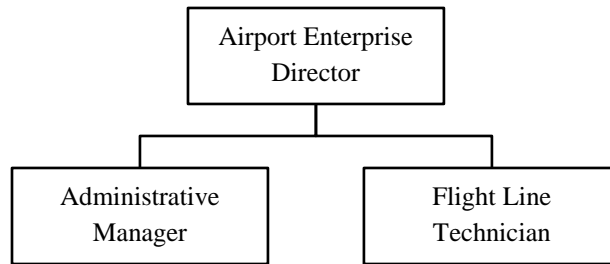


# AIRPORT FUND

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## ORGANIZATIONAL PURPOSE:

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



## GOALS:

- Monitor airport operations and provide oversight to ensure compliance with all Federal, State, and local regulations.
- Ensure compliance with all Federal, State, and local safety, fire codes, and environmental regulations through staff training.
- Review proposed capital projects and expenditures and recommend actions to the Board of Supervisors.
- Implement the current Airport Master Plan to reflect future expansion and capital projects.
- Liaise with the Federal Aviation Administration (FAA) and Virginia Department of Aviation (DOAV), and coordinate actions as necessary.

## KEY PROJECTS FOR FY 2020:

- Design/Construct Airport washrack.
- Complete the Terminal Area Project, to incorporate concept and design of the terminal, terminal area access ramp, corporate hangar apron, State Route 610 design/construction for a new terminal entrance area, and terminal parking lot.
- Conduct Flight Line Training recertification for personnel.

## AIRPORT FUND

### BUDGET SUMMARY:

	<b>FY 2017 Actual</b>	<b>FY 2018 Actual</b>	<b>FY 2019 Adopted</b>	<b>FY 2020 Approved</b>	<b>FY 2020 Proposed</b>
Costs:					
Personnel	\$286,074	\$250,661	\$264,250	\$266,218	\$272,370
Operating	\$749,260	\$501,725	\$468,601	\$466,633	\$460,481
Capital <sup>1</sup>	\$147,068	\$434,505	\$0	\$0	\$0
<b>Total</b>	<b>\$1,182,402</b>	<b>\$1,186,891</b>	<b>\$732,851</b>	<b>\$732,851</b>	<b>\$732,851</b>
Revenue <sup>2</sup>	\$800,710	\$1,760,107	\$716,851	\$716,851	\$716,851
<b>Net Local Revenue</b>	<b>\$94,104</b>	<b>\$1,510,461</b>	<b>\$16,000</b>	<b>\$16,000</b>	<b>\$16,000</b>
<b>Change in Net Position<sup>2</sup></b>	<b>(\$287,588)</b>	<b>\$2,083,677</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>
<b>Full-time Equivalents</b>	<b>3.00</b>	<b>3.00</b>	<b>3.00</b>	<b>3.00</b>	<b>3.00</b>

<sup>1</sup>Capital expenditures for FY 2017 and FY 2018 also include annual depreciation expense.

<sup>2</sup>The FY 2018 budget includes the full allocation of local matching funds for capital grant projects that will have expenditures over multiple years.

### BUDGET ANALYSIS:

The FY 2020 Proposed Budget for Airport Fund includes personnel expenditure increases due to a 2.4% compensation increase and salary scale adjustments for permanent staff.

### PROGRAM 1: Fees and Fuel Sales

Fees and fuel sales provide critical operating revenue for the airport. Promotion of the airport results in increased jet and transient traffic, along with based aircraft, with corresponding increases in fee and fuel sales.

<b>SERVICE VOLUME</b>	<b>FY 2017 Actual</b>	<b>FY 2018 Actual</b>	<b>FY 2019 Projected</b>	<b>FY 2020 Projected</b>
Based aircraft	170	175	170	170
Based turbine powered aircraft	3	4	5	5
Percentage of corporate-owned aircraft	15%	15%	20%	20%

## AIRPORT FUND

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### OBJECTIVES:

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

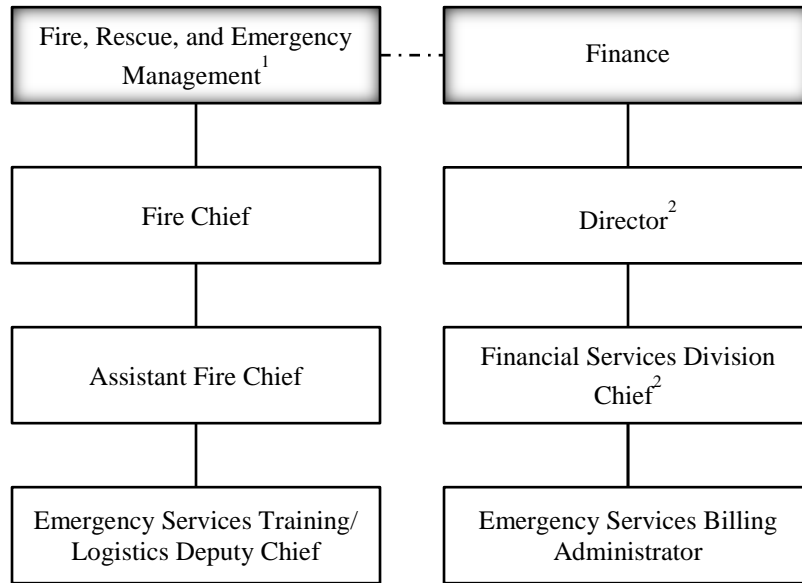
<b>OUTCOME MEASURES</b>	<b>FY 2017 Actual</b>	<b>FY 2018 Actual</b>	<b>FY 2019 Goal</b>	<b>FY 2020 Goal</b>
Aviation businesses at the airport	7	7	7	7
Aircraft maintenance providers	3	2	2	2
Flight school providers	1	2	2	2
Fuel sales – 100 Low Lead – AvGas (gallons)	78,828	86,710	95,381	104,920
Fuel Sales – Jet A (gallons)	32,130	35,343	38,873	42,765
Transient aircraft traffic increased	5%	5%	5%	5%

# AMBULANCE REVENUE FUND

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## 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.



<sup>1</sup> Positions funded in Fire, Rescue, and Emergency Management budget.

<sup>2</sup> Positions funded in Finance budget.

## GOALS:

- Offset increases in medical supplies and required staffing through equitable user fees.
- Maintain timely and accurate information on the status of the Ambulance Revenue Fund with the Board of Supervisors, Finance Committee, vendors, and volunteers.

## KEY PROJECTS FOR FY 2020:

- Continue to work in conjunction with the billing vendor on reporting and projection tools to better forecast trends in revenue recovery
- Monitor revenue recovery and recommend necessary adjustments to meet program goals.

## AMBULANCE REVENUE FUND

### BUDGET SUMMARY:

	<b>FY 2017 Actual</b>	<b>FY 2018 Actual</b>	<b>FY 2019 Adopted</b>	<b>FY 2020 Approved</b>	<b>FY 2020 Proposed</b>
Costs:					
Personnel	\$86,824	\$88,500	\$89,395	\$90,051	\$91,915
Operating	\$1,336,286	\$1,247,898	\$1,367,222	\$1,390,140	\$1,390,140
Capital	\$0	\$0	\$0	\$0	\$0
<b>Total</b>	<b>\$1,423,110</b>	<b>\$1,336,398</b>	<b>\$1,456,617</b>	<b>\$1,480,191</b>	<b>\$1,482,055</b>
Revenue	\$1,551,043	\$1,445,912	\$1,456,617	\$1,480,191	\$1,482,055
<b>Net Local Revenue</b>	<b>(\$127,933)</b>	<b>\$109,743</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>
<b>Full-time Equivalents</b>	<b>1.00</b>	<b>1.00</b>	<b>1.00</b>	<b>1.00</b>	<b>1.00</b>

### BUDGET ANALYSIS:

The FY 2020 Proposed Budget for Ambulance Revenue Fund includes personnel expenditure increases due to a 2.4% compensation increase and salary scale adjustments for permanent staff. In addition, operating expenditures and revenues have been adjusted to more accurately reflect current operations and revenue projections.

#### **PROGRAM 1: *Emergency Services Billing Coordination***

The Ambulance Revenue Fund was established by the Board of Supervisors in FY 2008 to administer the County's ambulance revenue recovery program. Revenue generated from ambulance fees supports operational expenses for the County's career and volunteer emergency medical service units and career staffing 24/7 units throughout the County.

