Recreation/Small Projects Fund	200,000	0	200,000
Sheriff's Office/Vehicle Replacement	387,000	0	387,000
Sheriff's Office/Vehicle Additions	129,000	0	129,000
Asset Replacement Fund Total:	\$1,222,000	\$35,000	\$1,187,000

County Asset Replacement Fund

Fiscal Year 2013 – 2018 Adopted County Asset Replacement Plan

Department/Project	FY 2013	FY 2014	FY 2015	FY 2016	FY 2017	FY 2018
<u>General Services</u>						
County Vehicle Replacement	\$0	\$100,000	\$100,000	\$100,000	\$100,000	\$100,000
Major Systems Replacement	200,000	420,000	290,500	247,000	230,000	241,000
Courthouse Maintenance	35,000	35,000	35,000	35,000	35,000	35,000
<u>Information Technology</u>						
Technology Review Board	200,000	200,000	200,000	200,000	200,000	200,000
Server and Switch Replacement	71,000	111,000	115,000	153,000	175,000	135,000
<u>Parks & Recreation</u>						
Small Projects Fund	200,000	200,000	200,000	200,000	200,000	200,000
<u>Sheriff's Office</u>						
Vehicle Replacement	387,000	387,000	387,000	387,000	387,000	387,000
Vehicle Additions	129,000	0	0	0	0	0
<u>DFREM/VFRA</u>						
SCBA Replacement	0	0	0	0	300,000	300,000
Total	\$1,222,000	\$1,453,000	\$1,327,500	\$1,322,000	\$1,627,000	\$1,598,000

Debt Service Fund

BACKGROUND:

While the County has no statutory limit, or “legal debt margin”, on the amount of debt it can issue, the Board of Supervisors has adopted financial policies that limit the amount of annual debt service payments to no more than 10% of appropriated County revenue. These policies also serve as a guide for a schedule of debt funded projects in the Capital Improvements Program. FY 2013 debt service payments are estimated to represent 8.8% of anticipated revenue.

Debt is considered tax supported if general tax revenues are used or if the County has made a pledge of annual appropriation to repay the debt. This debt includes general obligation debt, Virginia Public School Authority (VPSA) Bonds, and capital leases.

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

The Debt Service Fund was established by the Board of Supervisors during the FY 2011 budget process as the repository of funding for principal and interest costs on outstanding debt. FY 2013 proposed 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 2013, and certain costs of issuance incurred on that debt.

FY 2013 Adopted Debt Service Summary

Fund/Description	Principal	Interest	Total
Debt Service Fund			
<u>County Government</u>			
Emergency Radio System	\$560,000	\$117,887	\$677,887
Bealeton Library	110,681	2,761	113,442
New Baltimore Sewer Project	170,000	78,375	248,375
Self-Contained Breathing Apparatus	301,000	27,744	328,744
<u>Vint Hill Sewer Expansion</u>	<u>190,000</u>	<u>246,838</u>	<u>436,838</u>
Sub-total County Government:	\$1,331,681	\$473,605	\$1,805,286
<u>School Division</u>			
VA Public School Authority Bonds	\$5,495,000	\$2,932,787	\$8,427,787
General Obligation Bonds	2,000,000	1,206,798	3,206,798
<u>Trustee Fees</u>	<u>---</u>	<u>---</u>	<u>6,850</u>
Sub-total School Division:	\$7,495,000	\$4,139,585	\$11,641,435
Total Debt Service Fund:	\$8,826,681	\$4,613,190	\$13,446,721
Volunteer Fire & Rescue Association Fund			
<u>Fire Station Renovations</u>	<u>\$218,726</u>	<u>\$718,732</u>	<u>\$937,458</u>
Total Vol. Fire & Rescue Fund:	\$218,726	\$718,732	\$937,458
Landfill Enterprise Fund			
<u>Cell I Expansion/Leachate Treatment System</u>	<u>\$0</u>	<u>\$227,000</u>	<u>\$227,000</u>
Total Landfill Enterprise Fund:	\$0	\$227,000	\$227,000
Total Projected Debt Service:	\$9,045,407	\$5,558,922	\$14,611,179

Debt Service Fund

In addition to the Debt Service Fund, debt funded projects associated with the Volunteer Fire and Rescue Association and County Landfill are budgeted within their respective funds. The debt funded renovation of the County's volunteer fire and rescue stations are supported by the Volunteer Fire and Rescue Levy and assigned to the Volunteer Fire and Rescue Association Fund. In addition, the expansion of landfill cells and construction of a leachate treatment system is supported by the Landfill Enterprise Fund and has no impact on the County's debt ratio.

