

FAUQUIER COUNTY, VIRGINIA
FY 2022
COUNTY ADMINISTRATOR'S PROPOSED BUDGET

BOARD OF SUPERVISORS

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Paul S. McCulla, County Administrator
Erin M. Kozanecki, Deputy County Administrator

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Dana C. Park, Budget and Management Analyst I
Matthew J. Robertson, Budget and Management Analyst I
Randy J. Benevento, Budget Technician III

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**COUNTY OF FAUQUIER
OFFICE OF THE COUNTY ADMINISTRATOR**

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County Administrator

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ERIN M. KOZANECKI
Deputy County Administrator

February 26, 2021

TO: Board of Supervisors

FROM: Paul S. McCulla, County Administrator

SUBJECT: Proposed Fiscal Year 2022 Budget

Enclosed for your consideration is the County Administrator's proposed FY 2022 budget for the Fauquier County Government, representing the County's proposed fiscal plan of revenue and expenditures for the period of July 1, 2021 through June 30, 2022. The FY 2022 budget continues the Board of Supervisors' biennial budgeting process. While the Board of Supervisors approved a draft FY 2022 budget with the FY 2021 adopted budget, the Board of Supervisors must legally adopt a final FY 2022 budget and tax rates for Tax Year 2021 through the annual statutorily mandated process for adopting budgets and tax rates.

As such, the FY 2022 proposed budget was prepared based on the commitment by the Board of Supervisors with the adopted FY 2021 budget and the projected FY 2022 budget, including projected Tax Year 2021 tax rates. The FY 2022 proposed budget includes adjustments only as a result of significant changes in revenue projections, the imposition of newly mandated or regulated requirements, or other significant events constituting an emergency that required additional consideration in comparison to the previously presented FY 2022 draft plan.

The FY 2022 proposed budget totals \$339.4 million, maintains an overall real estate tax rate of \$0.994 per \$100 of assessed value, and is consistent with the Board's approved draft plan for the second year of the biennial budget. The proposed budget maintains all current tax rates from Tax Year 2020. While the County Administrator's proposed budget does not recommend any tax rate changes, the advertised overall real estate tax rate is one-cent higher at \$1.004 only to provide the utmost flexibility to the Board of Supervisors throughout the budget deliberation process. Under the recommended rate, the average homeowner's real estate tax bill would remain the same, at approximately \$3,757 per year based on an average residential assessment of \$378,000 based on the 2018 reassessment values. The proposed budget does not make considerations for the impacts of the 2022 general reassessment. Any such tax rate adjustments will be implemented as part of the FY 2023 budget process.

The following chart sets forth the tax rates as include in the Board of Supervisors' FY 2022 Projected Budget and maintained in the County Administrator's recommended tax rates:

	Tax Year 2019	Tax Year 2020	Tax Year 2021	Change
Overall Real Estate Tax Rate:	\$0.994	\$0.994	\$0.994	\$0.00
Real Estate – General	\$0.855	\$0.855	\$0.855	\$0.00
Real Estate – Fire & Rescue	\$0.133	\$0.133	\$0.133	\$0.00
Real Estate – Conservation Easement District	\$0.006	\$0.006	\$0.006	\$0.00

During the 2020 General Assembly session, the State legislature expanded local taxing authority for counties with the ability for those local government entities to enact admission tax, meals tax, and cigarette tax. Prior to this action, only cities and towns within the Commonwealth could enact such taxes without approving action through referendum. However, given the tenuous environment for tourism and food services as a result of the COVID pandemic, the proposed budget only recommends the implementation of a cigarette tax at this time.

The proposed budget recommends the Board of Supervisors enacting the appropriate legislative actions to allow for the implementation of the tax, and set a rate at \$0.40 cents per pack similar to the current level of tax within the Town of Warrenton. The budget does not include any revenue for the tax, and rather recommends that in year one the revenue be allocated to one-time needs or pay as you go capital costs. Any implementation would be based on a regional approach to minimize the administrative cost impacts of the program.

FY 2022 Proposed Budget Overview

The FY 2022 proposed budget totals \$339.4 million with General Fund expenditures totaling \$192.0 million, an overall decrease of \$9.6 million. In comparison to the FY 2022 approved budget, this is an overall increase of \$1.5 million consisting of a \$0.2 million decrease in the General Fund, a \$1.5 million decrease in School Division Funds primarily due to projected State revenue in the School Division Fund, an increase of \$4.1 million in all other funds, of which the Capital Improvement Fund increased by \$4.0 million and an \$0.9 million increase in offsetting transfers. Overall local tax funding increased by \$71,537 or 0.03% compared to the FY 2021 adopted budget and a decrease of \$67,525 compared to than the FY 2022 projected budget.

As presented in the FY 2022 projected budget, the FY 2022 proposed budget does not include salary increases or adjustments for County staff given the impacts of the COVID-19 pandemic and uncertainty of overall revenue growth and sustainability longer term. Compensation for employees remains a priority for County Administration and the Board of Supervisors, however due to limited revenue growth the proposed budget maintains the pause in this compensation plan. However, County Administration does propose an alternate implementation plan in mid-FY 2022 if revenues allow.

County Administration recommends the Board commit to a FY 2022 mid-year adjustment to include a 2.5% COLA, and funding for the second year of compression for County staff, and proportional local funding for the School Division, which would be offset by any compensation funding in the School Division's proposed budget along with any compensation funding allocated

by the State for state funded positions in local government or the school system. The commitment to fund the mid-year adjustment would be contingent upon the 2022 reassessment projected revenue growth being sufficient to offset the compensation adjustment, less any compensation funds allocated by the state and/or contained in the School Division's budget. This aligns with the approach of other neighboring localities, as well as the proposed amendments of the General Assembly to the state budget which would include compensation funding for School Division standards of quality positions and state supported local offices such as the Constitutional Offices. The use of such state funding would require the allocation of funds for such compensation increases.

The level of non-personnel related cost increases is limited to those costs related to contractual or mandated cost increases, with a minimal amount of expenditure increased outside of these parameters. The majority of budget enhancements requested in the proposed budget align with the priorities and goals established by the Board of Supervisors in the FY 2018 – 2022 Strategic Plan.

How the Budget Relates to the Strategic Plan

The FY 2022 proposed budget focuses on key areas of enhancement as identified in the County's Strategic Plan priorities or Five-Year Plan. The Board of Supervisor's approved their Five-Year Plan with the FY 2018 adopted budget and reaffirmed the Five-Year Plan with adoption of the FY 2018-2022 Strategic Plan in January 2018. Both plans are closely aligned with the recurring themes voiced by the Board of Supervisors that have been a continued focus of budget decisions in recent years. These themes will continue to be a primary focus in the upcoming years as the County seeks to balance capital needs and priorities including opportunities to enhance economic development, and needs within the public safety arena, with the overall delivery of County programs and services. The following presentation outlines the key budget enhancements included in the proposed budget and how they align with the County's Strategic Plan.

- Assist with the growth of a balanced economic base for Fauquier County and enhanced quality of life for citizens (Strategic Plan priority #1).
 - Capital improvement funding for infrastructure projects to attract and promote economic development activities in the service district areas or other related economic development activities in the County; including broadband improvements.
 - As part of the implementation of the CARES Act funds, the Board of Supervisors approved a contract with Retail Strategies, LLC to inventory and seek prospects of vacant retail space throughout the County. The costs for this program was partially funded with existing economic development department budget. The intent of the program is to help support economic development in the County particularly for vacant commercial space, which can support retail or food industry prospects.
- Ensure the ongoing safety and welfare of the community, through an adequate and effective delivery of public safety services (Strategic Plan priority #2).
 - The Fauquier County Fire and Rescue Department is applying for the Staffing for Adequate Fire and Emergency Response (SAFER) grant in March 2021. The intent of the grant is to continue the five-year staffing plan, when ability to support

through tax revenues is limited. The grant would fund 15 positions to equip and ensure the proper deployment of a regionally staffed advanced life support fire suppression engine. The engine would be available 24 hours a day, 7 days a week located in the southern portion of the county to enhance response times to areas that are currently underserved; providing initial advanced life support care as well as full fire suppression. The majority population served would include new commercial development in the Opal/Bealeton service district, protection of State critical infrastructure, supporting Warrenton-Fauquier Airport and initial responses to 6 public schools and a host of private schools. If funding is awarded, the recruit school is anticipated to begin in mid-FY 2022. This grant is not included in the budget. If received, the budget would be amended accordingly.

- After the adoption of the FY 2021 budget, in late FY 2020, the County restructured the Emergency Management Coordinator position. These adjustments allowed the position to be more responsive to the COVID-19 pandemic needs for the County's emergency management division.
- Address the identified capital needs and priorities of the County (Strategic Plan priority #3).
- The proposed Capital Improvement Plan totals \$137.7 million from FY 2022 through FY 2026, with an additional \$178.5 million designated for future fiscal years. Over the five-year planning period (FY 2022-FY 2026), \$9.9 million would be allocated for public safety and fire and rescue projects, \$5.4 million for parks and recreational projects, \$0.25 million for environmental services projects, \$5.0 million for utility and infrastructure projects including \$4.0 million for broadband development, \$0.12 million for Airport projects, and \$39.9 million for school division projects.
 - The proposed CIP primarily maintains the projects listed and slated in the previously adopted CIP. Some of the projects, specifically those related to the development of infrastructure or economic development activities are related to other priorities (priority #1) of the Strategic Plan while also addressing the primary goal of priority #3. The projects related to infrastructure outlined in the CIP plan years include broadband infrastructure development.
 - A series of landfill regulatory projects, and parks and recreation projects are the primary focus of this priority of the Strategic Plan. The proposed CIP continues to focus on completion of the projects within this priority, while maintaining other projects in future years for acknowledgement of the importance of these projects but providing a realistic view of the availability of resources.
- Provide support for a quality education (Strategic Plan priority #4).
- While the County did not increase School Division operational funding in the FY 2021 or 2022 budgets, holding the operational fund local support at FY 2020 levels, the County did not reduce operational support funding as was required of County departments to meet minimal revenue growth as a result of COVID and pandemic response costs.

- Funding in the CIP for FY 2022 totals \$3.99 million for the Taylor Middle School renovation and expansion project, as the second phase of the Middle School Modernization Plan approved in 2019 and reaffirmed by the Board of Supervisors in 2020.
 - The FY 2022 proposed budget for the Debt Service Fund also includes the first allocation of debt service payments for the middle school renovation project at Cedar Lee Middle School.
- Ensure the County hires and retains staff to provide quality services and programs (Strategic Plan priority #6).
- As part of the Strategic Planning process, the Board of Supervisors placed an emphasis on adequate compensation for our employees including compensation increases to meet the cost of living, compression adjustments, and being competitive with the market to ensure we can recruit and retain staff to provide the utmost quality in our programs and services.
 - While a high priority, the proposed budget does not include funding for the second year of a three-year plan to address compression in salaries nor does it include funding for a COLA due to limited revenue growth. This is consistent with the FY 2022 approved budget.
 - Compensation will be a discussion topic at a budget work session to review projected costs for compression, a cost of living adjustment, and an update on the General Assembly actions related potential funding for schools and state supported local positions. As previously noted, County Administration recommends the Board of Supervisors consider a compensation package to include the second year of compression adjustments as a mid-year amendment to the budget should the 2022 reassessment yield sufficient funding for a mid-year FY 2022 compensation increase.
- Maintain continuity of service delivery for County programs and services (Strategic Plan priority #7).
- Many of the departments in the County government that provide support services or programs have been limited in the level of enhancement largely due to the limited revenue growth associated with the COVID-19 pandemic.
 - The FY 2022 proposed budget includes an increase of \$0.2 million to continue IT related purchases utilized for teleworking and expanded virtual access to the citizen of Fauquier County. In FY 2021, these items were funded using CARES Act dollars.
 - The FY 2022 proposed budget includes the establishment of 1.0 FTE, and other position adjustments approved by the Board of Supervisors during FY 2021 or within existing budget funds.
 - Establishment of 1.0 FTE Family Services Worker (this position also relates to Priority #9). The establishment of this position, as mandated by the Family First Prevention Services Act, will support in-home foster care prevention services formerly known as child protective services ongoing. For FY 2022, the State will provide 100% reimbursement for this position.

In future years, the position will receive funding under program specific funding formulas.

- In mid-FY 2021, the Board of Supervisors approved the adjustment of a Deputy Clerk position within the Treasurer's Office to an Accountant to address growing technical needs of service delivery to the County and Schools for bank related services and oversight.
- Reorganization of the Commissioner of the Revenue's Office, within existing budgeted funds, to address management structure and the mid-FY 2022 restructure of a vacant position to County assessor position. This position would help support annual permits between general reassessments.

Local Tax Funding

The following graphic displays how a tax dollar is allocated to County services based on the FY 2022 proposed budget:



FY 2022 Proposed Budget – General Fund Expenditures

<u>General Fund</u>	<u>FY 2021</u>	<u>FY 2022</u>	<u>FY2021-22</u>	<u>FY 2021-22</u>
	<u>Adopted</u>	<u>Proposed</u>	<u>Change (\$)</u>	<u>Change (%)</u>
General Government	\$ 16,247,477	\$ 16,528,579	\$ 281,102	1.68%
Judicial Administration	4,465,211	4,399,249	(65,962)	-1.47%
Public Safety	22,326,476	22,341,049	14,573	0.06%
Public Works	5,654,654	5,673,877	19,223	0.33%
Health & Welfare	13,775,251	14,118,901	343,650	2.47%
Culture	7,209,305	7,191,110	(18,195)	-0.25%
Community Development	6,461,629	6,454,589	(7,040)	-0.11%
Non-Departmental	1,722,944	1,722,944	-	0.00%
<u>Local Transfers</u>				
Airport Fund	\$ 16,225	\$ 17,656	\$ 1,431	6.78%
Capital Improvement Fund	1,255,331	450,000	(805,331)	-37.76%
County Asset Replacement Fund	1,690,410	2,026,665	336,255	16.31%
Debt Service Fund	11,628,777	12,412,125	783,348	6.64%
Environmental Services Fund	5,642,421	5,610,383	(32,038)	-0.56%
School Division Operating	93,091,478	93,091,478	-	0.00%
Utility Fund	100,000	-	(100,000)	-100.00%
Total Local Transfers	113,424,642	113,608,307	183,665	0.16%
General Fund Total	\$ 191,287,589	\$ 192,038,605	\$ 751,016	0.38%

School Division

The FY 2022 proposed budget School Division's Operating Fund totals \$151,098,409 maintaining the local transfer from the County's General Fund at the FY 2021 amount. The School Division anticipates a decrease of approximately \$816,000 from the State, of which is greatly impacted by the adjusted estimated average daily membership from 10,893 projected as part of the FY 2021 budget process to 10,103 due to COVID impacts, and an approximate \$50,000 decrease in the federally funded Title VI-B program. The local support of the FY 2022 School Division's operating budget is projected to fund 65.17% of total expenditures including consolidated services within the General Fund and debt service costs funded in the Debt Service Fund. This does not include local tax funding support that is provided by the County IT department, School Resource Officers within the Sheriff's Office, as well as the County Treasurer's Office.

Capital Improvement Program

As stated in the above section relative to the budget in relation to the Strategic Plan, the proposed Capital Improvement Plan totals \$137.7 million from FY 2022 through FY 2026, with an additional \$178.5 million designated for future fiscal years. Over the five-year planning period (FY 2022-FY 2026), \$9.9 million would be allocated for public safety and fire and rescue projects, \$5.4 million for parks and recreational projects, \$0.25 million for environmental services projects, \$5.0 million for utility and infrastructure projects including \$4.0 million for broadband development, \$0.12 million for Airport projects, and \$39.9 million for school division projects.

The proposed CIP contains a significant cash funding commitment totaling \$24.77 million, with \$9.58 million anticipated from General Fund contribution and \$15.2 million from non-General Fund sources, including donations and agency specific funds. The \$24.77 million in cash funding equates to approximately 18.0% of total appropriations over the course of the five-year planning period, with 38.7% from General Fund sources and 61.3% sourced from non-General Fund sources. The General Fund cash component is fully funded in the FY 2022 proposed budget transfer to the CIP Fund. The balance of FY 2022 CIP, \$3.75 million, would be funded by debt issuances, through a variety of financing methods including approved Virginia bonding authority pools or bank financing.

Annual debt service expenditures are projected to increase by about \$9.99 million from FY 2023 to FY 2026, which would require funding as additional revenue growth or tax increases equivalent to \$0.084 based on current tax yield, which takes into account adjustments in cash funding requirements, over the planning period. The projected increase in annual debt service expenditures will place the proposed CIP at the Board's 10% policy limit for debt service in FY 2026, in comparison with overall revenue projection within the five-year planning period.

Budget Process and Board Consideration

The Board of Supervisors is scheduled to begin its formal consideration of the proposed FY 2022 budget with a work session on March 2, 2021, and the Board will tentatively hold a joint work session with the School Board on March 11, 2021 at the Board's regular scheduled monthly meeting. In addition, the Board has scheduled work sessions for March 9 and March 16 with mark-up/mark down scheduled for March 23, 2021. The Board may at its discretion add or remove work sessions as necessary to the budget deliberations.

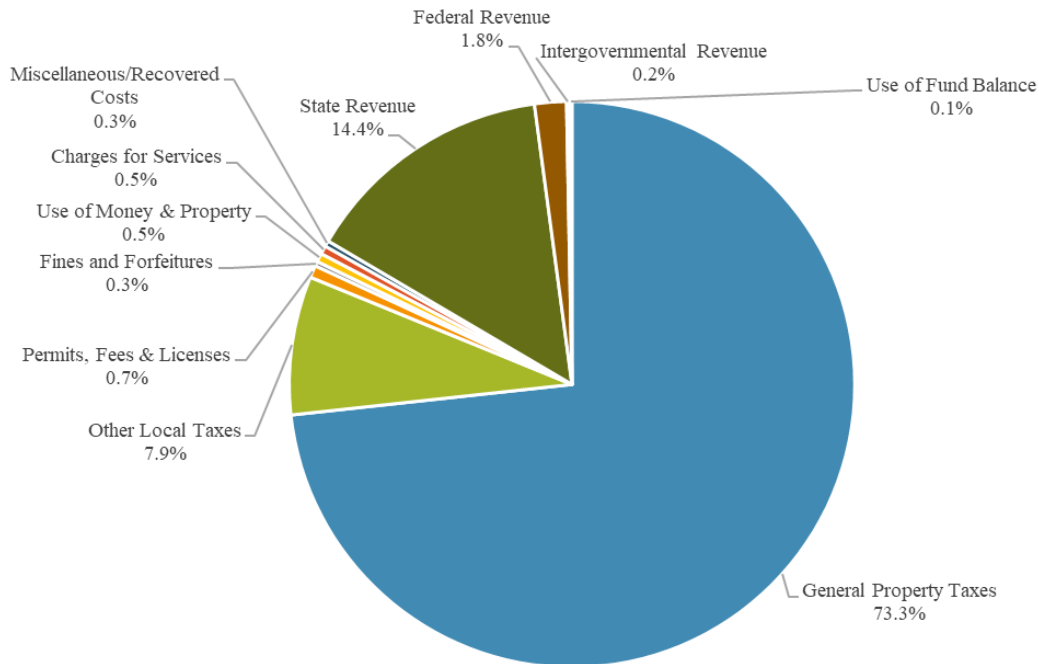
The Board will hold a public hearing on March 16, 2021 on the FY 2022 proposed budget, FY 2022-2026 CIP, and Tax Year 2021 tax rates. The Board of Supervisors is scheduled to set tax rates and adopt its FY 2022 budget and CIP on March 25, 2021.

Summary

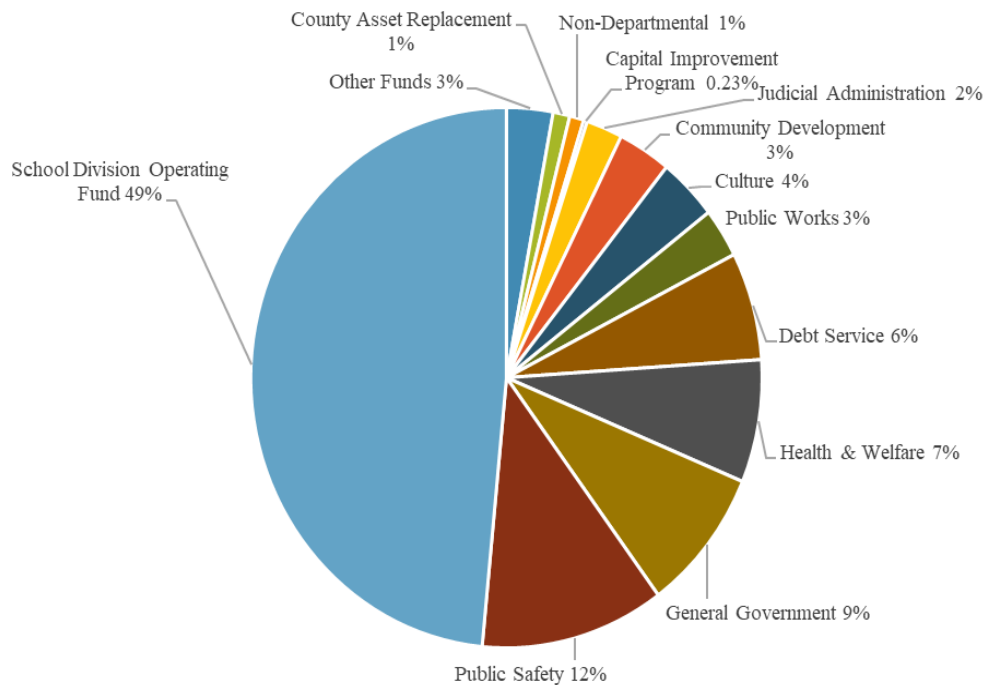
The annual budget process continues to be complex given growing and changing needs in the community, coupled with the unanticipated fiscal impacts. The continued use of the biennial budget process allows the ability for the County to react to the fiscal challenges associated with the COVID-19 pandemic. This budget largely reflects the FY 2022 approved spending plan and given the limited revenue growth, many expenditure categories remain flat in FY 2022. I look forward to working with the Board of Supervisors over the next month to develop a budget that focuses on responsibly delivering key programs and services to the citizens throughout the County with finite financial resources as the economy slowly begins to recover from fiscal constraints associated with the pandemic.

Summary of Revenues and Expenditures

FY 2022 PROPOSED GENERAL FUND REVENUE



FY 2022 PROPOSED GENERAL FUND EXPENDITURES



¹Does not include \$8.7 million in Consolidated Services shared support.

Summary of Revenues and Expenditures

FY 2022 Proposed Revenue by Fund

	FY 2021 <u>Adopted</u>	FY 2022 <u>Proposed</u>	FY 2021-22 <u>Change(\$)</u>	FY 2021-22 <u>Change (%)</u>
<u>General Fund</u>				
General Property Taxes	\$ 137,696,854	\$ 140,713,921	\$ 3,017,067	2.14%
Other Local Taxes	16,412,000	15,194,700	(1,217,300)	-8.01%
Permits, Fees & Licenses	1,339,843	1,334,878	(4,965)	-0.37%
Fines and Forfeitures	511,000	511,000	-	0.00%
Use of Money & Property	786,101	947,619	161,518	17.04%
Charges for Services	919,779	928,779	9,000	0.97%
Miscellaneous/Recovered Costs	558,680	633,792	75,112	11.85%
State Revenue	28,346,892	27,684,867	(662,025)	-2.39%
Federal Revenue	3,251,221	3,503,381	252,160	7.20%
Intergovernmental Revenue	477,522	358,657	(118,865)	-33.14%
Use of Fund Balance	987,697	227,011	(760,686)	-77.02%
General Fund Total	<u>\$ 191,287,589</u>	<u>\$ 192,038,605</u>	<u>\$ 751,016</u>	<u>0.39%</u>
<u>School Division Funds</u>				
School Division Operating Fund	\$ 151,996,708	\$ 151,098,409	\$ (898,299)	-0.59%
School Nutrition Fund	6,140,346	6,176,461	36,115	0.58%
School Textbook Fund	1,170,784	1,085,743	(85,041)	-7.83%
School Asset Replacement Fund	4,357,031	4,829,027	471,996	9.77%
Regional Governor's School Fund	1,699,879	1,710,522	10,643	0.62%
School Division Funds Total	<u>\$ 165,364,748</u>	<u>\$ 164,900,162</u>	<u>\$ (464,586)</u>	<u>-0.28%</u>
<u>Other Funds</u>				
Airport Fund	\$ 738,019	\$ 739,450	\$ 1,431	0.19%
Ambulance Revenue Recovery Fund	1,527,015	2,029,130	502,115	24.75%
Capital Improvement Fund	21,991,700	8,440,830	(13,550,870)	-160.54%
Conservation Easement Service District Fund	875,290	880,196	4,906	0.56%
County Asset Replacement Fund	1,719,410	3,068,850	1,349,440	43.97%
Debt Service Fund	13,255,795	14,154,477	898,682	6.35%
Environmental Services Fund	8,159,696	8,295,964	136,268	1.64%
Fire and Rescue Levy Fund	18,894,137	19,424,618	530,481	2.73%
Fleet Maintenance Fund	3,533,461	3,536,821	3,360	0.10%
Health Insurance Fund	35,798,972	37,202,376	1,403,404	3.77%
Other Funds Total	<u>\$ 106,493,495</u>	<u>\$ 97,772,712</u>	<u>\$ (8,720,783)</u>	<u>-8.92%</u>
Total All Funds	\$ 463,145,832	\$ 454,711,479	\$ (8,434,353)	-1.77%
Less Transfers	(114,134,466)	(115,272,675)	(1,138,209)	0.96%
Total Appropriations	<u>\$ 349,011,366</u>	<u>\$ 339,438,804</u>	<u>\$ (9,572,562)</u>	<u>-2.67%</u>

Summary of Revenues and Expenditures

FY 2022 Proposed Expenditures by Fund

	FY 2021 Adopted	FY 2022 Proposed	FY2021-22 Change(\$)	FY 2021-22 Change (%)
<u>General Fund</u>				
General Government	\$ 16,247,477	\$ 16,528,579	\$ 281,102	1.68%
Judicial Administration	4,465,211	4,399,249	(65,962)	-1.47%
Public Safety	22,326,476	22,341,049	14,573	0.06%
Public Works	5,654,654	5,673,877	19,223	0.33%
Health & Welfare	13,775,251	14,118,901	343,650	2.47%
Culture	7,209,305	7,191,110	(18,195)	-0.25%
Community Development	6,461,629	6,454,589	(7,040)	-0.11%
Non-Departmental	1,722,944	1,722,944	-	0.00%
<u>Local Transfers</u>				
Airport Fund	\$ 16,225	\$ 17,656	\$ 1,431	6.78%
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Utility Fund	100,000	-	(100,000)	-100.00%
Total Local Transfers	113,424,642	113,608,307	183,665	0.16%
General Fund Total	<u>\$ 191,287,589</u>	<u>\$ 192,038,605</u>	<u>\$ 751,016</u>	<u>0.38%</u>
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Airport Fund	\$ 738,019	\$ 739,450	\$ 1,431	0.19%
Ambulance Revenue Recovery Fund	1,527,015	2,029,130	502,115	32.84%
Capital Improvement Fund	21,991,700	8,440,830	(13,550,870)	-62.45%
Conservation Easement Service District Fund	875,290	880,196	4,906	0.56%
County Asset Replacement Fund	1,719,410	3,068,850	1,349,440	52.80%
Debt Service Fund	13,255,795	14,154,477	898,682	6.76%
Environmental Services Fund	8,159,696	8,295,964	136,268	1.66%
Fire and Rescue Levy Fund	18,894,137	19,424,618	530,481	2.43%
Fleet Maintenance Fund	3,533,461	3,536,821	3,360	0.09%
Health Insurance Fund	35,798,972	37,202,376	1,403,404	3.92%
Other Funds Total	<u>\$ 106,493,495</u>	<u>\$ 97,772,712</u>	<u>\$ (8,720,783)</u>	<u>-7.92%</u>
Total All Funds	\$ 463,145,832	\$ 454,711,479	\$ (8,434,353)	-1.77%
Less Transfers	\$ (114,134,466)	\$ (115,272,675)	\$ (1,138,209)	0.96%
Total Appropriations	<u>\$ 349,011,366</u>	<u>\$ 339,438,804</u>	<u>\$ (9,572,562)</u>	<u>-2.67%</u>

Summary of Revenues and Expenditures

FY 2022 Proposed Budget General Fund Expenditure Summary

<u>Department</u>	<u>FY 2021 Adopted</u>	<u>FY 2022 Proposed</u>	<u>FY 2021-22 Change (\$)</u>	<u>FY 2021-22 Change (%)</u>
<u>General Government</u>				
Board of Supervisors	\$ 296,300	\$ 296,777	\$ 477	0.16%
Commissioner of the Revenue	1,709,428	1,861,898	152,470	8.92%
County Administration	1,023,348	760,586	(262,762)	-25.68%
County Attorney	887,911	854,886	(33,025)	-3.72%
Finance	1,629,481	1,651,182	21,701	1.33%
Geographic Info Systems	348,304	350,212	1,908	0.55%
Human Resources	3,252,848	3,340,146	87,298	2.68%
Independent Auditor	189,375	196,410	7,035	3.71%
Information Technology	4,372,546	4,634,697	262,151	6.00%
Management & Budget	615,960	615,323	(637)	-0.10%
Registrar	493,359	494,790	1,431	0.29%
<u>Treasurer</u>	<u>1,428,617</u>	<u>1,471,672</u>	<u>43,055</u>	<u>3.01%</u>
Subtotal, Gen Government	\$ 16,247,477	\$ 16,528,579	\$ 281,102	1.73%
<u>Judicial Administration</u>				
Adult Court Services	\$ 1,088,485	\$ 1,084,555	\$ (3,930)	-0.36%
Circuit Court	142,363	143,340	977	0.69%
Clerk of the Circuit Court	1,379,666	1,311,787	(67,879)	-4.92%
Commissioner of Accounts	15,600	15,600	-	0.00%
Commonwealth's Attorney	1,666,431	1,671,301	4,870	0.29%
General District Court	32,700	32,700	-	0.00%
Juv & Dom Relations Court	17,726	17,726	-	0.00%
Public Defender's Office	34,467	34,467	-	n/a
<u>Magistrates</u>	<u>87,773</u>	<u>87,773</u>	<u>-</u>	<u>0.00%</u>
Subtotal, Judicial Admin	\$ 4,465,211	\$ 4,399,249	\$ (65,962)	-1.48%
<u>Public Safety</u>				
Juvenile Detention & Probation	\$ 309,532	\$ 309,532	\$ -	0.00%
<u>Sheriff's Office</u>	<u>22,016,944</u>	<u>22,031,517</u>	<u>14,573</u>	<u>0.07%</u>
Subtotal, Public Safety	\$ 22,326,476	\$ 22,341,049	\$ 14,573	0.07%
<u>Public Works</u>				
<u>General Services</u>	<u>5,654,654</u>	<u>5,673,877</u>	<u>19,223</u>	<u>0.34%</u>
Subtotal, Public Works	\$ 5,654,654	\$ 5,673,877	\$ 19,223	0.34%