<b>SERVICE VOLUME</b>	<b>FY 2017 Actual</b>	<b>FY 2018 Actual</b>	<b>FY 2019 Projected</b>	<b>FY 2020 Projected</b>
EMS Transports	4,470	4,377	4,340	4,385
Average Miles/Transport	8.86	8.75	8.47	8.57
Advanced Life Support Transports	78%	75%	73%	75%
Basic Life Support Transports	22%	25%	27%	25%

### OBJECTIVES:

- Maintain stable collections.

<b>OUTCOME MEASURES</b>	<b>FY 2017 Actual</b>	<b>FY 2018 Actual</b>	<b>FY 2019 Goal</b>	<b>FY 2020 Goal</b>
Collection rate of allowable amount <sup>1</sup>	61.22%	58.95%	60.82%	61.37%

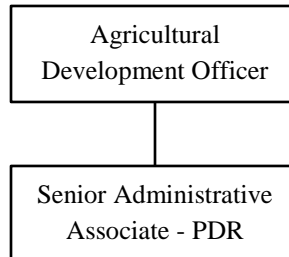
<sup>1</sup>Collections are based on amount of fee allowable by Medicare, Medicaid, and Commercial Insurance, and self-pay non-County Residents. Self-pay residents are excluded from balance billing by policy of the Board of Supervisors.

# CONSERVATION EASEMENT SERVICE DISTRICT FUND

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## ORGANIZATIONAL PURPOSE:

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



## GOALS:

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

## KEY PROJECTS FOR FY 2020:

- Pursue increased funding from grants and other non-county sources for easement purchases.
- Accept and process PDR application from landowners. Review all applications with PDR Committee and conduct farm visits.
- Coordinate application scoring by PDR Committee.
- Educate landowners about PDR Program, donated conservation easements and possible tax benefits through workshops and individual meetings.
- Explore applicability of specific grant programs for conservation easement funding from the Virginia Department of Agriculture and Consumer Services, Virginia Department of Conservation and Recreation, U.S. Department of Agriculture, U.S. Department of the Navy, and private land trusts.
- Manage grant awards.
- Prepare annual summary of PDR Program activity.
- Monitor Virginia General Assembly activity on PDR funding, attend meetings, and provide input when appropriate.
- Monitor conservation easement stewardship funding program through DCR.

## CONSERVATION EASEMENT SERVICE DISTRICT FUND

### BUDGET SUMMARY:

	<b>FY 2017 Actual</b>	<b>FY 2018 Actual</b>	<b>FY 2019 Adopted</b>	<b>FY 2020 Approved</b>	<b>FY 2020 Proposed</b>
Costs:					
Personnel	\$125,975	\$128,733	\$149,759	\$150,855	\$158,830
Operating	\$713,165	\$1,389,535	\$695,566	\$706,366	\$712,928
Capital	\$27,104	\$0	\$0	\$0	\$0
<b>Total</b>	<b>\$866,244</b>	<b>\$1,518,268</b>	<b>\$845,325</b>	<b>\$857,221</b>	<b>\$871,758</b>
Revenue	\$289,953	\$245,676	\$105,000	\$105,000	\$115,000
<b>Net Local Revenue</b>	<b>\$576,291</b>	<b>\$1,272,592</b>	<b>\$740,325</b>	<b>\$752,221</b>	<b>\$756,758</b>
<b>Net Change in Fund Balance</b>	\$74,039	\$0	\$0	\$0	\$0
<b>Full-time Equivalents</b>	<b>2.00</b>	<b>2.00</b>	<b>2.00</b>	<b>2.00</b>	<b>2.00</b>

### BUDGET ANALYSIS:

The FY 2020 Proposed Budget for Conservation Easement includes personnel expenditure increases due to a 2.4% compensation increase and salary scale adjustments for permanent staff. Revenue has been adjusted to more accurately reflect current revenue projections and historical collections.

### **PROGRAM 1: *Purchase of Development Rights (PDR) Program***

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

<b>SERVICE VOLUME</b>	<b>FY 2017 Actual</b>	<b>FY 2018 Actual</b>	<b>FY 2019 Projected</b>	<b>FY 2020 Projected</b>
PDR applications distributed and received	18	17	18	18
PDR applications approved	4	4	4	4
Landowners and advisors assisted with PDR and land conservation	25	23	25	25

## **CONSERVATION EASEMENT SERVICE DISTRICT FUND**

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### **OBJECTIVES:**

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

<b>OUTCOME MEASURES</b>	<b>FY 2017 Actual</b>	<b>FY 2018 Actual</b>	<b>FY 2019 Goal</b>	<b>FY 2020 Goal</b>
Landowners provided with PDR/easement info	23	22	23	23
Workshops offered for landowners	1	1	1	1
Landowner/advisors provided with PDR/easement info	25	25	25	25
Acres protected in PDR and donated easements (cumulative)	17,100	19,500	20,850	21,900
Conservation Easements monitored	108	118	125	135

## **COUNTY ASSET REPLACEMENT FUND**

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### **BACKGROUND:**

The County Asset Replacement Fund was established by the Board of Supervisors to create a fund for the ongoing replacement needs of the County's existing capital equipment and major systems. The County maintains separate asset replacement funds for the General Government and the School Division. These funds provide for the financing of major maintenance and systems replacement, renovations and major asset replacements, principally through the accumulation of cash funding and other resources.

Asset replacement submissions for the five-year planning period, covering FY 2020 through FY 2024, totaled \$19,596,339 of which \$2,603,492 was requested for FY 2020. The requested projects were reviewed in comparison to the Five-Year Plan, Strategic Plan, and available funding. The proposed Asset Replacement Program totals \$16,225,679 over the five-year planning period.

The FY 2020 Proposed County Asset Replacement Fund budget totals \$1,875,092, to be funded by a transfer of \$1,637,532 from the General Fund, as well as \$30,000 annually in anticipated revenue from a surcharge on recordations, which is legally restricted to the ongoing maintenance of court-related facilities. In addition, fire and rescue related expenditures will be funded through transfers of \$130,000 in FY 2020 from the Fire & Rescue Levy Fund. A one-time project of \$77,560 in FY 2020 will be funded with re-allocated funding or year-end.

# COUNTY ASSET REPLACEMENT FUND

## FY 2020-2024 County Asset Replacement Fund Proposed Budget

Department/Project	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024	FY 2020-24 Total
<u>Environmental Services - Convenience Sites</u>						
Site Vehicle	\$ -	\$ -	\$ 30,000	\$ 30,000	\$ -	\$ 60,000
Roll Off Trucks	-	-	-	-	190,000	190,000
Equipment Replacement	-	56,000	301,000	517,000	517,000	1,391,000
Recycling Packers	-	-	32,000	33,000	33,000	98,000
Waste Containers	20,000	20,000	20,000	20,000	20,000	100,000
C&D Waste Containers	20,000	20,000	20,000	20,000	20,000	100,000
<u>General Services</u>						
County Vehicle Replacement	\$ 225,000	\$ 275,000	\$ 325,000	\$ 375,000	\$ 420,000	\$ 1,620,000
Major Equipment Replacement	-	50,000	50,000	50,000	50,000	200,000
Major Systems Replacement	269,000	360,000	360,000	385,000	390,000	1,764,000
Courthouse Maintenance	30,000	30,000	30,000	30,000	30,000	150,000
<u>Information Technology</u>						
Technology Review Board	\$ 200,000	\$ 200,000	\$ 200,000	\$ 200,000	\$ 200,000	\$ 1,000,000
Server and Network Replacement	149,000	356,000	162,000	443,000	186,000	1,296,000
Call Manager	60,000	30,000	28,000	28,000	28,000	174,000
<u>Parks &amp; Recreation</u>						
Small Projects Fund	\$ 150,000	\$ 250,000	\$ 250,000	\$ 300,000	\$ 350,000	\$ 1,300,000
<u>Registrar's Office</u>						
Voting Machines	\$ -	\$ -	\$ 325,053	\$ -	\$ -	\$ 325,053
<u>Sheriff's Office</u>						
Vehicle Replacement	\$ 456,435	\$ 481,500	\$ 481,500	\$ 481,500	\$ 481,500	\$ 2,382,435
In Car Camera Replacement	50,000	51,813	51,813	51,813	51,813	257,252
Equipment Replacement	38,097	38,097	22,570	22,570	41,337	162,671
DIMS System Replacement - Photo Evidence System	-	-	-	-	32,100	32,100
Access Control Server	-	12,211	-	-	-	12,211
Call Recording System refresh - CAD Server Replacement	77,560	-	-	-	-	77,560
911 CPE Refresh/Replacement	-	-	-	-	193,397	193,397
<u>DFREM/VFRA</u>						
SCBA Replacement	\$ 100,000	\$ 200,000	\$ 300,000	\$ 300,000	\$ 300,000	\$ 1,200,000
AED's Replacement	30,000	90,000	90,000	120,000	120,000	450,000
Ambulance Replacement	-	845,000	-	845,000	-	1,690,000
<b>Total</b>	<b>\$ 1,875,092</b>	<b>\$ 3,365,621</b>	<b>\$ 3,078,936</b>	<b>\$ 4,251,883</b>	<b>\$ 3,654,147</b>	<b>\$ 16,225,679</b>
<i>Offsetting Revenue</i>	<i>\$ 237,560</i>	<i>\$ 1,165,000</i>	<i>\$ 420,000</i>	<i>\$ 1,295,000</i>	<i>\$ 450,000</i>	<i>\$ 3,567,560</i>
<b>Net Local Revenue</b>	<b><u>\$ 1,637,532</u></b>	<b><u>\$ 2,200,621</u></b>	<b><u>\$ 2,658,936</u></b>	<b><u>\$ 2,956,883</u></b>	<b><u>\$ 3,204,147</u></b>	<b><u>\$ 12,658,119</u></b>

