

OTHER FUNDS

Affordable Housing Fund	\$205,432
Airport Fund	680,002
Ambulance Billing Fund	1,220,000
Conservation Easement Service District Fund	667,314
County Asset Replacement Fund	1,007,500
Debt Service Fund	13,566,891
Fleet Maintenance Fund	3,302,006
Health Insurance Fund	20,325,000
Landfill Enterprise Fund	4,798,147
<u>Volunteer Fire and Rescue Fund</u>	<u>4,631,173</u>
TOTAL	\$50,403,465





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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.

BUDGET SUMMARY:

	FY 2008 Actual	FY 2009 Actual	FY 2010 Adopted	FY 2011 Adopted
Costs:				
Personnel	\$0	\$0	\$0	\$0
Operating	\$249,725	\$291,660	\$207,432	\$205,432
Capital	\$0	\$0	\$0	\$0
Total	\$249,725	\$291,660	\$207,432	\$205,432
Revenue	\$230,860	\$255,860	\$207,432 ¹	\$205,432
Net Local Revenue	(\$18,865)	(\$35,800)	\$0	\$0
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.

BUDGET ANALYSIS:

The contributory agencies (Community Touch, Fauquier Housing, Fauquier Habitat for Humanity, and Fauquier Family Temporary Shelter) requested allocation increases totaling \$31,702 for FY 2011. The preponderance consisted of \$31,500, requested by the Fauquier Housing Corporation for increased staff. The adopted budget held the County's contributions flat. Organization-specific contribution information can be found on the following page.

GOALS:

- Complete the Neighborhood Stabilization Program using grant funds awarded for that purpose, and 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.

AFFORDABLE HOUSING FUND

KEY PROJECT FOR FY 2011:

- Complete Neighborhood Stabilization Program begun in FY 2010.

Program 1: Neighborhood Stabilization Program

The County received a \$1.5 million Federal grant award in FY 2010 to implement the Neighborhood Stabilization Program. This funding will allow the County to purchase approximately nine residential properties that are vacant/foreclosed, and spend up to \$25,000 each to rehabilitate them to move-in condition over the life of the grant. Upon completion of rehabilitation, the properties will be sold to qualified homebuyers, primarily low to moderate income, to be used as their primary residences.

SERVICE VOLUME	FY 2008 Actual	FY 2009 Actual	FY 2010 Estimated	FY 2011 Projected
Properties purchased, rehabilitated and resold	N/A	N/A	5	4

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 2008 Actual	FY 2009 Actual	FY 2010 Estimated	FY 2011 Goal
Properties purchased, rehabilitated and resold	N/A	N/A	5	4
Compliance with grant terms	N/A	N/A	100%	100%

Program 2: Contributions to Non-Profit Organizations

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

AGENCY	FY 2010 Budgeted	FY 2011 Adopted
Community Touch	\$10,800	\$10,800
Fauquier Housing Corporation	\$58,500	\$58,500
Fauquier Family Temporary Shelter	\$98,132	\$98,132
Fauquier Habitat for Humanity	\$20,000	\$18,000

AIRPORT 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.



BUDGET SUMMARY:

	FY 2008 Actual	FY 2009 Actual	FY 2010 Adopted	FY 2011 Adopted
Costs:				
Personnel	\$202,544	\$204,932	\$186,844	\$191,360
Operating	\$483,709	\$438,091	\$649,578	\$488,642
Capital	\$1,163,431	\$1,206,559	\$0	\$0
Total	\$1,849,684	\$1,849,582	\$836,422	\$680,002
Revenue	\$1,327,928	\$795,089	\$836,422	\$680,002
Net Local Revenue	\$521,756	\$1,054,493	\$0	\$0
Full-time Equivalents	2.00	2.00	2.00	2.00

BUDGET ANALYSIS:

The FY 2011 adopted budget for the Airport Enterprise Fund includes reductions to fuel sales that are reflective of current and anticipated activity.

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.

AIRPORT FUND

- Promote business development related to the Airport.
- Increase business jet arrivals and departures through competitive pricing and exceptional customer service.
- Provide competitive fueling and flight line services fees, compared to surrounding airports.
- Increase the volume of both 100LL and Jet A Fuel sales to improve revenue stream.

KEY PROJECTS FOR FY 2011:

- Complete the Airport Master Plan Update to allow for continued development and expansion through federal and state funding programs.
- Implement additional airport security measures.
- Continue to expand equipment inventory to streamline buildings and grounds maintenance.
- Continue to pursue additional corporate aircraft based at the airport.

