

Other Funds

Affordable Housing Fund	\$203,632
Airport Enterprise Funds	754,975
Ambulance Billing Fund	1,588,928
Conservation Easement Service District Fund	628,424
County Asset Replacement Fund	31,640,000
Debt Service Fund	13,938,615
Fleet Maintenance Fund	3,303,950
Health Insurance Fund	21,820,000
Landfill Enterprise Fund	4,204,000
<u>Volunteer Fire & Rescue Association Fund</u>	<u>5,214,038</u>
Total	\$83,296,562



Germantown Lake
Fauquier County Parks and Recreation's C.M. Crockett Park

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 2012:

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

BUDGET SUMMARY:

	FY 2009 Actual	FY 2010 Actual	FY 2011 Adopted	FY 2012 Adopted
Costs:				
Personnel	\$0	\$0	\$0	\$0
Operating	\$291,660	\$639,480	\$205,432	\$203,632
Capital	\$0	\$0	\$0	\$0
Total	\$291,660	\$639,481	\$205,432	\$203,632
Revenue	\$25,000	\$1,085,635 ¹	\$0	\$0
Net Local Revenue	\$266,660	(\$446,155)	\$205,432	\$203,632
Full-time Equivalents	0.00	0.00	0.00	0.00

¹The County was awarded a \$1.5 million Neighborhood Stabilization Program (NSP) Grant by the Federal government subsequent to the adoption of the FY 2010 budget and carried over to the FY 2011 budget. \$1,085,635 of NSP reimbursable revenue was received in FY 2010 for home acquisitions. Revenues exceeded expenses in FY 2010, as homes acquired through the NSP grant are carried on the balance sheet until the time of sale.

BUDGET ANALYSIS:

Contributions to the affordable housing agencies were held to FY 2011 funding levels, with the exception of Fauquier Habitat for Humanity, whose contribution was reduced to the requested amount.

Affordable Housing Fund

Organization Name: Community Touch
FY 2011 Adopted: \$10,800
FY 2012 Adopted: \$10,800 (\$12,000 requested)

Description: Community Touch provides shelter and substance abuse services to the County's homeless population. The organization served approximately 2,800 residents in FY 2009 and 2010.

Organization Name: Fauquier Family Shelter Services
FY 2011 Adopted: \$98,132
FY 2012 Adopted: \$98,132 (\$109,035 requested)

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. Twenty-seven families (137 individuals) were sheltered and information/referrals were provided to 185 individuals in FY 2010.

Organization Name: Fauquier Habitat for Humanity
FY 2011 Adopted: \$18,000
FY 2012 Adopted: \$16,200 (\$16,200 requested)

Description: The Habitat for Humanity provides housing for low-income families and renovates existing stock to include indoor plumbing, heating and other basic amenities. The organization served 122 residents in 2010.

Organization Name: Fauquier Housing Corporation
FY 2011 Adopted: \$58,500
FY 2012 Adopted: \$58,500 (\$80,000 requested)

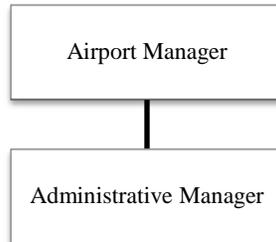
Description: Fauquier Housing Corporation is dedicated to providing affordable housing opportunities to County residents. The organization assisted 151 County households in 2009-2010 through the following programs:

- Affordable rental units (130 low income households);
- No interest loans for housing rehabilitation/replacements (4 households);
- New ramp lending program (8 households); and
- No interest loans for repair/weatherization (9 households).

Airport Enterprise Funds

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.
- Update the 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 2012:

- Continue securing fuel accounts to increase revenues.
- Continue with overdue maintenance projects
- Begin implementation of capital projects per the new Master Plan.

BUDGET SUMMARY:

	FY 2009 Actual	FY 2010 Actual	FY 2011 Adopted	FY 2012 Adopted
Costs:				
Personnel	\$204,932	\$203,507	\$191,360	\$198,727
Operating	\$438,091	\$535,433	\$488,642	\$556,248
Capital	\$1,206,559	\$1,374,592	\$0	\$0
Total	\$1,849,582	\$2,113,532	\$680,002	\$754,975
Revenue	\$1,827,993	\$2,053,946	\$664,002	\$664,002
Net Local Revenue	\$21,589	\$59,586	\$16,000	\$16,000
Full-time Equivalents	2.00	2.00	2.00	2.00

Airport Enterprise Funds

BUDGET ANALYSIS:

The FY 2012 adopted budget for the Airport Enterprise Fund includes increases to the department's contingency reserve, professional services, and merchandise for resale, based on increasing 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 2009 Actual	FY 2010 Actual	FY 2011 Adopted	FY 2012 Adopted
Based aircraft	151	160	170	175
Based turbine powered aircraft	1	1	6	6
Percentage of corporate-owned aircraft	10%	10%	25%	25%

OBJECTIVES:

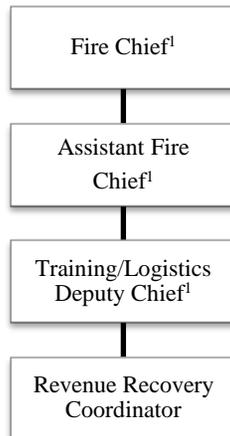
- Increase fuel sales by promoting use of airport by based aircraft, corporate jet based aircraft, and transient aircraft traffic.