## DEBT SERVICE FUND

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The Debt Service Fund was established by the Board of Supervisors as the repository of funding for principal and interest costs on outstanding debt. The County has no statutory limit, or “legal debt margin,” on the amount of debt it can issue. The Board of Supervisors has, however, adopted financial policies that limit the amount of annual debt service payments, for tax supported debt, to no more than 10% of appropriated County revenue. This fiscal policy serves as a guide for the level of debt funded projects in the Capital Improvement Program. Debt is considered tax supported if general tax revenues are used or if the County has made a pledge of an annual appropriation to repay the debt. This debt includes general obligation debt, Virginia Public School Authority (VPSA) or Virginia Resource Authority (VRA) Bonds, and capital or master lease agreements.

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

The FY 2020 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 2020, and certain service costs incurred on debt. The FY 2020 anticipated debt service payments are estimated to represent 6.8% of anticipated revenue.

### **FY 2020 Proposed Budget**

<b><u>Division/Description</u></b>	<b><u>Principal</u></b>	<b><u>Interest</u></b>	<b><u>Total</u></b>
<b>County Government</b>			
Capital Leases	\$1,316,021	\$527,993	\$1,844,014
Certificate of Participation	485,000	193,466	678,466
Lease Financing	<u>355,100</u>	<u>-</u>	<u>355,100</u>
<b>Sub-total County Government</b>	<b><u>\$2,156,121</u></b>	<b><u>\$721,459</u></b>	<b><u>\$2,877,580</u></b>
<b>School Division</b>			
VA Public School Authority Bonds	\$5,000,000	\$2,028,882	\$7,028,882
General Obligation Bonds	2,242,000	517,963	2,759,963
Master/Capital Lease	1379,157	62,428	441,585
Trustee Fees	<u>-</u>	<u>-</u>	<u>8,300</u>
<b>Sub-total School Division</b>	<b><u>\$7,621,157</u></b>	<b><u>\$2,609,273</u></b>	<b><u>\$10,238,730</u></b>
<b>Total Debt Service Fund</b>	<b><u>\$9,777,278</u></b>	<b><u>\$3,330,732</u></b>	<b><u>\$13,116,310</u></b>

## DEBT SERVICE FUND

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### Debt Service in Other Funds

In addition to the Debt Service Fund, certain projects related to the Volunteer Fire and Rescue Association (VFRA) and Environmental Services – Landfill operations are debt financed, with the debt service payment budgeted and funding allocated from their respective funds. VFRA station projects are financed by the companies or through a lease arrangement with the County, with the debt service payment supported by the Fire and Rescue Levy. The landfill debt service payments are currently supported by the Landfill Fund and/or transfers from the General Fund and have no impact on the County's debt ratio.

### FY 2020 Proposed Budget

<u>Fund/Description</u>	<u>Principal</u>	<u>Interest</u>	<u>Total</u>
Fire & Rescue Levy Fund			
<u>Fire Station Renovations</u>	<u>\$411,020</u>	<u>\$620,183</u>	<u>\$1,031,203</u>
Total Vol. Fire & Rescue Levy Fund:	\$496,828	\$750,109	\$1,031,203
Landfill Fund			
<u>Cell I Expansion/Transfer Station</u>	<u>\$250,000</u>	<u>\$344,063</u>	<u>\$594,063</u>
Total Landfill Fund	\$250,000	\$344,063	\$594,063

### 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 2020 Proposed Debt Service Fund Statement

<u>Description</u>	<u>Total</u>
<b>Revenue:</b>	
Transfer from General Fund	\$ 12,190,559
Transfer from Fire and Rescue Levy Fund	332,863
VPSA Credit	198,913
QSCB Tax Credit	393,975
<u>Prior Years' Fund Balance</u>	<u>-</u>
<b>Total Revenues:</b>	<b><u>\$ 13,116,310</u></b>

<b>Expenditures:</b>	<u>Principal</u>	<u>Interest</u>	<u>Total</u>
<b>County Government</b>			
New Baltimore Sewer Project	\$ 225,000	\$ 16,734	\$ 241,734
Vint Hill Sewer Expansion	260,000	176,732	436,732
Ambulance Lease	111,749	6,821	118,570
Public Safety Radio	625,916	131,049	756,965
Catlett-Calverton Sewer	355,100	-	355,100
Central Sports Complex	438,356	197,260	635,616
Orlean Fire Station Improvements	140,000	192,863	332,863
<b>Subtotal County Government:</b>	<b><u>\$ 2,156,121</u></b>	<b><u>\$ 721,459</u></b>	<b><u>\$ 2,877,580</u></b>

### School Division

1999A Brumfield ES VPSA	175,000	5,338	180,338
2000A Marshall MS VPSA	225,000	17,213	242,213
2001C Auburn MS VPSA	320,000	34,400	354,400
2003A Auburn/Thompson VPSA	580,000	131,660	711,660
2004A Liberty HS HVAC VPSA	185,000	45,649	230,649
2005D Liberty/Thompson/Cedar Lee VPSA	575,000	183,425	758,425
2007A Kettle Run/Greenville VPSA	1,705,000	725,055	2,430,055
2011 Fauquier HS VPSA QSCB	700,000	425,000	1,125,000
2012 Kettle Run GO Bond	2,165,000	298,700	2,463,700
2012 Fauquier HS VPSA	405,000	345,904	750,904
2013 Fauquier HS VPSA	130,000	115,238	245,238
2015 Kettle Run Bank Loan	77,000	219,263	296,263
School Bus Lease Phase I	166,898	15,125	182,023
School Bus Lease Phase II	212,259	47,303	259,562
<u>Trustee Fees</u>	<u>-</u>	<u>-</u>	<u>8,300</u>
<b>Subtotal School Division:</b>	<b><u>7,621,157</u></b>	<b><u>2,609,273</u></b>	<b><u>10,238,730</u></b>
<b>Total Expenditures:</b>	<b><u>\$ 9,777,278</u></b>	<b><u>\$ 3,330,732</u></b>	<b><u>\$ 13,116,310</u></b>

## **FIRE AND RESCUE LEVY FUND**

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### **ORGANIZATIONAL PURPOSE:**

#### ***Volunteer Fire and Rescue Association***

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

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

#### ***Department of Fire, Rescue and Emergency Management***

The Department of Fire, Rescue and Emergency Management (DFREM) strives to reduce threats to life, safety, property, and the environment of Fauquier County residents through education, prevention, and effective response to fire, medical, environmental, and other emergencies. Our Department is dedicated to providing fire protection, emergency medical services, and related life safety functions with fiscal integrity while maintaining a balanced volunteer and career service. The Department provides these critical services through five divisions:

- Administration - Provides support, coordination and oversight of services supporting the core mission. Including but not limited to volunteer/ career recruitment, orientation and retention, budget preparation, procurement, management, service supplementation with career firefighter and paramedics, insurance and risk management, mandatory annual medical physicals, and human resources support.
- Operations - Supplements the Volunteer Fire and Rescue companies by providing career staff and leadership that meet all required training and certifications for adequate response to firefighting, emergency medical service, and hazardous materials emergencies.
- Prevention/Life Safety - Consists of fire prevention and life safety, code enforcement, life safety inspections, plans reviews, and hazardous materials monitoring.
- Training and Logistics - Responsible for training and recertification of over 600 career and volunteer members, State Emergency Medical Services (EMS) law compliance, mandated exposure control programs, medical direction, personnel protective equipment, uniforms, fire station supplies and quality assurance at all levels.
- Emergency Management - Develops incident-specific plans and coordinates responses to natural and man-made disasters. Provides emergency planning and disaster coordination, hazard mitigation and hazardous materials transportation plans as mandated by the National Response Plan.