FY 2013-2018 Proposed Capital Improvement Program

As part of the budget process, the Board of Supervisors adopted a six-year capital improvement program that would require \$55.53 million in additional debt issuance through FY 2018. During the Board's consideration of the CIP, emphasis was placed on limiting the amount of additional debt to be issued over the course of the CIP. The adopted CIP includes funding for the School Division, Parks, Recreation and Library facilities, convenience sites, public safety facilities and systems.

Description	FY 2013	FY 2014	FY 2015	FY 2016	FY 2017	FY 2018
Projected Debt Service						
Outstanding Debt	\$117,517,491	\$119,847,852	\$122,847,935	\$119,687,361	\$131,784,734	\$137,327,646
Additional Debt	<u>11,300,000</u>	<u>11,800,000</u>	<u>5,700,000</u>	<u>21,600,000</u>	<u>14,330,000</u>	<u>9,100,000</u>
Total Projected Debt:	\$128,817,491	\$131,647,852	\$128,547,935	\$141,287,361	\$146,114,734	\$146,427,646
Projected Debt Service						
County/Schools	\$13,439,871	\$13,781,287	\$12,906,965	\$13,232,183	\$14,060,791	\$14,084,409
Fire & Rescue	<u>937,458</u>	<u>937,458</u>	<u>1,081,458</u>	<u>1,317,858</u>	<u>1,310,658</u>	<u>1,442,358</u>
Total Projected Debt Svc	\$14,377,329	\$14,718,745	\$13,988,423	\$14,550,041	\$15,371,449	\$15,526,767
Revenue Estimates						
General Fund	\$155,559,240	\$158,670,425	\$163,430,538	\$166,699,148	\$170,033,131	\$173,433,794
Other Funds	<u>7,079,177</u>	<u>7,220,761</u>	<u>7,437,383</u>	<u>7,586,131</u>	<u>7,737,854</u>	<u>7,892,611</u>
Total Revenue Estimate	\$162,638,417	\$165,891,185	\$170,867,921	\$174,285,279	\$177,770,985	\$181,326,405
Rev. Chg. from Prev. Year (%)	1.7%	2.0%	3.0%	2.0%	2.0%	2.0%
Debt Svc % of Projected Revenue	8.8%	8.9%	8.2%	8.3%	8.6%	8.6%
Debt Svc % of FY 2012 Revenue	9.0%	9.2%	8.7%	9.1%	9.6%	9.7%