Summary of Revenues and Expenditures

FY 2022 Proposed Budget General Fund Expenditure Summary

<u>Department</u>	<u>FY 2021 Adopted</u>	<u>FY 2022 Proposed</u>	<u>FY 2021-22 Change (\$)</u>	<u>FY 2021-22 Change (%)</u>
<u>Health & Welfare</u>				
Community Services Board	\$ 619,438	\$ 791,431	\$ 171,993	35.14%
Public Health	627,086	638,750	11,664	1.89%
<u>Social Services</u>	<u>12,528,727</u>	<u>12,688,720</u>	<u>159,993</u>	<u>1.41%</u>
Subtotal, Health & Welfare	\$ 13,775,251	\$ 14,118,901	\$ 343,650	2.49%
<u>Culture</u>				
Library	\$ 2,652,583	\$ 2,605,917	\$ (46,666)	-1.85%
Lord Fairfax Comm College	77,475	78,764	1,289	1.83%
<u>Parks & Recreation</u>	<u>4,479,247</u>	<u>4,506,429</u>	<u>27,182</u>	<u>0.65%</u>
Subtotal, Culture	\$ 7,209,305	\$ 7,191,110	\$ (18,195)	-0.25%
<u>Community Development</u>				
Agriculture Development	\$ 73,631	\$ 73,789	\$ 158	0.23%
Community Development	3,817,836	3,810,351	(7,485)	-0.20%
Contributions	1,090,412	1,092,518	2,106	0.19%
Cooperative Extension	219,464	228,106	8,642	5.35%
Economic Development	930,184	919,723	(10,461)	-1.15%
John Marshall SWCD	178,471	178,471	-	0.00%
<u>Planning Commission/BZA</u>	<u>151,631</u>	<u>151,631</u>	<u>-</u>	<u>0.00%</u>
Subtotal, Comm Develop	\$ 6,461,629	\$ 6,454,589	\$ (7,040)	-0.11%
<u>Non-Departmental</u>	<u>\$ 1,722,944</u>	<u>\$ 1,722,944</u>	<u>\$ -</u>	<u>0.00%</u>
Subtotal, Non-Departmental	\$ 1,722,944	\$ 1,722,944	\$ -	0.00%
<u>Transfers</u>				
Airport Fund	\$ 16,225	\$ 17,656	\$ 1,431	8.82%
Capital Improvement Fund	1,255,331	450,000	(805,331)	-64.15%
County Asset Replacement Fund	1,690,410	2,026,665	336,255	19.89%
Debt Service Fund	11,628,777	12,412,125	783,348	6.74%
Environmental Services Fund	5,642,421	5,610,383	(32,038)	-0.57%
School Division Operating	93,091,478	93,091,478	-	0.00%
<u>Utility Fund</u>	<u>100,000</u>	<u>-</u>	<u>(100,000)</u>	<u>-100.00%</u>
Subtotal, Transfers	\$ 113,424,642	\$ 113,608,307	\$ 183,665	0.16%
Total, General Fund	<u>\$ 191,287,589</u>	<u>\$ 192,038,605</u>	<u>\$ 751,016</u>	0.39%

Summary of Revenues and Expenditures

FY 2022 Proposed Local Tax Funding Summary

<u>Functional Area</u>	<u>FY 2022 Expenditures</u>	<u>FY 2022 Revenue</u>	<u>FY 2022 Net Local Funding</u>	<u>% of Total Local Funding</u>
General Fund Supported Programs				
<u>County Operational Funding</u>				
General Government	\$ 16,982,648	\$ 1,154,258	\$ 15,828,390	9.22%
Community/Ag/Econ Devo	4,955,494	1,366,003	3,589,491	2.09%
Contributory Agencies	1,038,518	4,000	1,034,518	0.60%
General Services	1,702,163	74,370	1,627,793	0.95%
Judicial Administration	4,399,249	3,472,017	927,232	0.54%
Library	2,605,917	262,173	2,343,744	1.37%
Parks and Recreation	4,506,429	497,737	4,008,692	2.34%
Sheriff's Office	22,031,517	5,404,212	16,627,305	9.69%
Social Services	9,378,988	6,012,493	3,366,495	1.96%
Airport Fund	739,450	721,794	17,656	0.01%
Env Services Fund	8,295,964	2,685,581	5,610,383	3.27%
Subtotal, Government Operations	\$ 76,636,337	\$ 21,654,638	\$ 54,981,699	32.04%
<u>Asset Replacement Fund</u>				
Environmental Services	\$ 225,000	\$ -	\$ 225,000	0.13%
Fire and Rescue Services	893,637	893,637	-	0.00%
Government Wide Services	1,080,255	-	1,080,255	0.63%
Judicial Administration	26,000	26,000	-	0.00%
Parks and Recreation	150,000	-	150,000	0.09%
Sheriff's Office	693,958	122,548	571,410	0.33%
Subtotal, County Asset Replacement	\$ 3,068,850	\$ 1,042,185	\$ 2,026,665	1.18%
<u>Capital Improvement Fund</u>				
Environmental Services	50,000	-	50,000	0.03%
Parks and Recreation	200,000	-	200,000	0.12%
Utilities/Infrastructure	4,200,000	4,000,000	200,000	0.12%
Subtotal, County Capital Improvement	\$ 4,450,000	\$ 4,000,000	\$ 450,000	0.26%
<u>Debt Service Fund</u>				
Parks and Recreation	\$ 646,176	\$ -	\$ 646,176	0.38%
Environmental Services	620,549	-	620,549	0.36%
Fire and Rescue Services	857,691	-	857,691	0.50%
Sheriff's Office	843,441	-	843,441	0.49%
Utilities/Infrastructure	789,237	589,188	200,049	0.12%
Subtotal, County Debt Service	\$ 3,757,094	\$ 589,188	\$ 3,167,906	1.85%
Subtotal, General Fund Support-County	\$ 86,160,953	\$ 26,392,374	\$ 59,768,579	34.83%
Subtotal, Fire and Rescue Levy Support	\$ 1,751,328	\$ 893,637	\$ 857,691	0.50%

Summary of Revenues and Expenditures

FY 2022 Proposed Local Tax Funding Summary

<u>Functional Area</u>	<u>FY 2022 Expenditures</u>	<u>FY 2022 Revenue</u>	<u>FY 2022 Net Local Funding</u>	<u>% of Total Local Funding</u>
<u>School Division</u>				
School Division Operating Fund	\$ 151,098,409	\$ 58,006,931	\$ 93,091,478	54.3%
School Division Share Consolidated Services	10,829,375	2,110,678	8,718,697	5.08%
School Nutrition Fund	6,176,461	6,176,461	-	0.00%
School Textbook Fund	1,085,743	1,085,743	-	0.00%
Regional Governor's School Fund	1,710,522	1,710,522	-	0.00%
School Asset Replacement Fund	4,829,027	4,829,027	-	0.00%
Capital Improvements	3,990,830	3,990,830	-	0.00%
Debt Service	10,397,383	382,430	10,014,953	5.84%
Subtotal, General Fund Support-Schools	\$ 190,117,750	\$ 78,292,622	\$ 111,825,128	65.17%
Total, General Fund Support	\$ 276,278,703	\$ 104,684,996	\$ 171,593,707	90.27%
<u>Internal Service Funds</u>				
Fleet Maintenance Fund	\$ 3,536,821	\$ 3,536,821	\$ -	0.00%
Health Insurance Fund	37,202,376	37,202,376	-	0.00%
Subtotal, Internal Service Funds	\$ 40,739,197	\$ 40,739,197	\$ -	0.00%
<u>Special Revenue Funds</u>				
Fire and Rescue Levy Fund	\$ 18,219,075	\$ 1,345,149	\$ 16,873,926	8.88%
Conservation Easement	880,196	115,000	765,196	0.40%
Ambulance Revenue Recovery Fund	1,570,305	1,570,305	-	0.00%
Subtotal, Special Revenue Funds	\$ 20,669,576	\$ 3,030,454	\$ 17,639,122	9.28%
Total Appropriations	\$ 339,438,804	\$ 149,348,284	\$ 190,090,520	100.00%

Permanent Positions – Full Time Equivalents

Total County Personnel Adjustments

The following provides an overview of all adjustments to County permanent positions as approved by the Board of Supervisors since the adoption of the FY 2021 budget, and those changes recommended by the County Administrator and included in the FY 2022 proposed budget.

<u>Department</u>	<u>Adjustment</u>	<u>FTE Change</u>
<u>Mid-FY 2021 Adjustments</u>¹		
Parks and Recreation	Combine (2) part time Recreation Program Coordinator	0.04
Conservation Easement Service District	Establish Stewardship Assistant	0.53
County Administration	Reassessment Coordinator transferred to Commissioner of Revenue	0.00
Treasurer	Conversion (1) Deputy Treasurer to (1) Accountant	0.00
Fire Rescue Levy Fund	<u>Establish Financial Coordinator</u>	<u>1.00</u>
<u>Subtotal, Mid-FY 2021 Adjustments</u>		<u>1.57</u>
<u>FY 2022 Proposed Budget Adjustments</u>		
Social Services	Establish Adult/Family Services Worker I ²	<u>1.00</u>
<u>Subtotal, FY 2022 Proposed Budget Adjustments</u>		<u>1.00</u>
Total Overall Personnel Adjustments, FY 2021 Adopted and FY2022 Proposed Budget		<u>2.57</u>

¹ All FY 2021 mid-year adjustments were funded with existing resources.

² This position is stated mandated and 100% funded with state dollars in FY 2022.

Permanent Positions – Full Time Equivalents

Department	FY 2019 Actual	FY 2020 Actual	FY 2021 Adopted	FY 2022 Approved	FY 2022 Proposed
<u>General Government</u>					
Board of Supervisors	1.00	1.00	1.00	1.00	1.00
Commissioner of Revenue	22.00	22.00	22.00	22.00	23.00
County Administration	8.00	8.00	8.00	8.00	7.00
County Attorney	6.00	6.53	6.53	6.53	6.53
Finance	18.00	18.00	18.00	18.00	18.00
Geographic Information Systems	4.00	4.00	4.00	4.00	4.00
Human Resources	18.00	18.00	18.00	18.00	18.00
Independent Auditor	0.00	0.00	0.00	0.00	0.00
Information Technology	22.53	23.67	23.67	23.67	23.67
Management & Budget	5.00	5.00	5.00	5.00	5.00
Registrar	3.00	3.00	3.00	3.00	3.00
<u>Treasurer</u>	<u>16.00</u>	<u>16.00</u>	<u>16.00</u>	<u>16.00</u>	<u>16.00</u>
Subtotal, General Government	123.53	125.20	125.20	125.20	125.20
<u>Judicial Administration</u>					
Adult Court Services	12.00	12.00	12.00	12.00	12.00
Circuit Court	1.00	1.00	1.00	1.00	1.00
Clerk of Circuit Court	16.04	16.04	16.04	16.04	16.04
Commissioner of Accounts	0.00	0.00	0.00	0.00	0.00
Commonwealth's Attorney	16.07	16.00	16.00	16.00	16.00
General District Court	0.00	0.00	0.00	0.00	0.00
Juv. & Domestic Relations Court	0.00	0.00	0.00	0.00	0.00
Magistrates	0.00	0.00	0.00	0.00	0.00
<u>Public Defender's Office</u>	<u>0.00</u>	<u>0.00</u>	<u>0.00</u>	<u>0.00</u>	<u>0.00</u>
Subtotal, Judicial Administration	45.11	45.04	45.04	45.04	45.04
<u>Public Safety</u>					
Juvenile Detention & Probation	0.00	0.00	0.00	0.00	0.00
<u>Sheriff</u>	<u>184.50</u>	<u>185.50</u>	<u>185.50</u>	<u>185.50</u>	<u>185.50</u>
Subtotal, Public Safety	184.50	185.50	185.50	185.50	185.50
<u>Public Works</u>					
<u>General Services²</u>	<u>54.00</u>	<u>54.00</u>	<u>54.00</u>	<u>54.00</u>	<u>54.00</u>
Subtotal, Public Works	54.00	54.00	54.00	54.00	54.00
<u>Health and Welfare</u>					
Community Services Board	0.00	0.00	0.00	0.00	0.00
Public Health	0.00	0.00	0.00	0.00	0.00
<u>Social Services</u>	<u>58.53</u>	<u>59.53</u>	<u>59.53</u>	<u>59.53</u>	<u>60.53</u>
Subtotal, Health and Welfare	58.53	59.53	59.53	59.53	60.53

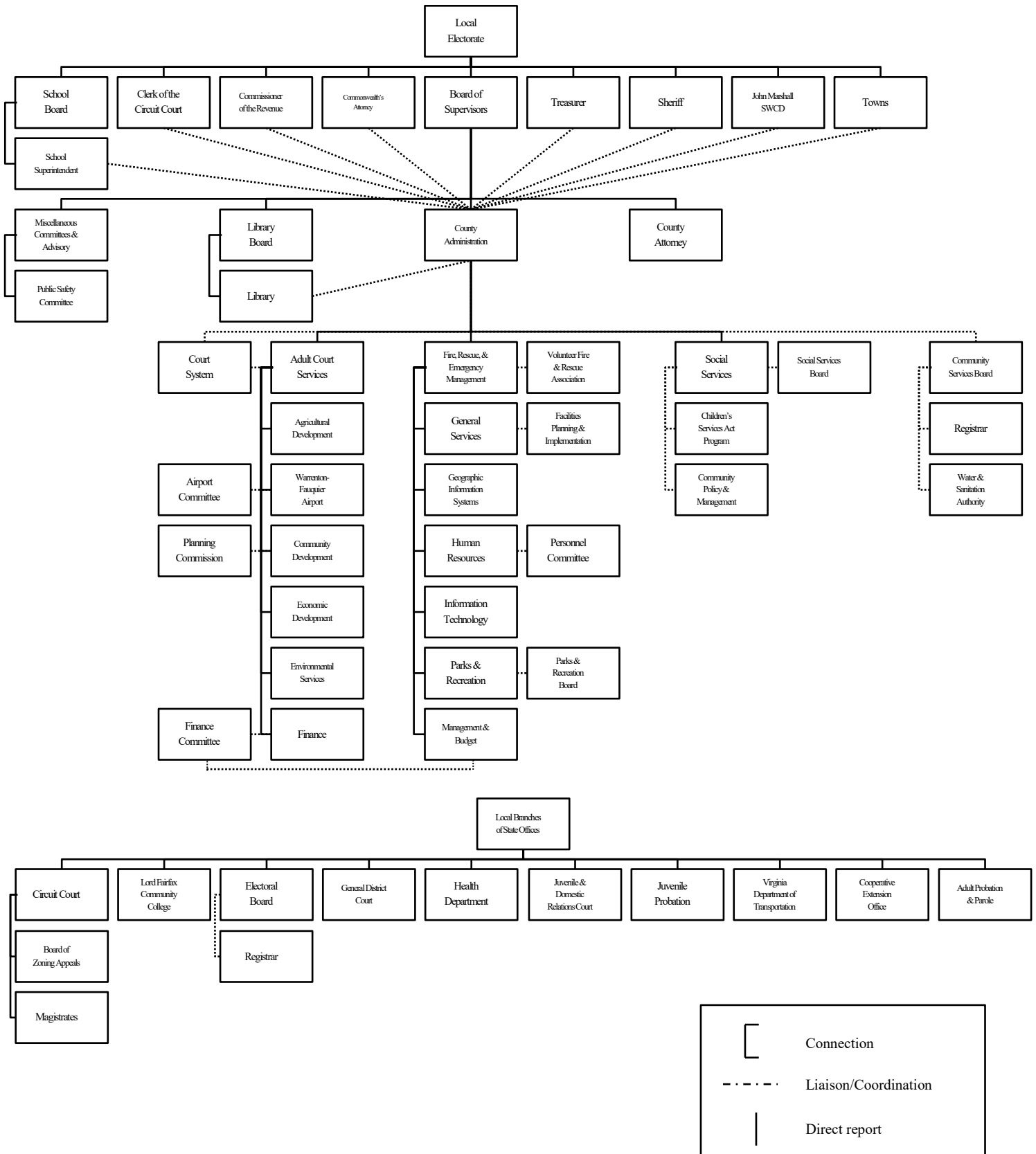
Permanent Positions – Full Time Equivalents

Department	FY 2019 Actual	FY 2020 Actual	FY 2021 Adopted	FY 2022 Approved	FY 2022 Proposed
<u>Culture</u>					
Library	34.31	34.31	34.31	34.31	34.31
Lord Fairfax Community College	0.00	0.00	0.00	0.00	0.00
<u>Parks & Recreation</u>	<u>30.85</u>	<u>30.85</u>	<u>29.85</u>	<u>29.85</u>	<u>29.89</u>
Subtotal, Culture	65.16	65.16	64.16	64.16	64.20
<u>Community Development</u>					
Agricultural Development ¹	1.00	1.00	1.00	1.00	1.00
Community Development	40.53	40.53	40.00	40.00	40.00
Contributions	0.00	0.00	0.00	0.00	0.00
Cooperative Extension	0.43	1.00	1.00	1.00	1.00
Economic Development	3.67	3.67	3.67	3.67	3.67
John Marshall Soil & Water Cons. District	0.00	0.00	0.00	0.00	0.00
<u>Planning Commission/BZA</u>	<u>0.00</u>	<u>0.00</u>	<u>0.00</u>	<u>0.00</u>	<u>0.00</u>
Subtotal, Community Development	45.63	46.20	45.67	45.67	45.67
<u>Non-Departmental</u>					
<u>Non-Departmental</u>	<u>0.00</u>	<u>0.00</u>	<u>0.00</u>	<u>0.00</u>	<u>0.00</u>
Subtotal, Non-Departmental	0.00	0.00	0.00	0.00	0.00
<u>Other Funds</u>					
Airport Fund	3.00	3.00	3.00	3.00	3.00
Ambulance Revenue Fund	1.00	1.00	1.00	1.00	1.00
Conservation Easement District Fund ¹	2.00	2.00	2.00	2.00	2.53
Environmental Services Fund ²	37.00	37.00	37.00	37.00	37.00
Fire and Rescue Tax Levy Fund	114.00	124.00	124.00	124.00	125.00
<u>Fleet Maintenance Fund</u>	<u>16.00</u>	<u>16.00</u>	<u>16.00</u>	<u>16.00</u>	<u>16.00</u>
Subtotal, Other Funds	173.00	183.00	183.00	183.00	184.53
County Total	749.46	763.63	762.10	762.10	764.67
School Division	1,890.66	1,900.88	1,904.96	1,911.96	1,908.63
Total FTE	2,640.12	2,664.51	2,667.06	2,674.06	2,673.30

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

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

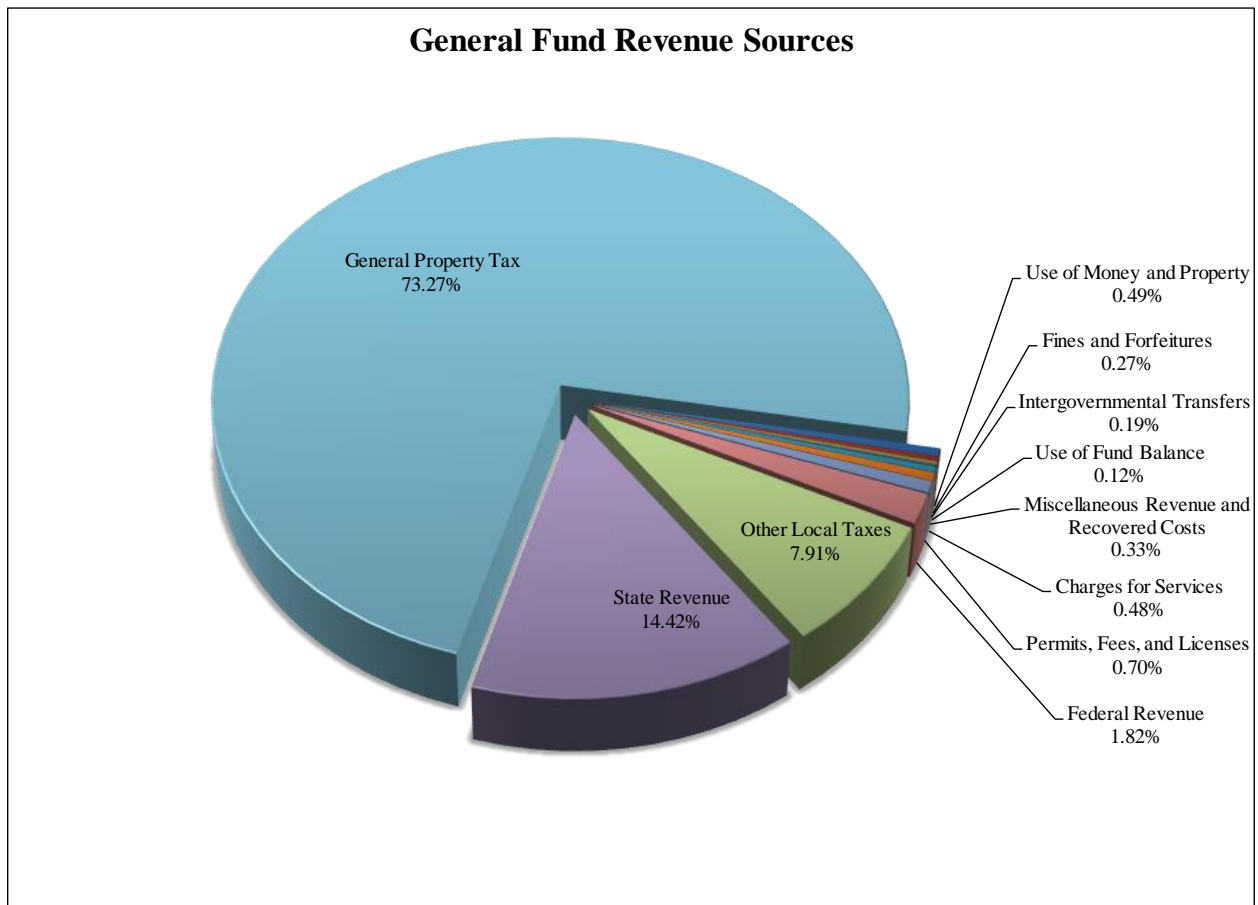
County Organizational Chart



General Fund Revenue Summary

The FY 2022 General Fund budget totals \$192,038,605, an increase of \$751,016 (0.39%) from the FY 2021 adopted budget, and maintains the general real estate tax rate at \$0.994 per \$100 of assessed value. The FY 2022 proposed budget includes no increase from the approved Tax Year 2020 tax rates as outlined in the FY 2022 projected budget.

The following section provides an overview of General Fund revenue by source category including local revenue, state revenue, federal revenue, and intergovernmental revenue.



General Fund Revenue Summary

	FY 2020	FY 2021	FY 2022	FY 2022	FY 2021-22
	<u>Actual</u>	<u>Adopted</u>	<u>Approved</u>	<u>Proposed</u>	<u>Change</u>
<u>Local Revenue</u>					
General Property Taxes	\$ 136,605,333	\$ 137,696,854	\$ 138,619,846	\$ 140,713,921	\$ 3,017,067
Other Local Taxes	18,588,691	16,412,000	16,417,000	15,194,700	(1,217,300)
Permits, Fees & Licenses	1,555,571	1,339,843	1,335,408	1,334,878	(4,965)
Fines and Forfeitures	345,274	511,000	511,000	511,000	-
Use of Money & Property	1,009,848	786,101	791,721	947,619	161,518
Charges for Services	704,901	919,779	919,779	928,779	9,000
<u>Misc/Recovered Costs</u>	<u>810,537</u>	<u>558,680</u>	<u>568,580</u>	<u>633,792</u>	<u>75,112</u>
Subtotal, Local Revenue:	\$ 159,620,155	\$ 158,224,257	\$ 159,163,334	\$ 160,264,689	\$ 2,040,432
State Revenue:	\$ 27,335,382	\$ 28,346,892	\$ 28,346,878	\$27,684,867	(\$662,025)
<u>Federal Revenue:</u>	<u>3,705,950</u>	<u>3,251,221</u>	<u>3,259,927</u>	<u>3,503,381</u>	<u>252,160</u>
Subtotal, State & Federal:	\$ 31,041,332	\$ 31,598,113	\$ 31,606,805	\$ 31,188,248	\$ (409,865)
Intergovernmental Revenue:	416,087	477,522	477,522	358,657	(118,865)
Use of Fund Balance:	\$ -	\$ 987,697	\$ 987,697	\$ 227,011	\$ (760,686)
General Fund Total:	\$ 191,077,574	\$ 191,287,589	\$ 192,235,358	\$ 192,038,605	\$ 751,016

Property Tax Revenue

Fauquier County's Tax Year runs concurrent with the Calendar Year. Property tax rates are adopted for the current year during the future year's budget process. Property tax rates are levied per \$100 of assessed value. Real property is assessed on a quadrennial basis and personal property tax is assessed on an annual basis.

The last County-wide real property reassessment was implemented as part of the FY 2019 adopted budget, effective January 1, 2018, with an average residential assessment value of \$378,000. The calculation for the average residential assessed value does not change based on additional units or improvements between reassessment cycles, as provided for by State calculation methodologies. The next reassessment is scheduled for spring 2021, with an effective date of January 1, 2022. The impact and any related tax rate adjustments for the reassessment will be made in the FY 2023 budget cycle, while the FY 2022 proposed budget does assume growth from the FY 2022 reassessment.

The FY 2022 proposed budget maintains an overall real estate tax rate of \$0.994. The overall real estate tax rate of \$1.004 is advertised higher than required to fund the FY 2022 proposed budget to provide the Board of Supervisors flexibility as the budget is reviewed. Based on preliminary real estate tax projections and average collection rates, the yield per penny projected for the FY 2022 proposed budget is approximately \$1.19 million.

General Fund Revenue Summary

Description	Tax Year 2019	Tax Year 2020	Tax Year 2021
Overall Real Estate Tax Rate:	\$0.994	\$0.994	\$0.994¹
Real Estate – General	\$0.855	\$0.855	\$0.855 ¹
Real Estate – Fire & Rescue	\$0.133	\$0.133	\$0.133 ¹
Real Estate – Conservation Easement District	\$0.006	\$0.006	\$0.006
Stormwater Management Fee ²	\$13.640	\$13.640	\$13.640
Marshall Electric Light and Business Improvement District Levy ³	\$0.005	\$0.005	\$0.025
Personal Property – General	\$4.650	\$4.650	\$4.650
Personal Property – Fire & Rescue	\$0.250	\$0.250	\$0.250
Business Furniture, Fixtures, & Equipment	\$2.300	\$2.300	\$2.300
Motor Homes & Campers	\$1.500	\$1.500	\$1.500
Motor Vehicle Carriers (30+ Passengers)	\$1.000	\$1.000	\$1.000
Mobile Homes	\$0.994	\$0.994	\$0.994
Machinery & Tools	\$2.300	\$2.300	\$2.300
Aircraft ⁴	\$0.001	\$0.001	\$0.001
Specially Equipped Handicap Vehicles	\$0.050	\$0.050	\$0.050

¹ The County Administrator has advertised a Tax Year 2021 overall rate of \$1.004 to allow the Board of Supervisors the utmost flexibility when considering the proposed budget. The Tax Year 2021 rate will not be set until spring 2021 with the adoption of the FY 2022 budget.

² The Stormwater Management Fee is a countywide special assessment, on a per parcel basis with the exception of any parcels excluded by act of the Board of Supervisors.

³ A two cent increase in the levy for the Marshall Electric Light and Business Improvement District for the Marshall Main Street Project is effective January 1, 2021.

⁴ Aircraft stored at the Warrenton-Fauquier Airport are subject to a special maintenance fee assessment.

General Fund Revenue Summary

Local Revenue

The FY 2022 proposed budget includes \$160,264,689 in local revenue, or 83.5% of General Fund revenue, an increase of \$2,040,432 from the FY 2021 adopted budget, and an increase of \$1,101,335 when compared to the FY 2022 spending plan. Local revenue includes general property taxes; other local taxes; permits, fines, and licenses; fines and forfeitures; use of money and property; charges for services; and miscellaneous revenues and recovered costs.

General Property Taxes

The FY 2022 proposed budget includes \$140,713,921 in property tax revenue, an increase of \$3,017,067 from the FY 2021 adopted budget, and an increase of \$2,094,075 from the FY 2022 spending plan. The general property tax increases are primarily a result of the conversion of the vehicle license fee. Real property is averaging less than 1% growth and this budget does not assume any adjustments for reassessment. In addition, personal property continues to expand with additional property and increased value of property. Other adjustments are based on historical and current collections.

Revenue Source	FY 2020 <u>Actual</u>	FY 2021 <u>Adopted</u>	FY 2022 <u>Approved</u>	FY 2022 <u>Proposed</u>	FY 2021-22 <u>Change</u>
Real Estate	\$ 99,833,732	\$ 101,531,854	\$ 102,454,846	\$ 101,867,647	\$ 335,793
Public Service	6,161,001	6,400,000	6,400,000	6,200,000	(200,000)
Personal Property	27,724,034	27,410,000	27,410,000	30,001,274	2,591,274
Rollback Taxes	162,695	100,000	100,000	120,000	20,000
Delinquent Real Property	636,023	550,000	550,000	550,000	-
Delinquent Public Service	121,362	-	-	-	-
Delinquent Personal Property	410,319	450,000	450,000	450,000	-
Penalties	1,123,082	905,000	905,000	1,100,000	195,000
Interest	433,085	350,000	350,000	425,000	75,000
Total	\$ 136,605,333	\$ 137,696,854	\$ 138,619,846	\$ 140,713,921	\$ 3,017,067

General Fund Revenue Summary

Other Local Taxes

The FY 2022 proposed budget includes \$15,194,700 in the other local taxes category, which is a \$1,217,300 decrease compared to the FY 2021 adopted budget and a \$1,222,300 decrease from the FY 2022 spending plan. Increased sales tax revenue reflects observed and projected growth in collections, a 2.6% increase over the FY 2020 adopted budget. Utility taxes are adjusted to align with historical actuals and current trends. The FY 2022 proposed budget assumes the vehicle license fee will be converted into the Personal Property Tax rate, thereby eliminating the fee. An associated increase in revenue has been applied to Personal Property as the conversion will be revenue neutral. Transient Occupancy Tax has been adjusted downward anticipating a slower recovery period related to the pandemic based on FY 2020 actuals and current trends.

Revenue Source	FY 2020 <u>Actual</u>	FY 2021 <u>Adopted</u>	FY 2022 <u>Approved</u>	FY 2022 <u>Proposed</u>	FY 2021-22 <u>Change</u>
Sales Tax (Local)	\$ 10,533,413	\$ 9,312,000	\$ 9,312,000	\$ 10,137,200	\$ 825,200
Utility Tax	1,478,016	1,550,000	1,555,000	1,475,000	(75,000)
Utility Consumption Tax	270,454	200,000	200,000	210,000	10,000
BPOL Tax	1,801,247	1,455,000	1,455,000	1,507,500	52,500
License Fee	2,011,001	2,000,000	2,000,000	-	(2,000,000)
Bank Stock Tax	160,441	150,000	150,000	150,000	-
Recording Tax & Fees (Deeds)	2,249,412	1,650,000	1,650,000	1,650,000	-
Recording Tax & Fees (Wills)	21,718	20,000	20,000	20,000	-
<u>Transient Occupancy Tax</u>	<u>62,989</u>	<u>75,000</u>	<u>75,000</u>	<u>45,000</u>	<u>(30,000)</u>
Total	\$ 18,588,691	\$ 16,412,000	\$ 16,417,000	\$ 15,194,700	\$ (1,217,300)

Permits, Fees & Licenses

The FY 2022 proposed budget includes \$1,334,878 in permits, licenses and fees, a decrease of \$4,965 from the FY 2021 adopted budget. Adjustments in permitting and fee revenues are based on historical collections. The FY 2022 proposed budget includes a decrease of \$4,965 based on the FY 2019 implementation of lifetime dog tags.