## **FIRE AND RESCUE LEVY FUND**

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### **GOALS:**

#### ***Volunteer Fire and Rescue Association***

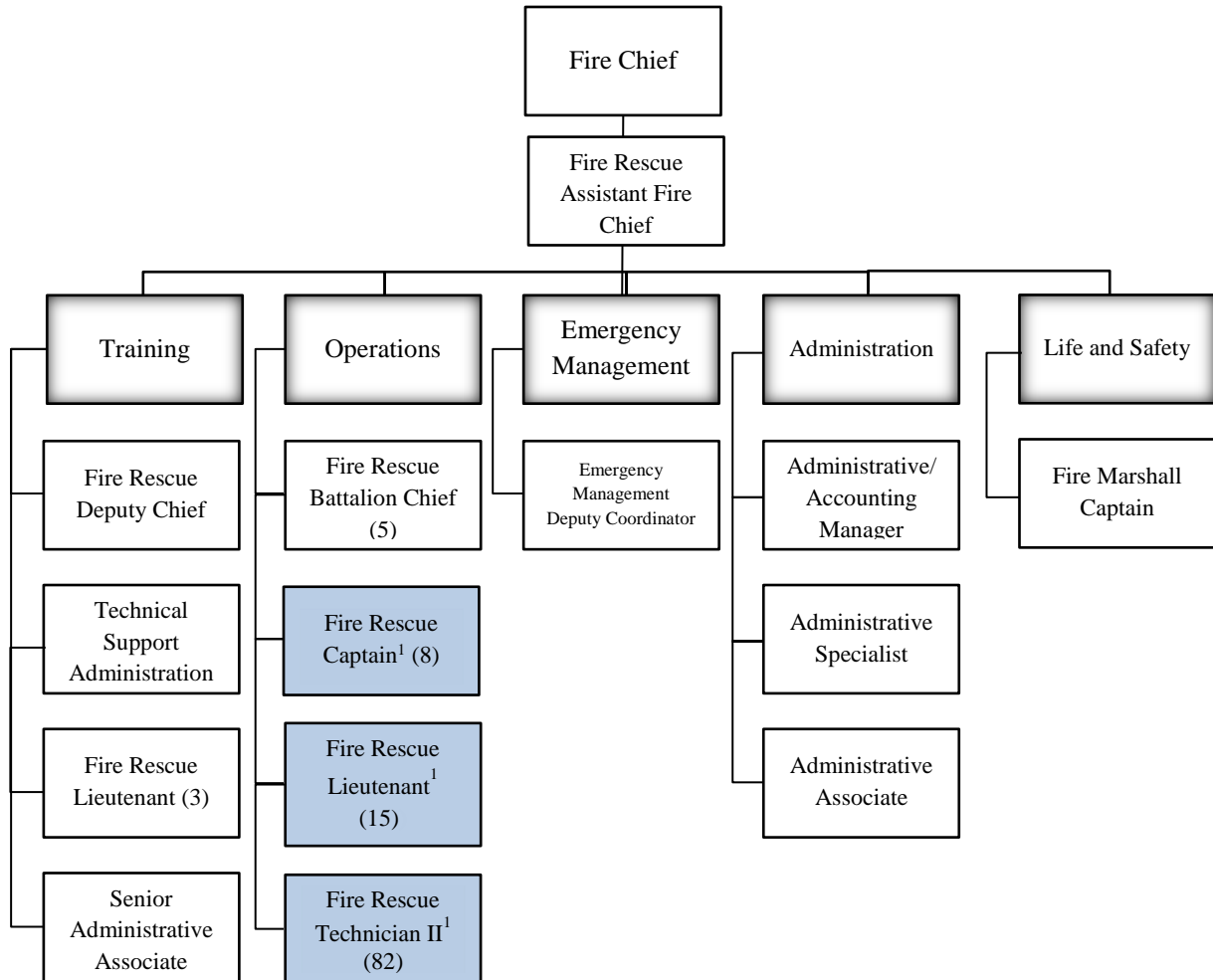
- Represent the eleven member companies in accordance with the Fauquier County Code and the Association's bylaws.
- Strengthen recruitment and retention efforts for qualified volunteer personnel to provide appropriate emergency response.
- Provide appropriate personal living quarters in all fire/rescue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

#### ***Department of Fire, Rescue and Emergency Management***

- Be 100% compliant with Local, State and Federal laws that dictate requirements for training, staffing, response capabilities and on-scene emergency management by qualified personnel.
- Develop and support a culture of "safety first" for all of our career or volunteer responders.
- Meet quantifiable service delivery standards for fire and rescue responses by providing career staffed administrative, operational firefighting and emergency medical, training, logistics and leadership positions to support to the volunteer fire and rescue companies in Fauquier County.

# FIRE AND RESCUE LEVY FUND

## *Department of Fire, Rescue and Emergency Management (DFREM)*



<sup>1</sup>FY 2020 Proposed Budget includes (3.0) new Captain positions, (6.0) new Technician II positions, the reclassification of (1.0) Lieutenant position to Captain position, and reclassification of (2.0) Technician II positions to Lieutenant positions.

## FIRE AND RESCUE LEVY FUND

### KEY PROJECTS FOR FY 2020:

#### *Department of Fire, Rescue and Emergency Management*

- Expand operational staffing to transition the three remaining 12 hour stations from 12 hours 5 day coverage to 12 hours 7 day coverage (The Plains, Lois and Goldvein).
- Implement an EMS Supervisor program (Captain) on each shift to manage EMS programs and provide a secondary command officer 24 hours/7 days a week.

### BUDGET SUMMARY:

<b>Combined Fire &amp; Rescue Services</b>	<b>FY 2017 Actual</b>	<b>FY 2018 Actual</b>	<b>FY 2019 Adopted</b>	<b>FY 2020 Approved</b>	<b>FY 2020 Proposed</b>
Costs:					
Personnel	\$7,503,346	\$11,287,714	\$13,120,867	\$13,415,616	\$13,686,974
Operating	\$4,092,209	\$4,317,304	\$4,870,651	\$4,996,369	\$5,307,381
Capital	\$46,974	\$1,998,760	\$0	\$0	\$0
Transfers <sup>1</sup>	\$2,628,444	\$0	\$0	\$0	\$0
<b>Total</b>	<b>\$14,270,973</b>	<b>\$17,603,778</b>	<b>\$17,991,518</b>	<b>\$18,411,985</b>	<b>\$18,994,355</b>
Revenue	\$365,601	\$1,520,798	\$2,217,383	\$1,733,953	\$1,868,011
<b>Net Local Revenue</b>	<b>\$6,333,470</b>	<b>\$13,397,126</b>	<b>\$15,774,135</b>	<b>\$16,678,032</b>	<b>\$17,126,344</b>
<b>Change in Net Position</b>	<b>(\$7,571,902)</b>	<b>(\$2,685,854)</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>
<b>Full-time Equivalents</b>	<b>83.00</b>	<b>84.00</b>	<b>114.00</b>	<b>123.00</b>	<b>123.00</b>

<sup>1</sup>Transfers consist of allocations for debt service expenses and to the General Fund to support training and safety activities, and positions within the Department of Fire, Rescue and Emergency Management (DFREM), as approved in the FY 2017 and FY 2018 Adopted Budget.

<b>Volunteer Fire and Rescue Association</b>	<b>FY 2017 Actual</b>	<b>FY 2018 Actual</b>	<b>FY 2019 Adopted</b>	<b>FY 2020 Approved</b>	<b>FY 2020 Proposed</b>
Costs:					
Personnel	\$100,210	\$2,498,128	\$2,354,234	\$1,594,234	\$1,594,234
Operating <sup>1</sup>	\$3,725,123	\$3,714,421	\$4,014,863	\$4,025,924	\$4,265,736
Capital	\$10,291	\$1,958,872	\$0	\$0	\$0
Transfers	\$2,628,444	\$0	\$0	\$0	\$0
<b>Total</b>	<b>\$6,464,068</b>	<b>\$8,171,421</b>	<b>\$6,369,097</b>	<b>\$5,620,158</b>	<b>\$5,859,970</b>
Revenue	\$253,641	\$264,185	\$273,802	\$273,802	\$272,073
<b>Net Local Revenue</b>	<b>\$6,352,310</b>	<b>\$12,063,365</b>	<b>\$6,095,295</b>	<b>\$5,346,356</b>	<b>\$5,587,897</b>
<b>Change in Net Position</b>	<b>\$141,883</b>	<b>\$4,156,129</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>
<b>Full-time Equivalents</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>

<sup>1</sup>Includes operating contributions to independent, volunteer companies.