Program 1: Fees and Fuel Sales

Fees and fuel sales provide critical operating revenue for the airport. Increased fees and fuel sales would result from promotion of the airport, which would increase the number of based aircraft and jet traffic. It is anticipated FY 2011 service volumes and outcome measures may be negatively impacted by the economy.

SERVICE VOLUME	FY 2008 Actual	FY 2009 Actual	FY 2010 Adopted	FY 2011 Projected
Based Aircraft	151	160	180	170
Based Turbine Powered Aircraft	1	1	4	6
Percentage of Corporate-owned Aircraft	10%	15%	17%	25%

OBJECTIVE:

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

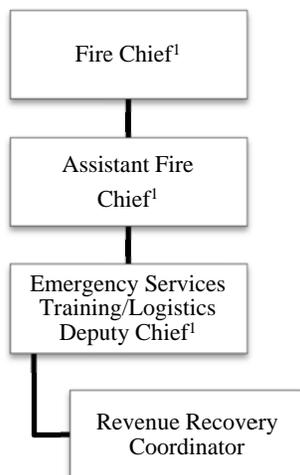
OUTCOME MEASURES	FY 2008 Actual	FY 2009 Actual	FY 2010 Estimated	FY 2011 Goal
Aviation businesses at the Airport	4	4	5	5
Aircraft maintenance providers	3	3	3	3
Other aviation services providers	2	4	4	5
Fuel Sales – 100LL – AVGas (Gallons) ¹	78,000	66,000	78,000	66,000
Fuel Sales – Jet A (Gallons) ¹	26,244	21,000	22,800	21,000

¹Due to the economy, it is anticipated that FY 2011 fuel sales will not reach FY 2010 estimated levels.

AMBULANCE BILLING FUND

ORGANIZATIONAL PURPOSE:

The Ambulance Billing 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.



¹Position funded in Department of Fire, Rescue, and Emergency Management.

BUDGET SUMMARY:

	FY 2008 Actual	FY 2009 Actual	FY 2010 Adopted	FY 2011 Adopted
Costs:				
Personnel	\$0	\$0	\$0	\$57,751
Operating	\$461,084	\$434,906	\$680,306	\$1,162,249
Capital	\$0	\$0	\$0	\$0
Total	\$461,084	\$830,481	\$680,306	\$1,220,000
Revenue	\$461,085	\$1,218,527	\$680,306	\$1,220,000
Net Local Revenue	(\$1)	(\$388,046)	\$0	\$0
Full-time Equivalents	0.00	0.00	0.00	1.00¹

¹The FY 2011 proposed budget reassigns the program administrative expenses from the Department of Fire, Rescue, and Emergency Management to the Ambulance Billing Fund.

AMBULANCE BILLING FUND

BUDGET ANALYSIS:

The FY 2011 adopted budget includes the transfer of funding for program personnel from the Department of Fire, Rescue and Emergency Management to the Ambulance Billing Fund. It also includes increased expenditures for firefighters/paramedics to maintain 24/7 service, the cost of medical supplies and oxygen, and the billing service fee, which will be offset by revenues.

GOAL:

- Increase revenue to fund a second 24/7 staffed medic unit, to be located at the Remington Fire Rescue Station. The existing 24/7 unit is located at the Warrenton EMS Station.

KEY PROJECTS FOR FY 2011:

- Retain personnel and maintain current levels of service.

Program 1: Ambulance Revenue Recovery

SERVICE VOLUME	FY 2008 Actual	FY 2009 Actual	FY 2010 Adopted	FY 2011 Projected
EMS Transports ¹	N/A	3,543	3,890	3,907
EMS Transport Miles ¹	N/A	21,900	23,500	24,000

¹EMS Billing was implemented mid FY 09.

OBJECTIVE:

- Improve collection rate of collectible amount.

OUTCOME MEASURES	FY 2008 Actual ¹	FY 2009 Actual	FY 2010 Estimated	FY 2011 Goal
Collection Rate of Collectible Amount	N/A	56%	75%	80%
Fully Implement Electronic Billing	N/A	50% ²	70%	100%
Improve ALS/BLS ratio	N/A	30/70	30/70	45/65

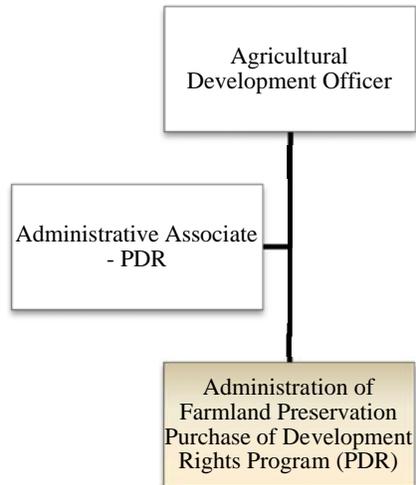
¹EMS Billing was implemented mid FY 09.