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

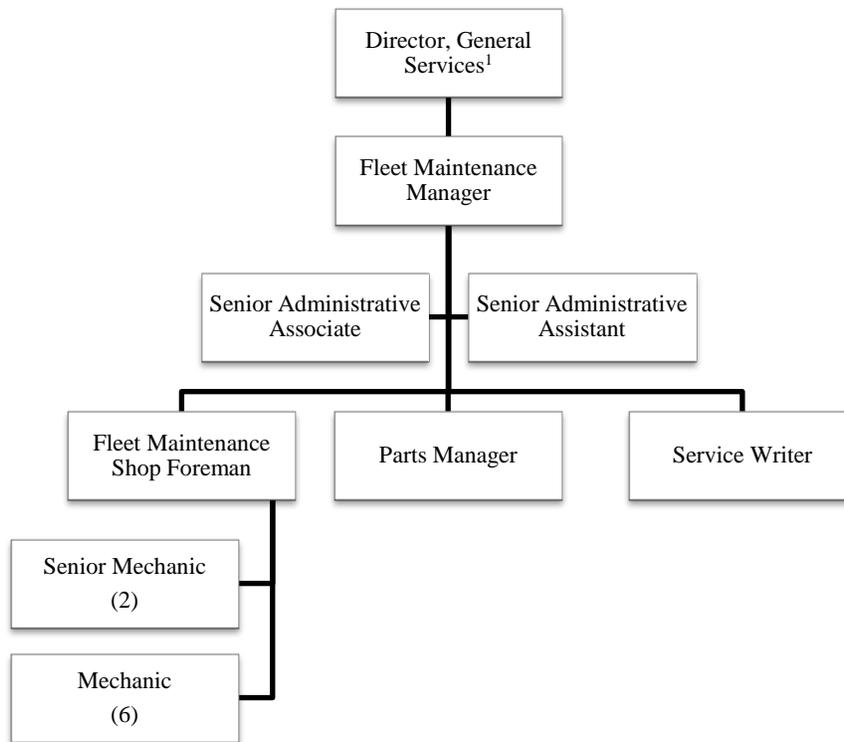
FY 2013 Debt Service Fund Statement

Description	Principal	Interest	Total
<u>Revenue:</u>			
Transfer from General Fund			\$12,996,945
<u>Prior Years' Fund Balance</u>			<u>449,776</u>
Total Revenues:			\$13,446,721
<u>Expenditures:</u>			
County Government			
Emergency Radio System	\$560,000	\$117,887	\$677,887
Bealeton Library	110,681	2,761	113,442
New Baltimore Sewer Project	170,000	78,375	248,375
Self-Contained Breathing Apparatus	301,000	27,744	328,744
<u>Vint Hill Sewer Expansion</u>	<u>190,000</u>	<u>246,838</u>	<u>436,838</u>
Subtotal County Government:	\$1,331,681	\$473,605	\$1,805,286
School Division			
1996A Pierce, Coleman, FHS VPSA-19	\$450,000	\$105,806	\$555,806
1997B Cedar Lee MS VPSA	175,000	50,050	225,050
1999A Brumfield ES VPSA	175,000	79,297	254,297
2000A Marshall MS VPSA	230,000	98,430	328,430
2001C Auburn MS VPSA	320,000	148,640	468,640
2001 Liberty HS GO Bond	795,000	54,227	849,227
2003A Auburn/Thompson VPSA	580,000	340,170	920,170
2004A Liberty HS HVAC VPSA	185,000	111,694	296,694
2005D Liberty/Thompson/Cedar Lee VPSA	580,000	384,733	964,733
2006 Kettle Run G.O. Bond	2,000,000	791,250	2,791,250
2007A Kettle Run/Greenville VPSA	1,705,000	1,333,740	3,038,740
2011 Fauquier HS VPSA QSCB	300,000	0	300,000
2012 Kettle Run G.O. Bond	0	415,548	415,548
2012 Fauquier HS VPSA	0	226,000	226,000
<u>Trustee Fees</u>	<u>----</u>	<u>----</u>	<u>6,850</u>
Subtotal School Division:	\$7,495,000	\$4,139,585	\$11,641,435
Total Expenditures:	\$8,826,681	\$4,613,190	\$13,446,721

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.



¹This position is funded in the General Fund General Services department.

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.

Fleet Maintenance Fund

KEY PROJECTS FOR FY 2013:

- Develop standards and measures that will enable Fleet Maintenance to provide competent and predictable service delivery.
- Upgrade internal automation systems to measure delivery and quality of service outcomes.
- When available from the Virginia Division of Motor Vehicles (DMV), install the DMV titling/licensing program, and train staff to process and license vehicles in-house.
- Develop a fleet replacement program for all County and School Division vehicles.
- Continue to implement improvements to inventory management and accountability as recommended by financial auditors.
- Identify and implement training needed to address and resolve service delivery deficiencies.
- Develop career ladder and associated training program for staff development through ASE certifications.
- Continue training and recertification for State Inspection Certification for Mechanics.
- Provide training for repair and maintenance of new vehicles and engine technology.
- Develop a risk recovery fund for repair of damaged/wrecked vehicles.
- Continue cardiopulmonary resuscitation (CPR)/automated external defibrillator training for all Fleet Maintenance employees.
- Monitor emissions requirements as they proceed through the legislative process.

BUDGET SUMMARY:

	FY 2010 Actual	FY 2011 Actual	FY 2012 Adopted	FY 2013 Adopted
Costs:				
Personnel	\$821,450	\$782,542	\$868,327	\$918,374
Operating	\$2,086,221	\$2,404,674	\$2,409,524	\$2,795,193
Capital	\$14,099	\$10,643	\$26,099	\$26,099
Total	\$2,921,770	\$3,197,859	\$3,303,950	\$3,739,666
Revenue	\$3,012,957	\$3,303,574	\$3,303,950	\$3,739,666
Net Retained Earnings	(\$91,187)	(\$105,715)	\$0	\$0
Full-time Equivalents	14.00	14.00	14.00	14.00

BUDGET ANALYSIS:

The FY 2013 adopted budget for Fleet Maintenance includes personnel expenditure increases due to rising benefits costs and for temporary salaries. Also included are additional operating expenditures due to the anticipated increases in diesel and gasoline fuel costs.