OUTCOME MEASURES	FY 2009 Actual	FY 2010 Actual	FY 2011 Estimated	FY 2012 Goal
Aviation businesses at the Airport	4	4	5	5
Aircraft maintenance providers	3	3	3	3
Other aviation services providers	4	4	4	5
Fuel Sales – 100LL – AVGas (gallons)	66,000	69,734	66,000	70,000
Fuel Sales – Jet A (gallons)	21,000	24,800	21,000	25,000

Ambulance Billing Fund

ORGANIZATIONAL PURPOSE:

The Ambulance Billing 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 Department of Fire, Rescue, and Emergency Management.

KEY PROJECT FOR FY 2012:

- Retain personnel and maintain current levels of service.

BUDGET SUMMARY:

	FY 2009 Actual	FY 2010 Actual	FY 2011 Adopted	FY 2012 Adopted
Costs:				
Personnel	\$0	\$0	\$57,751	\$58,039
Operating	\$830,481	\$771,433	\$1,162,249	\$1,530,889
Capital	\$0	\$0	\$0	\$0
Total	\$830,481	\$686,662	\$1,220,000	\$1,588,928
Revenue	\$1,081,220	\$961,634	\$1,220,000	\$1,588,928
Net Local Revenue	(\$250,739)	(\$274,972)	\$0	\$0
Full-time Equivalents	0.00	0.00	1.00	1.00

Ambulance Billing Fund

BUDGET ANALYSIS:

The FY 2012 adopted budget for the Ambulance Billing Fund incorporates increased revenue estimates developed as part of a mid-FY 2011 initiative to fund additional career emergency medical services in the County. Ambulance billing revenue is anticipated to provide \$760,686 in support to the Department of Fire, Rescue and Emergency Management as part of this program. Additional information regarding emergency medical staffing may be found beginning on page F-3.

SERVICE VOLUME	FY 2009 Actual	FY 2010 Actual	FY 2011 Adopted	FY 2012 Adopted
EMS Transports ¹	3,543	3,890	3,907	3,907
EMS Transport Miles ¹	21,900	23,500	24,000	24,000

¹EMS Billing was implemented mid-FY 2009.

OBJECTIVE:

- Improve collection rate of collectible amount.

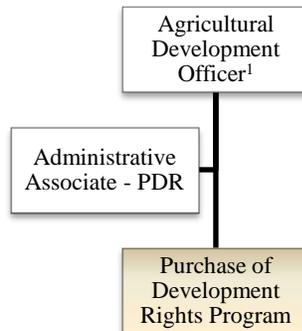
OUTCOME MEASURES	FY 2009 Actual	FY 2010 Actual	FY 2011 Estimated	FY 2012 Goal
Collection rate of collectible amount	56%	75%	75%	80%
Implement electronic billing	50% ¹	70%	100%	100%
Improve ALS/BLS ratio	30/70	30/70	40/60	40/60

¹EMS Billing was implemented mid- FY 2009.

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.



¹Partial funding (33%) for this position is included in the Agriculture Development budget.

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 easements purchases to the Board of Supervisors.
- Execute purchases and recordation in the County land records of completed conservation easement purchases.
- Monitor and enforce all conservation easements.
- Assist the County Attorney and landowners with specific conservation easement donations to the County.

KEY PROJECTS FOR FY 2012:

- 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 – USDA, Virginia Department of Agriculture & Consumer Services, Virginia Department of Conservation and Recreation, and Marine Corps Base Quantico.
- Prepare and submit grant applications for PDR funding.
- Manage grant awards.

Conservation Easement Service District Fund

- Monitor Virginia General Assembly activity on PDR funding; attend meetings and provide information when appropriate.
- Prepare annual summary of PDR Program activity.

BUDGET SUMMARY:

	FY 2009 Actual	FY 2010 Actual	FY 2011 Adopted	FY 2012 Adopted
Costs:				
Personnel	\$127,947	\$121,772	\$121,528	\$121,233
Operating	\$1,495,643	\$846,003	\$545,786	\$507,191
Capital	\$0	\$0	\$0	\$0
Total	\$1,623,590	\$967,775	\$667,314	\$628,424
Revenue	\$240,941	\$367,964	\$90,000	\$40,000
Net Local Revenue	\$1,382,649	\$599,811	\$577,314	\$588,424
Full-time Equivalents	1.00	2.00¹	2.00¹	2.00¹

¹Funding for one position is shared by Agriculture Development (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 0.6¢ is anticipated to generate \$588,424 of revenue in FY 2012.