²EMS Billing was implemented mid FY 09.

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 on the County.



BUDGET SUMMARY:

	FY 2008 Actual	FY 2009 Actual	FY 2010 Adopted	FY 2011 Adopted
Costs:				
Personnel	\$37,203	\$127,947	\$119,917	\$121,528
Operating	\$2,747,841	\$1,495,643	\$521,083	\$545,786
Capital	\$0	\$0	\$0	\$0
Total	\$2,785,044	\$1,623,590	\$641,000	\$667,314
Revenue	\$263,950	\$240,941	\$50,000	\$90,000
Net Local Revenue	\$2,521,094	\$1,382,649	\$591,000	\$577,314
Full-time Equivalents	1.00	1.00	2.00¹	2.00¹

¹Funding for one position is shared by Agriculture Development and the Conservation Easement Service District Fund.

BUDGET ANALYSIS:

The FY 2011 adopted budget includes an increase to the conservation easement levy from \$0.005 to \$0.006 per \$100 assessed value of real property, as a result of the countywide reassessment.

CONSERVATION EASEMENT SERVICE DISTRICT FUND

GOALS:

- Administer the Purchase of Development Rights (PDR) Program.
- Accept and evaluate applications from landowners wishing to sell conservation easements to the County.
- Recommend, through the PDR Committee, specific conservation easement purchases to the Board of Supervisors.
- Execute purchases and recordation in the land records of 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 2011:

- Increase amount of funding from grants and other non-County sources, historically 30%, used to purchase development rights, off-setting the effect of the 50% fund reduction implemented in FY 2010.
- As directed by the Board of Supervisors, accept and process applications from qualified Landowners.
- Educate landowner/applicants about the PDR Program and its possible tax benefits through educational workshops.
- Explore applicability of grant programs – U.S. Department of Agriculture, Virginia Department of Agriculture and Consumer Services, Department of Conservation and Recreation (Virginia Land Conservation Fund), and Marine Corps Base Quantico.
- Prepare and submit grant applications for PDR funding.
- Partner with the Piedmont Environmental council on PDR projects.
- Update PDR Program brochure.
- Monitor General Assembly subcommittee on PDR funding and Transfer of Development Rights; attend meetings and provide information when appropriate.
- Prepare annual summary of PDR Program activity.

CONSERVATION EASEMENT SERVICE DISTRICT FUND

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 Office administers this program for the County.

SERVICE VOLUME	FY 2008 Actual	FY 2009 Actual	FY 2010 Adopted	FY 2011 Projected
PDR Applications Received	22	20	20	20
Approved PDR Applications	12	10	10	7
Landowners assisted with PDR/land conservation	25	25	25	25

OBJECTIVE:

- Promote the PDR Program through education efforts.

OUTCOME MEASURES	FY 2008 Actual	FY 2009 Actual	FY 2010 Estimated	FY 2011 Goal
Landowners provided with PDR information	25	25	25	25
Workshops held for landowners	2	2	2	2
Landowner attorneys & accountants provided with PDR information	18	18	18	18
Value of PDR Purchases	\$2,730,000	\$1,320,000	\$1,690,000	\$1,000,000
Acres protected (cumulative)	5,392	5,978	7,316	7,850

COUNTY ASSET REPLACEMENT FUND

ORGANIZATIONAL PURPOSE:

The County Asset Replacement Fund was authorized by the Board of Supervisors in December, 2009, for inclusion in 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 in FY 2011, certain appropriations previously included in the General Fund and the Capital Improvements Fund are designated as part of the Asset Replacement Fund. Ultimately, the objective of the fund is to provide a consistent mechanism for developing and implementing a comprehensive major maintenance and systems replacement program. The County Government and the School Division will maintain separate asset replacement funds to address their respective needs.

Project	Expenditures	Revenue	Local Funding
Courthouse Maintenance	\$35,000	\$35,000	\$0
Major Systems Replacement	203,500	0	203,500
Parks & Recreation Small Projects Fund	200,000	0	200,000
Sheriff Vehicle Replacement	369,000	0	410,000
Technology Improvement Plan	200,000	0	200,000
Total:	\$1,007,500	\$35,000	\$1,013,500

BUDGET ANALYSIS:

The FY 2011 adopted budget for the Asset Replacement Fund includes five projects totaling \$1,007,500. The fund is primarily supported by a transfer from the General Fund. In addition, the County collects a surcharge on recordations, which is legally restricted to the ongoing maintenance of court-related facilities.