## FIRE AND RESCUE LEVY FUND

Fire, Rescue and Emergency Management	FY 2017 Actual	FY 2018 Actual	FY 2019 Adopted	FY 2020 Approved	FY 2020 Proposed
Costs:					
Personnel	\$7,403,136	\$8,789,586	\$10,766,633	\$11,821,382	\$12,092,740
Operating	\$367,086	\$602,883	\$855,788	\$970,445	\$1,041,645
Capital	\$36,683	\$39,885	\$0	\$0	\$0
<b>Total</b>	<b>\$7,806,905</b>	<b>\$9,432,354</b>	<b>\$11,622,421</b>	<b>\$12,791,827</b>	<b>\$13,134,385</b>
Revenue	\$7,011	\$1,256,613	\$1,943,581	\$1,460,151	\$1,595,938
<b>Net Local Revenue</b>	<b>\$6,014,205</b>	<b>\$1,333,761</b>	<b>\$9,678,840</b>	<b>\$11,331,676</b>	<b>\$11,538,447</b>
<b>Full-time Equivalents</b>	<b>83.00</b>	<b>84.00</b>	<b>114.00</b>	<b>123.00</b>	<b>123.00</b>

### BUDGET ANALYSIS:

The Fire and Rescue Levy is a special real estate tax levy to support the fire and rescue service of the County, operated as a combined volunteer and career service. The levy is anticipated to yield \$17,126,344 in FY 2020.

The FY 2020 Proposed Budget for DFREM includes personnel expenditure increases due to a 2.4% compensation increase and salary scale adjustment for permanent staff. The FY 2020 Proposed budget for DFREM also includes increases related to the establishment of (3.0) full-time Fire Rescue Captain positions, (6.0) full-time Fire Rescue Technician II positions, as well as the reclassification of (1.0) Fire Rescue Lieutenant position to a Fire Rescue Captain position, and reclassification of (2.0) Fire Rescue Technician II positions to Fire Rescue Lieutenant positions. The proposed budget also includes funding for the annual maintenance, repair, and cleaning for volunteer and career personal protective gear.

### **PROGRAM 1: *Volunteer Fire & Rescue Association***

The Volunteer Fire & Rescue Association (VFRA) receives funding from a special real estate tax levy. This levy provides funding for the association as a whole, for shared equipment and services, and for each of the nine volunteer fire and/or rescue companies in the County. This levy provides funds for capital equipment purchases, infrastructure improvements, and operating expenses, as well as insurance (vehicle, property, casualty, accident and disability) and maintenance contracts which benefit all member companies. The annual funding methodology for each of the member companies was established in FY 2003 by the VFRA based on a formula utilizing activity levels within each response district. In FY 2017, the total number of Fire and EMS incidents were 13,859.

## FIRE AND RESCUE LEVY FUND

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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.
- **Public Education Committee:** This committee provides education on fire and life safety during events at schools and fairs etc. in our community. This committee has a volunteer membership coordinator to assist the individual stations with membership rules and regulations set forth by the state. This coordinator also works community events to recruit new members.
- **Training Committee:** This committee oversees and funds all training, except activities related to Advanced Life Support (addressed under EMS Committee, above). All entry level, management level, and special seminar training is reviewed and authorized by this committee. The trailer is used at special events and during Fire Prevention Week, as described in Public Education Committee above. The committee's activities are funded by part-time, temporary instructors.
- **Technical Equipment/Logistics Committee:** Life safety issues such as maintenance and repair of self-contained breathing apparatus (SCBA), cascade systems, compressors and gas meters are handled by this individual. Required annual Immediate Danger to Life and Death fit testing as well as identification cards for personnel are completed. All activities work to maintain compliance with OSHA, NIOSH and NFPA guidelines. In addition, all fire & rescue radio communication equipment (800 MHz and voice pagers) are serviced and maintained as well as 31 EMS Laptop Computers are serviced & maintained by this individual.

## FIRE AND RESCUE LEVY FUND

- **Fire Operations Group (FOG):** This group was created in FY 2010 at the discretion of the volunteer fire and rescue president, career fire and rescue chief, and volunteer fire and rescue chief's group to enhance and establish standard operating procedures and guidelines for the fire and rescue system. Numerous policies and operating manuals have been adopted providing the various fire companies and units the ability to operate in a safe, efficient, and standardized manner. Several training sessions have been created by the FOG and provided to the fire and rescue system.
- **Battalion Chief / Command Program:** An emergency incident presents a complicated and rapidly changing situation. An effective command organization will assist in the elimination of confusion at the incident and assist in accounting for all personnel operating within areas that pose immediate danger to life and health (IDLH). The Battalion sub-group was created through the Fauquier Fire Operations Group to establish a County battalion chief program to run 24 hours a day. This group has created and offered incident command training and education to all County fire and rescue system members, The BC group continues to create, provide, and implement training and operating procedures.

SERVICE VOLUME	FY 2017 Actual	FY 2018 Actual	FY 2019 Projected	FY 2020 Projected
Defibrillators maintained annually	95	95	95	95
Hazmat units, Fire Safety Trailer, vehicles, etc., maintained	3	3	3	3
Awareness Training students (average)	80	80	80	80
Operations Training students	18	18	18	18
Technician Training students (average)	20	20	20	20
Detection / monitoring equipment maintained	45	45	45	45
Firefighter I & II training (students/hours)	51/20,043	51/20,043	51/20,043	51/20,043
EMT Training (students/hours)	72/11,088	72/11,088	72/11,088	72/11,088
Fire Instructor Class students (average)	0	0	0	0
Emergency Vehicle Operator students	62	62	62	62
Pump Operator students	34	34	34	34
Smokehouse education events	0	0	0	0
Community events (fair, etc.)	3	3	3	3
SCBA equipment maintained	263	263	263	263
800 MHz Radio / 400 MHz pager equipment maintained	725	725	725	725

## FIRE AND RESCUE LEVY FUND

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**OBJECTIVES:**

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

**PROGRAM 2: DFREM Administrative Division**

- This division provides the following: Emergency Preparedness and Disaster Management per Title 44 of the Code of Virginia and the Homeland Security Presidential Directive-5 (HSPD-5) NIMS, provides staff support to the Volunteer Fire and Rescue Association and its committees: EMS, Training, Special Operations, Chiefs’ Group, and Capital Improvements, coordinates the Volunteer Fire and Rescue Association orientation, incentive, and insurance programs, maintains knowledge of Federal and State standards applicable to the public safety industry, maintain accounts, personnel information, and the electronic records management system, supports the fire and rescue e-mail system and other communications programs, as well as computer-aided design (CAD) mapping and unit statistics, coordinates finance, budget, and procurement issues for the Volunteer Fire and Rescue Association and also coordinates preventive maintenance contracts for the Volunteer Fire and Rescue Association.

SERVICE VOLUME	FY 2017 Actual	FY 2018 Actual	FY 2019 Projected	FY 2020 Projected
Volunteer Incentive and Insurance Programs and Workers Comp for 11 Volunteer F&R Companies	431	450	500	525
Grant Applications Submitted	3	3	3	3
Grant Funding Received <sup>1</sup>	2,615,698	17,725	17,725	17,725
Workers Compensation Claims	18	10	10	10

<sup>1</sup>FY 2017 includes Federal Emergency Management Agency (FEMA) Staffing for Adequate Fire and Emergency Response Grant (SAFER) funding.

**OBJECTIVES:**

- Conduct annual response time service delivery study to determine acceptable County-wide fire and rescue response time benchmarks.
- Respond to fire and medical emergencies with four personnel and a fire engine and/or two personnel and an ambulance within ten minutes in rural areas and eight minutes within service districts.
- Update Hazardous Materials Emergency Response Plan.
- Conduct emergency preparedness exercise (full scale and table top).

OUTCOME MEASURES	FY 2017 Actual	FY 2018 Actual	FY 2019 Goal	FY 2020 Goal
Service delivery standard study conducted	100%	100%	100%	100%
Number of full scale or table top exercises for emergency preparedness conducted	1	2	1	2

## FIRE AND RESCUE LEVY FUND

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### **PROGRAM 3: DFREM Operations Division**

Works in conjunction with the County’s volunteer fire companies, provide timely 24/7 emergency responses to all fire, medical, and hazardous materials emergencies, coordinates fire and rescue programs with the volunteer fire and rescue companies, Fauquier Hospital, Virginia Office of Emergency Medical Services, Virginia Department of Fire Programs, Virginia Department of Emergency Management, and neighboring jurisdictions, provide fire, medical, and hazardous materials emergency response training to the career staff for recertification and professional development, work with the Training Division to minimize the cost of this requirement by conducting the training in-house when possible and ensure sufficient staffing and safe operating conditions through coordination of career and volunteer staff.