Revenue Source	FY 2020 <u>Actual</u>	FY 2021 <u>Adopted</u>	FY 2022 <u>Approved</u>	FY 2022 <u>Proposed</u>	FY 2021-22 <u>Change</u>
Dog Tags	\$ 31,361	\$ 30,160	\$ 25,195	\$ 25,195	\$ (4,965)
Land Use Fees	10,034	10,000	10,000	10,000	-
Transfer Fees	2,307	2,400	2,400	2,400	-
Concealed Weapon Permits	6,438	-	-	-	-
Police Background Checks	16,704	-	-	-	-
Animal/Pet Shop Dealer Permits	250	-	-	-	-
<u>Community Development Fees</u>	<u>1,488,477</u>	<u>1,297,283</u>	<u>1,297,813</u>	<u>1,297,283</u>	<u>-</u>
Total	\$ 1,555,571	\$ 1,339,843	\$ 1,335,408	\$ 1,334,878	\$ (4,965)

General Fund Revenue Summary

Fines and Forfeitures

The FY 2022 proposed budget includes \$511,000 in fines and forfeitures, which remains flat when compared with the FY 2021 adopted budget and FY 2022 spending plan. The fines and forfeitures category consists mainly of fine revenue collected by the courts system. These fines were largely impacted in FY 2020 and FY 2021 due to the COVID-19 pandemic.

Revenue Source	FY 2020 <u>Actual</u>	FY 2021 <u>Adopted</u>	FY 2022 <u>Approved</u>	FY 2022 <u>Proposed</u>	FY 2021-22 <u>Change</u>
Local Fines	\$ 335,875	\$ 500,000	\$ 500,000	\$ 500,000	\$ -
Court Judgment Proceeds	1,742	-	-	-	-
Zoning Violation Fines	2,224	500	500	500	-
Clean-up Landowner Properties	1,200	-	-	-	-
<u>Interest on Local Fines</u>	<u>4,233</u>	<u>10,500</u>	<u>10,500</u>	<u>10,500</u>	<u>-</u>
Total	\$ 345,274	\$ 511,000	\$ 511,000	\$ 511,000	\$ -

Use of Money and Property

The FY 2022 proposed budget includes \$947,619 in use of money and property, an increase of \$161,518 from the FY 2021 adopted budget. Use of money and property consists mainly of interest income received for the County's cash balances, which is anticipated to increase due to market conditions in FY 2022. The increase in Rental of County Property reflects additional rental spaces associated with the business incubator.

Revenue Source	FY 2020 <u>Actual</u>	FY 2021 <u>Adopted</u>	FY 2022 <u>Approved</u>	FY 2022 <u>Proposed</u>	FY 2021-22 <u>Change</u>
Interest Income - General Fund	\$ 716,421	\$ 500,000	\$ 500,000	\$ 650,000	\$ 150,000
Gain (Loss) on Investments	17,280	-	-	-	-
Rental of County Property	126,955	129,602	135,222	141,120	11,518
Rental Health Department	25,700	25,700	25,700	25,700	-
<u>Rental Hospital Hill Property</u>	<u>123,492</u>	<u>130,799</u>	<u>130,799</u>	<u>130,799</u>	<u>-</u>
Total	\$ 1,009,848	\$ 786,101	\$ 791,721	\$ 947,619	\$ 161,518

General Fund Revenue Summary

Charges for Services

The FY 2022 proposed budget includes \$928,779 in charges for services, an increase of \$9,000 from the FY 2021 adopted budget. Charges for services include the County's share of fees for processing court filings, as well as usage and late fees for various County functions. The only adjustments to charges for services is the reallocation of remote access clerk fees and a slight increase to excess fees. All other revenues in this category remain at FY 2021 adopted budget values.

Revenue Source		FY 2020 <u>Actual</u>		FY 2021 <u>Adopted</u>		FY 2022 <u>Approved</u>		FY 2022 <u>Proposed</u>		FY 2021-22 <u>Change</u>
Excess Fees	\$	108,737	\$	75,000	\$	75,000	\$	90,000	\$	15,000
Remote Access Clerk Fee		11,191		6,000		6,000		-		(6,000)
Sheriff Fees		3,742		3,742		3,742		3,742		-
Law Library Fees		9,547		10,450		10,450		10,450		-
Local Cost		5,746		30,000		30,000		30,000		-
Detention Fee		132		-		-		-		-
Inmate Processing Fee		6,404		9,600		9,600		9,600		-
Commonwealth's Atty. Fees		5,066		7,000		7,000		7,000		-
County Attorney Fees		431		-		-		-		-
Corr. & Detention Charges		31,539		40,000		40,000		40,000		-
Street Signs		1,963		1,000		1,000		1,000		-
Police Reports/Fingerprinting Fee		8,777		9,600		9,600		9,600		-
Inmate DNA		1,005		1,150		1,150		1,150		-
Courtroom Security		122,493		145,000		145,000		145,000		-
Parks & Recreation		330,937		496,737		496,737		496,737		-
Welfare & Social Services Fees		80		-		-		-		-
Library Fees		50,891		79,000		79,000		79,000		-
<u>Sales of GIS Maps</u>		<u>6,220</u>		<u>5,500</u>		<u>5,500</u>		<u>5,500</u>		<u>-</u>
Total	\$	704,901	\$	919,779	\$	919,779	\$	928,779	\$	9,000

General Fund Revenue Summary

Miscellaneous Revenue & Recovered Costs

The FY 2022 proposed budget includes \$633,792 in miscellaneous revenue and recovered costs, an increase of \$75,112 from the FY 2021 adopted budget. Miscellaneous revenue consists of revenue that does not correlate with other classifications. Recovered costs include reimbursements from outside organizations for services provided by the County. Town election reimbursements are collected by the Registrar from the incorporated towns within the County based on those election cycles. The FY 2022 proposed budget includes increases in miscellaneous donations to reflect a recurring donation and adjustments related to p-card rebates. Also included in this category is a \$9,900 increase as a result of the Town election cycle. Additional adjustments in this category are relative to historical and current year collections.

Revenue Source		FY 2020 <u>Actual</u>		FY 2021 <u>Adopted</u>		FY 2022 <u>Approved</u>		FY 2022 <u>Proposed</u>		FY 2021-22 <u>Change</u>
Miscellaneous Donations	\$	38,848	\$	500	\$	500	\$	13,694	\$	13,194
Admin Fees - Debt Set-Off		59,118		60,000		60,000		60,000		-
Lien Fees - Treasurer		28,326		42,000		42,000		42,000		-
Lien Fees - County Attorney		1,255		-		-		-		-
Commonwealth's Attorney Collection		77,800		130,000		130,000		130,000		-
Circuit Court Collections		739		1,000		1,000		1,000		-
Gen. District Court Collections		1,589		3,500		3,500		3,500		-
J&DR Court Collections		79		250		250		250		-
HR Background Checks		10,739		17,500		17,500		17,500		-
Wellness Dollars		75,000		50,000		50,000		50,000		-
HR Miscellaneous Revenue		25,060		20,000		20,000		20,000		-
Town Election Reimbursement		18,535		-		9,900		9,900		9,900
Town Code Red Emergency System		-		-		-		-		-
Insurance Recoveries		21,007		-		-		-		-
Miscellaneous Revenue		167,525		130,130		130,130		147,480		17,350
Canteen Medical Reimb.		2,832		4,100		4,100		4,100		-
Process and Service Fees		839		1,200		1,200		1,200		-
Home Incarceration Fees		7,308		1,000		1,000		1,000		-
Jail Boarding - Other Govts.										-
Other Government Charges		10,500		5,500		5,500		5,500		-
Work Release		25,308		30,000		30,000		30,000		-
CSA Refunds		32,129		34,000		34,000		29,959		(4,041)
Warrenton Comm Ctr Recovered Costs		23,048		21,500		21,500		21,500		-
Radio Reimb - Culpeper/Rappahannock		31,177		-		-		-		-
Miscellaneous Recoveries		151,776		6,500		6,500		45,209		38,709
Total	\$	810,537	\$	558,680	\$	568,580	\$	633,792	\$	75,112

General Fund Revenue Summary

State Revenue

The County receives a variety of funding from the State, principally classified as non-categorical aid, shared expenses, and categorical aid. The FY 2022 proposed budget includes \$27,648,867 in state revenue, or 14.4% of total General Fund revenue, a decrease of \$662,025 from the FY 2021 adopted budget.

Non-Categorical Aid

The FY 2022 proposed budget includes \$15,982,620 in non-categorical aid, which represents a decrease of \$96,500 from the FY 2021 adopted budget and FY 2022 spending plan. This is primarily a result of a decrease in the communication tax based on historical trends and economic conditions that have limited the growth in this tax base. This category consists of taxes imposed by the State and shared with the County using a variety of distribution formulas.

Revenue Source	FY 2020 Actual	FY 2021 Adopted	FY 2022 Approved	FY 2022 Proposed	FY 2021-22 Change
Rolling Stock Tax	\$ 82,008	\$ 82,500	\$ 82,500	\$ 82,500	\$ -
Mobile Home Titling Tax	29,585	25,000	25,000	25,000	-
Rental Car Tax	19,629	12,500	12,500	16,500	4,000
Personal Property Tax Relief	13,658,086	13,658,120	13,658,120	13,658,120	-
Communication Tax	2,399,622	2,300,000	2,300,000	2,200,000	(100,000)
<u>Pari-mutuel Wagering Tax</u>	<u>207</u>	<u>1,000</u>	<u>1,000</u>	<u>500</u>	<u>(500)</u>
Total	\$ 16,189,137	\$ 16,079,120	\$ 16,079,120	\$ 15,982,620	\$ (96,500)

Shared Expenses

The FY 2022 proposed budget includes \$6,093,120 in shared expenses, which represents a decrease of \$14 from the FY 2021 adopted budget. Shared expenses represent funding administered by the State Compensation Board for constitutional officers and the Registrar, supported by the State Department of Elections, and reflect actual allocations.

Revenue Source	FY 2020 Actual	FY 2021 Adopted	FY 2022 Approved	FY 2022 Proposed	FY 2021-22 Change
Commonwealth Attorney	\$ 544,802	\$ 578,856	\$ 575,849	\$ 575,849	\$ (3,007)
Sheriff	3,862,123	4,211,510	4,144,456	4,144,456	(67,054)
Commissioner of the Revenue	199,709	325,506	331,710	331,710	6,204
Treasurer	181,380	242,438	297,258	297,258	54,820
Registrar	90,100	47,545	47,545	47,545	-
Clerk of the Court	506,746	518,071	531,421	531,421	13,350
<u>Adult Confinement – Detention</u>	<u>147,134</u>	<u>169,208</u>	<u>164,881</u>	<u>164,881</u>	<u>(4,327)</u>
Total	\$ 5,531,994	\$ 6,093,134	\$ 6,093,120	\$ 6,093,120	\$ (14)

General Fund Revenue Summary

Categorical Aid

The FY 2022 proposed budget includes \$5,609,127 in categorical aid, which represents a decrease of \$565,511 from the FY 2021 adopted budget and FY 2022 spending plan. Categorical aid consists of funding from the State that has been designated for a specific purpose. This category includes funding for welfare, social services and the Children's Services Act for At-Risk Youth (CSA), which decreases in FY 2022 due to changes in the projected categories of care. Disbursements under these programs are calculated using a shared cost formula established by the Code of Virginia. Also included in this category is funding for the County's library system, reimbursements for circuit court juries, and funding for criminal system diversion programs. In FY 2022, the decrease in Social Services funding is offset by an increase in the federal share category. Recordation Tax decreases are in response to the legislation adopted in the 2020 General Assembly which reduced the local annual distribution of recordation taxes to cities and counties. Additional adjustments are based on prior years' and current year revenue collections.

Revenue Source	<u>FY 2020</u> <u>Actual</u>	<u>FY 2021</u> <u>Adopted</u>	<u>FY 2022</u> <u>Approved</u>	<u>FY 2022</u> <u>Proposed</u>	<u>FY 2021-22</u> <u>Change</u>
Social Services	\$ 1,692,177	\$ 1,934,429	\$ 1,934,429	\$ 1,644,504	\$ (289,925)
Comprehensive Services Act	2,287,807	2,747,730	2,747,730	2,624,296	(123,434)
VDSS DV Grant	-	33,193	33,193	33,193	-
DCJS VOCA Grant	19,313	30,000	30,000	30,000	-
Recordation Tax	468,609	435,000	435,000	217,500	(217,500)
Jury Duty Reimbursement	14,131	25,000	25,000	25,000	-
Adult Court Services – Pretrial	232,863	251,695	251,695	251,695	-
Community Corrections	297,234	278,402	278,402	278,402	-
Prisoner Transportation	7,300	6,000	6,000	6,000	-
Juv. Community Crime Control	36,836	36,836	36,836	36,836	-
E-911 Wireless Program	215,717	150,000	150,000	207,574	57,574
SRO Incentive Grant Program	62,568	54,404	54,404	54,404	-
Armory	15,108	18,000	18,000	18,000	-
Library Aid	166,965	164,949	164,949	172,723	7,774
Commissioner of the Arts	4,500	4,000	4,000	4,000	-
GO VA Young Entrepreneurs Pro.	44,718	-	-	-	-
<u>Miscellaneous</u>	<u>48,405</u>	<u>5,000</u>	<u>5,000</u>	<u>5,000</u>	<u>-</u>
Total	\$ 5,614,251	\$ 6,174,638	\$ 6,174,638	\$ 5,609,127	\$ (565,511)

General Fund Revenue Summary

Federal Revenue

The FY 2022 proposed budget includes \$3,503,381 in federal revenue, or 1.82% of total General Fund revenue. This category consists principally of federal funding for community welfare programs, which increases in FY 2022 based on additional federal contributions towards personnel costs and child support payments. Additional revenue may be realized during the course of the fiscal years through various grant awards. The FY 2022 proposed budget includes an increase of \$252,160 from the FY 2021 proposed budget in welfare administration.

Compared to the FY 2022 spending plan, the FY 2022 proposed budget includes a \$243,454 increase in welfare administration. This increase is offset by a decrease in State revenue but was changed to maximize total reimbursements across the department.

Revenue Source	FY 2020 <u>Actual</u>	FY 2021 <u>Adopted</u>	FY 2022 <u>Approved</u>	FY 2022 <u>Proposed</u>	FY 2021-22 <u>Change</u>
Welfare Administration	\$ 3,306,914	\$ 2,900,996	\$ 2,909,702	\$ 3,153,156	\$ 252,160
VDSS DV Grant	136,223	99,580	99,580	99,580	-
DCJS VOCA Grant	204,440	211,735	211,735	211,735	-
Public Safety	55,845	38,910	38,910	38,910	-
DCJS Restorative Pathways	<u>2,528</u>	<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>
Total	\$ 3,705,950	\$ 3,251,221	\$ 3,259,927	\$ 3,503,381	\$ 252,160

Intra-Governmental Transfers

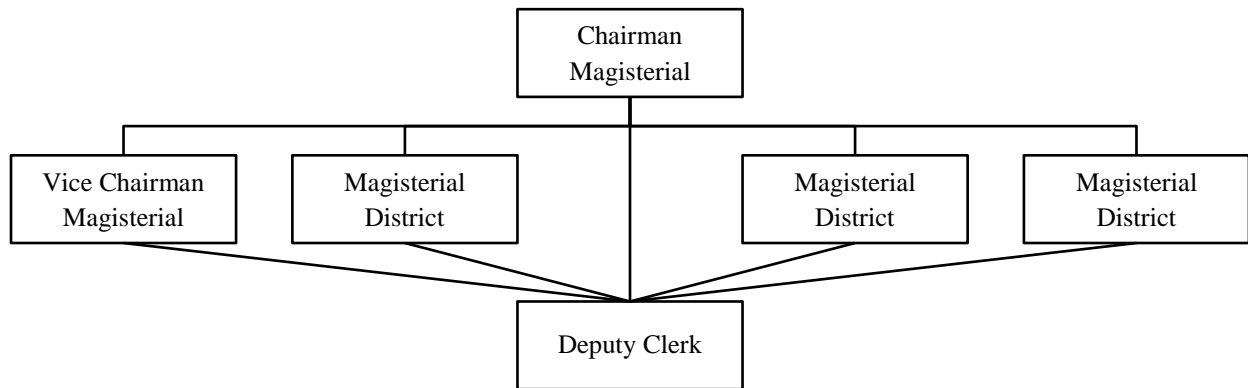
The FY 2022 proposed budget includes \$358,657 in intra-governmental revenue, or 0.19% of total General Fund revenue to support government operations. The proposed budget for FY 2022 removes the transfer from the Capital Projects Fund related to the Broadband Coordinator position.

Revenue Source	FY 2020 <u>Actual</u>	FY 2021 <u>Adopted</u>	FY 2022 <u>Approved</u>	FY 2022 <u>Proposed</u>	FY 2021-22 <u>Change</u>
Parks and Rec Trust Fund	97	-	-	-	-
Transfer from Svc to Outside	57,333	-	-	-	-
Capital Projects Fund	-	118,865	118,865	-	(118,865)
Stormwater Management Fund	<u>358,657</u>	<u>358,657</u>	<u>358,657</u>	<u>358,657</u>	<u>-</u>
Total	\$ 416,087	\$ 477,522	\$ 477,522	\$ 358,657	\$ (118,865)

Board of Supervisors

ORGANIZATIONAL PURPOSE:

The Fauquier County Board of Supervisors (BOS), elected by the people, serves by law as the governing body of the County. The Board sets goals and objectives; establishes priorities for County programs and services; establishes County legislative and administrative policies through the adoption of ordinances and resolutions; appoints the County Administrator, County Attorney, and members of various boards and commissions; adopts the annual budget; appropriates funds; and, sets tax rates.



GOALS:

- Enable County government to transact business expeditiously and efficiently.
- Protect the rights of every citizen.
- Preserve the physical beauty, heritage, and environmental integrity of the County.
- Plan and implement programs to ensure population growth and development are positive contributions to the general welfare of the community.
- Protect and promote the health, safety, welfare, and quality of life of County residents.
- Promote the interests of Fauquier County at the regional, State, and Federal levels.

KEY LEGISLATIVE PRIORITIES FY 2022:

Budgetary and Revenue Impacts for Local Governments:

- Fauquier County opposes the imposition of any additional unfunded state mandates upon localities. In addition, prior to tax system changes are enacted, the County supports thorough study of the entire system and the consequences, both intended and unintended, associated with potential changes.
- Fauquier County urges the General Assembly to provide State funded or actions that support local government impacts related to the COVID-19 pandemic, including but not limited to response funding for health, safety, welfare, business support, and those revenues of the local government impacted by the pandemic but limited due to legislative constraints.

Board of Supervisors

- Fauquier County urges the General Assembly to amend legislation adopted in the 2020 session that reduced the local annual distribution of recordation taxes to cities and counties from \$40 million to \$20 million.
- Fauquier County urges the General Assembly to return to paying \$14 per day for all state responsible inmates incarcerated in local jails, for whom they are now paying \$12 per day.
- Fauquier County strongly supports the recent JLARC recommendation to modify the policy of barring the use of CSA funds to provide services in any public school setting during the school day. The use and cost of private day placements for students has skyrocketed across the Commonwealth for many years, highlighting the need to consider policy changes to encourage innovative approaches to educating these youths within the community school system. The County also supports the establishment of therapeutic public day schools pilot programs supported by CSA funds and continuation of the 2% per year cap on increases in private therapeutic day treatment. However, the County is not in favor in any adjustments in these state funding models that would shift CSA match rates similar to the local composite index funding model.
- Fauquier County opposes the imposition of any new, state solid waste disposal fees.

Broadband/Wireless Telecommunications:

- Fauquier County supports enhanced funding to expand broadband capacity in unserved and underserved areas including protecting and enhancing local authority to deploy broadband directly or through public-private partnerships through funding or service provisions.

Education:

- Fauquier County urges the state to be a reliable funding partner in accordance with the Virginia Constitution and state statutes, particularly during the COVID pandemic. The Standards of Quality should recognize the resources, including positions, required for a high-quality public education system. The County does not support any changes in methodology and changes in the division of financial responsibility that result in a shift of funding responsibility from the state to localities. In addition, the County supports the extension of the actions from the recent Special Session to ensure School Divisions were held harmless from loss of sales tax revenues and semi-monthly payments as a result of average daily membership (ADM) counts, in response to the COVID-19 pandemic.
- Fauquier County urges the General Assembly to take a thorough and broad look at reforming public education funding and the structure of state and local taxation. Any such reformation must recognize the unintended consequences of revenue sources not aligning with service delivery. For example, the current Commonwealth policy of using full assessed value in the calculation of the Composite Index penalizes localities that employ Land Use Value Taxation to incentivize land conservation consistent with Virginia's land preservation goals and policies.

Board of Supervisors

Land Use and Zoning Authority:

- Fauquier County opposes any measure that would eliminate or reduce any local government zoning, land use or revenue authority.
- Fauquier County supports legislation that grants localities additional tools to adequately meet increasing needs for public services driven by new development without burdening current residents with the cost of new growth through increased real estate taxes. Such additional tools may include broad impact fee authority for all counties, and adequate public facilities provisions in subdivision ordinances.
- Fauquier County strongly supports modifications to § 2.2-3705.6 related to FOIA exemptions to include carbon sequestration to support forest conservation and carbon sequestration efforts, similar to previous legislative actions for the solar industry.

Chesapeake Bay Restoration and Stormwater Management:

- Fauquier County supports enhanced funding for the Stormwater Local Assistance Fund to assist localities in meeting their Total Maximum Daily Load (TMDL) and Virginia's Watershed Implementation Plan (WIP) goals and continued efforts to improve administrative efficiencies of the state-local relationship.

Purchase of Development Rights and Conservation:

- Fauquier County supports increased State funding for the purchase of conservation easements and other land conservation needs.

Libraries:

- Fauquier County seeks an increase to the state aid formula for public libraries. Funding available for public libraries currently falls short of the amount needed to fully fund the formula as defined by the Code of Virginia. Funds are needed, as more and more Virginians turn to their public libraries to bridge the gap between those with access to electronic resources and those without.

Registrar:

- Fauquier County urges the General Assembly to assess the local financial impacts of the early, no excuse voting legislation and provide appropriate State Funding for this program.

Transportation Priorities:

- Fauquier County seeks support from the Virginia General Assembly to encourage the Virginia Department of Transportation to construct a traffic light at the intersection of Route 29 North and Mill Run Industrial Park.

Board of Supervisors

- Fauquier County requests the General Assembly to encourage the Virginia Department of Transportation to realign Independence Avenue in Bealeton to be adjacent to Lafayette Lane with an all-way traffic signal in order to increase traffic safety, provide savings in school bus fuel and enhance transportation efficiency.
- Fauquier County urges the General Assembly to continue to improve the Virginia Smart Scale Program including scoring process and funding process. In addition, the County supports efforts to enhance transportation funding for the secondary road system and Revenue Sharing program.

Health, Safety and Welfare:

- Fauquier County strongly supports a sustained focus by the state on Virginia's mental health services system to ensure, through evaluation and investment, that appropriate and effective outpatient and in-patient services are available across the Commonwealth. The Region encourages reforms that provide alternative placement of local jail inmates with serious mental health issues.
- Fauquier County requests legislative and educational efforts to emphasize prevention and address misuse of prescription drugs and substance abuse. The American Public Health Administration recommends legislation to address physical and mental status examination, doctor shopping, tamper-resistant prescription form requirements, regulation of pain management clinics, prescription drug monitoring, prescription drug overdose emergency response immunity and access to naloxone. Emergency community-based support systems need strengthening to enable local agencies to respond to the needs of impacted families.
- Fauquier County opposes any legislative repeal or revision of the judicial doctrine of qualified immunity, opposes the creation of any new civil action against law enforcement officers and urges the County's delegation to the General Assembly to oppose any such efforts.
- Fauquier County opposes any legislation that infringes upon the rights of lawful citizens protected by the Constitution of Virginia and the US Constitution.
- Fauquier County requests the General Assembly meet and allow public comment during the upcoming session and make every accommodation for public comment.

Economic and Workforce Development:

- Fauquier County supports continued efforts by the Commonwealth to enhance a broader-based economy and increase private sector employment opportunities. The Region further supports enhanced funding of workforce training programs to support credential attainment by workers who support businesses and industries essential to the new Virginia economy.

Board of Supervisors

BUDGET SUMMARY:

	FY 2019 Actual	FY 2020 Actual	FY 2021 Adopted	FY 2022 Approved	FY 2022 Proposed
Expenditure Summary:					
Personnel	\$181,118	\$183,992	\$185,730	\$186,207	\$186,207
Operating	112,170	102,027	110,570	110,570	110,570
Capital	0	0	0	0	0
Total	\$293,288	\$286,019	\$296,300	\$296,777	\$296,777
Revenue	\$0	\$0	\$0	\$0	\$0
Net Local Revenue	\$293,288	\$286,019	\$296,300	\$296,777	\$296,777
Full Time Staff	1.00	1.00	1.00	1.00	1.00
Part Time Staff	0.00	0.00	0.00	0.00	0.00
Full-time Equivalents	1.00	1.00	1.00	1.00	1.00

BUDGET ANALYSIS:

The FY 2022 Proposed Budget for the Board of Supervisors includes personnel expenditure adjustments related to rising benefit costs.

PROGRAM 1: *Board of Supervisors*

As the local governing body, the Board of Supervisors serves to protect the public health, safety, and welfare of the citizens of Fauquier County. The following are examples of routinely scheduled meetings that occur in the normal course of public business. It should be noted that this schedule does not include individual Board members' meetings with a wide array of citizens, staff members, community leaders, and business leaders, attendance at public events, or involvement with civic organizations.

SERVICE VOLUME	FY 2019 Actual	FY 2020 Actual	FY 2021 Projected	FY 2022 Projected
Regularly scheduled public meetings	12	12	12	12
Work Sessions conducted	52	59	56	56
Consent / Regular Agenda items considered	165	139	152	152
Public Hearings conducted	70	38	54	54
Proclamations & Awards presented	38	35	37	37
Citizen appointments made to Committees, Boards and Commissions	21	77	29	29
Legislative priorities submitted to the General Assembly	20	19	20	20
Committees, Commissions and Boards on which BOS members serve	20	20	20	20
Legislative events, annual budget & policy review, special and/or adjourned meetings	8	11	10	10

Board of Supervisors

OBJECTIVES:

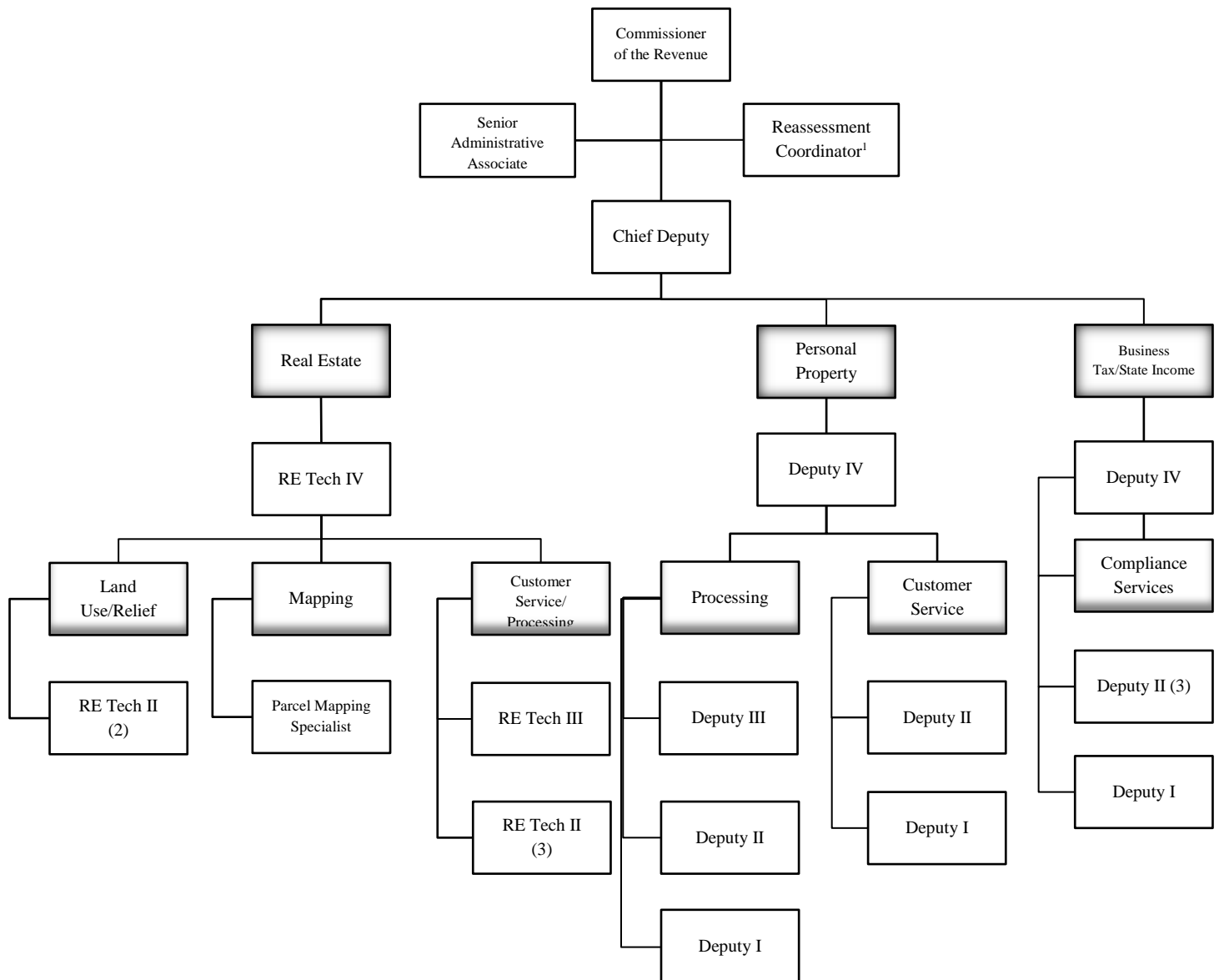
- Maintain compliance with the State and Federally mandated programs and responsibilities.
- Successfully complete projects adopted by resolution as part of its calendar year 2021 legislative package submitted to the General Assembly.
- Ensure Board of Supervisors' agenda and meeting materials are accessible to the Board members, staff, and the public in accordance with Board by-laws.

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

Commissioner of the Revenue

ORGANIZATIONAL PURPOSE:

The Commissioner of the Revenue provides efficient and effective taxpayer services through diligent and careful maintenance of taxpayer records in Real Estate, which includes Land Use and Relief for the Elderly & Disabled programs including Disabled Veterans, Personal Property, Business Taxation, and State Income taxes. The Commissioner's Office also serves the public by providing assistance in a competent manner when dealing with their tax matters. The Commissioner of the Revenue provides the citizens of Fauquier County with timely processing of tax returns and other records in order to deliver the annual assessments to the Treasurer as prescribed by law. Furthermore, the Commissioner's Office performs all duties prescribed by the laws of the Commonwealth relating to assessment of property and taxes.



¹Effective mid-FY 2021 the Reassessment Coordinator is included in the Commissioner of the Revenue's Office.

Commissioner of the Revenue

GOALS:

- Expand the use of the SharePoint functionality to other areas in the office.
- Develop the business taxation filing program in order to ensure timely and accurate assessments.
- Continue to develop the use of Parcel Fabric in the Environmental Systems Research Institute (ESRI) mapping system to reduce time spent on mapping updates.