DEBT SERVICE FUND

BACKGROUND:

The Debt Service Fund was established by the Board of Supervisors for the FY 2011 budget process as the repository of funding for principal and interest costs on outstanding debt. Debt service expenditures for the FY 2011 Adopted Budget 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 2011 on debt scheduled to be issued, and certain costs of issuance incurred on that debt.

While the County has no statutory limit, or “legal debt margin”, on the amount 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 2011 debt service payments are estimated to represent 9.4% 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 “Aa1” from Moody’s Investor Service, “AA+” from Fitch Group, and “AA” from Standard and Poor’s Corporation. These ratings reflect the County’s management, low debt ratios and favorable location in Northern Virginia.

FY 2011 DEBT SERVICE PROJECTIONS

Fund/Description	Principal	Interest	Total
County Government			
Emergency Radio System	\$500,000	\$174,581	\$674,581
Bealeton Library	203,083	23,800	226,883
<u>New Baltimore Sewer Project</u>	<u>160,000</u>	<u>88,756</u>	<u>248,756</u>
Total County Government:	\$863,083	\$287,137	\$1,150,220
School Division			
VA Public School Authority Bonds	\$4,400,000	\$3,103,270	\$7,503,270
General Obligation Bonds	3,140,000	1,766,551	4,906,551
<u>Trustee Fees</u>	<u>---</u>	<u>---</u>	<u>6,850</u>
Total School Division:	\$7,540,000	\$4,869,821	\$12,416,671
Total Debt Service Fund:	\$8,403,083	\$5,156,958	\$13,566,891
Utility Fund			
<u>Vint Hill Sewer Expansion</u>	<u>\$191,000</u>	<u>\$282,280</u>	<u>\$473,280</u>
Total Utility Fund:	\$191,000	\$282,280	\$473,280
Volunteer Fire & Rescue Association Fund			
<u>Fire Station Renovations</u>	<u>\$136,768</u>	<u>\$516,680</u>	<u>\$653,448</u>
Total Vol. Fire & Rescue Fund:	\$136,768	\$516,680	\$653,448

DEBT SERVICE FUND

In addition to the Debt Service Fund, certain debt service expenditures are located in the Utility Fund and the Volunteer Fire and Rescue Association Fund. Debt service on the Vint Hill sewer expansion project will be allocated to the Utility Fund as long as sufficient fund balance and tap fee revenue is available. Debt service on projects associated with the renovation of the County's volunteer fire and rescue stations is supported by the Volunteer Fire and Rescue Levy.

FY 2011-2016 Adopted Capital Improvement Program

The Board of Supervisors has adopted a six-year capital improvement program that would require \$101.8 million in debt issuance through FY 2016. The adopted CIP includes funding for the school system, parks, recreation and library facilities, utilities projects and public safety facilities. Additional information regarding the adopted CIP may be found beginning on page 232.

Description	FY 2011	FY 2012	FY 2013	FY 2014	FY 2015	FY 2016
Projected Debt						
Outstanding Debt	\$124,289,791	\$126,474,528	\$134,321,900	\$147,860,998	\$151,659,756	\$158,643,771
Additional Debt	<u>11,000,000</u>	<u>16,300,000</u>	<u>22,780,000</u>	<u>12,800,000</u>	<u>17,180,000</u>	<u>21,775,000</u>
Total Projected Debt:	\$135,289,791	\$142,774,528	\$157,101,900	\$160,660,998	\$168,839,756	\$180,418,771
Projected Debt Service						
County/Schools	\$14,033,321	\$14,302,261	\$14,990,021	\$16,044,407	\$16,572,143	\$17,574,481
Fire & Rescue	<u>653,448</u>	<u>653,448</u>	<u>969,452</u>	<u>969,452</u>	<u>969,452</u>	<u>969,452</u>
Total Projected Debt Svc.:	\$14,686,769	\$14,955,709	\$15,959,473	\$17,013,859	\$17,541,595	\$18,543,933
Revenue Estimates						
General Fund	\$150,252,891	\$153,257,949	\$157,855,687	\$164,169,915	\$170,736,711	\$177,566,180
Other Funds	<u>6,518,487</u>	<u>6,648,857</u>	<u>6,848,322</u>	<u>7,053,772</u>	<u>7,265,385</u>	<u>7,483,347</u>
Total Estimated Revenue:	\$156,771,378	\$159,906,806	\$164,704,010	\$171,223,687	\$178,002,097	\$185,049,527
Chg. from Prev. Yr. (%):	(7.1%)	2.0%	3.0%	4.0%	4.0%	4.0%
Debt Svc. % of Revenue:	9.4%	9.4%	9.7%	9.9%	9.9%	10.0%