Program 1: Purchase of Development Rights (PDR) Program

The PDR Program is a voluntary program for farmers 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 2009 Actual	FY 2010 Actual	FY 2011 Adopted	FY 2012 Adopted
PDR applications received	20	20	20	20
Approved PDR applications	10	6	7	5
Landowners assisted with PDR/land conservation	25	22	25	23

Conservation Easement Service District Fund

OBJECTIVE:

- Promote the PDR Program through education efforts.

OUTCOME MEASURES	FY 2009 Actual	FY 2010 Actual	FY 2011 Estimated	FY 2012 Goal
Landowners provided with PDR info	25	22	22	23
Workshops held for landowners	2	2	1	1
Landowners' attorneys and accountants provided with PDR info	18	18	16	16
Value of PDR Purchases	\$1,320,000	\$830,000	\$1,100,000	\$750,000
Acres Protected (cumulative)	5,392	6,513	7,860	9,000

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. During the County budget work sessions, the Board of Supervisors included the replacement of self-contained breathing apparatus (SCBA) for the fire and rescue system in FY 2012. The SCBA replacement project will be funded on a cost-share basis, 75% by debt issuance and 25% by a cash transfer from the VFRA fund. The adopted Asset Replacement Program totals \$9,110,000 over the six-year planning period.

The FY 2012 adopted County Asset Replacement Fund budget totals \$3,164,000, to be funded by a \$1,029,000 transfer from the General Fund, a \$525,000 transfer from the Volunteer Fire and Rescue Association Fund (VFRA), \$1,575,000 in debt issuance, and \$35,000 in anticipated revenue from a surcharge on recordations. The recordation surcharge is legally restricted to the ongoing maintenance of court-related facilities.

Department/Project	Expenditures	Revenue	Net Local Revenue
Fire & Rescue/Self-Contained Breathing Apparatus	\$2,100,000	\$2,100,000	\$0
General Services/Major Systems Replacement	260,000	0	260,000
General Services/Courthouse Maintenance	35,000	35,000	0
Information Technology/Technology Review Board	200,000	0	200,000
Parks & Recreation/Small Projects Fund	200,000	0	200,000
Sheriff/Vehicle Replacement	369,000	0	369,000
Asset Replacement Fund Total:	\$3,164,000	\$2,135,000	\$1,029,000

County Asset Replacement Fund

FY 2012-2017 Adopted County Asset Replacement Plan

Department/Project	FY 2012	FY 2013	FY 2014	FY 2015	FY 2016	FY 2017
<u>Fire, Rescue & Emergency Mgmt.</u>						
SCBA Replacement	\$2,100,000	\$0	\$0	\$0	\$0	\$300,000
<u>General Services</u>						
Major Systems Replacement	260,000	440,000	360,000	313,000	243,000	270,000
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
<u>Parks & Recreation</u>						
Small Projects Fund	200,000	200,000	200,000	200,000	200,000	200,000
<u>Sheriff</u>						
Vehicle Replacement	369,000	369,000	369,000	369,000	369,000	369,000
Total	\$3,164,000	\$1,244,000	\$1,164,000	\$1,117,000	\$1,047,000	\$1,374,000

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 2012 debt service payments are estimated to represent 9.2% 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 “AA2” from Moody’s Investor Service and “AA” from Standard and Poor’s Corporation and 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 2012 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 2012 on debt scheduled to be issued, and certain costs of issuance incurred on that debt.

FY 2012 Adopted Debt Service Summary

Fund/Description	Principal	Interest	Total
Debt Service Fund			
<u>County Government</u>			
Emergency Radio System	\$535,000	\$142,422	\$677,422
Bealeton Library	213,343	13,540	226,883
New Baltimore Sewer Project	160,000	83,531	243,531
Vint Hill Sewer Expansion	200,000	273,170	473,170
<u>Self-Contained Breathing Apparatus</u>	<u>\$263,276</u>	<u>\$45,428</u>	<u>\$308,704</u>
Sub-total County Government:	\$1,371,619	\$558,091	\$1,929,710
<u>School Division</u>			
VA Public School Authority Bonds	\$4,215,000	\$2,755,453	\$6,970,453
General Obligation Bonds	3,290,000	1,741,602	5,031,602
<u>Trustee Fees</u>	<u>---</u>	<u>---</u>	<u>6,850</u>
Sub-total School Division:	\$7,505,000	\$4,497,055	\$12,008,905
Total Debt Service Fund:	\$8,876,619	\$5,055,146	\$13,938,615
Volunteer Fire & Rescue Association Fund			
<u>Fire Station Renovations</u>	<u>\$142,551</u>	<u>\$640,864</u>	<u>\$783,415</u>
Total Vol. Fire & Rescue Fund:	\$142,551	\$640,864	\$783,415
Total Projected Debt Service:	\$9,019,170	\$5,696,010	\$14,722,030

Debt Service Fund

In addition to the Debt Service Fund, debt-funded projects associated with the 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.