KEY PROJECTS FOR FY 2022:

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

BUDGET SUMMARY:

	FY 2019 Actual	FY 2020 Actual	FY 2021 ² Adopted	FY 2022 Approved	FY 2022 Proposed
Expenditure Summary:					
Personnel	\$1,533,855	\$1,623,690	\$1,594,750	\$1,605,244	\$1,732,120
Operating	107,271	124,738	114,678	114,678	129,778
Capital	0	0	0	0	0
Total	\$1,641,126	\$1,748,428	\$1,709,428	\$1,719,922	\$1,861,898
Revenue ¹	\$414,580	\$209,743	\$335,506	\$341,710	\$341,710
Net Local Revenue	\$1,226,546	\$1,538,685	\$1,373,922	\$1,378,212	\$1,520,188
Full Time Staff	22.00	22.00	22.00	22.00	23.00
Part Time Staff	0.00	0.00	0.00	0.00	0.00
Full-time Equivalents	22.00	22.00	22.00	22.00	23.00

¹FY 2019 Revenue includes sexennial Land Use reassessment.

²Effective mid-FY 2021 General Reassessment is included in the Commissioner of the Revenue's Office.

BUDGET ANALYSIS:

The FY 2022 Proposed Budget for Commissioner of the Revenue includes personnel expenditure adjustments related to rising benefit costs and increases related to the transfer of General Reassessment to the Commissioner of the Revenue's budget mid-FY 2021. The proposed budget also includes a reorganization of the Commissioner of the Revenue's Office, within existing budgeted funds, to address management structure and the mid-FY2022 restructure of a vacant position to County assessor position. This position would help support annual permits between general reassessments.

Commissioner of the Revenue

PROGRAM 1: *Real Estate*

This division maintains all real property records for the purpose of assessment and taxation between reassessments. Transfers of ownership of property are performed by obtaining records from the Clerk of the Circuit Court. Research, involving in-depth title searches, is conducted on problems, unknown properties, and escheated property. The office maintains maps of property within the County, adding new subdivisions, easements, and rights-of-way. This division of the Commissioner's office also prepares and confirms exoneration and supplements.

- All new construction is appraised and calculated, and a prorated assessment is made on substantially complete structures through October of each year.
- The Tax Exempt Land Book is compiled and kept for public display, as required by State Code.
- The cadastrals and land use layers of the geographic information system are maintained.
- Staff assists in the State Sales/Ratio Study annually, to support the State in its efforts to raise the quality of assessments.
- The office provides information to the reassessment contractors for the performance of their contracts.
- State Corporation Commission/Department of Taxation assessments of railroads, pipelines, and utility property are verified and included in the local tax roll.

SERVICE VOLUME	FY 2019 Actual	FY 2020 Actual ¹	FY 2021 Projected	FY 2022 Projected
Mapping changes	1,737	1,783	1,800	1,820
Record revisions on appraisal module	4,477	4,054	4,500	4,600
Prepare assessments for new construction	1,505	1,619	1,550	1,600
Transfers	3,492	3,784	3,600	3,700

¹FY 2020 Actuals were impacted by the COVID-19 pandemic.

OBJECTIVES:

- Complete land transfers in a timely manner, resulting in improved services to County citizens and other government agencies. Note: Land transfers begin April 1 each year due to system requirements.
- Improve revenue forecasting by completing entry of new construction data by January 31 of each year.

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

Commissioner of the Revenue

PROGRAM 2: *Land Use/Tax Relief for the Elderly, 100% Disabled Veterans, and Killed in Action Spouses*

The Commissioner of the Revenue is responsible for administering the Use Value Assessment Program. This program, authorized by the Commonwealth of Virginia, permits agricultural, horticultural, forestal, and open space land to be assessed at “use value” rather than its “market value.” Revalidations must be filed annually. This assessment is revised when the use of the land changes or is rezoned, at which time a “roll back” assessment is made. The “roll back” period includes the five previous years plus the current year. As a result of Reassessment, Single Parcel Overlays are required to be completed on all parcels in Land Use.

A change in the law effective July 1, 1993, mandated that all properties that have an open space easement pursuant to the Open Space Land Act, such as with Virginia Outdoors Foundation, Purchase of Development Rights, or County initiated easements are to be assessed at “use value” rather than “market value” with no deferment and no filing. The Commissioner of the Revenue generates these assessments and maintains the assessment records.

The Real Estate Tax Relief Program allows a reduction or total exemption of real estate taxes based on income and net worth to qualifying senior citizens and permanently disabled persons. Effective January 1, 1998, an ordinance was adopted to permit a three-year cycle in which the complete application is filed the first year of the cycle and certification, attesting the limits for income and financial worth have not been exceeded, is filed for the next two years. This program has been very valuable to the community in assisting senior citizens and the disabled.

SERVICE VOLUME	FY 2019 Actual	FY 2020 Actual²	FY 2021 Projected	FY 2022 Projected
Parcels in land use	3,767	3,867	3,750	3,750
Roll backs calculated	100	85	100	100
New applications & revalidation receipts ¹	2,518	194	135	135
Land use inspection	28	12	25	25

¹Revalidation of Land Use applications in the fall of 2018 for Tax Year 2019.

²FY 2020 Actuals were impacted by the COVID-19 pandemic.

OBJECTIVES:

- Process applications and revalidations within 60 days of receipt, except during the sexennial revalidation year during which the complexity of the revalidation process reduces certain efficiencies.
- Complete exonerations of qualified applicants within 30 days of receipt.

OUTCOME MEASURES	FY 2019 Actual	FY 2020 Actual	FY 2021 Goal	FY 2022 Goal
Applications and revalidations processed within 60 days of receipt	95%	100%	95%	95%
Exonerations of qualified applicants completed within 30 days of receipt	100%	100%	100%	100%

Commissioner of the Revenue

PROGRAM 3: *Personal Property*

This division provides uniformity of assessments within all Personal Property tax classes, using values established by recognized pricing guides or a percentage of cost. This tax applies at varying rates to the assessed values of different categories of tangible personal property (Business Personal Property and machinery and tools are part of the “Business Taxation Program”). This office has sole authority to make an adjustment to an assessment.

Aggressive delinquent tax collections have placed additional workload on the office. It is necessary to research warrants for current addresses through State, Federal, and local real estate records and to respond to questions from the County Attorney, Treasurer’s Office, and delinquent taxpayers regarding these accounts. Upon request of the County Attorney, it is necessary for staff to appear in court to explain office procedures, methods of assessment and events when taxpayer(s) contact the Commissioner’s office regarding their delinquent accounts. The Commissioner’s Office also handles exoneration of taxes determined to be erroneously assessed.

The Commissioner of the Revenue’s Office maintains an accurate record of all personal property. The office is on-line with the Department of Motor Vehicles, which assists with the accuracy of individual personal property assessments. Tax relief on qualified vehicles under the Commonwealth’s Personal Property Tax Relief Statutes, as defined and amended in the Personal Property Tax Relief Act (PPTRA), must be monitored constantly. A formal personal property tax relief audit is conducted periodically to ensure the proper apportionment of the relief.

SERVICE VOLUME	FY 2019 Actual	FY 2020 Actual	FY 2021 Projected	FY 2022 Projected
Exonerations	11,846	11,863	12,324	12,571
Supplements	12,184	11,539	12,676	12,930
PPTRA qualifying vehicles	80,590	82,202	83,846	85,523
Qualifying leased vehicles	711	665	740	754
Audit letters	200	200	200	200
Personal Property returns	57,498	58,147	58,654	59,240
Vehicles disqualified	473	24 ¹	482	487
License fees assessed	80,385	81,499	82,001	N/A

¹FY 2020 Vehicles disqualified reflect processing methodology changes and leniency due to the COVID-19 pandemic.

OBJECTIVES:

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

OUTCOME MEASURES	FY 2019 Actual	FY 2020 Actual	FY 2021 Goal	FY 2022 Goal
Personal Property returns processed by 7/30	90%	91%	95%	95%

Commissioner of the Revenue

PROGRAM 4: *Business Taxation/State Income Tax*

Business License Tax and Business Personal Property

All businesses within the County are required to obtain a Business, Professional, and Occupational License (BPOL). Most businesses require a gross receipts amount in excess of \$200,000 before a tax is levied. This office ensures all local requirements are met before issuing business licenses, and provides constant monitoring to ensure uniform classification of revenue for rate-application purposes.

Additionally, all businesses within the County that own or lease equipment must register and file a tangible personal property return provided by the Commissioner of Revenue. Staff must screen all returns on property owned on January 1 of each year, and process the returns through manual and computer computation. Statutory assessments are also computed.

State Income Tax

Every Virginia resident earning income is subject to the State Individual Income Tax, due May 1 of each year. To comply with processing deadlines, staff in this division are wholly dedicated to this function from January through May of each year. Required reports are prepared on tax-due returns and are submitted to the Treasurer with payments.

The Commissioner of the Revenue's Office also provides a valuable service to County citizens by preparing State income tax returns and providing taxpayer assistance not otherwise provided by the Commonwealth of Virginia. This enables the office to reduce or eliminate errors on returns prior to forwarding to the State.

Bank Franchise Tax

The Bank Franchise tax applies to the net capital of banks and trust companies, and payment is due on or before June 1 of each taxable year. A portion of this tax is retained by the County.

Consumer Utility Tax Returns

This office is responsible for organizing, standardizing, and reviewing for accuracy the returns submitted by utility companies that collect and remit the County's Consumer Utility Tax.

Transient Occupancy Tax

Transient Occupancy Tax returns are accepted by the office and processed for accuracy before remittance to the Treasurer's Office for deposit.

Commissioner of the Revenue

SERVICE VOLUME	FY 2019 Actual	FY 2020 Actual ¹	FY 2021 Projected	FY 2022 Projected
Business license applications mailed	3,103	3,095	3,140	3,180
Virginia Workers Compensation forms	1,426	1,434	1,400	1,400
Bank stock audit	11	11	11	11
Consumer Utility Tax returns	8	8	8	8
Business Personal Property returns	4,579	4,608	4,600	4,620
Machinery & Tools returns	43	38	47	47
Transient Occupancy Tax returns	8	8	12	12
States income correspondence	868	716	900	900
State income returns processed	3,250	3,455	2,900	2,850
State estimated returns processed	1,075	1,071	1,000	970

¹FY 2020 Actuals were impacted by the COVID-19 pandemic restrictions and closings.

OBJECTIVES:

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

OUTCOME MEASURES ¹	FY 2019 Actual	FY 2020 Actual ²	FY 2021 Goal	FY 2022 Goal
BPOL desk compliance tests completed by May 30	30%	20%	34%	34%
BPP desk compliance tests completed by July 30	30%	18%	34%	34%

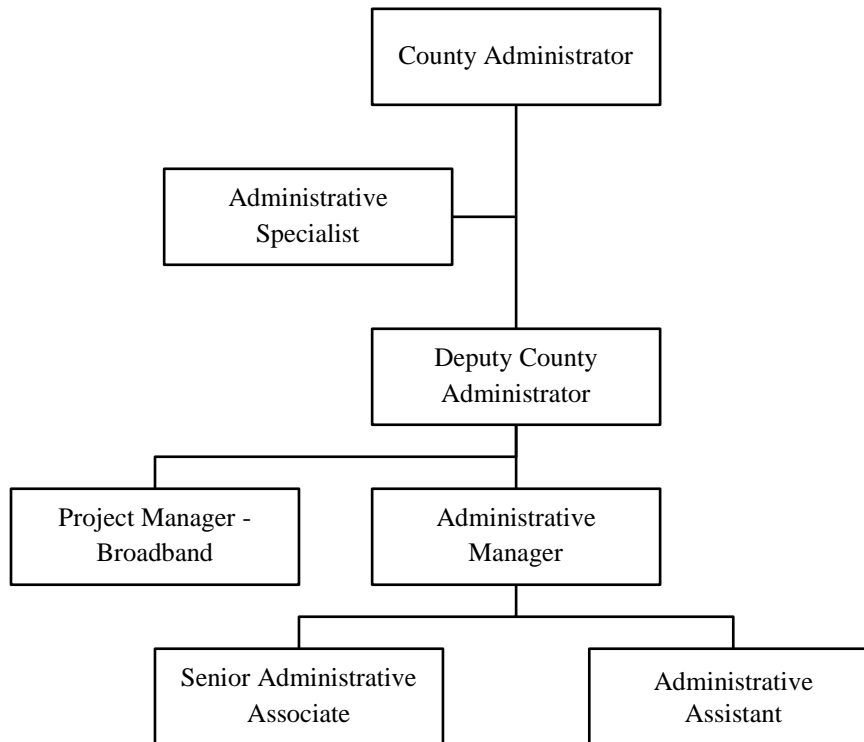
¹Reports include current data and estimates compiled from multiple sources.

²FY 2020 Actuals were impacted by the COVID-19 pandemic and procedural changes.

County Administration

ORGANIZATIONAL PURPOSE:

The Office of the County Administrator serves the citizens of Fauquier County by initiating strategies and programs to make significant progress toward achieving the Board of Supervisors' identified priorities. This includes the management of departmental activities and special projects in a manner which promotes the highest quality of services and the continuous operation of efficient and open government.



GOALS:

- Provide leadership and direction to staff in conducting the business of the County.
- Provide administrative and managerial support and professional advice to the Board of Supervisors.
- Develop and implement programs, policies, and procedures to ensure the provision of effective and efficient government services.
- Maintain a highly competent, well-trained, and motivated public work force.
- Provide an organizational framework and culture that is progressive, results-oriented, and customer-focused in order to meet the current and future needs of Fauquier County and its citizens.

County Administration

KEY PROJECTS FOR FY 2022:

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

BUDGET SUMMARY:

	FY 2019 Actual	FY 2020 Actual	FY 2021 Adopted	FY 2022 Approved	FY 2022 Proposed ¹
Expenditure Summary:					
Personnel	\$829,504	\$734,820	\$972,206	\$976,536	\$724,544
Operating	53,342	58,447	51,142	51,142	36,042
Capital	0	0	0	0	0
Total	\$882,846	\$793,267	\$1,023,348	\$1,027,678	\$760,586
Revenue	\$0	\$0	\$118,865	\$118,865	\$0
Net Local Revenue	\$882,846	\$793,267	\$904,483	\$908,813	\$760,586
Full Time Staff	8.00	8.00	8.00	8.00	7.00
Part Time Staff	0.00	0.00	0.00	0.00	0.00
Full-time Equivalents	8.00	8.00	8.00	8.00	7.00

¹Effective mid-FY 2021 General Reassessment was transferred to the Commissioner of the Revenue's Office.

BUDGET ANALYSIS:

The FY 2022 Proposed Budget for County Administration includes personnel expenditure adjustments related to rising benefit costs and decreases due to the transfer of General Reassessment to the Commissioner of the Revenue's budget. The Broadband Project Manager position is unfunded in FY 2022.

PROGRAM 1: *County Administration*

The Office of the County Administrator effectively serves the citizens of Fauquier County by initiating strategies and programs to make significant progress toward achieving the Board of Supervisors' identified priorities, including management of departmental activities and special projects in a manner which promotes the highest quality of services and continuous operation of efficient and open government.

County Administration provides support for the Board of Supervisors' initiatives and policies through oversight of day-to-day County operations.

County Administration

SERVICE VOLUME	FY 2019 Actual	FY 2020 Actual	FY 2021 Projected	FY 2022 Projected
Board of Supervisors agenda items submitted	82	79	85	85
Legislative priorities developed and submitted for Board of Supervisors' consideration	19	19	24	24
Standing Board/Committee meetings	67	51	80	80

OBJECTIVES:

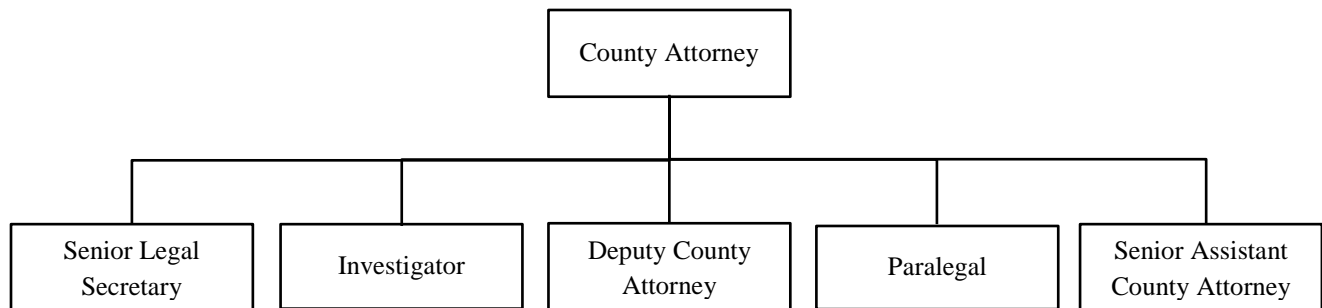
- Work with the Board of Supervisors to strategically execute the Board's vision and priorities.
- Research and identify additional sources of new revenue.
- Develop and deliver an annual legislative plan.
- Maintain a Continuity of Operations and Disaster Recovery Plan.
- Maintain the County's strong bond rating assigned by three independent rating agencies.
- Attract and retain a high quality workforce with a County-wide turnover rate at 12% or lower.

OUTCOME MEASURES	FY 2019 Actual	FY 2020 Actual	FY 2021 Goal	FY 2022 Goal
Execute the Board's vision and priorities	Ongoing	Ongoing	Ongoing	Ongoing
Reduce expenditures and identify additional sources of new revenue	Ongoing	Ongoing	Ongoing	Ongoing
Develop and deliver an annual legislative plan	Annual	Annual	Annual	Annual
Maintain a Continuity of Operations and Disaster Recovery Plan	Ongoing	Ongoing	Ongoing	Ongoing
Achieve/Maintain Aa1, AA+ and AAA bond ratings	Aa1, AA+ and AAA	Aa1, AA+ and AAA	Aa1, AA+ and AAA	Aa1, AA+ and AAA

County Attorney

ORGANIZATIONAL PURPOSE:

The County Attorney provides timely and effective legal representation and advice to the Fauquier County Board of Supervisors, Planning Commission, Board of Zoning Appeals, and all other boards, commissions, departments, Constitutional Officers and employees regarding legal issues relative to conducting County business.



GOALS:

- Provide timely and effective legal advice and representation to the Board of Supervisors, Constitutional Officers and all other boards, commissions, departments, and employees of the County.
- Effectively handle civil litigation by and for the County, its Constitutional Officers, boards, commissions, departments, and employees.
- Competently and ethically fulfill all duties and responsibilities placed upon the office and its attorneys by the Code of Virginia, the Code of Fauquier County, and canons of ethics and disciplinary rules of the Virginia State Bar.

KEY PROJECTS FOR FY 2022:

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

County Attorney

BUDGET SUMMARY:

	FY 2019 Actual	FY 2020 Actual	FY 2021 Adopted	FY 2022 Approved	FY 2022 Proposed
Expenditure Summary:					
Personnel	\$748,580	\$798,926	\$840,337	\$843,781	\$807,312
Operating	53,135	38,142	47,574	47,574	47,574
Capital	0	0	0	0	0
Total	\$801,715	\$837,068	\$887,911	\$891,355	\$854,886
Revenue	\$83,294	\$1,686	\$0	\$0	\$0
Net Local Revenue	\$718,421	\$835,382	\$887,911	\$891,355	\$854,886
Full Time Staff	6.00	6.00	6.00	6.00	6.00
Part Time Staff	0.00	0.53	0.53	0.53	0.53
Full-time Equivalents	6.00	6.53	6.53	6.53	6.53

BUDGET ANALYSIS:

The FY 2022 Proposed Budget for the County Attorney includes personnel expenditure adjustments related to rising benefit costs and staff turnover.

PROGRAM 1: *County Attorney's Office*

The County Attorney's Office provides legal services to all County boards, Constitutional Officers, commissions, agencies, and their employees. The provision of legal services involves the handling of litigation and administrative hearings before State and Federal courts as well as administrative tribunals. This includes legal support in the collection and assessment of taxes as well as other activities of the Commissioner of the Revenue and Treasurer. County attorneys also support the collection activities for unpaid fees and fines, including landfill tipping fees, library assessments and delinquent Parks & Recreation accounts. In addition, staff members perform a variety of other activities including contract review, real estate closings, and rendering of legal advice and opinions on local government issues of concern to the boards, Constitutional Officers, commissions, and their employees.

SERVICE VOLUME	FY 2019 Actual	FY 2020 Actual	FY 2021 Projected	FY 2022 Projected
Files opened	272	275	200	300
Document review and opinion requests ¹	2,800	3,757	2,500	3,750
Real estate settlements	15	100	10	100
Active open litigation cases	331	86	150	100

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

County Attorney

OBJECTIVES:

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

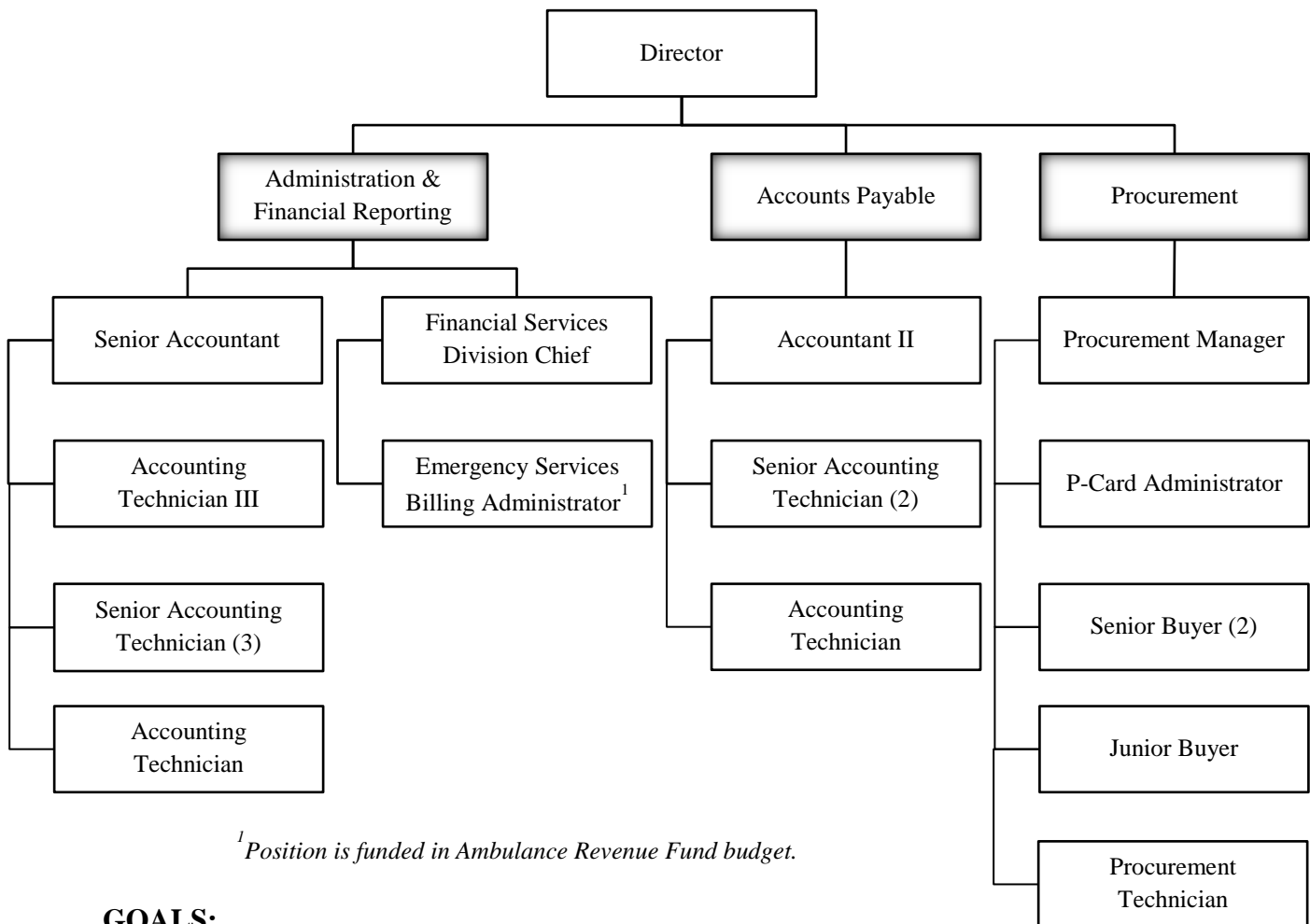
OUTCOME MEASURES	FY 2019 Actual	FY 2020 Actual	FY 2021 Goal	FY 2022 Goal
Respond to 75% of requests for opinions within 5 working days	89%	80%	75%	75%
Respond to 75% of requests for document reviews within 5 working days	89%	80%	75%	75%
Review and respond to 100% of FOIA and subpoena requests within required timeframe	100%	100%	100%	100%
Attend 100% of primary board or commission meetings	100%	100%	100%	100%
Attend 100% of the secondary board or committee meetings where attorney is requested	100%	100%	100%	100%
Initiate appropriate action in 100% of cases accepted for litigation within 5 working days	100%	100%	100%	100%

Finance

ORGANIZATIONAL PURPOSE:

The Finance Department provides quality financial and administrative support services to all County departments, agencies, and the School Division in a professional, proactive, effective and efficient manner, and in conformance with the highest standards set for similar county government finance departments.

The primary functions of the department include maintenance of the financial reporting system, preparation of the Comprehensive Annual Financial Report and coordination of the annual external audit, debt issuance and management, accounting, accounts payable and receivable, Federal and State grants reporting, capital asset reporting, and procurement.



GOALS:

- Prepare accurate and timely financial transactions and reports to assist customers in the delivery of their services.
- Prepare and publish the Comprehensive Annual Financial Report in a timely manner and in accordance with Generally Accepted Accounting Principles (GAAP) and the Government Finance Officers Association (GFOA) guidelines for the Certificate of Achievement in Financial Reporting.

Finance

- Prepare and submit reports with regulatory agencies such as the annual report filing with the Auditor of Public Accounts (APA) transmittal, Federal Audit Clearinghouse (FAC) report, Virginia Department of Environmental Quality (DEQ) Financial Assurance Report, and others as required.
- Manage the issuance and administration of debt to ensure compliance with legal requirements and to minimize the County's borrowing costs, and ensure post-issuance compliance and reporting to bond holders and other stakeholders.
- Implement procurement policies and procedures for the purchase of goods and services, while encouraging competition, compliance, accountability, and fairness.
- Update and maintain a comprehensive listing of capital assets and implement appropriate controls to safeguard the assets.
- Enhance employees' skills through cross-training and external training opportunities.
- Implement internal contract/project audit procedures in Procurement Division.

KEY PROJECTS FOR FY 2022:

- Maintenance and optimization of the P-Card Program for both County and Schools, including development of more robust reporting and analysis of spending.
- Completion of development of alternative payment methods to reduce paper check processes in Accounts Payable.
- Complete implementation of improvements to capital asset controls and procedures to allow for tagging of capital assets and periodic physical inventory control counts by Finance.
- Review and provide due process comments on proposed GASB standards, and implement new GASB standards.

BUDGET SUMMARY:

	FY 2019 Actual	FY 2020 Actual	FY 2021 Adopted	FY 2022 Approved	FY 2022 Proposed
Expenditure Summary:					
Personnel	\$1,415,880	\$1,479,417	\$1,536,759	\$1,545,346	\$1,559,460
Operating	49,735	52,967	92,722	91,722	91,722
Capital	0	0	0	0	0
Total	\$1,465,615	1,532,384	\$1,629,481	\$1,637,068	\$1,651,182
Revenue	\$1,808	\$6,826	\$8,250	\$6,650	\$25,600
Net Local Revenue	\$1,463,807	\$1,525,558	\$1,621,231	\$1,628,818	\$1,625,582
Full Time Staff	18.00	18.00	18.00	18.00	18.00
Part Time Staff	0.00	0.00	0.00	0.00	0.00
Full-time Equivalents	18.00	18.00	18.00	18.00	18.00

BUDGET ANALYSIS:

The FY 2022 Proposed Budget for Finance includes personnel expenditure adjustments related to rising benefit costs and staff turnover. Revenue increases are due to an increase in P-card rebates.

Finance

PROGRAM 1: Administration and Financial Reporting

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

SERVICE VOLUME	FY 2019 Actual	FY 2020 Actual	FY 2021 Projected	FY 2022 Projected
Total outstanding debt issues	32	34	38	39
General Obligation (GO) /Pooled/Direct Bank Loans	22	21	24	24
Equipment/Financing Leases	7	10	11	12
Rural Development Loans	3	3	3	3
Journal transactions	6,683 ¹	7,068	7,135	7,135
Accounts added or deactivated in the General Ledger	1,219	1,288	1,516	1,516
Internal Reviews	28	38 ²	38	38
Petty cash / change drawer internal reviews	46	46	46	46
Revenue transmittals	780	693	700	700
Manual interest earnings calculations	38	38	39	39
Number of training sessions provided for County/School staff	22	32	33	33
Programs interfaced	15	15	15	15

¹Added P-cards

²Added Special Welfare and Donated Funds monthly internal review

OBJECTIVES:

- Publish accurate and informative financial documents annually, in compliance with GAAP regulations and GFOA standards.
- Annually publish accurate and informative financial documents in compliance with GFOA standards and meet State and GFOA submission deadlines.

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

Finance

PROGRAM 2: Accounts Payable

The division processes payments of vendor invoices for goods and services purchased for the County government and School Division; maintain and update vendor files; and issue Federal tax Form 1099 MISC to comply with Internal Revenue Service (IRS) regulations.

SERVICE VOLUME	FY 2019 Actual	FY 2020 Actual	FY 2021 Projected	FY 2022 Projected
Invoices paid	42,487	41,573	45,800	49,900
Checks issued	17,011	17,583	18,850	20,500
Dollar amount processed (in millions)	\$71	\$75	\$77	\$82
New vendors added	1,187	888	897	906
1099's issued	391	368	408	440

OBJECTIVES:

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

OUTCOME MEASURES	FY 2019 Actual	FY 2020 Actual	FY 2021 Goal	FY 2022 Goal
Number of training sessions provided for County/School staff	4	3	6	6

PROGRAM 3: Procurement Division

The Procurement Division provides purchasing support and expertise relative to goods and services for County government and the School Division, ensuring that purchases are in compliance with the Virginia Public Procurement Act, as well as adopted policies and procedures. Staff issues Invitation For Bids (IFB) and Request For Proposals (RFP) with input and assistance of County/School departments. Staff seeks contract opportunities, negotiates contracts as needed, processes purchase orders, and maintains contract oversight.

SERVICE VOLUME	FY 2019 Actual	FY 2020 Actual	FY 2021 Projected	FY 2022 Projected
Purchase Orders (PO) Issued	3,690	3,093	3,500	4,200
PO Edits	1,123	1,056	3,518 ¹	1,200
PO Edits to Issuance	30%	34%	100%	29%
IFB, RFP, Contracts Issued	169	75	165	160
Contracts Managed	627	625	650	650
P-Card Transaction Volume	3,869	4,748	6,500	7,000

¹PO Edit increase due to quarterly budget appropriation requirements in FY2021, causing triple edit volumes on County blanket PO's.

Finance

OBJECTIVES:

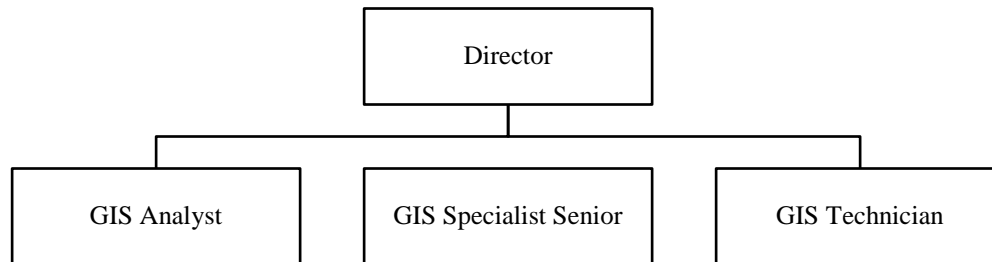
- Increase user comprehension and accuracy through training.
- Improve user resources by updating policies and procedures to reflect revisions to the Virginia Public Procurement Act and best practices.