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

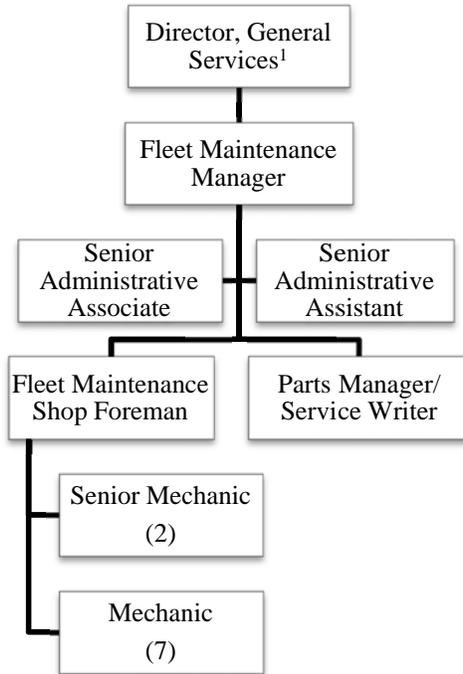
FY 2011 Debt Service Fund Expenditures			
Description	Principal	Interest	Total
<u>County Government</u>			
Emer. Radio System (Capital Lease)	\$500,000	\$174,581	\$674,581
Bealeton Library (Lease-Purchase)	203,083	23,800	226,883
<u>New Baltimore Sewer Project (VRA)</u>	<u>160,000</u>	<u>88,756</u>	<u>248,756</u>
Total County Government:	\$863,083	\$287,137	\$1,150,220
<u>School Division</u>			
1994A G.O. Bond Refunding	\$325,000	\$29,600	\$354,600
1996B Pierce, Coleman, FHS VPSA	450,000	152,832	602,832
1997 Cedar Lee MS VPSA	175,000	68,119	243,119
2000 Brumfield ES VPSA	175,000	98,787	273,787
2000 Marshall MS VPSA	230,000	122,753	352,753
2001 Auburn MS VPSA	320,000	178,880	498,880
2001 Liberty HS G.O. Bond	815,000	124,451	939,451
2005 Auburn MS VPSA	580,000	400,780	980,780
2006 Liberty HS HVAC (VPSA)	185,000	131,026	316,026
2007 Kettle Run HS G.O. Bond	2,000,000	1,612,500	3,612,500
2007 Liberty HS HVAC VPSA	580,000	442,443	1,022,443
2008 Kettle Run HS VPSA	1,705,000	1,507,650	3,212,650
<u>Trustee Fees</u>	<u>---</u>	<u>---</u>	<u>6,850</u>
Total School Division:	\$7,540,000	\$4,869,821	\$12,416,671
Total Debt Service Fund:	\$8,403,083	\$5,156,958	\$13,566,891



FLEET MAINTENANCE FUND

ORGANIZATIONAL PURPOSE:

Fleet Maintenance delivers cost effective, quality, and timely services to our 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.



¹Funded in Services budget.

General

BUDGET SUMMARY:

	FY 2008 Actual	FY 2009 Actual	FY 2010 Adopted	FY 2011 Adopted
Costs:				
Personnel	\$804,970	\$851,032	\$838,321	\$850,482
Operating	\$2,532,003	\$1,917,627	\$2,373,125	\$2,375,743
Capital	\$16,774	\$14,676	\$75,781	\$75,781
Total	\$3,353,747	\$2,783,335	\$3,287,227	\$3,302,006
Revenue	\$3,389,044	\$2,768,660	\$3,287,227	\$3,302,006
Net Local Revenue	(\$35,297)	\$14,675	\$0	\$0
Full-time Equivalents	15.00	15.00	14.00	14.00

FLEET MAINTENANCE FUND

ORGANIZATIONAL 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 amount of re-work required to complete maintenance and repairs.
- Encourage employee growth by establishing career ladder and training program required to achieve vehicle mechanic maintenance and repair certification issued by the State.

KEY PROJECTS FOR FY 2011:

- Develop tailored standards and measures that will enable Fleet Maintenance to provide competent and predictable service delivery.
- Implement a web-based work order system to improve availability of service information to customers.
- Upgrade internal automation systems to measure delivery and quality of service outcomes.
- Install the DMV Gator titling/licensing program, and train staff to process and license vehicles in-house.
- Improve the data collection on work orders to reflect more accurate and detailed information.
- Develop a 5-year plan to fully fund the services provided by Fleet Maintenance through revenues earned from services provided.
- 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.
- Research program developed by State of Virginia for mechanic licensing certification in vehicle maintenance and repair. Develop career ladder and associated training program for staff development, and implement when funding becomes available.
- Continue training and recertification for State Inspection Certification for Mechanics.
- Provide training for repair and maintenance of new vehicles and engine technology.