Fleet Maintenance Fund

SERVICE VOLUME	FY 2010 Actual	FY 2011 Actual	FY 2012 Adopted	FY 2013 Adopted
County and School customers	42	46	46	46
External customers	22	26	26	26
Vehicles/small engines repaired	5,300	5,016	5,016	5,016

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.

OUTCOME MEASURES	FY 2010 Actual	FY 2011 Actual	FY 2012 Estimated	FY 2013 Goal
Meet goals of the Unified Services Agreement	95-97%	95-97%	96%	96%
Fleet's service abilities reflected in new vehicle specifications	90%	90%	90%	90%
Implement DMV's titling/licensing program	95%	50% ¹	100%	N/A
Develop and implement career ladder based on Automotive Service Excellence (ASE) certifications.	10%	20%	20%	20%
Vehicle downtime – less than 1 day	92.0%	92.0%	92.0%	92.0%

¹Fleet Maintenance was 95% prepared to implement DMV's GATOR titling/licensing program prior to FY 2011, however, the Commonwealth of Virginia did not release it for use by localities. The upgraded version, EZ Fleet System, was released by DMV near the end of FY 2011.

Health Insurance Fund

ORGANIZATIONAL PURPOSE:

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

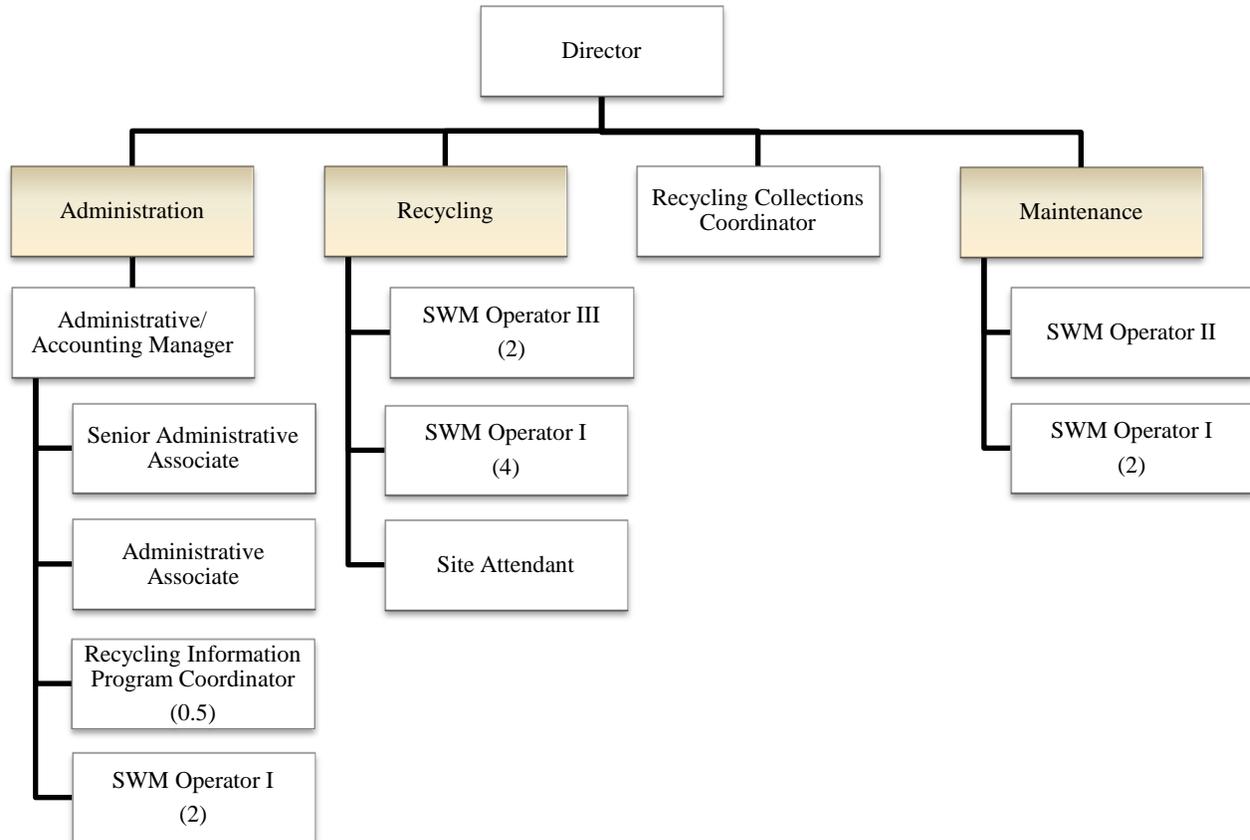
BUDGET SUMMARY:

	FY 2010 Actual	FY 2011 Actual	FY 2012 Adopted	FY 2013 Adopted
Costs:				
Personnel	\$17,648,513	\$19,805,001	\$20,214,000	\$23,522,055
Operating	\$595,528	\$574,949	\$1,606,000	\$1,588,965
Capital	\$0	\$0	\$0	\$0
Total	\$18,244,041	\$20,379,950	\$21,820,000	\$25,111,020
Revenue	\$18,635,116	\$19,162,104	\$20,837,809	24,111,020
Use of Fund Balance	(\$391,075)	\$1,217,846	\$982,191	\$1,000,000
Full-time Equivalents	0.00	0.00	0.00	0.00

Landfill Enterprise Fund

ORGANIZATIONAL PURPOSE:

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



GOALS:

- Maintain a high level of customer service and access to services.
- Maximize landfill diversion activities through education, source reduction, reuse, and recycling programs.
- Maintain efficient operations through 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 2013:

- Complete Cell I Construction, initiated in FY 2012.
- Replace aging vehicles and equipment.

Landfill Enterprise Fund

BUDGET SUMMARY:

	FY 2010 Actual	FY 2011 Actual	FY 2012 Adopted	FY 2013 Adopted
Costs:				
Personnel	\$1,167,230	\$1,199,502	\$1,286,047	\$1,336,499
Operating	\$2,673,976	\$2,614,423	\$2,648,863	\$2,823,515
Capital	\$1,346,209	\$1,295,751	\$269,090	\$90,000
Total	\$5,187,415	\$5,109,676	\$4,204,000	\$4,250,014
Revenue	\$4,677,819	\$4,202,947	\$4,204,000	\$4,250,014
Net Local Revenue	\$8,419	\$0	\$0	\$0
Net Change in Fund Balance	(\$501,177)	(\$906,729)	\$0	\$0
Full-time Equivalents	17.50	16.50	17.50	17.50

BUDGET ANALYSIS:

The FY 2013 adopted budget for the Landfill Enterprise Fund includes personnel expenditure increases due to rising benefits costs. Other operating expenditure increases include the purchase of heavy equipment to perform recycling operations formerly conducted by a contractor and replacement of the scale house at the Landfill.

The adopted budget also includes projected debt service for the construction of Cell I expansion and a leachate treatment system. Debt for the two projects, which are estimated to cost \$7.3 million combined, is scheduled to be issued in mid-FY 2012, and will constitute the initial phase of a landfill expansion program culminating with the construction of a new cell in FY 2018.

Program 1: Landfill Operations

The landfill operating budget includes landfill development and operations, methane-to-electricity, leachate management, environmental monitoring, storm-water management, maintenance & repair, and numerous other services. Municipal Solid Waste (MSW) Landfill Permit #575 has 7-9 years of permitted space remaining. With the construction of the Construction and Demolition Debris (C&D) recycling facility, the department has dramatically increased recycling rates and landfill diversion activities.

Landfill Enterprise Fund

SERVICE VOLUME ¹	FY 2010 Actual	FY 2011 Actual	FY 2012 Adopted	FY 2013 Adopted
Landfilled + recycled	81,533	73,724	73,500	72,500
MSW landfilled	52,806	43,977	53,000	45,000
C&D landfilled (residuals)	10,391	9,477	6,350	8,500
Tons recycled - total	18,337	20,270	14,150	19,000
Public presentations (youth & adult)	98	68	80	70
Cubic yards of landfill space used	105,328	89,090	98,917	89,167

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

OBJECTIVE:

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

OUTCOME MEASURES	FY 2010 Actual	FY 2011 Actual	FY 2012 Estimated	FY 2013 Goal
MSW landfill tons to total MSW	86.9%	83.6%	86.9%	84.9%
MSW recycled tons to total MSW	13.1%	16.4%	13.1%	15.1%

Program 2: Recycling Processing

Textiles, shoes, belts, plastics, and paper are sorted and baled through the recycling processing operation. Markets for recyclable materials have remained volatile due to economic conditions; this may impact future collection and processing.