FY 2012-2017 Adopted Capital Improvement Program (CIP)

As part of the budget process, the Board of Supervisors adopted a five-year capital improvement program that would require \$72.04 million in additional debt issuance through FY 2017. 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 system, parks, recreation and library facilities, convenience site facilities, utilities projects, general services facilities, and public safety facilities.

Description	FY 2012	FY 2013	FY 2014	FY 2015	FY 2016	FY 2017
Projected Debt Service						
Outstanding Debt	\$115,533,897	\$132,186,890	\$123,197,864	\$122,156,958	\$126,548,529	\$123,791,357
Additional Debt	<u>25,600,000</u>	<u>0</u>	<u>13,700,000</u>	<u>7,800,000</u>	<u>7,000,000</u>	<u>17,940,000</u>
Total Projected Debt:	\$141,133,897	\$132,186,890	\$136,897,864	\$129,956,958	\$133,548,529	\$141,731,357
Projected Debt Service						
County/Schools	\$13,938,615	\$14,103,621	\$14,382,487	\$13,538,479	\$13,884,529	\$13,843,118
Fire & Rescue	<u>783,415</u>	<u>913,383</u>	<u>969,452</u>	<u>1,197,452</u>	<u>1,476,752</u>	<u>1,465,352</u>
Total Projected Debt Svc	\$14,722,030	\$15,017,004	\$15,351,939	\$14,735,931	\$15,361,281	\$15,308,470
Revenue Estimates						
General Fund	\$153,021,350	\$156,846,884	\$161,552,290	\$168,822,143	\$173,886,808	\$179,103,412
Other Funds	<u>6,906,390</u>	<u>7,079,050</u>	<u>7,291,421</u>	<u>7,619,535</u>	<u>7,848,121</u>	<u>8,083,565</u>
Total Revenue Estimate	\$159,927,740	\$163,925,934	\$168,843,712	\$176,441,679	\$181,734,929	\$187,186,977
Rev. Chg. from Prev. Year (%)	2.0%	2.5%	3.0%	4.5%	3.0%	3.0%
Debt Svc % of Revenue	9.2%	9.2%	9.1%	8.4%	8.5%	8.2%