FLEET MAINTENANCE FUND

Program 1: Fleet Maintenance

SERVICE VOLUME	FY 2008 Actual	FY 2009 Actual	FY 2010 Adopted	FY 2011 Projected
County and School Customers	28	46	42	46
External Customers	9	26 ¹	22 ¹	26 ¹
Vehicles/Small Engines Repaired	5,305	5,016	5,300	5,016

¹Volunteer Fire and Rescue Departments are included in this figure; most purchase fuel, although all do not utilize Fleet Maintenance services.

OBJECTIVE:

- Provide customers with timely and accurate repairs within established time frames.

PERFORMANCE MEASURES ¹	FY 2008 Actual	FY 2009 Actual	FY 2010 Estimated	FY 2011 Goal
Meet goals of the Unified Services Agreement.	99%	96%	95-97%	95-97%
Reflect Fleet's service abilities in new vehicle specifications developed for departments	40%	50%	90%	90%
Implement GATOR program for titling/licensing.	N/A	75% (new)	95%	95%
Research mechanic licensing certification and develop career ladder ²	N/A	N/A	10%	20%
Vehicle Downtime – Less than 1 day	90.1%	94.35%	92.0%	92.0%

¹As the fleet ages, and with reduced staffing levels, service delivery times may increase.

²New measure in FY 2010; funding for implementation will be requested once research is completed and program requirements established.

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 2008 Actual	FY 2009 Actual	FY 2010 Adopted	FY 2011 Adopted
Costs:				
Personnel	\$0	\$0	\$0	\$0
Operating	\$15,801,385	\$18,438,785	\$20,770,000	\$20,325,000
Capital	\$0	\$0	\$0	\$0
Total	\$15,801,385	\$18,438,785	\$20,770,000	\$20,325,000
Revenue	\$15,801,385	\$18,438,785	\$20,770,000	\$20,325,000
Net Local Revenue	\$0	\$0	\$0	\$0
Full-time Equivalents	0.00	0.00	0.00	0.00

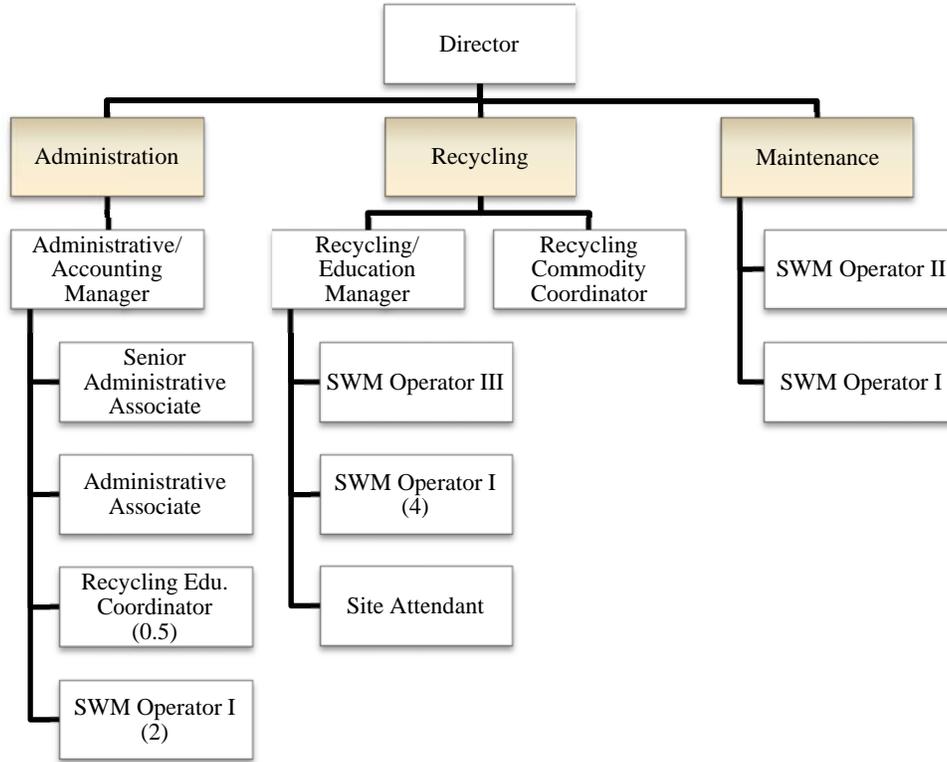
BUDGET ANALYSIS:

The FY 2011 budget for the Health Insurance Fund incorporates revisions to the FY 2010 budget that were implemented subsequent to the adoption of the annual budget. FY 2010 revenue and expenditures are anticipated to total \$19,733,000.