SERVICE VOLUME	FY 2017 Actual	FY 2018 Actual	FY 2019 Projected	FY 2020 Projected
Meetings with Volunteer Association	12	12	12	12
Meetings with Volunteer Fire Chiefs	12	12	12	12
Emergency Responses	11,195	12,750	13,500	14,000

#### **OBJECTIVES:**

- Respond to fire and medical emergencies with four personnel and a fire engine and/or two personnel and an ambulance within ten minutes in rural areas and eight minutes within service districts.
- Ensure that all firefighting personnel receive mandatory medical clearance and face mask testing as outlined in Federal mandate 1910.134.

OUTCOME MEASURES	FY 2017 Actual	FY 2018 Actual	FY 2019 Goal	FY 2020 Goal
Rural response benchmarks	80%	80%	80%	80%
Service district response benchmarks	100%	100%	100%	100%
Annual fit testing	100%	100%	100%	100%
Medical clearance examinations	100%	100%	100%	100%

### **PROGRAM 4: DFREM Training & Logistics Division**

This division provides basic and advanced training to approximately 600 volunteers and 65 field personnel and 10 support career staff. The division also provides support for projects such as the 800MHz Radio System, Respiratory Protection Program, laptop support for EMS, gas meter maintenance program, HazMat support equipment and the Records Management Systems.

The Training Committee provides all training except Advanced Life Support. This committee reviews and authorizes all entry level training as well as management level and special seminar classes.

## FIRE AND RESCUE LEVY FUND

The division also coordinates adult education training programs, high school vocational education programs, sheltering operations that may be required as a result of natural disasters, and training with the volunteer EMS and Fire Training committees for the delivery of courses through the Virginia Office of Emergency Medical Services and the Virginia Department of Fire Programs.

SERVICE VOLUME	FY 2017 Actual	FY 2018 Actual	FY 2019 Projected	FY 2020 Projected
Firefighter courses – for high school career technical education	1	1	1	1
Adult education courses, day & evening	68	68	68	68
New member orientation opportunities	15	15	20	20
Respiratory fit testing	410	415	420	425
ID card systems maintained	900	920	930	950
800 MHz radios maintained and upgraded	475	475	475	475
400 MHz pagers maintained and upgraded	250	250	250	250
SCBA Maintained	263	263	263	263
SCBA testing (Flow Test)	263	263	263	263
SCBA testing (Hydro Test)	192	192	192	192

### OBJECTIVES:

- Deliver Fire, Rescue and Emergency Management training as required, to insure delivery of services in the most economic and effective means possible with available resources.
- Deliver Advanced Cardiovascular Life Support (ACLS), Pediatric Advanced Life Support (PALS), and International Trauma Life Support (ITLS) to Advanced Life Support (ALS) providers on an annual basis.
- 100% participation in the Respiratory Fit Test program for all members of the Department who are certified for IDLH Environments.
- Self-contained breathing apparatus (SCBA) – 275 packs placed in service as of December 31, 2015.

OUTCOME MEASURES	FY 2017 Actual	FY 2018 Actual	FY 2019 Goal	FY 2020 Goal
Fire Rescue initial and continuing education courses	68	68	68	68
Streamline new members application process	15 days	15 days	15 days	15 days
New Membership applications processed	60	75	90	100
100% of “Class A” Members Fit Tested	100%	100%	100%	100%
SCBA Flow Test on schedule	263	263	263	263

## FIRE AND RESCUE LEVY FUND

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### **PROGRAM 5: DFREM Fire Prevention & Life Safety Program**

This division conducts existing facility inspections to mitigate the potential for injury or loss of life to the public and responding firefighters including public assembly buildings, such as restaurants, meeting halls, churches, and tents, as well as public and private educational facilities, conducts mandated SARA (Superfund Amendments and Reauthorization Act) Title III inspections for institutional buildings and locations using, storing, or selling extremely hazardous substances (EHS), flammable and combustible liquids, and liquefied petroleum gas (LPG), issue permits for operations involving the transportation, storage, and use of commercial explosives, as well as fireworks sales, storage, and displays, in compliance with Code of Virginia mandates, reviews site plans for fire code compliance in conjunction with Community Development and responds to life safety code complaints and questions regarding inspections, education, and assistance attaining code compliance.

<b>SERVICE VOLUME</b>	<b>FY 2017 Actual</b>	<b>FY 2018 Actual</b>	<b>FY 2019 Projected</b>	<b>FY 2020 Projected</b>
Fire Inspections	120	120	250	300
Plans Reviews	37	90	110	125
Explosive Storage, Use and Display Permits	12	15	15	16

### **OBJECTIVES:**

- Conduct life safety fire prevention inspections at all day care centers, assisted living facilities, and public assembly buildings.
- Conduct mandated SARA Title II hazardous materials inspections.

<b>OUTCOME MEASURES</b>	<b>FY 2017 Actual</b>	<b>FY 2018 Actual</b>	<b>FY 2019 Goal</b>	<b>FY 2020 Goal</b>
Life safety fire prevention inspections conducted at all day care centers and assisted living facilities	53	53	53	53
Life safety fire prevention inspections conducted at all public assembly buildings	40	40	40	40
Mandated SARA Title II hazardous materials inspections conducted	51	55	55	55
Staff events for distribution of materials for emergency events to the citizens	4	4	4	4
Emergency Operations Center exercises	1	2	1	2

## FIRE AND RESCUE LEVY FUND

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### **PROGRAM 6: DFREM Emergency Management Division**

This division facilitates biannual EOC tabletop exercise to acquaint EOC staff with their specific roles and responsibilities and enhance EOC operations during response and recovery phases, facilitates one drill focusing on specific threat/hazard, maintains Emergency Operations Plan, Hazard Mitigation Plan and Hazardous Materials Emergency Response plan, coordinates post disaster recovery activities, manages Emergency Management grants and organizes resources (personnel, equipment, supplies, and services) necessary for response and recovery.

SERVICE VOLUME	FY 2017 Actual	FY 2018 Actual	FY 2019 Projected	FY 2020 Projected
Drills and Regional Exercise	1	2	1	2
Table Top Exercise	1	1	1	1
Maintain plans	2	2	2	2
Coordinate post disaster recovery activities	1	1	1	1
Manage grants in support of Emergency Management	1	1	1	1
Organize resources	50%	50%	50%	50%