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

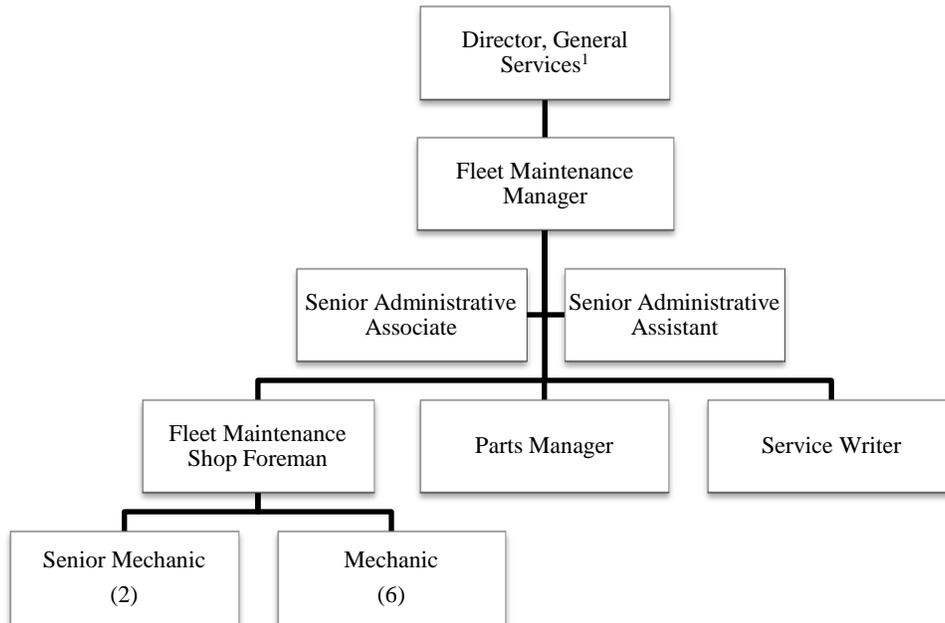
FY 2012 Debt Service Fund Statement

Description	Principal	Interest	Total
<u>Revenue:</u>			
Transfer from General Fund			\$13,492,944
<u>Prior Years' Fund Balance</u>			<u>445,671</u>
Total Revenue:			\$13,938,615
<u>Expenditures:</u>			
County Government			
Emergency Radio System (Capital Lease)	\$535,000	\$142,422	\$677,422
Bealeton Library (Lease-Purchase)	213,343	13,540	226,883
New Baltimore Sewer Project (VRA)	160,000	83,531	243,531
Vint Hill Sewer Expansion	200,000	273,170	473,170
<u>Self-Contained Breathing Apparatus (Capital Lease)</u>	<u>\$263,276</u>	<u>\$45,428</u>	<u>\$308,704</u>
Subtotal County Government:	\$1,371,619	\$558,091	\$1,929,710
School Division			
1994A G.O. Bond Refunding	\$300,000	\$9,600	\$309,600
1996B Pierce, Coleman, FHS VPSA	450,000	129,319	579,319
1997 Cedar Lee MS VPSA	175,000	58,975	233,975
2000 Brumfield ES VPSA	175,000	89,206	264,206
2000 Marshall MS VPSA	230,000	110,160	340,160
2001 Auburn MS VPSA	320,000	163,760	383,760
2001 Liberty HS G.O. Bond	805,000	89,624	894,624
2005 Auburn MS VPSA	580,000	370,475	950,475
2006 Liberty HS HVAC (VPSA)	185,000	121,129	306,129
2007 Kettle Run HS G.O. Bond	2,000,000	1,521,250	3,521,250
2007 Liberty HS HVAC VPSA	580,000	412,863	992,863
2008 Kettle Run HS VPSA	1,705,000	1,420,695	3,125,695
<u>Trustee Fees</u>	<u>----</u>	<u>----</u>	<u>6,850</u>
Subtotal School Division:	\$7,505,000	\$4,497,055	\$12,008,905
Total Expenditures:	\$8,876,619	\$5,055,146	\$13,938,615

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 Services budget.

GOALS:

- Provide efficient and effective vehicle and equipment maintenance and repair services to all customers.
- Meet established service delivery timelines.
- Ensure vehicles and equipment meet established safety standards.
- Minimize re-work required to complete maintenance and repairs.
- Encourage employee growth by establishing a career ladder with pay increases and training program required to achieve Automotive Service Excellence (ASE) certification.

KEY PROJECTS FOR FY 2012:

- 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.

Fleet Maintenance Fund

- 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 CPR/AED training for all Fleet employees.
- Monitor emissions requirements as they proceed through the legislative process in Richmond.

BUDGET SUMMARY:

	FY 2009 Actual	FY 2010 Actual	FY 2011 Adopted	FY 2012 Adopted
Costs:				
Personnel	\$851,032	\$821,450	\$850,482	\$868,327
Operating	\$1,917,627	\$2,086,221	\$2,375,743	\$2,409,524
Capital	\$14,676	\$14,099	\$75,781	\$26,099
Total	\$2,783,335	\$2,921,770	\$3,302,006	\$3,303,950
Revenue	\$2,738,487	\$3,004,886	\$3,302,006	\$3,303,950
Net Local Revenue	\$44,848	\$8,071	\$0	\$0
Full-time Equivalents	15.00	14.00	14.00	14.00

SERVICE VOLUME	FY 2009 Actual	FY 2010 Actual	FY 2011 Adopted	FY 2012 Adopted
County and School customers	46	42	46	46
External customers	26	22	26	26
Vehicles/small engines repaired	5,016	5,300	5,016	5,016

Fleet Maintenance Fund

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.

OUTCOME MEASURES	FY 2009 Actual	FY 2010 Actual	FY 2011 Estimated	FY 2012 Goal
Meet goals of the Unified Services Agreement	96%	95-97%	95-97%	96%
Reflect Fleet's service abilities in new vehicle specifications developed for departments	50%	90%	90%	95%
Implement DMV's titling/licensing program, EZ Fleet System, when released	75%	95%	50% ¹	85%
Research mechanic licensing certification and develop career ladder	N/A	10%	20%	10%
Vehicle downtime – less than 1 day	94.35%	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 State did not release it for use by localities. It is anticipated the upgraded version of the program will be released for implementation in 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.