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, incineration, and landfill disposal. The Landfill Enterprise Fund provides a mechanism for the financial management of the County's landfill.



BUDGET SUMMARY:

	FY 2008 Actual	FY 2009 Actual	FY 2010 Adopted	FY 2011 Adopted
Costs:				
Personnel	\$2,052,078	\$1,652,031	\$1,281,031 ¹	\$1,318,279
Operating	\$4,188,757	\$2,983,660	\$3,464,546	\$3,020,149
Capital	\$928,299	\$860,390	\$200,000	\$459,719
Total	\$7,169,134	\$5,496,081	\$4,945,577	\$4,798,147
Revenue	\$6,764,654	\$5,135,985	\$4,945,577	\$4,798,147
Net Local Revenue	\$404,480	\$360,096	\$0	\$0
Full-time Equivalents	31.00	25.00	16.50¹	16.50

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

LANDFILL ENTERPRISE FUND

BUDGET ANALYSIS:

The FY 2011 adopted budget for the Landfill Enterprise Fund includes funding for increased benefits costs and equipment replacement. These increases are offset by reductions in fleet expenses, debt service, and funding to open additional landfill cells in the future. The budget also includes a \$5/ton increase in the landfill tipping fee. This increase will provide funding for future landfill expansion, capital requirements, and regulatory needs.

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.

KEY PROJECTS FOR FY 2011:

- Continue to improve operating efficiency of updated recycling processing center.
- Conduct complete rate study to determine appropriate tipping fees, as follow-up to the preliminary landfill disposal engineering study prepared to determine revenue requirements for landfill expansion, capital requirements and regulatory needs.
- Increase landfill capacity and defer closure expenses by implementing mining program.

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 8-10 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.

SERVICE VOLUME ¹	FY 2008 Actual	FY 2009 Actual	FY 2010 Adopted	FY 2011 Projected
Landfilled + Recycled	134,837	98,366	104,700	91,745
MSW Landfilled	66,595	58,576	58,000	59,000
C&D Landfilled (Residuals)	34,149	15,112	12,700	8,245
MSW Recycled	34,093	24,678	34,000	24,500
Public Presentations (Youth & Adult)	90	102	45	80
Cubic Yards of Landfill Space Used	175,208	122,813	117,833	112,075

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

LANDFILL ENTERPRISE FUND

OBJECTIVE:

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

OUTCOME MEASURES	FY 2008 Actual	FY 2009 Actual	FY 2010 Estimated	FY 2011 Goal
Reduce MSW Landfill Tons to Total MSW	87.7%	86.6%	84.8%	83.7%
Increase MSW Recycled Tons to Total MSW	12.3%	13.4%	15.2%	16.3%

Program 2: Recycling Processing

Textiles, shoes, belts, plastics, and paper are sorted and baled through the recycling processing operation. Markets for recyclable materials are presently low and unstable. This may impact collection and processing during FY 2011.

SERVICE VOLUME ¹	FY 2008 Actual	FY 2009 Actual	FY 2010 Adopted	FY 2011 Projected
Textiles Processed & Recycled	206	202	180	180
Truck Loads – Textiles	10	9	9	9
Plastic Processed & Recycled	268	266	200	250
Truck Loads – Plastics	38	48	20	31
Cardboard Processed & Recycled	757	673	400	500
Truck Loads – Cardboard	65	27	20	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.

OUTCOME MEASURES	FY 2008 Actual	FY 2009 Actual	FY 2010 Estimated	FY 2011 Goal
Pounds Processed/Total Operating Hours:				
• Textiles	203	199	223	223
• Plastic	264	262	248	309
• Cardboard	745	662	495	619
Maximize Loads:				
• Textiles	31,765	44,887	40,000	40,000
• Plastic	14,125	11,083	20,000	16,129
• Cardboard	23,280	49,829	40,000	47,619

LANDFILL ENTERPRISE FUND

Program 3: C&D Recycling

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

SERVICE VOLUME	FY 2008 Actual	FY 2009 Actual	FY 2010 Adopted	FY 2011 Projected
Incoming C&D Tons	54,745	29,215	25,400	17,000
Reuse/Recycled C&D Tons	20,543	13,376	12,700	8,245

OBJECTIVE:

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

OUTCOME MEASURES	FY 2008 Actual	FY 2009 Actual	FY 2010 Estimated	FY 2011 Goal
Increase C&D Recycled Tons to Total Incoming C&D Tons	37.5%	45.8%	50.0%	48.5%