SERVICE VOLUME	FY 2010 Actual	FY 2011 Actual	FY 2012 Adopted	FY 2013 Adopted
Textiles processed & recycled	133	130	180	135
Truck loads – textiles	7	7	9	7
Plastic processed & recycled	207	189	250	210
Truck loads – plastics	22	17	31	18
Cardboard processed & recycled	376	364	500	380
Truck loads – cardboard	17	17	21	18
Mixed paper processed & recycled	770	767	770	780
Truck loads – mixed paper	36	36	36	36

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

Landfill Enterprise Fund

OBJECTIVE:

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

OUTCOME MEASURES	FY 2010 Actual	FY 2011 Actual	FY 2012 Estimated	FY 2013 Goal
Pounds processed/total operating hours:				
Textiles	165	161	223	167
Plastic	256	233	309	260
Cardboard	465	451	619	470
Mixed paper	953	949	953	965
Maximize loads:				
Textiles	38,023	37,131	40,000	38,500
Plastic	18,779	22,193	16,129	23,300
Cardboard	44,199	42,881	47,619	42,200
Mixed Paper	42,779	42,621	42,800	43,300

Program 3: Construction & Demolition Debris Recycling

Construction & Demolition Debris (C&D) Tonnage and recycling markets have been unstable since mid-FY 2009. This instability has impacted collection and processing during fiscal years 2010 and 2011, and may continue through FY 2012.

SERVICE VOLUME	FY 2010 Actual	FY 2011 Actual	FY 2012 Adopted	FY 2013 Adopted
Incoming C&D Tons	18,439	16,490	12,500	16,500
Reuse/Recycled C&D Tons	8,048	7,013	6,150	7,500
Total Incoming Inert Material	2,325	4,224	3,100	4,000

OBJECTIVE:

- Maximize the recycling rate to divert materials from going into the landfill.

OUTCOME MEASURES	FY 2010 Actual	FY 2011 Actual	FY 2012 Estimated	FY 2013 Goal
C&D recycled tons to total incoming mixed C&D tons	44%	43%	49%	45%
C&D recycled tons to total incoming C&D tons (mixed + inert)	50%	54%	54%	56%

Volunteer Fire and Rescue Association Fund

ORGANIZATIONAL PURPOSE:

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

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

GOALS:

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

KEY PROJECTS FOR FY 2013:

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

Volunteer Fire and Rescue Association Fund

BUDGET SUMMARY:

	FY 2010 Actual	FY 2011 Actual	FY 2012 Adopted	FY 2013 Adopted
Costs:				
Personnel	\$80,070	\$78,761	\$80,922	\$80,922
Operating	\$4,194,798	\$4,470,228	\$3,188,093	\$3,256,441
Capital	\$0	\$0	\$0	\$0
Transfers ¹	\$151,023	\$151,983	\$1,945,023	\$1,423,213
Total	\$4,425,891	\$4,700,972	\$5,214,038	\$4,760,576
Revenue	\$219,794	\$648,689	\$201,658	\$215,084
Net Local Revenue	\$4,469,560	\$4,519,014	\$4,487,380	\$4,545,492
Net Change in Fund Balance	\$263,463	\$466,731	(\$525,000)²	\$0
Full-time Equivalents	0.00	0.00	0.00	0.00

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

²The FY 2012 adopted budget for the VFRA fund includes a one-time use of fund balance of \$525,000 to fund 25% of the cost of the self-contained breathing apparatus replacement budgeted in the County Asset Replacement Fund.

BUDGET ANALYSIS:

The Volunteer Fire and Rescue Association Fund is supported by a special real estate tax levy. The rate of \$0.045 is anticipated to generate \$4,545,492 in FY 2013. The adopted budget also reflects anticipated revenue increases from the State's Fire and Four for Life programs.