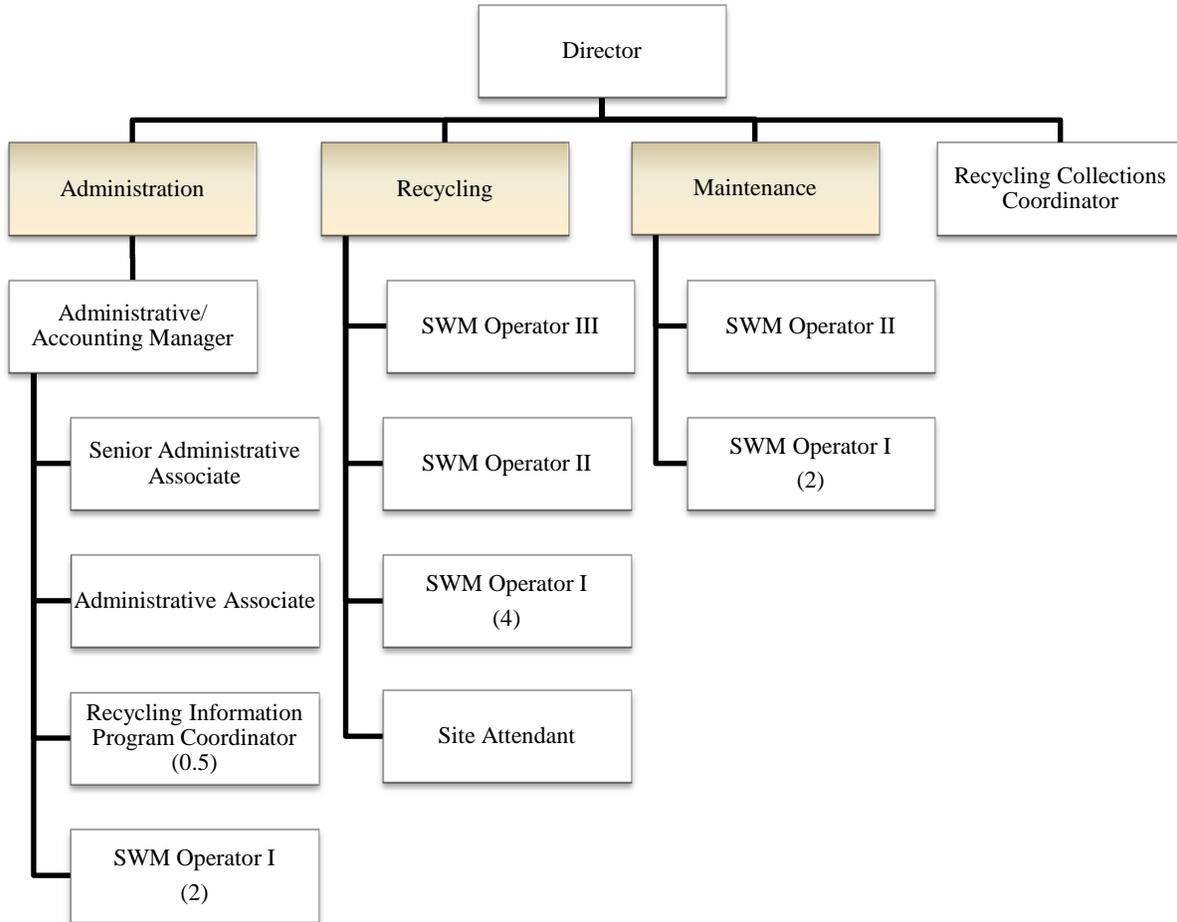
BUDGET SUMMARY:

	FY 2009 Actual	FY 2010 Actual	FY 2011 Adopted	FY 2012 Adopted
Costs:				
Personnel	\$17,845,558	\$17,648,513	\$18,499,000	\$20,214,000
Operating	\$593,225	\$595,528	\$1,826,000	\$1,606,000
Capital	\$0	\$0	\$0	\$0
Total	\$18,438,783	\$18,244,041	\$20,325,000	\$21,820,000
Revenue	\$18,438,783	\$18,244,041	\$20,325,000	\$21,820,000
Net Local Revenue	\$0	\$0	\$0	\$0
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 and improve customer service and access to services.
- Maximize landfill diversion activities (education, source reduction, reuse, and recycling programs).
- Maintain efficient operations (safety, communications, high compaction rate, waste decomposition, and inspection program to minimize inappropriate waste streams).
- Proactively manage regulatory compliance.
- Strive to be a good neighbor in all operations.

Landfill Enterprise Fund

KEY PROJECTS FOR FY 2012

- Continue to improve operating efficiency of updated recycling processing center.
- Conduct complete rate study to determine appropriate tipping fees revenue requirements for landfill expansion, capital requirements, and regulatory needs.
- Increase landfill capacity and defer closure expenses by implementing mining program.
- Improve leachate & gas management systems.

BUDGET SUMMARY:

	FY 2009 Actual	FY 2010 Actual	FY 2011 Adopted	FY 2012 Adopted
Costs:				
Personnel	\$1,652,031	\$1,167,230	\$1,318,279	\$1,286,047
Operating	\$2,983,660	\$2,673,976	\$3,020,149	\$2,997,610
Capital	\$860,390	\$1,346,209	\$459,719	\$269,090
Total	\$5,496,081	\$5,187,415	\$4,798,147	\$4,204,000
Revenue	\$5,496,081	\$5,178,996	\$4,798,147	4,204,000
Net Local Revenue	\$0	\$8,419	\$0	\$0
Full-time Equivalents	25.00	17.50¹	16.50	17.50

¹Convenience site personnel and operational expenses transferred to the General Fund Convenience Site Budget in FY 2010.

BUDGET ANALYSIS:

The FY 2012 adopted budget for the Landfill Enterprise Fund addresses anticipated reductions in revenue due to ongoing economic conditions by reducing operating and capital expenditures. The budget also eliminates debt service expenditures as final payment on the capital lease occurred in FY 2011. In addition, the budget reflects the net impact of eliminating a Recycling Manager position and adding two Solid Waste Management Operators in mid-FY 2011.

Program 1: Landfill Operations

Landfill operations include 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 8-10 years of permitted space remaining. With the implementation of the Construction and Demolition Debris (C&D) recycling facility, recycling rates and landfill diversion activities have increased dramatically.