### **OBJECTIVES:**

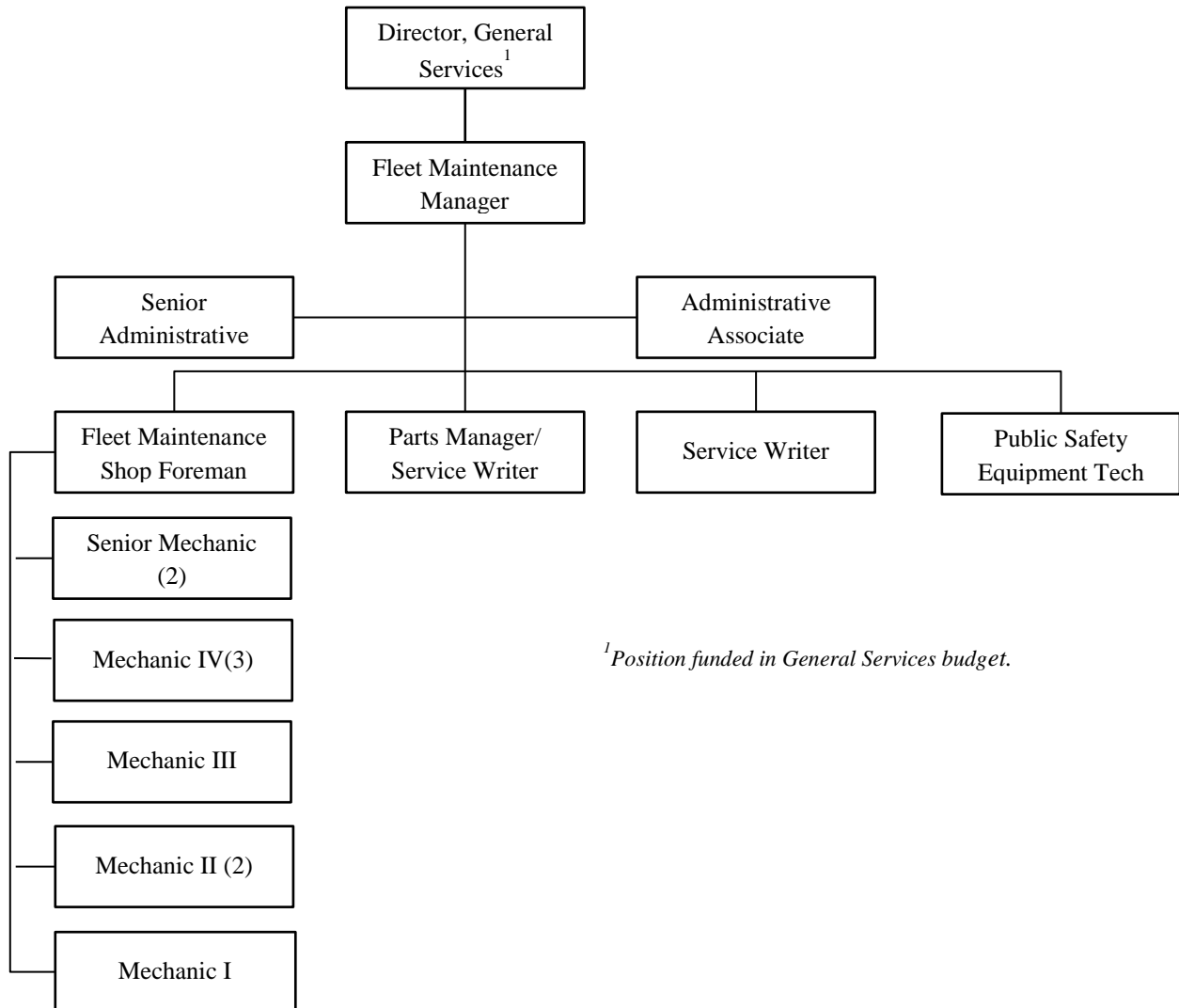
- Provide ongoing education to the citizens of Fauquier County for disaster events.
- Continue to educate our staff and volunteers with training at the Emergency Operations Center.

OUTCOME MEASURES	FY 2017 Actual	FY 2018 Actual	FY 2019 Goal	FY 2020 Goal
Staff events for distribution of materials for emergency events to the citizens. (Warrenton Day, Heritage Day, Fauquier County Fair, First Friday)	1	1	1	1
Emergency Operations Center exercises	1	1	1	1

# FLEET MAINTENANCE FUND

## ORGANIZATIONAL PURPOSE:

Fleet Maintenance delivers cost effective, quality, and timely services to its customers, functioning as an independent, centralized component of the Department of General Services. Fleet Maintenance provides vehicle and equipment maintenance and repair for the County, Public Schools, and other external customers.



## FLEET MAINTENANCE FUND

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### GOALS:

- Provide efficient and effective vehicle and equipment maintenance and repair services to all customers.
- Meet established service delivery timelines.
- Ensure vehicles and equipment meet established safety standards.
- Minimize re-work required to complete maintenance and repairs.
- Encourage employee growth by establishing a career ladder with pay increases and training program required to achieve Automotive Service Excellence (ASE) certification.
- Continue to monitor and analyze utilization of County's fleet.
- Continue to specify and recommend appropriate vehicles for County's fleet.
- Enforce Fleet Safety Program through Risk Management.

### KEY PROJECTS FOR FY 2020:

- Remove motor oil tank in shop and install new larger tank with cover and heat on the outside of the building.

### BUDGET SUMMARY:

	FY 2017 Actual	FY 2018 Actual	FY 2019 Adopted	FY 2020 Approved	FY 2020 Proposed
Costs:					
Personnel	\$999,316	\$1,013,394	\$1,130,227	\$1,140,723	\$1,166,510
Operating	\$1,902,385	\$1,889,930	\$2,303,765	\$2,304,765	\$2,278,978
Capital	\$21,857	\$42,721	\$72,500	\$72,500	\$72,500
<b>Total</b>	<b>\$2,923,558</b>	<b>\$2,946,045</b>	<b>\$3,506,492</b>	<b>\$3,517,988</b>	<b>\$3,517,988</b>
Revenue	\$2,784,422	\$2,828,021	\$3,506,492	\$3,517,988	\$3,517,988
<b>Net Retained Earnings</b>	<b>\$139,136</b>	<b>\$118,024</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>
<b>Full-time Equivalent</b>	<b>15.00</b>	<b>15.00</b>	<b>16.00</b>	<b>16.00</b>	<b>16.00</b>

### BUDGET ANALYSIS:

The FY 2020 Proposed Budget for Fleet Maintenance includes personnel expenditure increases due to a 2.4% compensation increase and salary scale adjustment for permanent staff.

## FLEET MAINTENANCE FUND

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### PROGRAM 1: *Fleet Maintenance Fund*

Fleet Maintenance provides vehicle and equipment maintenance and repair for the County, Public Schools and other external customers. The division is self-supported via charged services provided to those customers plus fuel purchases.

SERVICE VOLUME	FY 2017 Actual	FY 2018 Actual	FY 2019 Projected	FY 2020 Projected
County and School customers	45	46	46	46
External customers	13	15	15	15
Vehicles/small engine repairs	6,073	6,500	6,500	6,500

### OBJECTIVES:

- Provide customers with timely and accurate repairs within established time frames.
- Improve customer service through the implementation of a training schedule and career ladder for mechanics.
- Assist in the development of new vehicle specifications, to ensure sustainability by Fleet Maintenance.
- Develop and implement schedule for non-public safety vehicle replacement subject to availability in the Asset Replacement Fund.

OUTCOME MEASURES	FY 2017 Actual	FY 2018 Actual	FY 2019 Goal	FY 2020 Goal
Meet goals of Unified Services Agreement	96%	96%	96%	96%
Fleet's service abilities reflected in new vehicle specifications	98%	98%	98%	98%
Develop and implement career ladder based on Automotive Service Excellence (ASE) certifications	100%	100%	100%	100%
Scheduled vehicle downtime for PM <1 day annually	92.93%	95.00%	95.00%	95.00%
Average age of non-public safety vehicles (years)	9.25	8.25	7.25	6.25

## HEALTH INSURANCE FUND

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### ORGANIZATIONAL PURPOSE:

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

### BUDGET SUMMARY:

	FY 2017 Actual	FY 2018 Actual	FY 2019 Adopted	FY 2020 Approved	FY 2020 Proposed
Costs:					
Personnel	\$28,778,482	\$28,703,224	\$32,661,027	\$34,379,020	\$34,331,800
Operating	\$1,224,337	\$1,650,554	\$1,512,286	\$1,519,209	\$1,213,764
Capital	\$179,975	\$2,680	\$0	\$0	\$0
<b>Total</b>	<b>\$30,182,794</b>	<b>\$30,356,458</b>	<b>\$34,173,313</b>	<b>\$35,898,229</b>	<b>\$35,545,564</b>
Revenue	\$29,010,631	\$31,118,765	\$34,173,313	\$35,898,229	\$35,545,564
<b>Change in Net Position</b>	<b>\$1,172,163</b>	<b>(\$762,307)</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>

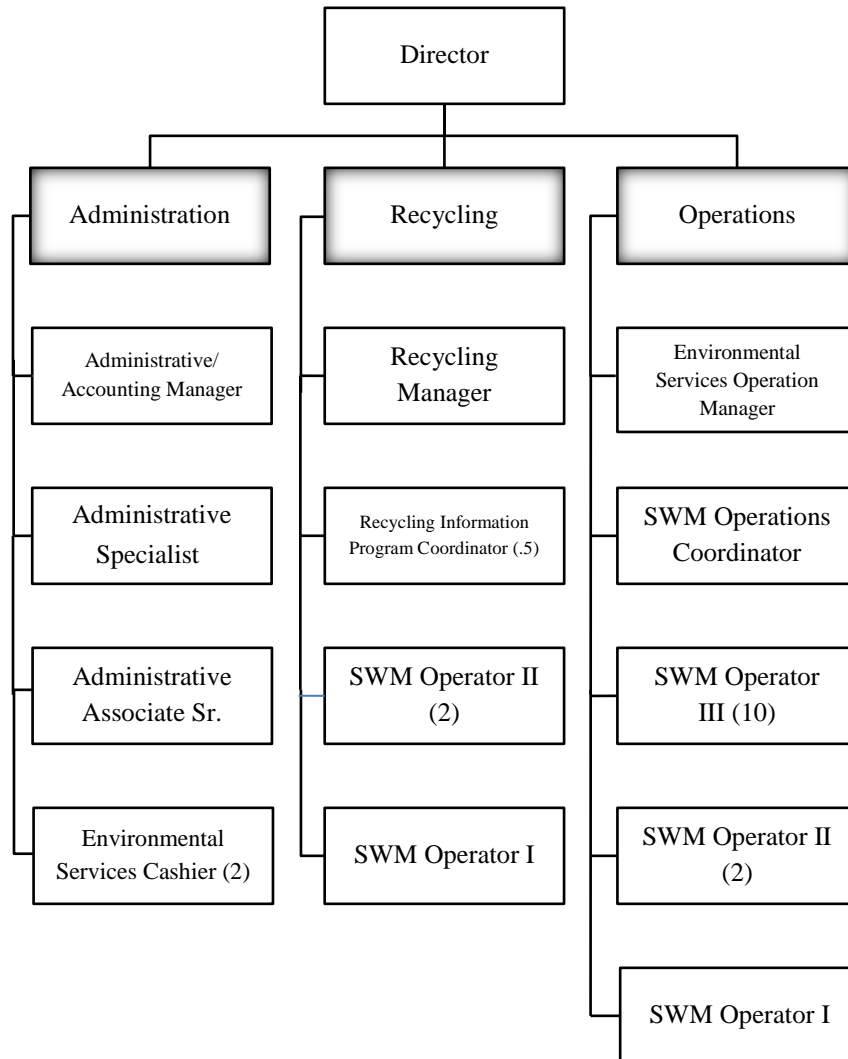
### BUDGET ANALYSIS:

The FY 2020 Proposed Budget for the Health Insurance Fund includes projected increases to the health insurance (medical and prescription drug services) component of five-percent, based on market guidance from the County's health insurance consultant and the County's historical average annual increased cost. The FY 2020 Proposed Budget also includes a seven-percent contractual increase in dental insurance. The County portion of the Health Insurance Fund for the adopted budget includes an allocation of increased costs in health insurance to employee premiums, to share the projected increase costs between employer/employee at a ninety/ten-percent split as included in the FY 2020 Approved Budget.

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



## LANDFILL FUND

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### GOALS:

- Maintain a high level of customer service and access to services.
- Maximize waste diversion activities (education, source reduction, reuse, and recycling programs).
- Maintain efficient operations (safety, communications, high compaction rate, waste decomposition, and inspection program to minimize inappropriate waste streams).
- Proactively manage regulatory compliance.
- Strive to be a good neighbor in all operations.

### KEY PROJECTS FOR FY 2020:

- Landfill 149 Closure and Environmental improvements and completion.
- Implement planned capital improvement projects.
- Continue planning future development.

### BUDGET SUMMARY:

	FY 2017 Actual	FY 2018 Actual	FY 2019 Adopted	FY 2020 Approved	FY 2020 Proposed
Costs:					
Personnel	\$1,794,582	\$1,719,203	\$1,856,240	\$1,873,086	\$1,923,092
Operating	\$3,715,120	\$4,041,899	\$4,236,999	\$4,327,533	\$4,327,533
Capital	\$1,350,313	\$1,939,609	\$0	\$0	\$0
<b>Total</b>	<b>\$6,860,015</b>	<b>\$7,700,711</b>	<b>\$6,093,239</b>	<b>\$6,200,619</b>	<b>\$6,250,625</b>
Revenue	\$3,965,036	\$4,020,312	\$4,669,200	\$5,019,200	\$5,069,206
<b>Net Local Revenue</b>	<b>\$864,085</b>	<b>\$1,055,666</b>	<b>\$1,074,039</b>	<b>\$1,181,419</b>	<b>\$1,181,419</b>
<b>Change in Net Position</b>	<b>(\$2,030,894)</b>	<b>(\$2,624,733)</b>	<b>\$350,000</b>	<b>\$350,000</b>	<b>\$350,000</b>
<b>Full-time Equivalents</b>	<b>25.50</b>	<b>25.50</b>	<b>25.50</b>	<b>25.50</b>	<b>25.50</b>

### BUDGET ANALYSIS:

The FY 2020 Proposed Budget for Landfill Fund includes personnel expenditure increases due to a 2.4% compensation increase and salary scale adjustments for permanent staff.

#### **PROGRAM 1: *Transfer Station/Landfill Operations***

The transfer station/landfill operating budget includes landfill operations, gas and leachate management, environmental monitoring, storm-water management, maintenance & repair, and numerous other services. With Transfer operations, Municipal Solid Waste (MSW) Landfill Permit #575 has approximately 30 years of permitted space remaining based on projected waste deliveries and recycling.

## LANDFILL FUND

SERVICE VOLUME <sup>1</sup>	FY 2017 Actual	FY 2018 Actual	FY 2019 Projected	FY 2020 Projected
Transferred, Landfilled, and Recycled	71,201	70,831	71,510	73,190
MSW Transferred	43,635	44,643	49,960	50,900
Construction & Debris Landfilled (Residuals)	7,730	6,720	4,500	4,500
Recycled	19,536	19,167	16,750	17,490
Public Presentations (Youth & Adult)	116	123	120	150
Cubic Yards of Landfill Space Used	13,383	11,700	12,517	12,883

<sup>1</sup>Unless otherwise noted, service volumes are reported in tons.

### OBJECTIVES:

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

OUTCOME MEASURES	FY 2017 Actual	FY 2018 Actual	FY 2019 Goal	FY 2020 Goal
Reduce MSW Transfer/Landfill Tons to Total MSW	82.9%	79.9%	83.7%	83.3%
Increase MSW Recycled Tons to Total MSW	17.1%	17.1%	16.3%	16.7%

### PROGRAM 2: *Recycling Program*

Textiles, shoes, belts, plastics, and paper materials are sorted and baled through the recycling processing operation. Recycling and re-use is beneficial ecologically and diverts waste from the transfer station thus shipping less tonnage and reducing waste from going into a landfill.

SERVICE VOLUME <sup>1</sup>	FY 2017 Actual	FY 2018 Actual	FY 2019 Projected	FY 2020 Projected
Textiles Processed & Recycled	88	83	95	95
Truck Loads - Textiles	5	5	5	5
Plastics Processed & Recycled	226	268	250	250
Truck Loads - Plastics	16	18	17	17
Cardboard Processed & Recycled	434	430	475	480
Truck Loads - Cardboard	21	21	21	21
Mixed Paper Processed & Recycled	760	732	750	750
Truck Loads – Mixed Paper	35	33	35	35

<sup>1</sup>Unless otherwise noted, service volumes are reported in tons.

## LANDFILL FUND

### OBJECTIVES:

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

<b>OUTCOME MEASURES<sup>1</sup></b>	<b>FY 2017 Actual</b>	<b>FY 2018 Actual</b>	<b>FY 2019 Goal</b>	<b>FY 2020 Goal</b>
Textiles: pounds processed/week	125	118	135	135
Plastics: pounds processed/week	321	381	355	355
Cardboard: pounds processed/week	616	610	675	682
Mixed paper: pounds processed/week	1,079	1,040	1,065	1,065
Pounds of Textiles per load	37,800	36,000	38,000	38,000
Pounds of Plastic per load	28,215	30,629	29,412	29,412
Pounds of Cardboard per load	41,333	40,913	46,000	46,000
Pounds of Mixed Paper per load	43,411	44,369	42,600	42,600
Annual County Recycling Rate	43%	44%	45%	45%

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

### **PROGRAM 3: Construction & Debris (C&D) Recycling Program**

The C&D Recycling Program diverts construction waste from going directly to the landfill or transfer station enabling the recycling of materials that are problematic for landfills such as drywall. Waste diversion by recycling and re-use extends the landfill life and reduces the amount of waste processed and hauled in the transfer operation.

<b>SERVICE VOLUME</b>	<b>FY 2017 Actual</b>	<b>FY 2018 Actual</b>	<b>FY 2019 Projected</b>	<b>FY 2020 Projected</b>
Incoming C&D Tons Processed	14,290	12,331	8,600	8,800
Reuse/Recycled C&D Tons	6,557	5,609	4,100	4,300
Total Incoming Inert Material	3,993	2,321	2,900	3,000

### OBJECTIVES:

- Maximize the recycling rate to divert materials from being landfilled.

<b>OUTCOME MEASURES</b>	<b>FY 2017 Actual</b>	<b>FY 2018 Actual</b>	<b>FY 2019 Goal</b>	<b>FY 2020 Goal</b>
C&D Recycled Tons to Total Incoming Mixed C&D Tons	46%	45%	48%	49%
C&D Recycled Tons to Total Incoming C&D Tons (Mixed + Inert)	58%	54%	61%	62%