Program 1: Volunteer Fire & Rescue Association

The Volunteer Fire & Rescue Association (VFRA) receives funding from a special real estate tax levy of 4.5¢. This levy provides funding for the association as a whole, for shared equipment and services, and for each of the eleven volunteer fire and/or rescue companies in the County. This levy provides funds for capital equipment purchases, infrastructure improvements, and operating expenses, as well as insurance (vehicle, property, casualty, accident and disability) and maintenance contracts which benefit all member companies. The annual funding level for each of the member companies, based on a formula established in FY 2003, is determined by the tax revenues from each response district, with a minimum of \$75,000 and maximum of \$150,000 per company. In CY 2011, the volunteer fire/rescue companies responded to a total of 15,022 calls for service.

Volunteer Fire and Rescue Association Fund

	Warrenton	Remington	Marshall	The Plains	Upperville	Cedar Run /Catlett	Goldvein	New Baltimore	Orlean	Lois
Co.	1&6	2&14	3&9	4	5	7&12	8	10	11	13
Fire	1,346	609	599	433	201	527	226	553	208	289
EMS	3,393	1,406	570	570	198	784	547	934	310	N/A
Total	4,739	2,015	1,438	1,003	399	1,311	773	1,487	518	289

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

- **EMS Committee:** Advanced Life Support (ALS) training and education funds are disbursed through this committee, providing funding for volunteers to train for the National Registry certifications for EMS as adopted by the State. This committee also:
 - Acquires narcotics control boxes and medication bags for the fleet of ambulances and response units.
 - Stipulates service needs of contract with regional Rappahannock EMS (REMS) Council.
 - Represents the VFRA on the REMS Council.
 - Provides oversight of Advanced Life Support programs and Standard Operating Procedures.
 - Develops policies/procedures, working with the Virginia Office of Emergency Medical Services.

- **Technical Support/Special Operations Committee:** This committee oversees hazardous materials response functions, including training at basic, operations, and technician levels, required for participation as an EMT/Firefighter, defensive tactical operations, and offensive operations, respectively. Each of these levels of training requires specific curriculum based on Federal laws. The Special Ops Committee manages swift-water, dive rescue, and boat operations, the all-terrain vehicles stationed at The Plains, Remington, and Warrenton Companies, and ropes and trench operations. Under Technical support, two other subgroups have been created. They are Fire Operations Group (FOG) and Battalion Chief/Command Programs.
 - **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.

Volunteer Fire and Rescue Association Fund

- **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.
- **Public Education Committee:** This committee maintains the trailer, including equipment and supplies, necessary to operate the Children's Fire Safety House and the new children's safety program. The trailer is available to all fire and rescue companies and interested groups throughout the County. The new program includes coloring books, pencils, and other promotional materials related to fire safety for children.
- **Training Committee:** This committee oversees and funds all training, except activities related to Advanced Life Support (addressed under EMS Committee, above). All entry level, management level, and special seminar training is reviewed and authorized by this committee. The trailer is used at special events and during Fire Prevention Week, as described in Public Education Committee above. The committee's activities are funded by part-time, temporary instructors.
- **Technical Equipment/Logistics Committee:** Life safety issues such as maintenance and repair of self-contained breathing apparatus (SCBA), cascade systems, compressors and gas meters are handled by this committee. 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 by this committee.

Volunteer Fire and Rescue Association Fund

SERVICE VOLUME	FY 2010 Actual	FY 2011 Actual	FY 2012 Adopted	FY 2013 Adopted
EMS Committee				
Defibrillators maintained annually	32	32	32	32
Hazmat units, Fire Safety Trailer, vehicles, etc., maintained	3	3	3	3
Technical Support/Special Operations Committee				
Awareness Training students	80	80	80	80
Operations Training students	40	40	40	40
Technician Training students	20	20	20	20
Detection and monitoring equipment maintained	30	30	30	30
Training Committee				
Firefighter I & II training (students / hours)	40 / 5,000	40 / 5,000	40 / 5,000	40 / 5,000
EMT Basic Training (students / hours)	40 / 5,000	40 / 5,000	40 / 5,000	40 / 5,000
Fire Instructor Class students	20	20	20	20
Emergency Vehicle Operator students	60	60	60	60
Pump Operator students	20	20	20	20
Public Safety Committee				
Smokehouse education events	4	4	6	6
Community events (fair, etc.)	5	5	5	5
Logistics Committee				
SCBA equipment maintained	247	250	250	250
800 MHz Radio / 400 MHz pager equipment maintained	916	945	945	945

OBJECTIVES FOR FIRE & RESCUE:

- 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.