Landfill Enterprise Fund

SERVICE VOLUME	FY 2009 Actual	FY 2010 Actual	FY 2011 Adopted	FY 2012 Adopted
Landfilled + recycled solid waste	98,366	81,533	91,745	73,500
MSW landfilled	58,576	52,806	59,000	53,000
C&D landfilled (residuals)	15,112	10,391	8,245	6,350
Total tons recycled	24,678	18,337	24,500	14,150
Public presentations (youth & adult)	102	98	80	80
Cubic yards of landfill space used	122,813	105,328	112,075	98,917

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

OBJECTIVE:

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

OUTCOME MEASURES	FY 2009 Actual	FY 2010 Actual	FY 2011 Estimated	FY 2012 Goal
Reduce MSW landfill tons to total MSW	86.6%	86.9%	83.7%	86.9%
Increase MSW recycled tons to total MSW	13.4%	13.1%	16.3%	13.1%

Program 2: Recycling

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

SERVICE VOLUME ¹	FY 2009 Actual	FY 2010 Actual	FY 2011 Adopted	FY 2012 Adopted
Textiles processed & recycled	202	133	180	180
Truck loads – textiles	9	7	9	9
Plastic processed & recycled	266	207	250	250
Truck loads – plastics	48	22	31	31
Cardboard processed & recycled	673	376	500	500
Truck loads – cardboard	27	17	21	21

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

OBJECTIVE:

- 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.

Landfill Enterprise Fund

OUTCOME MEASURES	FY 2009 Actual	FY 2010 Actual	FY 2011 Estimated	FY 2012 Goal
Pounds Processed/Total Operating Hours:				
• Textiles	199	165	223	223
• Plastic	262	256	309	309
• Cardboard	662	465	619	619
Maximize Loads:				
• Textiles	44,887	38,023	40,000	40,000
• Plastic	11,083	18,779	16,129	16,129
• Cardboard	49,829	44,199	47,619	47,619

Program 3: Construction & Demolition (C&D) Recycling

C&D tonnage and recycling markets have been unstable since mid-FY 2009. This instability impacted collection and processing during fiscal years 2010 and 2011 and may continue through FY 2012.

SERVICE VOLUME	FY 2009 Actual	FY 2010 Actual	FY 2011 Adopted	FY 2012 Adopted
Incoming C&D tons	29,215	18,439	17,000	12,500
Reuse/recycled C&D tons	13,376	8,048	8,245	6,150

OBJECTIVE:

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

OUTCOME MEASURES	FY 2009 Actual	FY 2010 Actual	FY 2011 Estimated	FY 2012 Goal
Increase C&D recycled tons to total incoming C&D tons	46%	44%	49%	49%

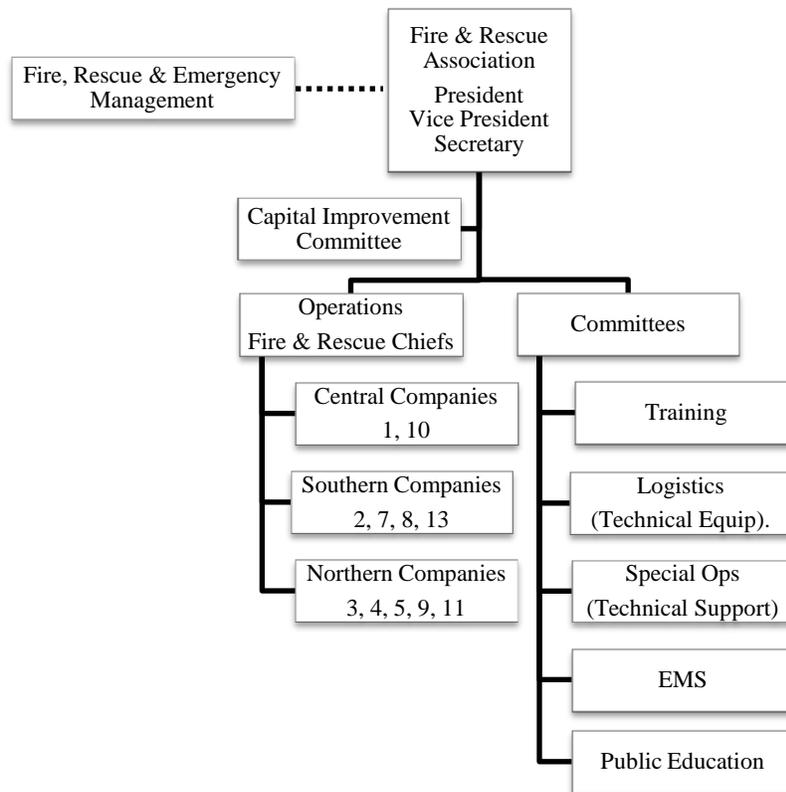
Volunteer Fire and Rescue Association Fund

ORGANIZATIONAL PURPOSE:

Fauquier County Fire, Rescue & Emergency Management 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.