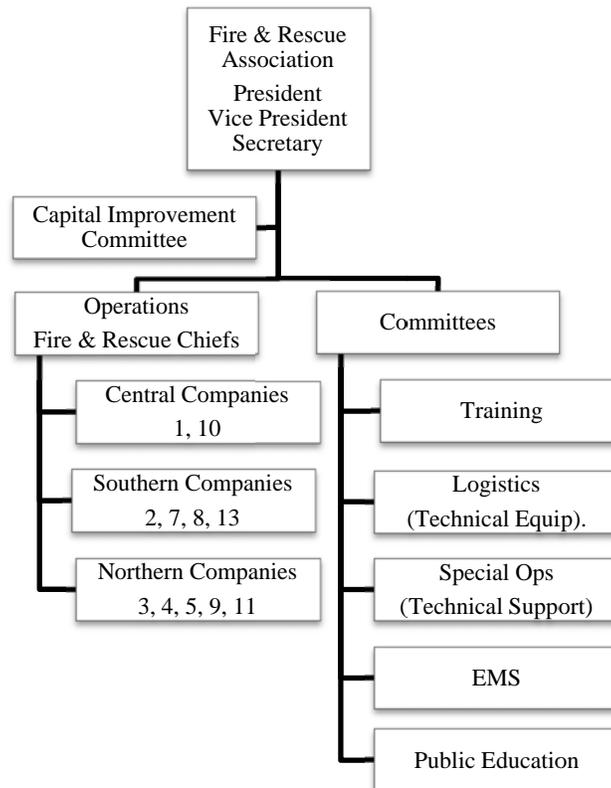
VOLUNTEER FIRE AND RESCUE ASSOCIATION FUND

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 (2) groups, DFREM (Department of Fire, Rescue, & Emergency Management) and the Volunteer Fire & Rescue Association (VFRA). The Volunteer Fire and Rescue Association includes 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

BUDGET SUMMARY:

	FY 2008 Actual	FY 2009 Actual	FY 2010 Adopted	FY 2011 Adopted
Costs:				
Personnel	\$47,932	\$49,613	\$82,260	\$82,353
Operating	\$4,821,658	\$4,010,621	\$3,140,676	\$3,128,825
Capital	\$45,141	\$9,089	\$0	\$0
Transfers ¹	\$277,612	\$258,656	\$1,419,035	\$1,419,995
Total	\$5,192,343	\$4,327,979	\$4,641,971	\$4,631,173
Revenue	\$563,221	\$207,104	\$222,954	\$231,136
Net Local Revenue	\$4,629,122	\$4,120,875	\$4,419,017	\$4,400,037
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 FY 2011 adopted budget includes an increase in the special real estate Fire & Rescue tax levy from \$0.035 to \$0.045 per \$100 assessed value of real property as a result of the countywide reassessment.

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 2011:

- 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.

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. 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, 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 2009, the volunteer fire/rescue companies responded to a total of 15,768 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	1,225	612	502	401	185	422	248	504	163	483
EMS	3,481	1,349	798	566	180	833	565	1,074	232	2
Total	4,706	1,961	1,300	967	365	1,255	813	1,578	395	485

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

VOLUNTEER FIRE AND RESCUE ASSOCIATION FUND

- 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 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 the 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. 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 air apparatus, cascade systems, and compressors are addressed by this committee. It assures compliance with OSHA, NIOSH, and NFPA guidelines. The committee also maintains the communication infrastructure (800 MHz radios & Minitor pagers) for Volunteer Fire and Rescue emergency operations.

SERVICE VOLUME	FY 2007 Actual	FY 2008 Actual	FY 2009 Actual	FY 2010 Adopted	FY 2011 Projected
<i>EMS COMMITTEE</i>					
Defibrillators maintained annually	51	32	32	32	32
Haz-mat units, Fire Safety Trailer, etc., vehicles maintained	3	3	3	3	3
<i>TECHNICAL SUPPORT/SPECIAL OPERATIONS COMMITTEE</i>					
Awareness Training students	N/A	N/A	80	80	80
Operations Training students	N/A	N/A	40	40	40
Technician Training students	N/A	N/A	20	20	20
Detection and monitoring equipment maintained	N/A	N/A	30	30	30
<i>TRAINING COMMITTEE</i>					
Firefighter I & II training (students/hours)	N/A	N/A	40/5,000	40/5,000	40/5,000
EMT Basic Training (students/hours)	N/A	N/A	40/5,000	40/5,000	40/5,000
Fire Instructor Class Students	N/A	N/A	20	20	20
Emergency Vehicle Operator students	N/A	N/A	60	60	60
Pump Operator students	N/A	N/A	20	20	20