OUTCOME MEASURES	FY 2019 Actual	FY 2020 Actual	FY 2021 Goal	FY 2022 Goal
Training sessions provided for County/School staff members	10	19	18	20
Revisions made/approved to Policies, Procedures & Terms/Conditions	6	2	5	5
P-Card Training Sessions	45	41	28	28

Geographic Information Systems

ORGANIZATIONAL PURPOSE:

The Geographic Information Systems (GIS) department provides support and assistance to County agencies by supplying accurate, computer-generated maps, and accompanying database information to aid in the study of geographic-related matters and provides GIS access and service to citizens.



GOALS:

- Provide technical support and expertise to County agencies and the public.
- Provide access to accurate county GIS feature classes and geo-databases.
- Provide public access to county GIS information and services.
- Support departments with spatial data collections and management of infrastructure assets.
- Administer and provide E-911 Street addressing and GIS services.
- Continue to develop and deploy web based GIS applications for internal and external consumption.

KEY PROJECTS FOR FY 2022:

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

Geographic Information Systems

BUDGET SUMMARY:

	FY 2019 Actual	FY 2020 Actual	FY 2021 Adopted	FY 2022 Approved	FY 2022 Proposed
Expenditure Summary:					
Personnel	\$298,583	\$289,092	\$323,454	\$325,362	\$325,362
Operating	13,658	14,127	24,850	24,850	24,850
Capital	0	0	0	0	0
Total	\$312,241	\$303,219	\$348,304	\$350,212	\$350,212
Revenue	\$5,933	\$6,220	\$5,500	\$5,500	\$5,500
Net Local Revenue	\$306,308	\$296,999	\$342,804	\$344,712	\$344,712
Full Time Staff	4.00	4.00	4.00	4.00	4.00
Part Time Staff	0.00	0.00	0.00	0.00	0.00
Full-time Equivalents	4.00	4.00	4.00	4.00	4.00

BUDGET ANALYSIS:

The FY 2022 Proposed Budget for Geographic Information Systems includes personnel expenditure adjustments related to rising benefit costs.

PROGRAM 1: GIS

GIS services are provided to internal and external customers.

SERVICE VOLUME	FY 2019 Actual	FY 2020 Actual	FY 2021 Projected	FY 2022 Projected
GIS generated reports and PDF files produced	1,000	1,521	1,600	1,600
Type I Soils maps digitized	4	5	8	8
Training/Technical Support hours provided	150	500+	300	300
Digital file requests processed	400	355	450	450
Street address requests processed	276	234	300	300
New streets added and signed ordered	9	24	10	10

OBJECTIVES:

- Improve direct public access to GIS tools and data.
- Provide the underlying technology required to assist County agencies in providing effective support to residents.

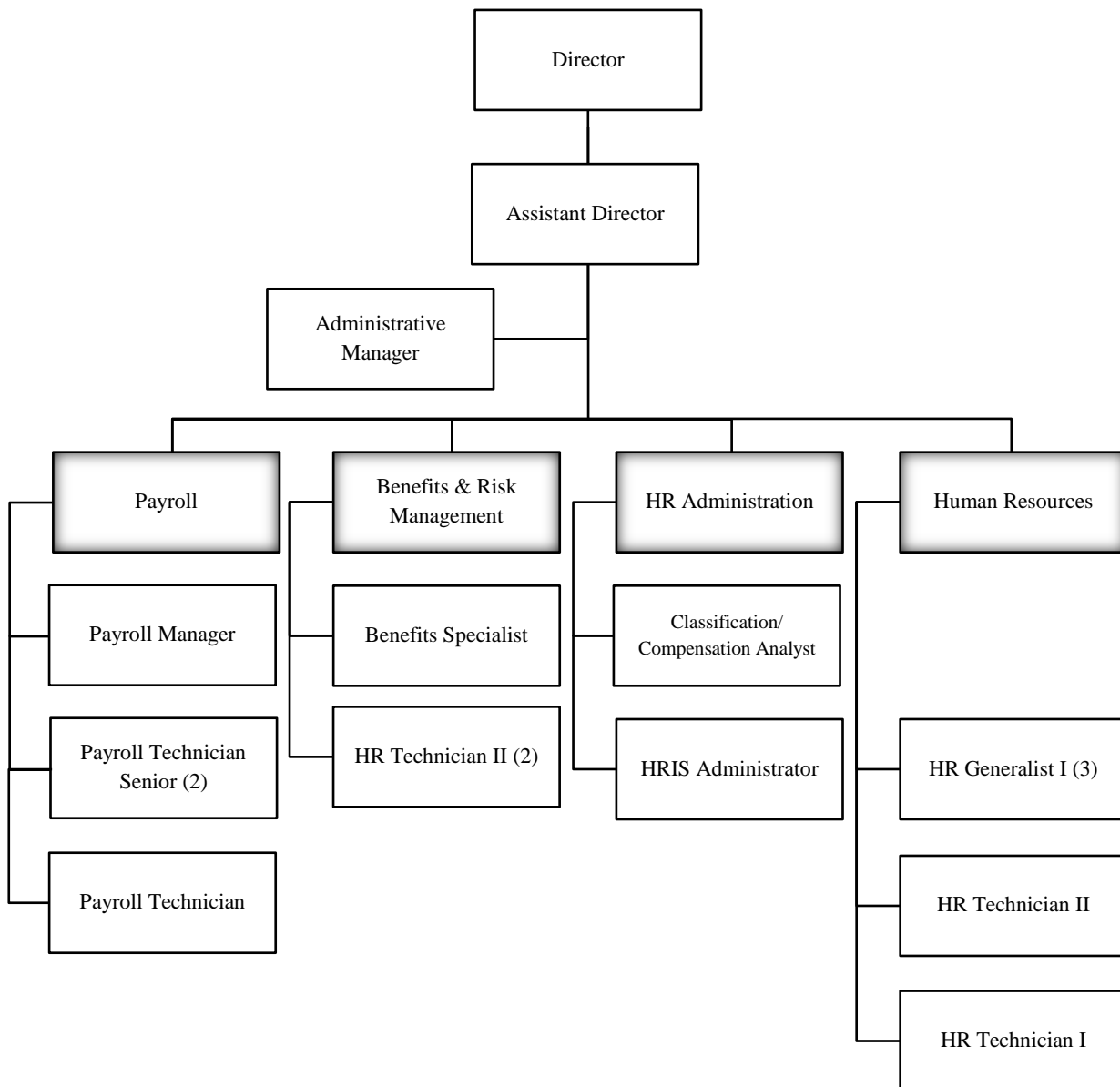
Geographic Information Systems

OUTCOME MEASURES	FY 2019 Actual	FY 2020 Actual	FY 2021 Goal	FY 2022 Goal
Revenue generated by GIS product sales	\$5,933	\$6,220	\$5,500	\$5,500
Individual map layers available via the Internet	23	32	40	50
Digital map layers and databases maintained/created for analysis and internal use in decision making	344	510	350	400
Server-based GIS system users	97	199	100	100

Human Resources

ORGANIZATIONAL PURPOSE:

The Fauquier County Human Resources (HR) department provides quality services to assist the County Government and School Division in achieving their strategic goals; recruits, selects, and retains quality employees; and administers a comprehensive Human Resources program consistent with Federal, State, and local statutes, meeting the needs of the governmental employer as well as current/potential employees.



Human Resources

GOALS:

- Board of Supervisors (BOS) Strategic Plan, develop and implement a 3-year plan to alleviate compression.
- Increase customer satisfaction by improving response time and guidance provided to our business partners.
- Implement targeted and strategic hiring practices to address challenges associated with employee recruitment, retention, and development.
- Maximize impact of technology.
- Streamline systems and programs to maximize efficiency and effectiveness of service delivery.
- Continue to offer valuable career development opportunities for all levels of employment.

KEY PROJECTS FOR FY 2022:

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

BUDGET SUMMARY:

	FY 2019 Actual	FY 2020 Actual	FY 2021 Adopted	FY 2022 Approved	FY 2022 Proposed
Expenditure Summary:					
Personnel	\$1,579,949	\$1,632,231	\$1,867,679	\$1,880,854	\$1,875,704
Operating	679,233	659,063	1,385,169	1,464,442	1,464,442
Capital	0	0	0	0	0
Total	\$2,259,182	\$2,291,294	\$3,252,848	\$3,345,296	\$3,340,146
Revenue	\$61,243	\$110,799	\$87,500	\$87,500	\$87,500
Net Local Revenue	\$2,197,939	\$2,180,495	\$3,165,348	\$3,257,796	\$3,252,646
Full Time Staff	18.00	18.00	18.00	18.00	18.00
Part Time Staff	0.00	0.00	0.00	0.00	0.00
Full-time Equivalents	18.00	18.00	18.00	18.00	18.00

BUDGET ANALYSIS:

The FY 2022 Proposed Budget for Human Resources includes personnel expenditure adjustments related to rising benefit costs and insurance premiums.

Human Resources

PROGRAM 1: *Human Resources*

The Human Resources Department is responsible for recruiting, hiring, and retaining a highly qualified workforce from on-boarding through the career life cycle of the employee.

SERVICE VOLUME	FY 2019 Actual	FY 2020 Actual	FY 2021 Projected	FY 2022 Projected
County Employees	752	780	797	815
School Employees	1,891	1,882	1,990	2,000
Employment applications processed and reviewed	4,042	7,852	8,000	9,000
New-hires	622	572	730	755
Employees who separated employment	326	256	360	370

OBJECTIVES:

- Complete exit interviews for all separating employees.
- Track data to determine if separation was due to controllable factors and provide appropriate feedback to department heads.
- Increase enrollment in the Section 125 Flexible Spending plan and employee retirement savings accounts (403(b)/457(b) accounts) by providing additional employee education.

OUTCOME MEASURES	FY 2019 Actual	FY 2020 Actual	FY 2021 Goal	FY 2022 Goal
Employees who participated in orientation	770	498	800	850
Exit interviews completed	62%	80%	90%	90%
County turnover rate	11%	13%	11%	11%
School turnover rate	12%	10%	12%	12%

PROGRAM 2: *Benefits and Risk Management*

The Benefits program is responsible for the design, implementation and oversight of the County's medical, dental, prescription drug and optional insurance plans for eligible employees. The Risk Management division is responsible for the auditing, reporting and oversight of the County's insurance policies to include property, vehicle, and worker's compensation.

Human Resources

SERVICE VOLUME	FY 2019 Actual	FY 2020 Actual	FY 2021 Projected	FY 2022 Projected
Employees participating in Flexible Spending Accounts (percent)	15%	15%	18%	20%
Employees enrolled in a health insurance program (percent)	79%	82%	78%	80%
Employees enrolled in a deferred compensation account (percent)	36%	32%	37%	40%
On-the-job injuries	226	195	200	200
Employee auto accidents	167	160	150	150
Property damage claims	37	19	25	25
Liability claims	16	20	15	15

OBJECTIVES:

- Enroll, educate, and assist new-hires and current employees in benefit programs.
- Inspect County and School facilities for safety compliance.
- Work with all departments on safety training programs.
- Reduce the overall rate of preventable auto accidents.
- Reduce the overall rate of Occupational Safety and Health Administration (OSHA) reportable workplace injuries/illnesses.

OUTCOME MEASURES	FY 2019 Actual	FY 2020 Actual	FY 2021 Goal	FY 2022 Goal
Safety inspections performed	11	3	15	15
Safety training conducted at County and School facilities	24	45	25	25
Auto accidents that have been prevented as a result of HR effort to minimize risk	20	20	20	20
OSHA reportable injuries	54	64	50	50
Educational seminars provided to employees each year	5	5	5	5

PROGRAM 3: *Payroll*

The Payroll section processes payroll for employees of the County government and School Division; files taxes and reports with State and Federal agencies as required; maintains leave records; and prepares and processes Internal Revenue Service (IRS) Form W-2 for all employees.

Human Resources

SERVICE VOLUME	FY 2019 Actual	FY 2020 Actual	FY 2021 Projected	FY 2022 Projected
Employees Paid Monthly ¹	350	0	0	0
Employees Paid Bi-Weekly	2,747	2,798	3,150	3,200
Annual Checks/Direct Deposits Processed	72,004	76,722	73,000	73,500

¹Beginning in FY 2020 goal all employees are paid bi-weekly.

OBJECTIVES:

- Provide quality service to County and School employees by responding to questions related to employee paychecks within 24 hours, and develop a plan for resolution within three working days.

OUTCOME MEASURES	FY 2019 Actual	FY 2020 Actual	FY 2021 Goal	FY 2022 Goal
Out-of-cycle pay runs due to payroll error	13	4	7	5
Records maintained of payroll-related errors/corrections	Yes	Yes	Yes	Yes
Contact employee within 24 hours of error	100%	100%	100%	100%
Training provided to departmental users to ensure they are in compliance with County and School guidelines	Yes	Yes	Yes	Yes

Independent Auditor

ORGANIZATIONAL PURPOSE:

The Independent Auditor reviews all funds in accordance with auditing standards and those specified by the Commonwealth of Virginia's Auditor of Public Accounts (APA). The County's Comprehensive Annual Financial Report is audited to ensure compliance with standards and guidelines established by the Governmental Accounting Standards Board and the Government Finance Officers' Association. The Independent Auditor also audits the County's Federal grants (single audit), based on the United States Office of Management and Budget requirements. The auditors evaluate and express their "unmodified" opinion on the overall financial statement presentation.

This function also includes the County's annual cost allocation study utilized for grant billings. Additionally, financial advisory services are incorporated into this function to provide analysis and recommendations for achieving the County's capital financing objectives and participating in the completion of debt financing.

GOALS:

- Evaluate financial and internal controls and express an opinion on the County's compliance with established standards.
- Provide recommendations to management for continued adherence to excellence in financial controls and reporting.

KEY PROJECTS FOR FY 2022:

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

BUDGET SUMMARY:

	FY 2019 Actual	FY 2020 Actual	FY 2021 Adopted	FY 2022 Approved	FY 2022 Proposed
Expenditure Summary:					
Personnel	\$0	\$0	\$0	\$0	\$0
Operating	179,215	183,820	189,375	196,410	196,410
Capital	0	0	0	0	0
Total	\$179,215	\$183,820	\$189,375	\$196,410	\$196,410
Revenue	\$0	\$0	\$0	\$0	\$0
Net Local Revenue	\$179,215	\$183,820	\$189,375	\$196,410	\$196,410
Full-time Equivalents	0.00	0.00	0.00	0.00	0.00

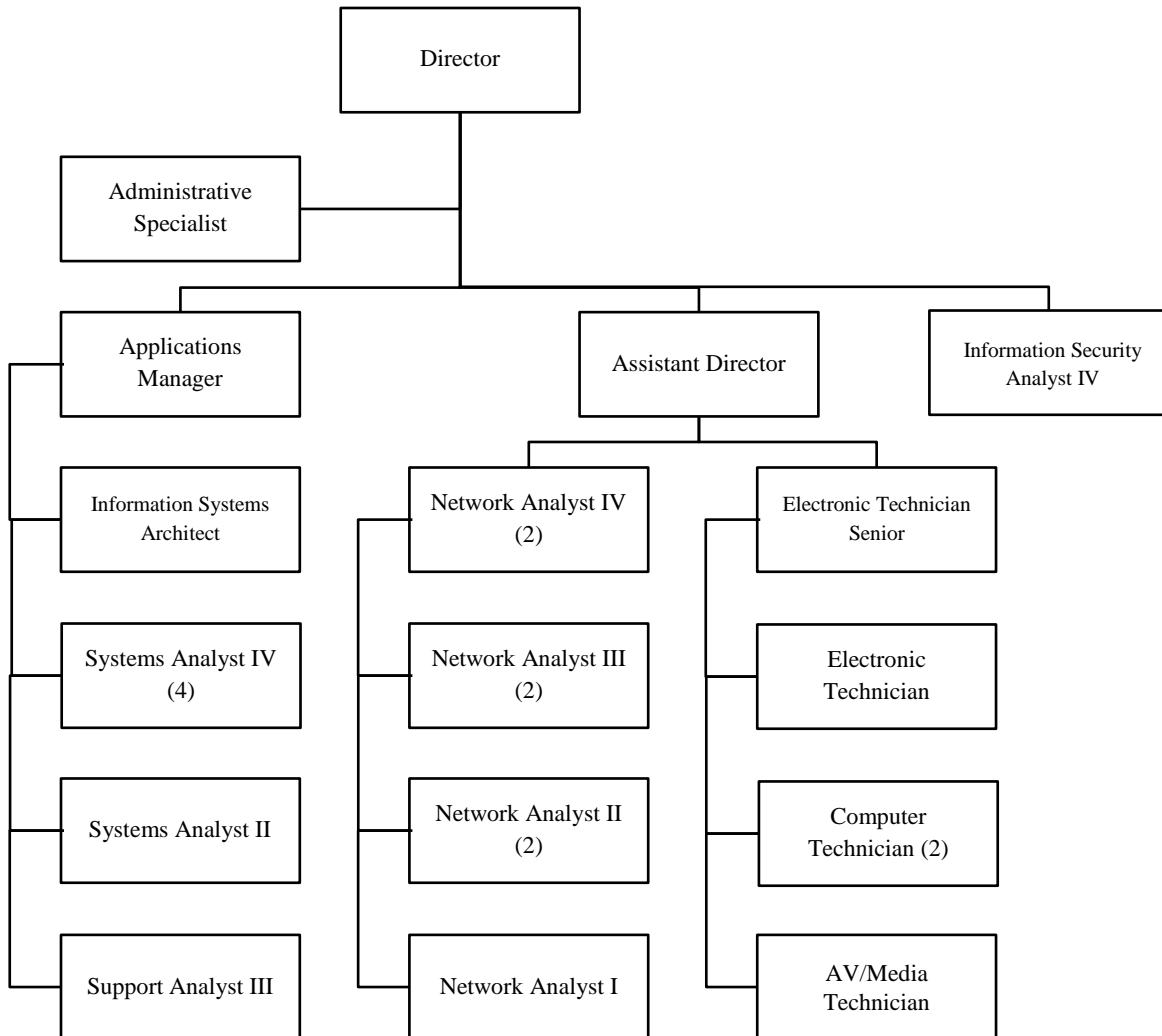
BUDGET ANALYSIS:

The FY 2022 Proposed Budget for Independent Auditor includes projected contractual increases for cost accounting services.

Information Technology

ORGANIZATIONAL PURPOSE:

Information Technology supports the functions of the County government by providing efficient, secure, and reliable technology. Special emphasis is placed on using technology where it adds the most value to increase the productivity of the County government, serve internal and external customers, and deliver information and services to citizens at work, at home, and in the community.



GOALS:

- Continuously strive to provide excellent service that satisfies the existing and emerging needs and requirements of internal and external customers.
- Provide technical guidance to the Technology Review Board (TRB), whose purpose is to receive, review, and prioritize new technology project requests.
- Deploy e-Government services to address the growing expectations of the Fauquier community within a framework that identifies and implements the applications and services that most appropriately fit Fauquier County's needs.

Information Technology

- Continue to build and manage a reliable, scalable, and secure network infrastructure to serve as a foundation for the delivery of services to internal and external customers.
- Implement Technologies that support a mobile, telework workforce, particularly to support COVID 19 pandemic.

KEY PROJECTS FOR FY 2022:

- Continue implementation of Disaster Recovery Plan.
- Continue to allow for employee collaboration, document storage, records management and other approved applications with SharePoint.
- Support broadband initiative as appropriate.
- Implement funded projects as prioritized by the TRB.
- Continue to improve cyber security posture and provide training and awareness to all end users.
- Enhance physical safety as result of security study(s).
- Implement Office 365 with Teams.

BUDGET SUMMARY:

	FY 2019 Actual	FY 2020 Actual	FY 2021 Adopted	FY 2022 Approved	FY 2022 Proposed
Expenditure Summary:					
Personnel	\$2,351,593	\$1,997,697	\$2,703,846	\$2,715,142	\$2,725,874
Operating	1,578,923	1,399,647	1,668,700	1,690,378	1,908,823
Capital	0	16,234	0	0	0
Total	\$3,930,516	\$3,413,578	\$4,372,546	\$4,405,520	\$4,634,697
Revenue	\$0	\$0	\$1,600	\$1,600	\$1,600
Net Local Revenue	\$3,930,516	\$3,413,578	\$4,370,946	\$4,403,920	\$4,633,097
Full Time Staff	22.00	23.00	23.00	23.00	23.00
Part Time Staff	0.53	0.67	0.67	0.67	0.67
Full-time Equivalents	22.53	23.67	23.67	23.67	23.67

BUDGET ANALYSIS:

The FY 2022 Proposed Budget for the Information Technology includes personnel expenditure adjustments related to rising benefit costs and operating budget increases due to increased technology costs in regards to telecommuting and enabling a more remote workplace.

Information Technology

PROGRAM 1: *Information Technology*

SERVICE VOLUME	FY 2019 Actual	FY 2020 Actual	FY 2021 Projected	FY 2022 Projected
Network Printers/Copiers	115	116	125	130
Network Devices	209	210	213	215
Servers (Production Only)	244	263	267	274
Array Storage Allocated (terabytes)	136	191	220	250
Service Requests	2,514	3,062	3,300	3,400
Fire and Security Systems (School and County)	79	80	81	82
Internet Protocol (IP) Phones	1,524	1,645	1,650	1,655
Security Cameras	161	162	170	175
Applications	67	75	79	83

OBJECTIVES:

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

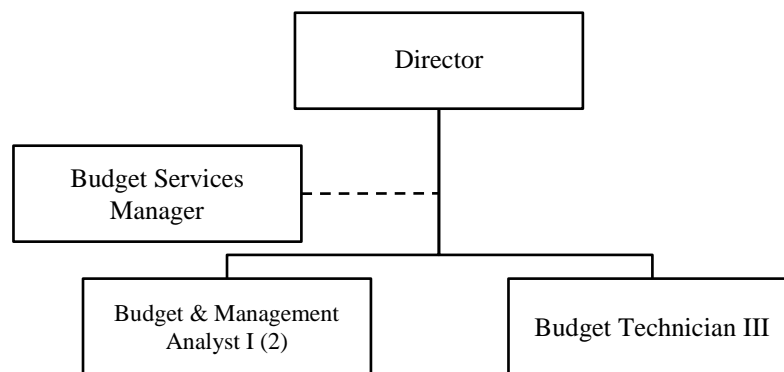
OUTCOME MEASURES	FY 2019 Actual	FY 2020 Actual	FY 2021 Goal	FY 2022 Goal
Develop and implement a Disaster Recovery Plan	80%	80%	95%	100%
Implement an enterprise Records Management System	100%	N/A	N/A	N/A
Migrate department file shares to SharePoint departmental workspaces	85%	95%	100%	N/A
Reduce number of cyber security threats/attacks (virus, ransomware, malware etc.)	214	199	190	170
Implement O365 Apps	N/A	N/A	10%	20%

Management and Budget

ORGANIZATIONAL PURPOSE:

The Office of Management and Budget (OMB) provides the highest quality financial planning, resource management, and analytical services to the County government and the Board of Supervisors to support effective decision making and organizational accountability.

OMB manages the development of the proposed and adopted budgets and the capital improvement program, monitors the budget's implementation and departments' progress toward established goals, conducts program analysis and management studies, provides economic analysis, identifies potential issues for the organization's consideration, and assists departments with the acquisition and management of grants.



GOALS:

- Manage the annual budget process and ensure that development, adoption, and implementation are conducted in compliance with the Code of Virginia and generally accepted financial standards.
- Manage the capital improvement planning process to facilitate the identification of Fauquier County's future capital facility needs.
- Provide the highest quality analytical services and support to management, staff, and the Board of Supervisors.
- Facilitate the end-to-end process of identifying, obtaining, executing, and closing out of external funding opportunities in support of the County's priority programs and projects.

KEY PROJECTS FOR FY 2022:

- Maintain and update five-year operational financial plan with County Administration, as directed by the Board of Supervisors, to improve long-term planning and forecasting of resources and needs.
- Continue to identify, develop, and implement training and outreach opportunities to support County departments in OMB-led processes (i.e., annual budget process, budget management, and grant management), to include training as a part of the Administrative and Accounting Career Development Program.

Management and Budget

- Issue the County's economic indicators report on an annual basis to analyze and present data relative to the County's fiscal health.
- Enhance the annual budget document based on Government Finance Officers Association (GFOA) Distinguished Budget Presentation Award criteria and annual review recommendations.
- Monitor state and federal regulations related to compliance for receipt of categorical and grant funded programs and requirements by agencies that may impact policies and procedures of the County.

BUDGET SUMMARY:

	FY 2019 Actual	FY 2020 Actual	FY 2021 Adopted	FY 2022 Approved	FY 2022 Proposed
Expenditure Summary:					
Personnel	\$508,171	\$541,842	\$576,160	\$578,545	\$575,523
Operating	25,094	30,005	39,800	39,800	39,800
Capital	0	0	0	0	0
Total	\$533,265	\$571,847	\$615,960	\$618,345	\$615,323
Revenue	\$0	\$0	\$0	\$0	\$0
Net Local Revenue	\$533,265	\$571,847	\$615,960	\$618,345	\$615,323
Full Time Staff	5.00	5.00	5.00	5.00	5.00
Part Time Staff	0.00	0.00	0.00	0.00	0.00
Full-time Equivalents	5.00	5.00	5.00	5.00	5.00

BUDGET ANALYSIS:

The FY 2022 Proposed Budget for the Office of Management & Budget includes personnel expenditure adjustments related to rising benefit costs.

PROGRAM 1: *Budget Development and Implementation*

Coordinate and provide analysis for the annual budget process to prepare the County Administrator's proposed budget and capital improvement program. Implement and monitor the annual adopted budget, capital improvement plan, County asset replacement plan, and tax rates as adopted by the Board of Supervisors.

SERVICE VOLUME	FY 2019 Actual	FY 2020 Actual	FY 2021 Projected	FY 2022 Projected
Supplemental appropriations or contingency reserve items	114	141	120	120
Budget adjustments	208	207	210	210
OMB/Finance trainings facilitated ¹	3	1	4	4

¹Trainings were impacted by social distancing guidelines and COVID-19 pandemic.

Management and Budget

OBJECTIVES:

- Provide analysis, support, and advice to County management and staff to maintain core services, address core priorities, and strategic planning in the current, challenging fiscal environment.
- Monitor County revenue and expenditure budgets to ensure appropriations and supplemental appropriations are allocated according to Board directives and policies.
- Provide monthly reporting updates to the Board of Supervisors on County revenue projections.
- Provide analysis of the County's economic environment to monitor the County's fiscal health and ensure an accurate projection of County revenues.
- Facilitate the annual budget process by working with County departments, managers, support staff, County Administration, outside entities, and the Board of Supervisors through all phases of development and adoption.
- Prepare annual proposed and adopted budget documents and ensure the documents meet required criteria in support of OMB's goal to achieve the Government Finance Officers Association (GFOA) Distinguished Budget Presentation Award.

OUTCOME MEASURES	FY 2019 Actual	FY 2020 Actual	FY 2021 Goal	FY 2022 Goal
General Fund expenditures to budget ¹	97.5%	94.8%	98.0%	98.0%
General Fund revenue to budget	102.0%	100.9%	98.0%	98.0%
Achieve GFOA Distinguished Budget Presentation Award	Yes	Yes	Yes	Yes

¹Expenditures were highly affected by the COVID-19 pandemic, and the County's hiring freeze and non-essential spending freeze.

PROGRAM 2: Management Analysis and Grant Development

Manage the County-wide master grants database. Support County departments in the identification, drafting, and submission of grant applications. Conduct research in support of County management decision-making.

SERVICE VOLUME	FY 2019 Actual	FY 2020 Actual	FY 2021 Projected	FY 2022 Projected
Grant applications developed and/or supported through the grant management process	55	54	50	50
Benchmarking studies requested by County management and/or identified by OMB	12	8	12	12

Management and Budget

OBJECTIVES:

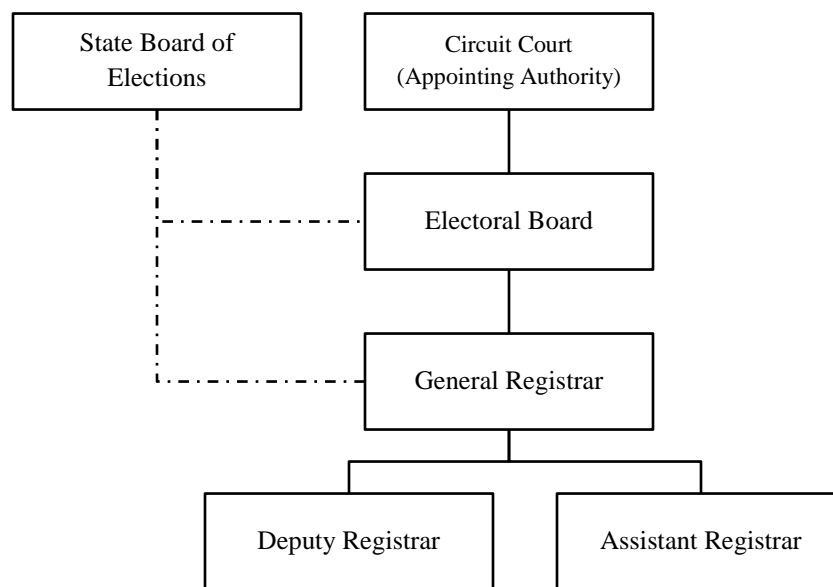
- Support departments with the identification of projects that may require outside funding support.
- Research outside funding opportunities based on identified need(s).
- Develop/review grant applications for County departments and associated agencies.
- Ensure departments adhere to the County grant policy.
- Maintain master database of County grants.
- Support departments in the close-out of outside funding support, to include audits and financial reporting.
- Assist the decision-making process of County management by identifying, researching, and presenting benchmarking studies and program analysis.

OUTCOME MEASURES	FY 2019 Actual	FY 2020 Actual	FY 2021 Goal	FY 2022 Goal
Grants awarded to Fauquier County	47	51	45	45
Grant awards actively monitored by OMB	12	18	15	15
Benchmarking studies completed	12	8	12	12

Registrar

ORGANIZATIONAL PURPOSE:

The Constitution of Virginia creates the Office of the General Registrar in Article 2, Section 8 and, as such, represents a mandatory core function of government. The Office of the General Registrar promotes consistent administration of all elections, voter registration, candidate and campaign finance laws, and related rules and regulations. The Office of the General Registrar plans, develops, monitors, and evaluates the voter registration program to ensure that it is in compliance with State and Federal statutes. This office provides all voter registration services required by the Constitution of Virginia and Code of Virginia. The General Registrar also manages preparation for elections, including candidate qualification, campaign finance, absentee voting, election materials, voting machines, ballots, voting precincts, and recruitment and training of Officers of Election, in addition to the administrative requirements of the office. Because of their expertise, the Registrar and Deputy Registrar serve on statewide committees that respond to both needed and proposed legislation that affects the election and registration processes; and on statewide committees that then assist in writing guidelines for implementing new legislation passed. Also, staff and the Electoral Board work with other Elections offices to plan the agenda and speakers for the annual Virginia Electoral Board Association meeting.