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 comprises 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."



Volunteer Fire and Rescue Association Fund

GOALS:

- Represent the eleven member companies in accordance with the Association's by-laws and the Fauquier County Code.
- Strengthen efforts to recruit and retain 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 2012:

- 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.
- Replace self-contained breathing apparatus (SCBA) fleet as funding becomes available.

BUDGET SUMMARY:

	FY 2009 Actual	FY 2010 Actual	FY 2011 Adopted	FY 2012 Adopted
Costs:				
Personnel	\$49,613	\$80,070	\$81,028	\$80,922
Operating	\$4,010,621	\$4,194,798	\$3,130,150	\$3,188,093
Capital	\$9,089	\$0	\$0	\$0
Transfers ¹	\$258,656	\$151,023	\$1,419,995	\$1,420,023
Total	\$4,327,979	\$4,425,891	\$4,631,173	\$4,689,038
Revenue	\$207,104	\$219,372	\$231,136	\$201,658
Net Local Revenue	\$4,120,875	\$4,206,519	\$4,400,037	\$4,487,380
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 a transfer to the General Fund to support training and safety activities in the Department of Fire, Rescue & Emergency Management.

BUDGET ANALYSIS:

The Volunteer Fire and Rescue Association Fund is supported by a special real estate tax levy. The rate of 4.5¢ is anticipated to generate \$4,487,380 of revenue in FY 2012. The FY 2012 adopted budget for the Volunteer Fire and Rescue Association Fund includes increases to the department's contingency reserve, motor vehicle and boiler insurance, repair and maintenance to equipment and structures, and cellular phone based on prior years' actual expenses.

Volunteer Fire and Rescue Association Fund

Program 1: Volunteer Fire & Rescue Association

The Volunteer Fire & Rescue Association (VFRA) receives funding from a special real estate tax levy. The 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, and casualty, and 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 FY 2010, the volunteer fire/rescue companies responded to a total of 14,228 calls for service.

	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	1308	618	588	467	180	462	220	549	187	427
EMS	2403	1425	829	616	181	797	573	1009	299	159
Total	4642	2043	1417	1083	361	1259	793	1558	486	586

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

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

Volunteer Fire and Rescue Association Fund

- **Technical Support/Special Operations Committee:** This committee oversees hazardous materials response functions, including training at basic, operations, and technician levels, required for participation as an EMT/Firefighter, defensive tactical operations, and offensive operations, respectively. Each of these levels of training requires specific curriculum based on federal laws. The Special Ops Committee manages swift water, dive rescue, and boat operations, the all-terrain vehicles stationed at The Plains, Remington, and Warrenton Companies, and ropes and trench operations. Under Technical support two subgroups were created: Fire Operations Group (FOG) and Battalion Chief/Command Programs.
- **Fire Operations Group (FOG):** This group was created in FY 2009 to enhance and establish standard operating procedures and guidelines for the fire and rescue system. Numerous policies and operating manuals have been adopted, which provide the fire companies and units the ability to operate in a safe, efficient, and standard manner. Several training sessions have been created and provided by the FOG to the fire and rescue system.
- **Battalion Chief/Command Program (BC):** An emergency incident presents a complicated and rapidly changing situation. Effective command organizations 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 mentioned above is used at special events and during Fire Prevention Week. 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, cascade systems, compressors, and gas meters are handled by this committee. Required annual IDLH fit testing as well as identification cards for personnel are completed. All activities work towards maintaining 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 2009 Actual	FY 2010 Actual	FY 2011 Adopted	FY 2012 Adopted
EMS Committee				
Defibrillators maintained annually	N/A	N/A	32	32
Haz-mat units, Fire Safety Trailer, etc., vehicles maintained	N/A	N/A	3	3
Technical Support/Special Operations Committee				
Awareness training students	N/A	N/A	80	80
Operations training students	N/A	N/A	40	40
Technician training students	N/A	N/A	20	20
Detection and monitoring equipment maintained	N/A	N/A	30	30
Training Committee				
Firefighter I & II training (students/hours)	30/7,320	25/6,100	21/5,124	42/10,248
EMT basic training (students/hours)	62/7,440	101/12,120	41/4,920	72/8,640
Fire instructor class students	N/A	24	24	24
Emergency vehicle operator students	144	142	144	144
Pump operator students	N/A	N/A	20	20
Public Safety Committee				
Smokehouse education events	N/A	N/A	4	6
Community events (fair, etc.)	N/A	N/A	5	5
Logistics Committee				
SCBA equipment maintained	234	247	250	250
800 Mhz Radio/400 Mhz pager equipment maintained	869	916	945	945

OBJECTIVES:

- Continue fire and rescue support for the citizens of Fauquier County.
- Improve retention of both volunteer and career personnel by updating our facilities and equipment to meet current standards, provide a safe environment for our personnel, and deliver a better service to our customers.