GOALS:

- Ensure compliance with the Constitution of Virginia and the Code of Virginia.
- Promote a customer-friendly environment for both the public and candidates.
- Provide cost effective, convenient, courteous and accurate services to voter registrants, absentee voters and the public in general.
- Maintain accurate voter registration records for all registrants in Fauquier County.
- Process all voter registration records within 72 hours of receipt of the records.
- Provide fair, honest and transparent Federal, Commonwealth, and County elections to qualified registered voters.
- Offer efficient, accurate, compliant, customer-friendly absentee voting to all qualified voters who request this service; ensure the number of absentee voters is correctly projected for each

Registrar

election; record all absentee requests; issue correct ballots to each voter; receive and record all voted ballots; and ensure that the Central Absentee Precinct correctly tabulates absentee ballots on Election Day.

- Process all Absentee Ballot requests within 72 hours of receipt.
- Provide information about the requirements, procedures, and laws governing campaign reporting; provide required forms and supplies to candidates, treasurers, and campaign committees; collect information on candidate contributions; and record all candidate filings for public review.
- Hire sufficient temporary part-time staff members to work with the public in main office.
- Educate Officers of Election on registration and election laws and voting procedures to ensure every precinct conducts fair and impartial elections; ensure Election Day precinct manuals supplied to all precinct workers on Election Day are up to date on policy and procedures; and provide all materials necessary to conduct elections.
- Provide correct information to the public regarding the administration of elections and voter registration in the County and Commonwealth.
- Provide training to all Officers of Election before each election is conducted, both for Satellite sites and Election Day; specialized training is provided to Chief and Assistant Chief Officers in separate sessions.
- Ensure voting equipment testing and maintenance are conducted in a timely manner.
- Ensure publishing of all media advertisements required by the Code of Virginia.
- Monitor voter precinct locations and population shifts in current precincts to assure adequate facilities are provided for voting as well as to be prepared for the 2021 Redistricting.
- Ensure a safe and secure voting environment is provided to each voter.
- Monitor and respond to elections- and voter registration-related legislation introduced in the General Assembly.
- Ensure part-time staff members are properly trained for their office duties.
- Ensure all records retention for elections, voter registration, administrative matters, personnel and accounts payable required by State law is maintained.
- Attend educational seminars and conferences relevant to changes in election laws or policy procedures.
- Develop an agenda and educational program for the annual Virginia Electoral Board Association (VEBA) Meeting.
- Continue following Governor's and Board of Supervisors' requirements for protection against COVID-19.

KEY PROJECTS FOR FY 2022:

- Continue the implementation of the legislatively-mandated No-Excuse Absentee Voting Program for the elections (staffing, voting equipment and supplies, voting locations, etc.).
- Implement the legislatively-mandated Permanent Absentee Voters' List Program.
- Conduct Primary Election following establishment of new boundaries from redistricting.
- Provide Electronic Pollbook data configuration and deployment for all elections.
- Conduct November 2021 General Election for the three statewide candidates (Governor, Lieutenant Governor and Attorney General) and VA House of Delegates members.
- Conduct May 3, 2022 Town Elections.

Registrar

- Conduct June 14, 2022 (Dual) Primary Elections for Congressional candidates.
- Notify local candidates of due dates of Campaign Finance Reports; process reports.
- Continue implementation of the redistricting legislation passed by the General Assembly.
- Conduct absentee voting processes for all elections.
- Conduct preparation and maintenance of voting machines for all elections.
- Process records from the Interstate Voter Registration Crosscheck—a voter registration list maintenance effort conducted statewide and involving multiple states to maintain accurate voter registration list of Virginia voters.
- Process records from the Electronic Registration Information Center (ERIC)—a voter registration list maintenance effort conducted statewide and involving multiple states to maintain accurate voter registration list of Virginia voters.
- Process records from the National Change of Address (NCOA)—voter registration confirmation notice mailing conducted statewide to maintain voter registration list of Virginia voters.
- Continue processing/updating voter registration applications through the arduous scanning process.
- Track elections-related legislation introduced in the General Assembly.
- Process administrative, elections, voter registration and campaign finance records through the Records Retention Schedules of the Library of Virginia.
- Continue scanning of pre-2017 voter registration records into state database.
- Continue all administrative functions for the office.

BUDGET SUMMARY:

	FY 2019 Actual	FY 2020 Actual	FY 2021 Adopted	FY 2022 Approved	FY 2022 Proposed
Expenditure Summary:					
Personnel	\$326,153	\$354,343	\$342,913	\$344,344	\$344,344
Operating	126,391	152,298	150,446	150,446	150,446
Capital	0	0	0	0	0
Total	\$452,544	\$506,641	\$493,359	\$494,790	\$494,790
Revenue	\$55,536	\$95,078	\$47,545	\$57,445	\$57,445
Net Local Revenue	\$397,008	\$411,563	\$445,814	\$437,345	\$437,345
Full Time Staff	3.00	3.00	3.00	3.00	3.00
Part Time Temporary Staff	0.00	4.00	5.00	0.00	0.00
Full-time Equivalents	3.00	3.00	3.00	3.00	3.00

BUDGET ANALYSIS:

The FY 2022 Proposed Budget for the Registrar's Office includes personnel expenditure adjustments related to rising benefit costs.

Registrar

PROGRAM 1: *Voter Registration*

The Fauquier County General Registrar provides appropriate forms and guidance, if needed, for those applying to vote and accurately maintains the official Fauquier County voter registration records. These registrations may be submitted in person, through the mail or through the online portal coordinated with the Department of Motor Vehicles (DMV) or transferred to our office from another locality. Based on state law, these records determine whether a voter is eligible to vote, as well as where he is eligible to vote. Therefore, it is imperative that these records be accurate. To technologically update the records process, all voter registration records are now being digitally scanned into a state database. Records from before 2017 are still in paper format and must also be digitally scanned.

Our state database of voters coordinates with the DMV database to produce signatures on online voter registration and absentee ballot applications for those individuals who have a Virginia Driver's License. Use of the DMV database also compares the address of the voter with what has been written on the application. However, the programming is not sophisticated enough to screen out duplicate applications from the same voter(s). There have been times when the duplicate applications were replicated ten times. These problems are extremely frustrating and very time consuming—because, by regulation, we are required to enter each application that we receive, even if it is a duplicate. This has caused many hours of unnecessary data entry. Even though we are now digitally recording the registration changes, each record must be “handled,” whether it be on paper or online. The number of paper applications is slowly decreasing; the paper takes more steps to process.

The number of registered voters is a determining factor in deciding how many ballots to order for an election.

SERVICE VOLUME	FY 2019 Actual	FY 2020 Actual	FY 2021 Projected	FY 2022 Projected
Voter Records Processed (denied, accepted, changes to record)	26,738	22,091	30,099	25,000
Voters Registered	50,676	52,198	55,000	57,000

OBJECTIVES:

- Maintain voter registration program that is compliant with state and federal requirements.
- Maintain accurate and up-to-date records of individuals registered to vote in Fauquier County.
- Process voter registration applications on a daily basis.
- Provide an accurate list of voters for each polling place on Election Day.
- Maintain customer-friendly environment with knowledgeable staff to assist individuals complete their voter registration process.
- Attend educational conferences/seminars relevant to voter registration.
- Perform cross-checks of our data with other states to maintain the integrity of the voter database.

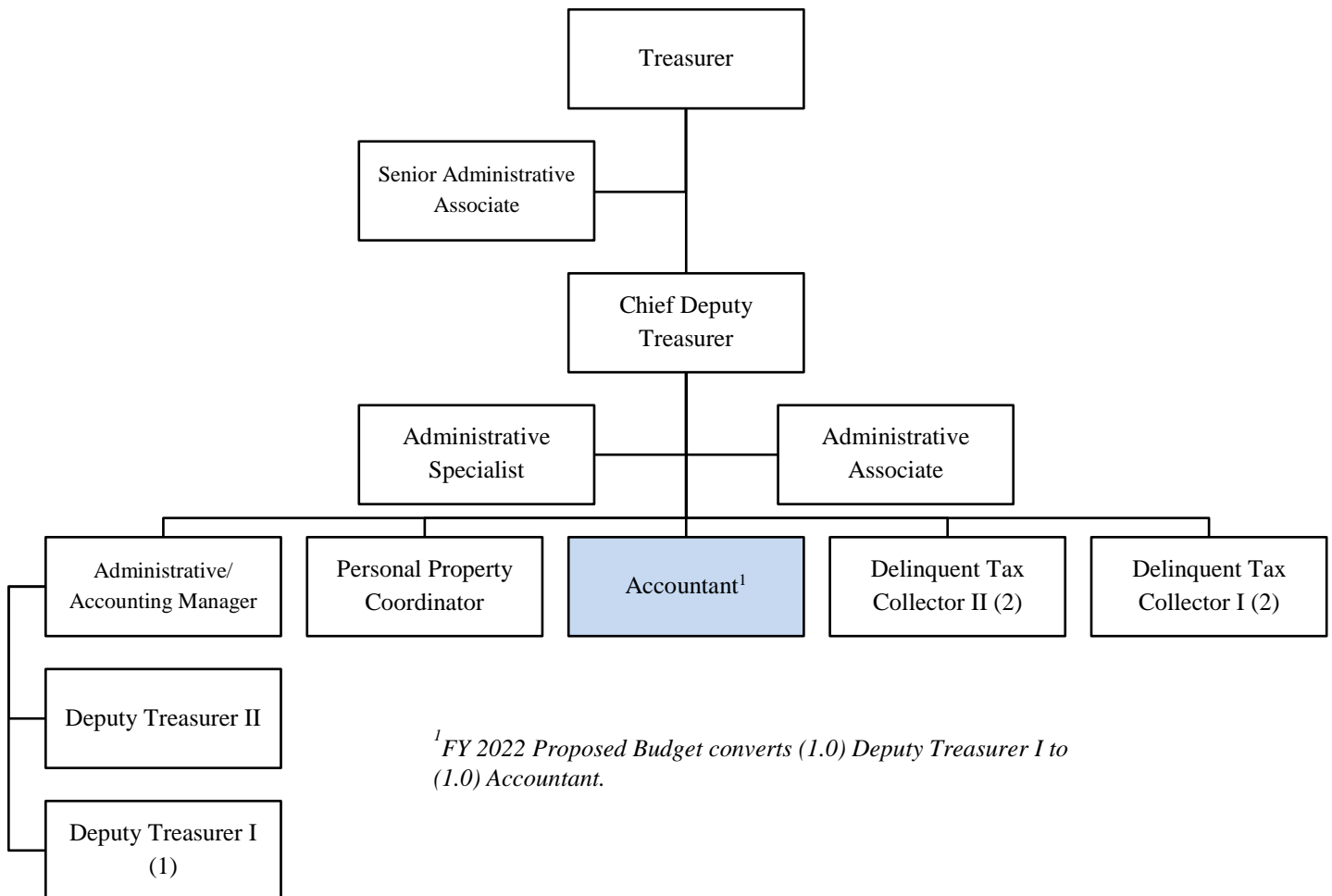
Registrar

OUTCOME MEASURES	FY 2019 Actual	FY 2020 Actual	FY 2021 Goal	FY 2022 Goal
Attend seminars/conferences relative to voter registration and elections	50	48	20	25
Process all Voter Registration Applications within two days of receipt	100%	100%	100%	100%

Treasurer

ORGANIZATIONAL PURPOSE:

The Treasurer's Office provides efficient, accurate, prompt, and courteous service to the public, and treats all taxpayers equitably through standard office procedures in accordance with the Code of Virginia and the Code of Fauquier County. The Treasurer's Office is responsible for the custody and guardianship of all County funds; the maintenance of all bank accounts; the billing, collection, and recording of County taxes and licenses; the collection of State and estimated income taxes; the receipt and collection of all other revenues; the safekeeping and investment of revenues; the appropriate accounting for and disbursement of revenues; and, the completion of all other related duties.



¹ FY 2022 Proposed Budget converts (1.0) Deputy Treasurer I to (1.0) Accountant.

GOALS:

- Process real estate and personal property tax payments expeditiously.
- Create innovative, resourceful, and imaginative methods of collecting delinquent taxes.
- Provide every possible payment option by which taxpayers can meet their obligations.
- Safeguard and wisely invest available funds to obtain the maximum return while ensuring the return of principal.

Treasurer

KEY PROJECTS FOR FY 2022:

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

BUDGET SUMMARY:

	FY 2019 Actual	FY 2020 Actual	FY 2021 Adopted	FY 2022 Approved	FY2022 Proposed
Expenditure Summary:					
Personnel	\$1,158,447	\$1,193,907	\$1,209,213	\$1,216,845	\$1,247,908
Operating	212,859	229,996	219,404	219,404	223,764
Capital	0	2,094	0	0	0
Total	\$1,371,306	\$1,425,997	\$1,428,617	\$1,436,249	\$1,471,672
Revenue	\$466,147	\$453,301	\$575,918	\$630,738	\$630,738
Net Local Revenue	\$905,159	\$972,696	\$852,699	\$805,511	\$840,934
Full Time Staff	16.00	16.00	16.00	16.00	16.00
Part Time Staff	0.00	0.00	0.00	0.00	0.00
Full-time Equivalents	16.00	16.00	16.00	16.00	16.00

BUDGET ANALYSIS:

The FY 2022 Proposed Budget for the Treasurer's Office includes personnel expenditure adjustments related to rising benefit costs and the mid-year conversion of a full-time (1.0) Deputy Treasurer I position to a full-time (1.0) Accountant position.

PROGRAM 1: *General Revenue Collection*

Assist the public by: billing, collecting, and recording personal property tax, real estate tax and business license tax payments; collecting and recording miscellaneous receipts; collecting and recording State income and estimated tax payments; collecting and recording delinquent accounts for the Commonwealth's Attorney; collecting and recording payments for Environmental Services, collecting and recording funds received from other County departments; selling dog licenses; and responding to questions. Process, deposit, and invest funds as expeditiously as possible. Process personal property and real estate supplements and exonerations. Assist title searchers and accounting auditors. Work closely with and assist other departments and agencies on a regular basis.

Treasurer

SERVICE VOLUME	FY 2019 Actual	FY 2020 Actual	FY 2021 Projected	FY 2022 Projected
Real Estate bills mailed	66,252	66,139	66,300	66,300
Personal Property bills mailed	71,883	71,115	72,000	72,000
Business licenses issued	3,226	3,521	3,250	3,250
Refunds issued	3,677	3,911	3,500	3,500
Dog Tags issued	4,118	2,970	4,000	4,000
State Income/estimated vouchers processed	3,724	2,847	3,800	3,800
Utility Billing for Catlett/Calverton Sewer	N/A	N/A	567	567
Number of transactions processed	387,033	382,066	390,000	395,000

OBJECTIVES:

- Provide taxpayers more convenient options for making payments.

OUTCOME MEASURES	FY 2019 Actual	FY 2020 Actual	FY 2021 Goal	FY 2022 Goal
Accounts paid via the web	75,399	93,996	77,000	78,000
Accounts paid via official payments	451	549	450	450
Amount paid via the web	\$5,018,305	\$5,347,550	\$5,800,000	\$6,000,000

PROGRAM 2: *Delinquent Tax Collection*

Collect delinquent taxes through debt set-off, third party liens, seizures, etc. Process bankruptcies and represent the Treasurer in court cases. Establish payment agreements for those individuals with severe hardships prohibiting their timely payment of taxes. Follow up on all past-due payments missed by taxpayers. Provide statistical information on delinquent tax collection. Coordinate collection efforts with the County Attorney's office.

SERVICE VOLUME	FY 2019 Actual	FY 2020 Actual	FY 2021 Projected	FY 2022 Projected
Debt Set-off collections	\$462,593	\$366,693	\$525,000	\$525,000
Follow-up collections	\$3,200,557	\$4,072,360	\$3,103,744	\$3,103,744
Debt Set-off accounts collected	2,207	2,434	2,400	2,400
Accounts sent to debt set off	16,740	17,349	17,000	17,000
Third-party liens issued	2,166	1,276	2,190	2,190
Payment plans established	261	267	300	300
New bankruptcies filed	27	36	25	25
Treasurer Summons	0	15	30	30
Court cases represented/affidavits	12	N/A	10	10

Treasurer

SERVICE VOLUME	FY 2019 Actual	FY 2020 Actual	FY 2021 Projected	FY 2022 Projected
Department of Motor Vehicles (DMV) holds	6,789	9,286	6,900	6,900
Delinquent letters sent	41,875	27,537	40,000	42,000
Dog tag notices sent	2,580	3,219	2,650	2,680
Debt Set-off letters sent	2,207	2,526	2,850	2,850

OBJECTIVES:

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

OUTCOME MEASURES	FY 2019 Actual	FY 2020 Actual	FY 2021 Goal	FY 2022 Goal
Accounts paid through Integrated Revenue Management System (debt set-off) Program	1,929	1,621	2,250	2,250
Accounts paid through credit cards/eChecks via the internet	75,399	93,996	83,000	87,000
Accounts paid through credit cards in the office	9,353	8,285	9,600	9,900

PROGRAM 3: *Delinquent Court Collection*

Collect delinquent court fees through delinquent notices and third-party liens. Follow up on all past-due payments missed by defendants. Provide statistical information on delinquent court fee collection. Coordinate collection efforts with the Commonwealth Attorney's office.

SERVICE VOLUME	FY 2019 Actual	FY 2020 Actual	FY 2021 Projected	FY 2022 Projected
Follow-up collections	\$305,451	\$83,273	\$350,000	\$350,000
Third-party liens	\$215,656	\$75,804	\$250,000	\$250,000

OBJECTIVES:

- Reduce delinquent court fees owed to Fauquier County.
- Provide for a new revenue stream for the Treasurer's office.
- Develop and implement effective delinquent court fee collection program.

OUTCOME MEASURES	FY 2019 Actual	FY 2020 Actual	FY 2021 Goal	FY 2022 Goal
Third Party Liens	878	566	1,300	1,300
Letters sent	2,961	2,401	3,200	3,300

Treasurer

PROGRAM 4: Accounting

Upload Direct Deposit files to the bank for processing. Print all checks, send ACH and Virginia Retirement System (VRS) transfers. Pay Child Support for county and schools. Pay the Virginia Department of Taxation withholding taxes and retail sales tax. Send the benefits vendor wires to the bank. Post daily to the cash receipts journal and prepare various monthly journal entries. Reconcile all financial statements and Treasurer's inventory monthly. Process and print all School and County checks as expeditiously as possible.

SERVICE VOLUME	FY 2019 Actual	FY 2020 Actual	FY 2021 Projected	FY 2022 Projected
Direct Deposit uploads ¹	84	59	50	50
ACH Transfers	961	1,053	1,450	1,950
Checks processed	22,702	18,870	20,500	20,000
Virginia Child Supports transfers	51	51	51	51
Virginia withholding tax transfers	85	72	72	72
Benefit Wire transfers ²	516	289	106	106
VRS transfers	48	48	48	48

¹Split between payroll (direct deposit) uploads and other ACH transfers.

²In FY 2021, Benefit Wire transfers will be changed to ACH transfers.

OBJECTIVES:

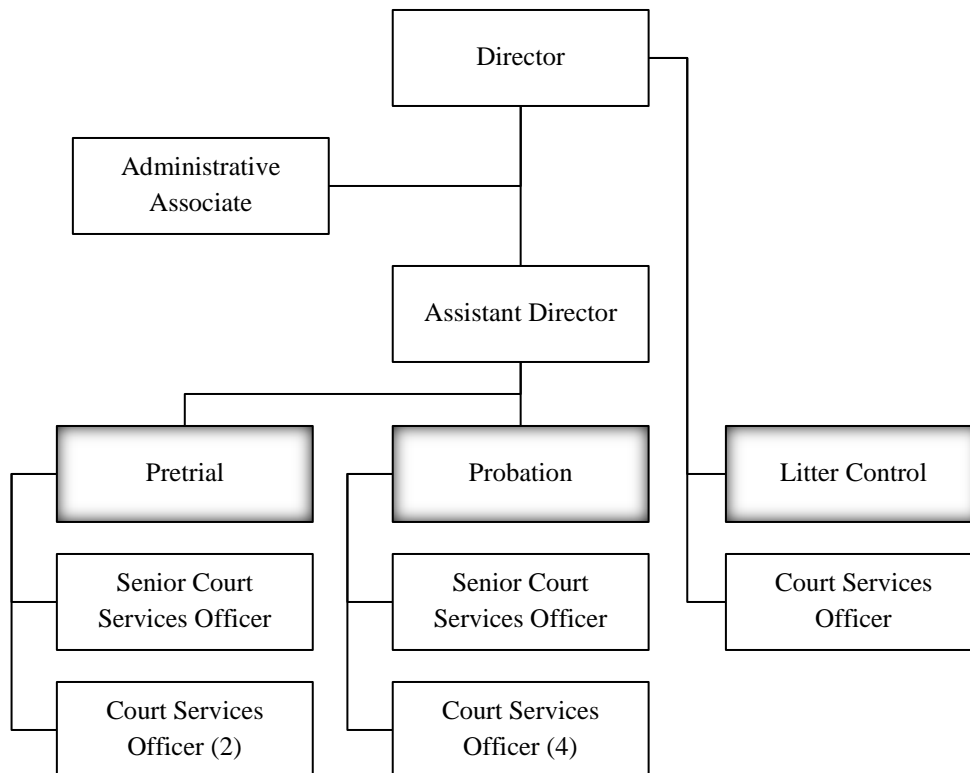
- Ensure all employees and vendors are paid on time.
- Safeguard the integrity of our numerous bank accounts.

OUTCOME MEASURES	FY 2019 Actual	FY 2020 Actual	FY 2021 Goal	FY 2022 Goal
Processed all Payroll State taxes, benefit wires, and VRS transfers directly upon request	684	639	630	630
Bank Accounts reconciled every month	42	43	42	42

Adult Court Services

ORGANIZATIONAL PURPOSE:

The Office of Adult Court Services enhances public safety, reduces jail overcrowding, and increases accountability of criminal offenders by providing criminal justice services to the local courts and the community. These services include, but are not limited to, probation services, pretrial investigation and supervision services, litter control programs, criminal justice grant administration, staff support for the Board of Supervisors' Public Safety Committee, and collection and analysis of system data to assess the need for new programs and services, as well as the effectiveness of current services.



GOALS:

- Provide probation/pretrial services to more than 900 court-referred offenders.
- Investigate at least 325 pretrial detainees and supervise at least 400 offenders.
- Place and monitor at least 4,500 hours of free community service labor for the County.
- Continue programs to reduce Driving Under the Influence (DUI) recidivism, mainly the Victim Impact Panel.
- Reduce litter in the County by maintaining the litter control program and implement education programs that discourage littering.

Adult Court Services

KEY PROJECTS FOR FY 2022:

- Provide court-ordered probation to offenders in lieu of costly jail detention.
- Provide pretrial investigation services to the judiciary in order to ensure better informed bail-making decisions.
- Provide pretrial supervision and monitoring of defendants released to the custody of the department while awaiting trial, preserving bed space at the local jail which reduces jail costs.
- Place and monitor court-ordered community service labor in Fauquier and Rappahannock Counties.
- Manage a litter control program, utilizing court ordered community service workers.
- Collect court costs, fines, and restitution to the victims of crime.
- Act as lead staff and planner for respective committees such as Public Safety.

BUDGET SUMMARY:

	FY 2019 Actual	FY 2020 Actual	FY 2021 Adopted	FY 2022 Approved	FY 2022 Proposed
Expenditure Summary:					
Personnel	\$938,197	\$967,246	\$1,007,903	\$1,013,627	\$1,003,903
Operating	68,888	68,584	80,582	80,652	80,652
Capital	0	0	0	0	0
Total	\$1,007,085	\$1,035,830	\$1,088,485	\$1,094,279	\$1,084,555
Revenue	\$518,093	\$530,097	\$530,097	\$530,097	\$530,097
Net Local Revenue	\$488,992	\$505,733	\$558,388	\$564,182	\$554,458
Full Time Staff	12.00	12.00	12.00	12.00	12.00
Part Time Staff	0.00	0.00	0.00	0.00	0.00
Full-time Equivalents	12.00	12.00	12.00	12.00	12.00

BUDGET ANALYSIS:

The FY 2022 Proposed Budget for Adult Court Services includes personnel expenditure adjustments related to rising benefit costs.

PROGRAM 1: *Local Probation*

The Local Probation program provides probationary supervision of court-referred, convicted offenders in lieu of jail detention. This includes the preparation of court reports, court room testimony, and investigations as ordered. Local Probation also places and monitors court-ordered community service labor. Additional functions include, drug screening offenders to ensure compliance with court-imposed conditions, as well as the collection of fines, costs and restitution for the victims of crime. Offenders are also referred to the appropriate remedial resources such as drug treatment and other intervention programs.

Adult Court Services

SERVICE VOLUME	FY 2019 Actual	FY 2020 Actual	FY 2021 Projected	FY 2022 Projected
Community service hours performed	5,420	3,605	4,500	4,500
Fines, costs, restitution monitored	\$101,500	\$69,299	\$105,00	\$105,000
Average daily caseload	322	288	300	300
Cases closed	746	552	600	600

OBJECTIVES:

- Maintain successful closure rate of probation cases.

OUTCOME MEASURES	FY 2019 Actual	FY 2020 Actual	FY 2021 Goal	FY 2022 Goal
Rate of successful closure	72%	75%	75%	75%
Referrals to Probation	707	526 ¹	600	625

¹Due to COVID-19, the court system was closed for almost three months.

PROGRAM 2: Pretrial Services

The Pretrial Services program conducts pretrial investigations on defendants awaiting trial in the Courts. They also prepare pretrial reports and recommendations to the courts prior to arraignment. Supervision of pretrial defendants is provided to those who are released to the custody of the department. This supervision consists of monitoring the general and special conditions of bail and reporting any violations of such to the courts. In some cases, applying for arrest warrants is necessary if potential safety risk or flight risk from prosecution exists. Indigence verifications for court-appointed counsel are also conducted as part of the investigation process.

SERVICE VOLUME	FY 2019 Actual	FY 2020 Actual	FY 2021 Projected	FY 2022 Projected
Pretrial investigations	310	248	325	325
Average daily caseload	104	96	100	100
Indigence verifications	260	200	225	225

OBJECTIVES:

- Maintain rate of successful pretrial placements.

OUTCOME MEASURES	FY 2019 Actual	FY 2020 Actual	FY 2021 Goal	FY 2022 Goal
Pretrial placements	342	306	350	350
Successful pretrial placements	89%	86%	85%	85%

Adult Court Services

PROGRAM 3: Litter Control

The Litter Control Program utilizes court-ordered community service workers to collect litter. They reduce the amount of trash on the County's roadways by providing cost effective litter services. The Litter Control Program targets "problem" areas in the County that have increased litter control needs. They also implement education programs in the local schools to deter future litter.

SERVICE VOLUME	FY 2019 Actual	FY 2020 Actual	FY 2021 Projected	FY 2022 Projected
Community service workers utilized	86	72	90	100
Number of occasions Community Service workers reported for Litter Control	384	429	325	325

OBJECTIVES:

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

OUTCOME MEASURES	FY 2019 Actual	FY 2020 Actual	FY 2021 Goal	FY 2022 Goal
Litter retrieved (tons) ¹	16.0	23.0	35.0	40.0
Community Service Hours completed ²	1,750	1,246	1,500	2,000

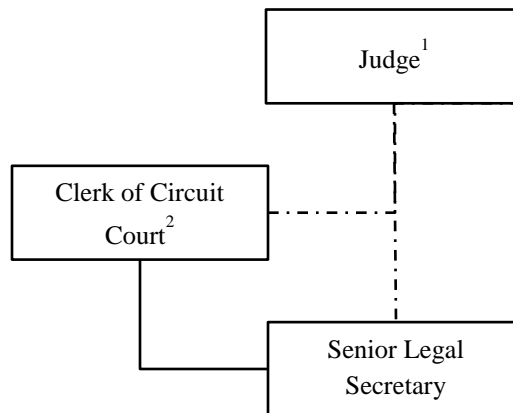
¹ Due to COVID-19, the Litter Control Program was grounded from mid-March to June 30, 2020.

² The Litter Control Coordinator position was vacant July-September 2019.

Circuit Court

ORGANIZATIONAL PURPOSE:

The Circuit Court is the trial court with the broadest powers in Virginia. The Circuit Court handles all civil cases with claims exceeding \$25,000. In addition to adjudicating all felonies, the Circuit Court hears cases appealed from the General District Court, the Juvenile and Domestic Relations District Court, administrative agencies, and the Board of Zoning Appeals. The Circuit Court handles family matters, including divorce, equity matters, and condemnations. The Circuit Court Judge supervises Grand Jury proceedings within the County. The Judges of the Circuit Court also make appointments to various Boards. This Court is part of the Twentieth Judicial Circuit, which includes Loudoun, Rappahannock and Fauquier Counties which contains five judges, any of whom may sit in Fauquier. The Chief Judge will also assign retired judges to assist with dockets as needed.



¹ State-funded position (five judges circuit Loudoun, Fauquier and Rappahannock counties).

² Position funded in Clerk of Circuit Court budget.

GOALS:

- Administer justice in Fauquier County in a fair, efficient, and timely manner to all litigants, according to law.
- Conduct court hearings openly, except as provided by statute.
- Schedule the trial of cases and close cases in accordance with the timelines set out by the Supreme Court of Virginia.

KEY PROJECTS FOR FY 2022:

- Continued use of technology to conduct remote hearings.
- Proceed with jury trials delayed by COVID-19 judicial emergency.
- Implement court security plan.
- Oversee selection of the jury pool for the trial of civil and criminal cases and maintain the list of grand jurors to consider indictments.

Circuit Court

- Issue legal opinions for a variety of matters before the Court based upon the review of legal precedents.
- Review the use of the neutral case evaluation program—designed to resolve cases without the time and expense of a trial, and thereby relieve the civil trial docket—and review other options for referral of cases to mediation.
- Schedule the trial of cases and close cases in accordance with the timelines set out by the Supreme Court of Virginia.
- Submit requests for payment of judges designate to the Office of the Executive Secretary of the Supreme Court of Virginia.

BUDGET SUMMARY:

	FY 2019 Actual	FY 2020 Actual	FY 2021 Adopted	FY 2022 Approved	FY 2022 Proposed
Expenditure Summary:					
Personnel	\$81,808	\$67,534	\$84,363	\$84,840	\$84,840
Operating	37,434	34,224	58,000	58,500	\$58,500
Capital	0	0	0	0	0
Total	\$119,242	\$101,758	\$142,363	\$143,340	\$143,340
Revenue	\$26,998	\$25,370	\$31,500	\$31,500	\$31,500
Net Local Revenue	\$92,244	\$76,388	\$110,863	\$111,840	\$111,840
Full Time Staff	1.00	1.00	1.00	1.00	1.00
Part Time Staff	0.00	0.00	0.00	0.00	0.00
Full-time Equivalents	1.00	1.00	1.00	1.00	1.00

BUDGET ANALYSIS:

The FY 2022 Proposed Budget for Circuit Court includes personnel expenditure adjustments related to rising benefit costs.

Circuit Court

PROGRAM 1: *Circuit Court*

The Circuit Court enters orders for all civil and criminal cases. The Court must review petitions and evidence to make various types of judicial determinations. Cases are heard by the Court before the Judge or before a jury. The Court meets with counsel to review the issues of the cases to be tried and to assist with reaching settlements without trial, when possible.

SERVICE VOLUME	CY 2019 Actual	CY 2020 Actual	CY 2021 Projected	CY 2022 Projected
Civil cases completed	600	700	700	700
Miscellaneous petitions/applications reviewed	280	300	300	300
Criminal cases completed ¹	860	530	900	1,000
Criminal defendants ¹	500	400	500	500
Jury days ¹	25	8	45	50
Cases ended by trial before Judge ¹	520	220	550	550
Settlement conferences ¹	50	22	55	55

¹Due to COVID-19, jury trials were suspended in CY 2020.

OBJECTIVES:

Reduce costs of trial to Court and to litigants through the Neutral Case Evaluation Program, a program designed to assist litigants in settling cases prior to trial. This program is currently deferred for further review.

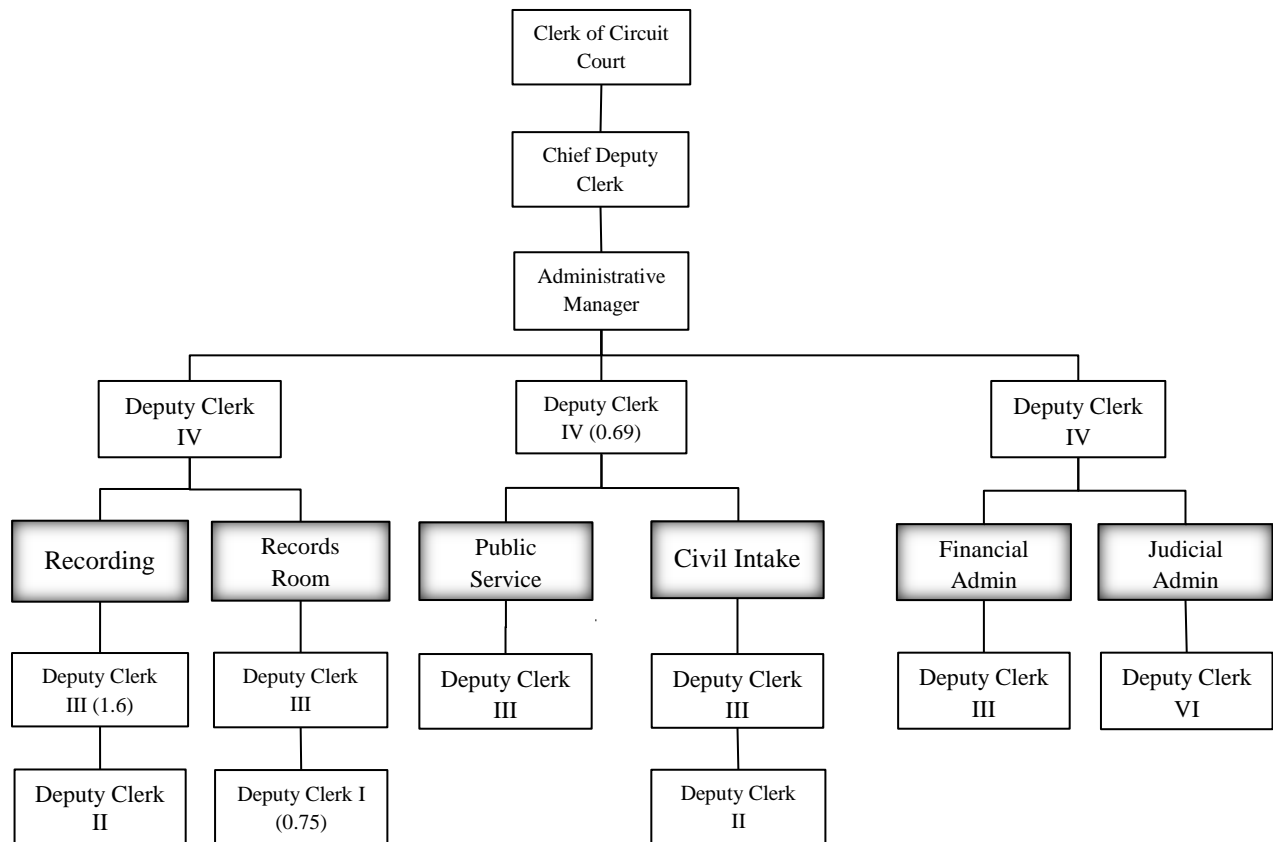
OUTCOME MEASURES	CY 2019 Actual	CY 2020 Actual	CY 2021 Goal	CY 2022 Goal
Cases referred to Neutral Case Evaluation ¹	20	0	25	25
Cases heard by Neutral Case Evaluation ¹	10	0	20	20
Cases settled by Neutral Case Evaluation ¹	8	0	15	15

¹Due to COVID-19, jury trials were suspended in CY 2020.

Clerk of the Circuit Court

ORGANIZATIONAL PURPOSE:

The Clerk's Office is the custodian of the Fauquier County land records dating from 1759, the time this county was formed, and the Circuit Court records. The Clerk of the Circuit Court is a Constitutional Officer elected by the voters of Fauquier County for a term of eight years. The Clerk performs roles in the areas of public safety, court administration, land records, public service, and records preservation. The Clerk collects various State and County taxes set by law and transfers revenue to the State and localities. The Clerk has authority to issue marriage licenses, probate wills, grant administrations of estates, and appoint guardians for a minor's personal estate.



GOALS:

- Record, index, and maintain various kinds of land records filings, including deeds, deeds of trust, certificates of satisfaction, plats, covenants, and easements.
- Probate wills and record various estate documents, such as lists of heirs, inventories, and accounts; prepare various legal documents.
- Collect recordation taxes and fees for deeds and wills.
- Issue marriage licenses and prepare orders of appointment for marriage celebrants.
- Maintain complete and accurate court records—civil and criminal—in an electronic format, trial records.

Clerk of the Circuit Court

- Collect fees for filing many types of civil cases.
- Issue initial process for new civil cases; issue civil process for records and for witnesses.
- Schedule court hearings and summon jurors and witnesses to provide earliest possible resolution of cases.
- File new criminal cases transferred from the lower court or received from the grand jury.
- Maintain trial records, i.e. retain exhibits for appeals or other civil action.
- Provide support to the judge in the courtroom to track jurors, exhibits, pleadings, and witnesses.
- Maintain jury pools for regular trial juries and for grand jury, and for special grand jury and multi-jurisdictional grand jury, as required, and select jurors for service.
- Promote public safety by issuing warrants of arrest for defendants on new indictments from grand jury, for defendants in violation of the terms of their recognizance or for probationers who have serious violations of the terms of their release.
- Prepare court orders for criminal cases; enter data for electronic transmission to Virginia State Police, Department of Motor Vehicles, and the Department of Corrections to convey information regarding convictions, incarceration, probation, and suspension of operator's licenses.
- Provide support to the Circuit Court by coordinating the roles of law enforcement and prosecutors in criminal cases.
- Communicate with prosecutors, public defenders, probation officers, court security, the detention center, and court reporters regarding daily court dockets for receipt of required reports and appearance of probationers and transport of prisoners.
- Accept, review and issue concealed handgun permits in coordination with Sheriff's Office investigation.
- Communicate with lower courts and appeals courts regarding the transmission of records between courts for hearing.
- Docket judgments for collection actions.
- Provide web access to case information and hearings.
- Scan older court files to improve access to records.
- Maintain court deposits of bonds, garnishments, escrow funds, tax sales, condemnation funds, and restitution and distribution according to court order.
- Calculate criminal costs and collect fines, costs, and restitution for distribution to victims; set up payment plans for new criminal accounts.
- Transmit list of unpaid criminal accounts to Treasurer and Commonwealth's Attorney for collection action.
- Provide remote access to land records.
- Provide public service to the county's citizens by responding promptly to customer inquiries and requests.
- Preserve permanent records in an appropriate environment for current and future use.
- Maintain close contact with many agencies, State and local, to work together to receive and provide better services.
- Accept post-election materials for safekeeping and coordinate administration of oaths to elected officials for the county and towns.

Clerk of the Circuit Court

KEY PROJECTS FOR FY 2022:

- Continue training and cross-training of staff due to turnover in staff due to retirements and re-locations, and to plan for retirement of other senior-level employees.
- Schedule court cases and accommodate rotation of assignments of judges and judges designate with Loudoun and Rappahannock Counties.
- Execute plan to facilitate increased number of trials and jury trials to deal with backlog of hearings created during COVID-19 pandemic.
- Continue to provide remote access to land records and to court records by paid subscription.
- Transition the civil court division from paper files to paperless.
- Coordinate review of pending court cases to meet case processing guidelines.
- Continue archival records preservation plan.
- Review and plan for storage needs for court and fiduciary files.
- Purge records as dictated by retention schedules set out by the Library of Virginia.

BUDGET SUMMARY:

	FY 2019 Actual	FY 2020 Actual	FY 2021 Adopted	FY 2022 Approved	FY 2022 Proposed
Expenditure Summary:					
Personnel	\$1,182,249	\$1,208,126	\$1,259,192	\$1,267,102	\$1,191,313
Operating	91,669	81,707	120,474	120,474	120,474
Capital	0	0	0	0	0
Total	\$1,273,918	\$1,289,833	\$1,379,666	\$1,387,576	\$1,311,787
Revenue	\$2,316,641	\$2,900,111	\$2,494,202	\$2,584,821	\$2,293,821
Net Local Revenue	(\$1,042,723)	(\$1,610,278)	(\$1,114,536)	(\$1,197,245)	(\$982,034)
Full Time Staff	14.00	14.00	14.00	14.00	14.00
Part Time Staff	2.04	2.04	2.04	2.04	2.04
Full-time Equivalents	16.04	16.04	16.04	16.04	16.04

BUDGET ANALYSIS:

The FY 2022 Proposed Budget for Clerk of Circuit Court includes personnel expenditure adjustments related to rising benefit costs and the mid-year conversion of a Deputy Clerk of Court III to part-time (0.69) and a Deputy Clerk of Court IV to full-time (1.00). Revenue adjustments are based on historical and projected trends and recordation revenues related to deeds based on current collections and trends.

PROGRAM 1: *Clerk of Circuit Court*

The Clerk's Office is responsible for recording documents in the deed books, probating wills and recording related estate filings. The Clerk's Office issues marriage licenses and docket judgments, and records financing statements. The Clerk reviews applications for concealed

Clerk of the Circuit Court

handgun permits and issues permits for individuals meeting the statutory requirements. The Clerk receives and retains civil and criminal court cases and issues legal notices and copies of court orders.

SERVICE VOLUME	CY 2019 Actual	CY 2020 Actual	CY 2021 Projected	CY 2022 Projected
Deed Book recording	11,500	15,936	17,000	16,000
Wills and fiduciary filings	350	327	400	400
Marriages	430	335	450	450
Financing statements	170	106	150	150
Judgments	1,300	810	1,200	1,400
Civil cases filed	750	777	850	850
Criminal cases filed	850	688	850	900
Concealed handgun permits	1,200	2,971	1,400	1,400
Notary Public	350	341	350	350

OBJECTIVES:

- Maintain revenue stream to maintain computer hardware & software.
- Provide access to land records through remote access subscriptions.
- Provide access to court records to lawyers through remote access subscriptions.
- Provide access to information about Clerk's Office procedures by posting forms, calendars, and procedures on the County website.
- Provide docket information for court records online at www.courts.state.va.us (Circuit Court Case Information).
- Convert microfilm and paper images to digital images to improve access to records to reduce storage requirements.

OUTCOME MEASURES	FY 2019 Actual	FY 2020 Actual	FY 2021 Goal	FY 2022 Goal
Paid subscriptions for remote access to land records	127	122	140	150
Paid subscriptions to remote access to court records	20	28	35	35

Commissioner of Accounts

ORGANIZATIONAL PURPOSE:

The Commissioner of Accounts oversees the certification of wills by administrators and executors before being released for their qualifications, as courteously and expeditiously as possible.

GOALS:

- Monitor and assist, as necessary, to facilitate the certification process.

BUDGET SUMMARY:

	FY 2019 Actual	FY 2020 Actual	FY 2021 Adopted	FY 2022 Approved	FY 2022 Proposed
Expenditure Summary:					
Personnel	\$0	\$0	\$0	\$0	\$0
Operating	15,600	15,600	15,600	15,600	15,600
Capital	0	0	0	0	0
Total	\$15,600	\$15,600	\$15,600	\$15,600	\$15,600
Revenue	\$0	\$0	\$0	\$0	\$0
Net Local Revenue	\$15,600	\$15,600	\$15,600	\$15,600	\$15,600
Full Time Staff	0.00	0.00	0.00	0.00	0.00
Part Time Staff	0.00	0.00	0.00	0.00	0.00
Full-time Equivalents	0.00	0.00	0.00	0.00	0.00

BUDGET ANALYSIS:

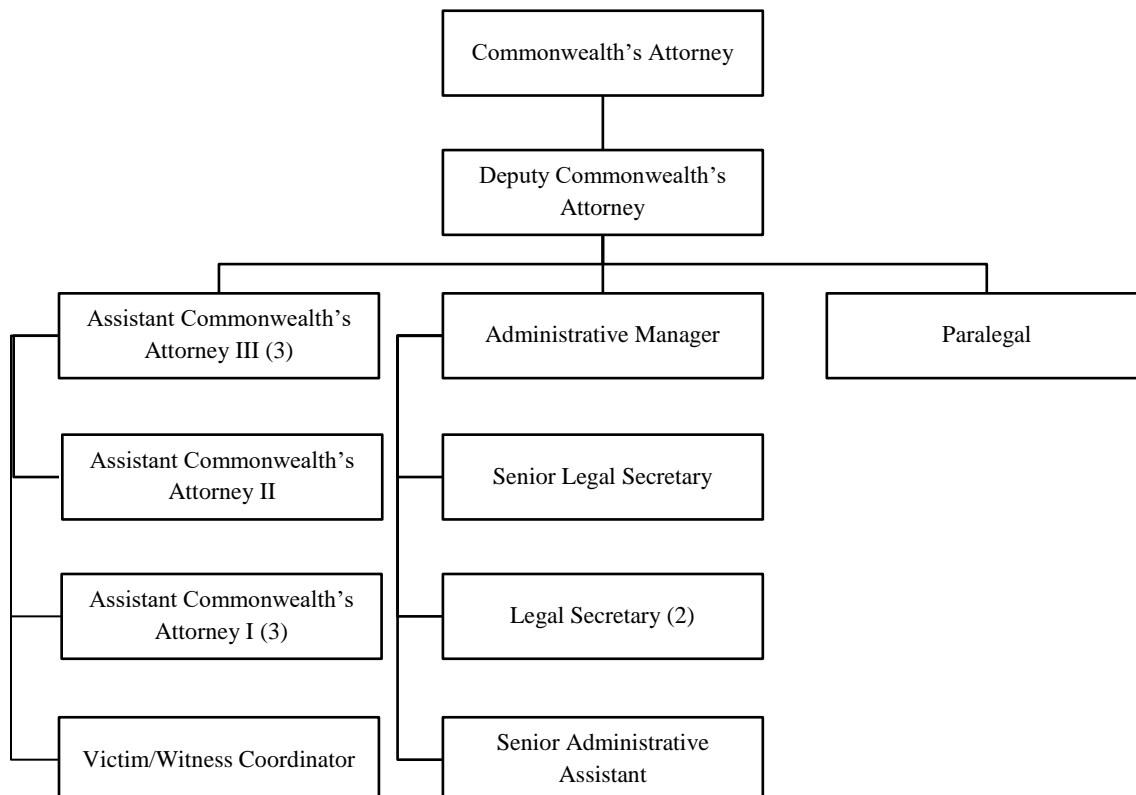
The FY 2022 Proposed Budget for the Commissioner of Accounts includes no budgetary adjustments in comparison to the prior year.

Commonwealth's Attorney

ORGANIZATIONAL PURPOSE:

The Commonwealth's Attorney is a County-wide elected official whose office is created by the Constitution of Virginia. The Commonwealth's Attorney is charged by State law with the duty of prosecuting all felonies on behalf of the Commonwealth of Virginia which are committed within the geographic confines of Fauquier County, including the incorporated municipalities therein. The Commonwealth's Attorney may prosecute misdemeanors and traffic infractions on a discretionary basis. All of the above enumerated matters originate in three separate trial court systems where final orders are potentially appealed to two different appellate courts in Virginia. The Commonwealth's Attorney represents the Commonwealth in limited statutory appeals to the Virginia appellate courts, but in all cases provides the initial representation in appellate matters by serving as counsel during the appellate petition process by properly drafting and filing briefs in opposition to appeal in connection with the cases that we have successfully prosecuted in the trial court(s). In addition, the Commonwealth's Attorney is empowered to sue civilly for drug asset forfeiture in appropriate cases.

There are also over 400 additional statutorily mandated duties imposed upon the Commonwealth's Attorney. Among these are a variety of sundry matters such as advising and representing the local registrar and board of elections, giving binding conflicts of interest opinions to local officials, reviewing autopsy reports of all unattended deaths in the locality for irregularities, and many other matters.



Commonwealth's Attorney

GOALS:

- Maintain a high degree of professional competence, training and mission dedication of eight Assistant Commonwealth's Attorneys and a similarly competent support staff for such attorneys.
- Continually enhance the administration of justice.
- Continually promote enhanced law enforcement by partnering with policing agencies (the Fauquier County Sheriff's Office, Virginia State Police, and the Town of Warrenton).
- Bring new and innovative procedures, policies, training and techniques to case investigations which increase the likelihood of constitutionally correct apprehension, prosecution, and conviction of criminal suspects who have violated Virginia or local law.

KEY PROJECTS FOR FY 2022:

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

BUDGET SUMMARY:

	FY 2019 Actual	FY 2020 Actual	FY 2021 Adopted	FY 2022 Approved	FY 2022 Proposed
Expenditure Summary:					
Personnel	\$1,520,173	\$1,556,222	\$1,594,516	\$1,602,261	\$1,599,386
Operating	69,476	68,150	71,915	71,915	71,915
Capital	0	0	0	0	0
Total	\$1,589,649	\$1,624,372	\$1,666,431	\$1,674,176	\$1,671,301
Revenue	\$537,822	\$552,832	\$585,856	\$582,849	\$582,849
Net Local Revenue	\$1,051,827	\$1,071,540	\$1,080,575	\$1,091,327	\$1,088,452
Full Time Staff	15.00	16.00	16.00	16.00	16.00
Part Time Staff	1.07	0.00	0.00	0.00	0.00
Full-time Equivalents	16.07	16.00	16.00	16.00	16.00

BUDGET ANALYSIS:

The FY 2022 Proposed Budget for the Commonwealth's Attorney includes personnel expenditure adjustments related to rising benefit costs and staff turnover.

Commonwealth's Attorney

PROGRAM 1: Court Appearances

The Commonwealth's Attorney prepares for and appears in the General District Court, Juvenile and Domestic Relations District Court, and Circuit Court on all criminal matters. There also are some civil matters, i.e., Overweight Citations and Asset Forfeiture actions, which are prepared for and appeared on which are not reflected in these numbers.

SERVICE VOLUME	FY 2019 Actual	FY 2020 Actual¹	FY 2021 Projected	FY 2022 Projected
Juvenile & Domestic Relations District Court (JDRDC) Cases Heard	1,930	1,111	2,128	2,234
General District Court (GDC) Cases Heard	17,415	16,654	19,200	20,160
Circuit Court hearings (<i>including</i> Bench Trials, Jury Trials, or Misdemeanor Appeals)	4,290	2,650	4,562	4,790
Circuit Court Jury Trials, Bench Trials, and Misdemeanor Appeals	332	207	367	385

¹Each court experienced a decrease in cases heard due to the Governor's State of Emergency that was declared in March 2020 due to the COVID-19 pandemic.

OBJECTIVES:

- To employ a qualified and appropriately sized team of attorneys and staff members to effectively administer justice in Fauquier County as the number of court appearances increases.

OUTCOME MEASURES	FY 2019 Actual	FY 2020 Actual	FY 2021 Goal	FY 2022 Goal
Effectively handled hearing volume	23,967	20,415	26,423	27,744

General District Court

ORGANIZATIONAL PURPOSE:

The Fauquier County General District Court presides over all legal proceedings and assures the public is treated fairly and impartially in all of these proceedings before the court. There are three divisions that comprise the functions held in the court: civil, traffic and criminal.

GOALS:

- Provide adequate space, safety, and professional help for the public at all times.

BUDGET SUMMARY:

	FY 2019 Actual	FY 2020 Actual	FY 2021 Adopted	FY 2022 Approved	FY 2022 Proposed
Expenditure Summary:					
Personnel	\$0	\$0	\$0	\$0	\$0
Operating	19,685	15,740	32,700	32,700	32,700
Capital	0	0	0	0	0
Total	\$19,685	\$15,740	\$32,700	\$32,700	\$32,700
Revenue	\$13,700	\$7,335	\$33,500	\$33,500	\$33,500
Net Local Revenue	\$5,985	\$8,405	(\$800)	(\$800)	(\$800)
Full Time Staff	0.00	0.00	0.00	0.00	0.00
Part Time Staff	0.00	0.00	0.00	0.00	0.00
Full-time Equivalents	0.00	0.00	0.00	0.00	0.00

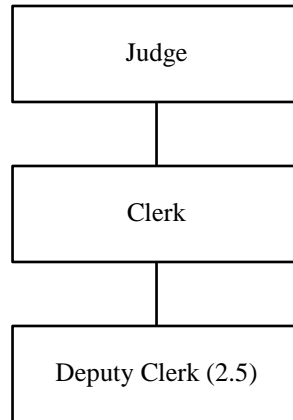
BUDGET ANALYSIS:

The FY 2022 Proposed Budget for the General District Court includes no budgetary adjustments in comparison to prior years.

Juvenile and Domestic Relations Court

ORGANIZATIONAL PURPOSE:

The Fauquier County Juvenile and Domestic Relations District Court strives to be constantly aware of and address the ever-changing needs of the citizens of Fauquier County, especially the at-risk juveniles, troubled adults, and their families.



All Juvenile and Domestic Relations Court positions are State-funded positions.

GOALS:

- Strive to save the at-risk youth and assist their families, in order for them to reach their maximum potential.
- Offer at-risk youth every available opportunity to succeed, as this is the right of every individual in our society.
- Protect the community from these troubled youth.

KEY PROJECTS FOR FY 2022:

- Work with at-risk youth and their families to help mitigate the threat these youth pose to themselves, as well as to the surrounding community.

Juvenile and Domestic Relations Court

BUDGET SUMMARY:

	FY 2019 Actual	FY 2020 Actual	FY 2021 Adopted	FY 2022 Approved	FY 2022 Proposed
Expenditure Summary:					
Personnel	\$0	\$0	\$0	\$0	\$0
Operating	14,019	11,407	17,726	17,726	17,726
Capital	0	0	0	0	0
Total	\$14,019	\$11,407	\$17,726	\$17,726	\$17,726
Revenue	\$222	\$79	\$250	\$250	\$250
Net Local Revenue	\$13,797	\$11,328	\$17,476	\$17,476	\$17,476
Full Time Staff	0.00	0.00	0.00	0.00	0.00
Part Time Staff	0.00	0.00	0.00	0.00	0.00
Full-time Equivalents	0.00	0.00	0.00	0.00	0.00

BUDGET ANALYSIS:

The FY 2022 Proposed Budget for the Juvenile and Domestic Relations Court includes no budgetary adjustments in comparison to prior years.

Magistrates

ORGANIZATIONAL PURPOSE:

Magistrates are appointed by Executive Secretary of Supreme Court of Virginia without a term limit but at the pleasure of the Executive Secretary. The number of magistrates in each district is authorized by the Committee on District Courts. While magistrates do not possess trial jurisdiction, they are an integral part of the judicial system and are judicial officers of the Commonwealth of Virginia. The principal function of the magistrate is to provide an independent, unbiased review of complaints brought by police officers, sheriff deputies, and citizens. Magistrates are not police officers, nor do they provide law enforcement; magistrates are issuing officers who serve as a buffer between law enforcement and society. Magistrates may assist the public by providing information on the judicial system processes and procedures. Magistrates have no authority except that which has been expressly conferred by statute.

GOALS:

- Provide services as required by the Supreme Court of Virginia to serve the citizens of Fauquier County.

KEY PROJECTS FOR FY 2022:

- Continue to be responsible for providing the law enforcement officers and citizens of Fauquier County with the best possible service Magistrates can offer.

BUDGET SUMMARY:

	FY 2019 Actual	FY 2020 Actual	FY 2021 Adopted	FY 2022 Approved	FY 2022 Proposed
Expenditure Summary:					
Personnel	\$43,392	\$34,699	\$73,946	\$73,946	\$73,946
Operating	13,678	7,237	13,827	13,827	13,827
Capital	0	0	0	0	0
Total	\$57,070	\$41,936	\$87,773	\$87,773	\$87,773
Revenue	\$0	\$0	\$0	\$0	\$0
Net Local Revenue	\$57,070	\$41,936	\$87,773	\$87,773	\$87,773
Full Time Staff	0.00	0.00	0.00	0.00	0.00
Part Time Staff	0.00	0.00	0.00	0.00	0.00
Full-time Equivalents	0.00	0.00	0.00	0.00	0.00

BUDGET ANALYSIS:

The FY 2022 Proposed Budget for the Magistrates includes no budgetary adjustments in comparison to prior years.

Public Defender's Office

ORGANIZATIONAL PURPOSE:

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

GOALS:

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

BUDGET SUMMARY:

	FY 2019 Actual	FY 2020 Actual	FY 2021 Adopted	FY 2022 Approved	FY 2022 Proposed
Expenditure Summary:					
Personnel	\$0	\$0	\$0	\$0	\$0
Operating	23,402	34,142	34,467	34,467	34,467
Capital	0	0	0	0	0
Total	\$23,402	\$34,142	\$34,467	\$34,467	\$34,467
Revenue	\$0	\$0	\$0	\$0	\$0
Net Local Revenue	\$23,402	\$34,142	\$34,467	\$34,467	\$34,467
Full Time Staff	0.00	0.00	0.00	0.00	0.00
Part Time Staff	0.00	0.00	0.00	0.00	0.00
Full-time Equivalents	0.00	0.00	0.00	0.00	0.00

BUDGET ANALYSIS:

The FY 2022 Proposed Budget for the Public Defender includes no budgetary adjustments in comparison to prior years.

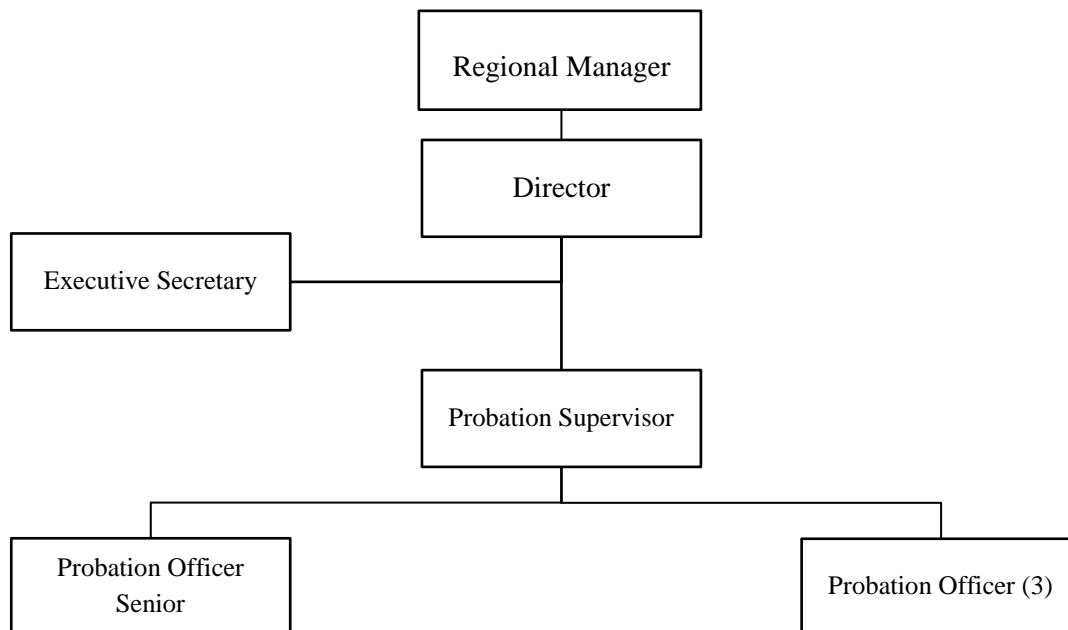
Juvenile Detention and Probation

ORGANIZATIONAL PURPOSE:

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

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

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



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

Juvenile Detention and Probation

GOALS:

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

KEY PROJECTS FOR FY 2022:

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

BUDGET SUMMARY:

	FY 2019 Actual	FY 2020 Actual	FY 2021 Adopted	FY 2022 Approved	FY 2022 Proposed
Expenditure Summary:					
Personnel	\$0	\$0	\$1,841	\$1,841	\$1,841
Operating	125,475	147,117	307,691	307,691	307,691
Capital	0	0	0	0	0
Total	\$125,475	\$147,117	\$309,532	\$309,532	\$309,532
Revenue	\$36,836	\$36,836	\$36,836	\$36,836	\$36,836
Net Local Revenue	\$88,639	\$110,281	\$272,696	\$272,696	\$272,696
Full Time Staff	0.00	0.00	0.00	0.00	0.00
Part Time Staff	0.00	0.00	0.00	0.00	0.00
Full-time Equivalents	0.00	0.00	0.00	0.00	0.00

Juvenile Detention and Probation

BUDGET ANALYSIS:

The FY 2022 Proposed Budget for Juvenile Detention and Probation includes no budgetary adjustments in comparison to prior years.

PROGRAM 1: *Detention and Virginia Juvenile Justice Community Crime Control Act (VJCCCA) Services*

The Department of Juvenile Justice endorses the Balanced Approach to juvenile justice. This framework includes three components in meeting the needs of communities, victims and offenders. The three components include public safety, accountability and competency development. The Balanced Approach lends itself well to the intent of the VJCCCA to provide a “community-based system of progressive intensive sanctions and services that correspond to the severity of offense and treatment needs” (§ 16.1-309.2 of the Code of Virginia).

In accordance with the Balanced Approach model, all VJCCCA programs must:

- 1) Promote community protection
- 2) Hold juveniles accountable for their behavior and restore the losses suffered by victims
- 3) Provide opportunities for juveniles to acquire or build on interpersonal, cognitive and behavioral skills and strengths at home, in school, and at work

SERVICE VOLUME	FY 2019 Actual	FY 2020 Actual	FY 2021 Projected	FY 2022 Projected
Youth detained	12	13	20	20
Child Care days ¹	4.5	472.0	3.0	3.0
VJCCCA service clients	94	190	110	120

¹There was one-time increase due to circumstances unique to FY 2020.

PROGRAM 2: *Probation and Parole*

Provide probation and parole services for juveniles of Fauquier County.

SERVICE VOLUME	FY 2019 Actual	FY 2020 Actual	FY 2021 Projected	FY 2022 Projected
Probation and paroles per month	15	9	30	35
Intakes	928	1,020	1,050	1,100

OBJECTIVES:

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

Juvenile Detention and Probation

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

Sheriff's Office

ORGANIZATIONAL PURPOSE:

The Fauquier County Sheriff's Office (FCSO) provides professional public safety services in conformance to Article VII, Section 4 of the Constitution of Virginia and the prescribed ordinances of Fauquier County as defined by the governing body. It is the mission of the Sheriff's Office to provide quality service to our citizens and community through honor, professionalism, commitment, compassion, and accountability. The Sheriff's Office consists of six programs, the Patrol Division, the Criminal Investigations Divisions (CID), the Adult Detention Center (ADC), Professional Standards, The Civil Process/Court Security Division and the Joint Communications Center.

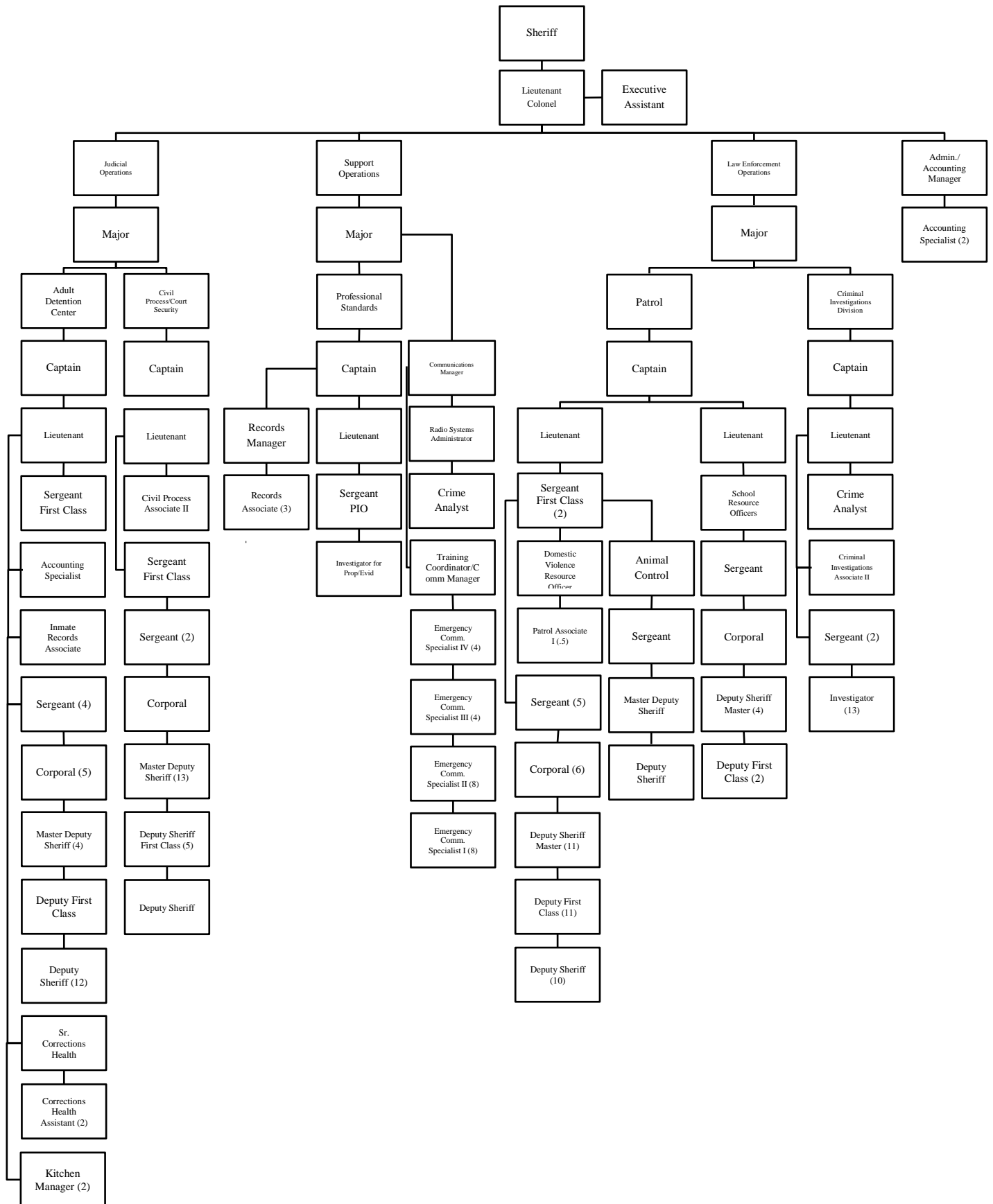
GOALS:

- Provide enhanced, proactive, public safety services to the residents of Fauquier County.
- Provide quality public safety, court security, civil process, correctional control, animal control, and rehabilitation through updated methodologies and personnel allocations.
- Execute these goals and responsibilities efficiently and effectively.
- Provide the necessary housing, security, and safety for incarcerated individuals. Evaluate and adjust confinement for arrestees awaiting trial, sentencing, or transfer to other facilities.
- Improve overcrowded conditions of the ADC through innovative solutions.
- Enhance employee retention through career ladder improvements.
- Provide leadership and crisis intervention training.
- Continue to improve E-911 service by investigating in new technologies.
- Dispatch the appropriate emergency response in accordance with established protocols.

KEY PROJECTS FOR FY 2022:

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

Sheriff's Office



Sheriff's Office

BUDGET SUMMARY:

Departmental Total	FY 2019 Actual	FY 2020 Actual	FY 2021 Adopted	FY 2022 Approved	FY 2022 Proposed
Expenditure Summary:					
Personnel	\$15,993,696	\$16,665,784	\$16,659,607	\$16,748,434	\$16,635,740
Operating	4,905,959	4,733,828	5,357,337	5,395,777	5,395,777
Capital	30,899	104,918	0	0	0
Total	\$20,930,554	\$21,504,530	\$22,016,944	\$22,144,211	\$22,031,517
Revenue	\$4,998,478	\$5,095,861	\$5,422,984	\$5,346,638	\$5,404,212
Net Local Revenue	\$15,932,076	\$16,408,669	\$16,593,960	\$16,797,573	\$16,630,975
Full Time Staff	184.00	185.00	185.00	185.00	185.00
Part Time Staff	0.50	0.50	0.50	0.50	0.50
Full-time Equivalents	184.50	185.50	185.50	185.50	185.50

Sheriff	FY 2019 Actual	FY 2020 Actual	FY 2021 Adopted	FY 2022 Approved	FY 2022 Restated
Expenditure Summary:					
Personnel	\$10,926,910	\$11,313,322	\$11,306,878	\$11,365,177	\$11,274,233
Operating	1,505,599	1,480,307	1,592,151	1,627,291	1,671,381
Capital	30,899	104,918	0	0	0
Total	\$12,463,408	\$12,898,547	\$12,899,029	\$12,992,468	\$12,945,614
Revenue	\$4,515,332	\$4,631,168	\$5,013,926	\$4,941,907	\$4,941,907
Net Local Revenue	\$7,948,076	\$8,267,379	\$7,885,103	\$8,050,561	\$8,003,707
Full Time Staff	121.00	121.00	121.00	121.00	121.00
Part Time Staff	0.50	0.50	0.50	0.50	.50
Full-time Equivalents	121.50	121.50	121.50	121.50	121.50

Sheriff's Office

Communications	FY 2019 Actual	FY 2020 Actual	FY 2021 Adopted	FY 2022 Approved	FY 2022 Proposed
Expenditure Summary:					
Personnel	\$2,173,392	\$2,293,873	\$2,456,565	\$2,470,875	\$2,466,524
Operating	586,046	513,643	754,675	754,858	754,858
Capital	0	0	0	0	0
Total	\$2,759,438	\$2,807,516	\$3,211,240	\$3,225,733	\$3,221,382
Revenue	\$231,481	\$213,590	\$154,000	\$154,000	\$211,574
Net Local Revenue	\$2,527,957	\$2,593,926	\$3,057,240	\$3,071,733	\$3,009,808
Full Time Staff	29.00	30.00	30.00	30.00	30.00
Part Time Staff	0.00	0.00	0.00	0.00	0.00
Full-time Equivalents	29.00	30.00	30.00	30.00	30.00

Adult Detention Center (ADC)	FY 2019 Actual	FY 2020 Actual	FY 2021 Adopted	FY 2022 Approved	FY 2022 Restated
Expenditure Summary:					
Personnel	\$2,893,394	\$3,058,589	\$2,896,164	\$2,912,382	\$2,894,983
Operating	474,534	429,805	568,678	571,795	527,705
Capital	0	0	0	0	0
Total	\$3,367,928	\$3,488,394	\$3,464,842	\$3,484,177	\$3,422,688
Revenue	\$251,665	\$251,103	\$255,058	\$250,731	\$250,731
Net Local Revenue	\$3,116,263	\$3,237,291	\$3,209,784	\$3,233,446	\$3,171,957
Full Time Staff	34.00	34.00	34.00	34.00	34.00
Part Time Staff	0.00	0.00	0.00	0.00	0.00
Full-time Equivalents	34.00	34.00	34.00	34.00	34.00

Sheriff's Office

Northwest Regional Detention Center	FY 2019 Actual	FY 2020 Actual	FY 2021 Adopted	FY 2022 Approved	FY 2022 Restated
Expenditure Summary:					
Personnel	\$0	\$0	\$0	\$0	\$0
Operating	2,339,780	2,310,073	2,441,833	2,441,833	2,441,833
Capital	0	0	0	0	0
Total	\$2,339,780	\$2,310,073	\$2,441,833	\$2,441,833	\$2,441,833
Revenue	\$0	\$0	\$0	\$0	\$0
Net Local Revenue	\$2,339,780	\$2,310,073	\$2,441,833	\$2,441,833	\$2,441,833
Full Time Staff	0.00	0.00	0.00	0.00	0.00
Part Time Staff	0.00	0.00	0.00	0.00	0.00
Full-time Equivalents	0.00	0.00	0.00	0.00	0.00

BUDGET ANALYSIS:

The FY 2022 Proposed Budget for the Sheriff's Office includes personnel expenditure adjustments related to rising benefit costs.

PROGRAM 1: *Patrol*

The Patrol Division Deputies are the County's public safety and security first responders providing coverage for Fauquier County's 651 square miles. Patrol provides 24-hour/7 day a week response by uniformed deputies to all types of calls for service received through our Emergency Communications Center. These calls may include, but are not limited to: safety and security checks, preliminary criminal investigations, traffic control, motor carrier safety enforcement, traffic enforcement and crash investigation. The patrol division also is responsible for the Sheriff's Office K-9 program and School Resource Officer Unit.

The Animal Control Deputies (ACU) provide coverage for calls regarding animal complaints throughout Fauquier County. While the primary mission is to provide coverage in response to calls involving domesticated animals, ACU deputies are often tasked with response to wild/exotic animal calls for service. Animal Control responds to calls involving owned, stray, injured, at-large, and neglected animals. Animal Control also handles bite reports, license violations, humane investigations and other animal-related calls. Animal Control deputies also provide direct law enforcement support to Patrol Units and are subject to Mutual Aid request from neighboring jurisdictions.

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

Sheriff's Office

SERVICE VOLUME	FY 2019 Actual	FY 2020 Actual	FY 2021 Projected	FY 2022 Projected
Patrol Calls for service	24,866	18,629	25,000	25,100
Animal Control Calls for service ¹	3,898	3,529	3,900	4,000
Patrol Arrests – misdemeanor and felony ¹	1,596	1,469	1,600	1,800
Animal Control Arrests – misdemeanor and felony	105	99	115	130
Traffic summons issued ¹	7,665	5,243	7,000	7,500
Animals transported	719	803	880	900

¹Measures are significantly reduced due to COVID-19 pandemic for FY 2020.

OBJECTIVES:

- To maintain average response time to calls for service.
- Reduce traffic related deaths and injuries by increased traffic enforcement.
- Increase enforcement of animal welfare laws.

OUTCOME MEASURES	FY 2019 Actual	FY 2020 Actual	FY 2021 Goal	FY 2022 Goal
Patrol average response time (in minutes) ¹	13:36	15:25	14:00	14:00
Percentage of crashes with injury or death ¹	45%	44%	42%	40%
% of animal welfare cases closed by arrest/summon ¹	3%	7%	7%	8%

¹FY 2021 Goals were updated based on FY20 Actuals. This measure fluctuates based on type of calls received.

PROGRAM 2: Adult Detention Center (ADC)

The ADC provides safe and secure housing for incarcerated individuals, maintains inmate records, calculates length of inmate sentences and reviews court orders to ensure court dates are met. This division manages trustee work programs, assigns work where required and facilitates inmate movement for video arraignments while ensuring the security needs are met. This division provides medical treatment in accordance with State health requirements to include administering prescribed medications, and ensures controlled substances provided by physicians are secure. The ADC provides immediate emergency care and maintains a secure in-house emergency facility. This division meets required health and dietary needs as defined by State and County ordinances, as well as special dietary needs required due to physical conditions, religious beliefs, etc. This division is responsible for the supervision of the Work Release Program by monitoring employment attendance and compliance with electronic incarceration programs. They also provide transportation as needed to court and other facilities.

Sheriff's Office

SERVICE VOLUME	FY 2019 Actual	FY 2020 Actual	FY 2021 Projected	FY 2022 Projected
Prisoner transports ¹	6,338	4,953	7,000	7,100
Work Release/Home Incarceration (EIP) Average Daily Population	6	5	10	10
Temporary Detention Orders (TDO) transports ¹	107	74	120	130

¹Measures are significantly reduced due to COVID-19 pandemic.

OBJECTIVES:

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

OUTCOME MEASURES	FY 2019 Actual	FY 2020 Actual	FY 2021 Goal	FY 2022 Goal
WR/HI average daily participation	6	5	10	10
WR/HI average daily difference ¹	14	1	0	0
Average daily population ¹	70	42	95	95
Average daily population difference	25	28	0	0

¹Measures are significantly reduced due to COVID-19 pandemic.

PROGRAM 3: Criminal Investigations Division (CID)

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

Sheriff's Office

SERVICE VOLUME	FY 2019 Actual	FY 2020 Actual	FY 2021 Projected	FY 2022 Projected
Total cases assigned to/initiated by Criminal Investigation Division	733	689	714	764
Total number of cases closed by arrest	128	95	110	118
Total number of investigations closed by Exceptional Means	323	287	291	305
Total number of investigations suspended	255	306	275	270

OBJECTIVES:

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

OUTCOME MEASURES	FY 2019 Actual	FY 2020 Actual	FY 2021 Goal	FY 2022 Goal
Total cases closed	706	688	701	715
Percentage of cases closed by arrest	17.5%	14.0%	16.0%	18.0%
Percentage of cases closed by Exceptional Means	44.0%	42.0%	41.0%	40.0%
Percentage of cases closed by Suspended	34.8%	44.0%	40.0%	38.0%

PROGRAM 4: *Professional Standards*

Professional Standards is responsible for maintaining all official records for the Sheriff's Office, as well as responding to requests for incident/crash reports, background checks and FOIA. Professional Standards ensures compliance with Commonwealth of Virginia Department of Criminal Justice Services accreditation and training requirements. Professional Standards also performs functions related to grants, firearms and personnel hiring and selection.

Data entry of public safety records includes: verifying incident-based reporting compliance before submitting to the Virginia State Police; entering non-bookings arrests, summonses, VCIN validation supplements, producing daily activity reports, RMS name candidating, and suspension notices; preparing Commonwealth Attorney case packets, and complying with court orders.

SERVICE VOLUME	FY 2019 Actual	FY 2020 Actual	FY 2021 Projected	FY 2022 Projected
Data entry of public safety records	22,181	23,159	23,500	23,500
Requests for public safety information	905	1,060	1,060	1,060
Training actions (classes, ranges, etc.)	92	62	62	62
Accreditation actions (directives written/revised, audits, etc.)	784	794	800	800
Applicants processed	189	189	189	189

Sheriff's Office

PROGRAM 5: Civil Process/Court Security Division

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

SERVICE VOLUME	FY 2019 Actual	FY 2020 Actual	FY 2021 Projected	FY 2022 Projected
Civil papers served ¹	17,032	13,081	17,500	18,000
Extraditions completed	16	20	25	25
Warrants served by civil process of "Hard to Find File" from Patrol/CID	102	231	200	200
Security check point traffic (Combined Courts)	177,900	182,000	170,000	175,000
Live scan prints completed (GDC & CP/CS Office Only) ¹	1,218	672	700	700

¹Measures are significantly reduced due to COVID-19 pandemic.

OBJECTIVES:

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

OUTCOME MEASURES	FY 2019 Actual	FY 2020 Actual	FY 2021 Goal	FY 2022 Goal
Civil papers received	17,126	13,183	18,000	18,500
Civil papers served	17,032	13,081	18,000	18,500
Percentage of papers served versus papers received	99.5%	99.2%	100.0%	100.0%

Sheriff's Office

PROGRAM 6: Communications

Answers 9-1-1 and business line calls for requests for service for the Sheriff's Office, Warrenton Police Department, and Fire and Rescue Services County-wide, and provides all radio communications for same.

SERVICE VOLUME	FY 2019 Actual	FY 2020 Actual	FY 2021 Projected	FY 2022 Projected
Telephone calls processed	146,111	142,850	160,722	162,313
Calls for service ¹	118,019	104,723	138,575	139,946
Dispatch actions performed	967,744	846,844	1,073,156	1,083,780
Mobile Data Terminal (MDT) messages	693,081	649,269	1,037,683	1,047,956

¹Measures are significantly reduced due to COVID-19 pandemic.

OBJECTIVES:

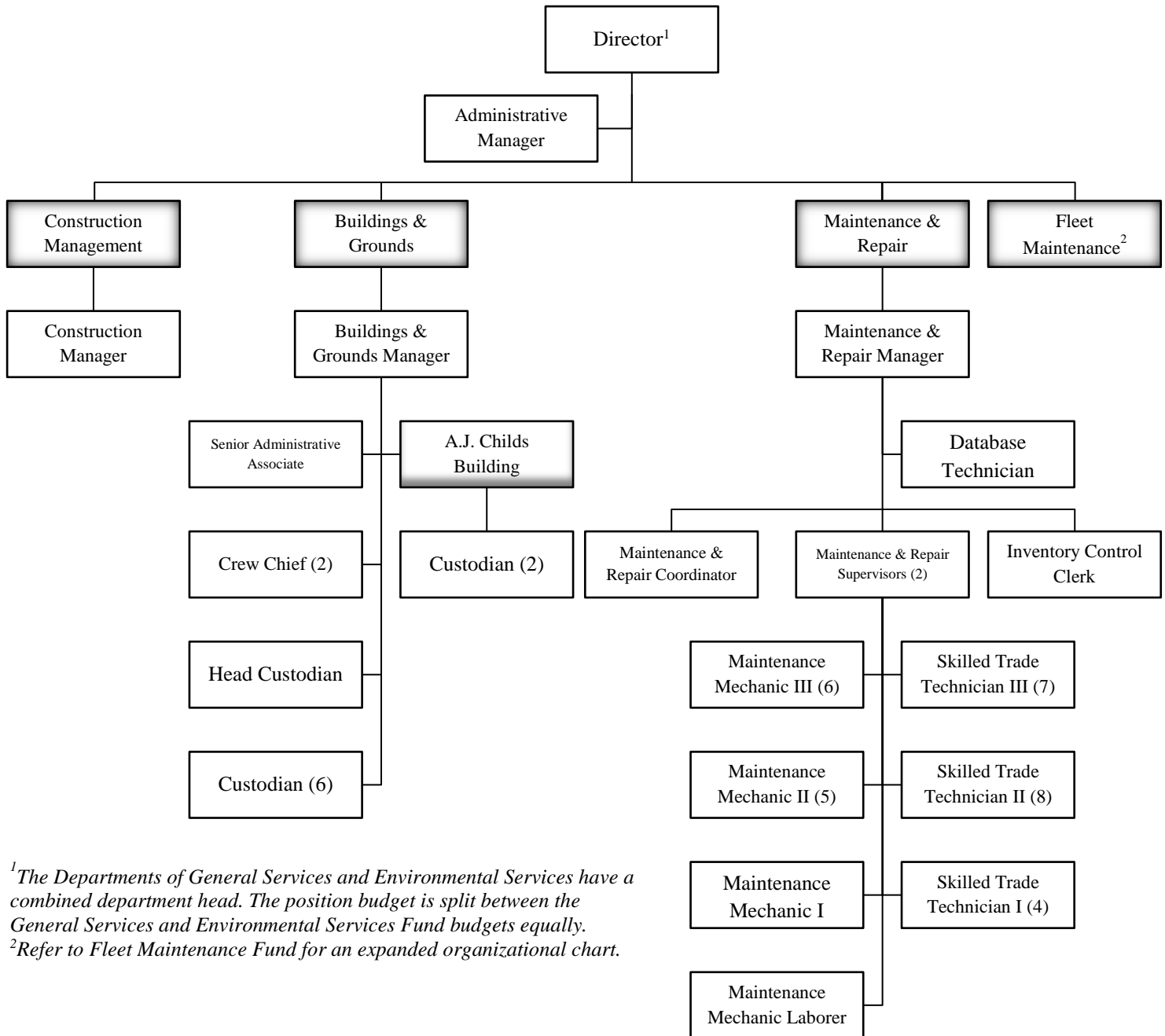
- Provide E-911 services and emergency radio communications at or at least equal to National Fire Protection Association (NFPA) Standard 1221.
- Maintain employee turnover rate close to the national average of 42%.

OUTCOME MEASURES	FY 2019 Actual	FY 2020 Actual	FY 2021 Goal	FY 2022 Goal
Answer 99% of 911 calls less than 40 seconds- NFPA Standard	100.0%	99.5%	99.0%	99.0%
Answer 95% of 911 calls less than 15 seconds- NFPA Standard	100.0%	99.5%	95.0%	95.0%
Fire & Rescue calls: Process 90% within 64 seconds of receipt	81%	75%	90%	90%
Fire & Rescue calls: Process 95% within 106 seconds of receipt	82%	95%	95%	95%
Maintain staff turnover at 40% or less	25%	20%	40%	40%
Quality Assurance/Quality Improvement: 2% of all calls	1%	1%	2%	2%

General Services

ORGANIZATIONAL PURPOSE:

The Department of General Services maintains a customer-focused organization that delivers cost effective, quality, and timely services, with concentration on safety and efficiency. The department also provides management and budget oversight of the Armory, Comprehensive Maintenance, Disability Services Board, and the Alice Jane Childs Office Building. General Services consists of five operational divisions: Administration, Buildings and Grounds, Construction Management, Maintenance and Repair, and Fleet Maintenance.



¹The Departments of General Services and Environmental Services have a combined department head. The position budget is split between the General Services and Environmental Services Fund budgets equally.

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

General Services

GOALS:

- Provide competent and reliable delivery of services to customers.
- Identify staff training requirements and implement training programs.
- Continue Occupational Safety and Health Administration (OSHA) / Virginia Occupational Safety and Health Compliance Program (VOSH) Safety Training program, including implementation of the Fauquier County Safety Policy, Section 54.
- Complete projects in the fiscal year in which they are budgeted, pending funding availability.
- Annually review and revise the growth plan for County facilities, with supporting documentation for the Capital Improvement Program.
- Annually update five-year Major System Replacement program, and develop projections for Comprehensive Maintenance Plan (CMP) expenditures.
- To provide clean and sanitary environments for employees and the public.

KEY PROJECTS FOR FY 2022:

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

BUDGET SUMMARY:

Department Budget	FY 2019 Actual	FY 2020 Actual	FY 2021 Adopted	FY 2022 Approved	FY 2022 Proposed
Expenditure Summary:					
Personnel	\$3,805,704	\$3,864,441	\$4,028,354	\$4,053,873	\$4,039,194
Operating	1,488,123	1,301,716	1,617,900	1,627,751	1,626,283
Capital	12,284	0	8,400	8,400	8,400
Total	\$5,306,111	\$5,166,157	\$5,654,654	\$5,690,024	\$5,673,877
Revenue	\$270,117	\$238,241	\$247,899	\$247,899	\$247,899
Net Local Revenue	\$5,037,276	\$4,927,916	\$5,406,755	\$5,442,125	\$5,425,978
Full Time Staff	54.00	54.00	54.00	54.00	54.00
Part Time Staff	0.00	0.00	0.00	0.00	0.00
Full-time Equivalents	54.00	54.00	54.00	54.00	54.00

General Services

General Services	FY 2019 Actual	FY 2020 Actual	FY 2021 Adopted	FY 2022 Approved	FY 2022 Proposed
Expenditure Summary:					
Personnel	3,715,081	\$3,783,006	\$3,936,412	\$3,960,977	\$ 3,946,298
Operating	1,387,742	1,211,431	1,510,902	1,520,753	1,519,285
Capital	12,284	0	8,400	8,400	8,400
Total	\$5,115,107	\$4,994,437	\$5,455,714	\$5,490,130	\$5,473,983
Revenue	\$134,590	\$114,749	\$117,100	\$117,100	\$117,100
Net Local Revenue	\$4,980,517	\$4,879,688	\$5,338,614	\$5,373,030	\$5,340,090
Full Time Staff	52.00	52.00	52.00	52.00	52.00
Part Time Staff	0.00	0.00	0.00	0.00	0.00
Full-time Equivalents	52.00	52.00	52.00	52.00	52.00

Alice Jane Childs Building	FY 2019 Actual	FY 2020 Actual	FY 2021 Adopted	FY 2022 Approved	FY 2022 Proposed
Expenditure Summary:					
Personnel	\$90,623	\$81,435	\$91,942	\$92,896	\$92,896
Operating	100,381	90,285	106,998	106,998	106,998
Capital	0	0	0	0	0
Total	\$191,004	\$171,720	\$198,940	\$199,894	\$199,894
Revenue	\$135,527	\$123,492	\$130,799	\$130,799	\$130,799
Net Local Revenue	\$55,477	\$48,228	\$68,141	\$69,095	\$69,095
Full Time Staff	2.00	2.00	2.00	2.00	2.00
Part Time Staff	0.00	0.00	0.00	0.00	0.00
Full-time Equivalents	2.00	2.00	2.00	2.00	2.00

BUDGET ANALYSIS:

The FY 2022 Proposed Budget for General Services includes personnel expenditure adjustments related to rising benefit costs.

General Services

PROGRAM 1: *Administration, Buildings & Grounds, Construction Management, and Maintenance & Repair*

General Services Administration provides oversight and management of each of the maintenance- and project-oriented areas within the department, including all aspects of work performed by the department, staffing, budgeting, and project coordination.

Buildings and Grounds provides lawn care and custodial services, supports internal office relocations, and manages surplus, minor projects, staffing for Armory maintenance, and the program workers from the Adult Detention Center.

Maintenance and Repair establishes and annually reviews the Comprehensive Maintenance and Major Systems Replacement Plans, provides construction management services for County projects, and coordinates consultants for construction.

Maintenance and Repair provides building and system maintenance of County and School buildings, as well grounds maintenance at schools.

SERVICE VOLUME	FY 2019 Actual	FY 2020 Actual	FY 2021 Projected	FY 2022 Projected
Facility work orders completed	8,300	7,200	8,300	8,300
Square footage of facilities maintained	2,409,823	2,434,304	2,500,429	2,500,429
Comprehensive Maintenance Plan (CMP)	45	27 ¹	60	50
Work order projects	208	230	150	150
Preventive maintenance scheduled	2,570	2,450	2,500	2,500

¹FY 2020 was impacted by the COVID-19 pandemic.

OBJECTIVES:

- Promote Occupational Safety & Health Administration/Virginia Occupational Safety & Health (OSHA/VOSH) compliance through continued staff training, and in accordance with the County's Safety Policy.
- Complete major projects in the fiscal year in which they are funded.
- Provide competent and reliable delivery of service to customers by meeting deadlines for response/completion of emergency and routine work orders and implementing a preventative maintenance program.

General Services

OUTCOME MEASURES	FY 2019 Actual	FY 2020 Actual ²	FY 2021 Goal	FY 2022 Goal
CMP projects completed in fiscal year funded	70%	55%	90%	90%
Complete general work orders within 10 business days	80%	80%	90%	90%
Immediate response to emergency work orders	100%	100%	100%	100%
Preventive Maintenance completion	90%	97%	95%	95%
Implement bar code tracking for inventory and warehouse management	95%	95%	95%	100%
Implement system for shop and custodial inventory, including warehouse management	85%	85%	90%	90%
Implement schedule of training on OSHA and VOSH	90%	50%	95%	95%
Attain higher standards of cleaning through monthly internal inspections ¹	50%	70%	80%	85%

¹FY 2019 reflects transition to a new Head Custodian.

²The COVID-19 pandemic had a significant impact on FY 2020 Actuals.

Community Services Board

ORGANIZATIONAL PURPOSE:

The Rappahannock-Rapidan Community Services Board (RRCSB) was formed in 1972 to serve as the regional agent for the delivery of mandated services to the elderly and to individuals with disabilities related to mental health, mental retardation, and substance abuse. Member jurisdictions include Fauquier, Culpeper, Madison, Orange, and Rappahannock Counties. Its overall mission is to improve quality of life by providing comprehensive mental health, intellectual disability, substance abuse, and aging services that are consumer-focused, community-based, promote dignity, choice, and social integration, and evaluated based on outcomes.

GOALS:

- Provide a safety net for the vulnerable and/or disabled populations within the community, from birth throughout life.
- Identify appropriate services, define appropriate quantity and quality of service for clients, and determine the “eligible population” for its programs that are not publicly funded.
- Manage and be accountable for the services provided to maintain the community as a healthy and wholesome place in which to live and work.
- Aggressively monitor all programs and services to verify need and efficiency of delivery to maximize results from available funds.
- Maintain services that are easily accessible, goal-directed, and with measurable outcomes in partnership with consumers.
- Maintain prevention and early intervention among its priority services.
- Educate the community about services available through the RRCSB.

BUDGET SUMMARY:

	FY 2019 Actual	FY 2020 Actual	FY 2021 Adopted	FY 2022 Approved	FY 2022 Proposed
Expenditure Summary:					
Personnel	\$0	\$0	\$0	\$0	\$0
Operating	482,215	489,482	619,438	791,431	791,431
Capital	0	0	0	0	0
Total	\$482,215	\$489,482	\$619,438	\$791,431	\$791,431
Revenue	\$0	\$0	\$0	\$0	\$0
Net Local Revenue	\$482,215	\$489,482	\$619,438	\$791,431	\$791,431
Full Time Staff	0.00	0.00	0.00	0.00	0.00
Part Time Staff	0.00	0.00	0.00	0.00	0.00
Full-time Equivalents	0.00	0.00	0.00	0.00	0.00

BUDGET ANALYSIS:

The FY 2022 Proposed Budget for the Community Services Board includes increases in accordance with the organization’s jurisdictional funding formula.

Public Health

ORGANIZATIONAL PURPOSE:

The Fauquier County Health Department strives to attain optimal health for County residents through disease prevention, environmental safeguards, and health promotion. The Fauquier County Health Department is part of a regional public health agency encompassing the five counties of the Rappahannock Rapidan Planning District. Overall program administration is handled by the State Department of Health. Areas of service include environmental health and inspections, general medical clinics, immunizations, family planning, maternal child health, and sexually transmitted diseases. The majority of clientele served are of low and moderate-income (particularly at the health clinics).

GOALS:

- Prevent disease from vaccine-preventable diseases.
- Improve the health of women, infants, and families.
- Prevent sexually transmitted diseases and their complications.
- Limit injuries due to infectious disease and disasters.
- Reduce foodborne illness.
- Reduce illness due to improper sewage handling.
- Reduce incidences of illnesses transmitted from animals to humans.

BUDGET SUMMARY:

	FY 2019 Actual	FY 2020 Actual	FY 2021 Adopted	FY 2022 Approved	FY 2022 Proposed
Expenditure Summary:					
Personnel	\$0	\$0	\$0	\$0	\$0
Operating	607,877	462,746 ¹	627,086	638,750	638,750
Capital	0	0	0	0	0
Total	\$607,877	\$462,746	\$627,086	\$638,750	\$638,750
Revenue	0\$	\$0	\$0	\$0	\$0
Net Local Revenue	\$607,877	\$462,746	\$627,086	\$638,750	\$638,750
Full Time Staff	0.00	0.00	0.00	0.00	0.00
Part Time Staff	0.00	0.00	0.00	0.00	0.00
Full-time Equivalents	0.00	0.00	0.00	0.00	0.00

¹\$154,248.75 additional funding was provided by the CARES Act.

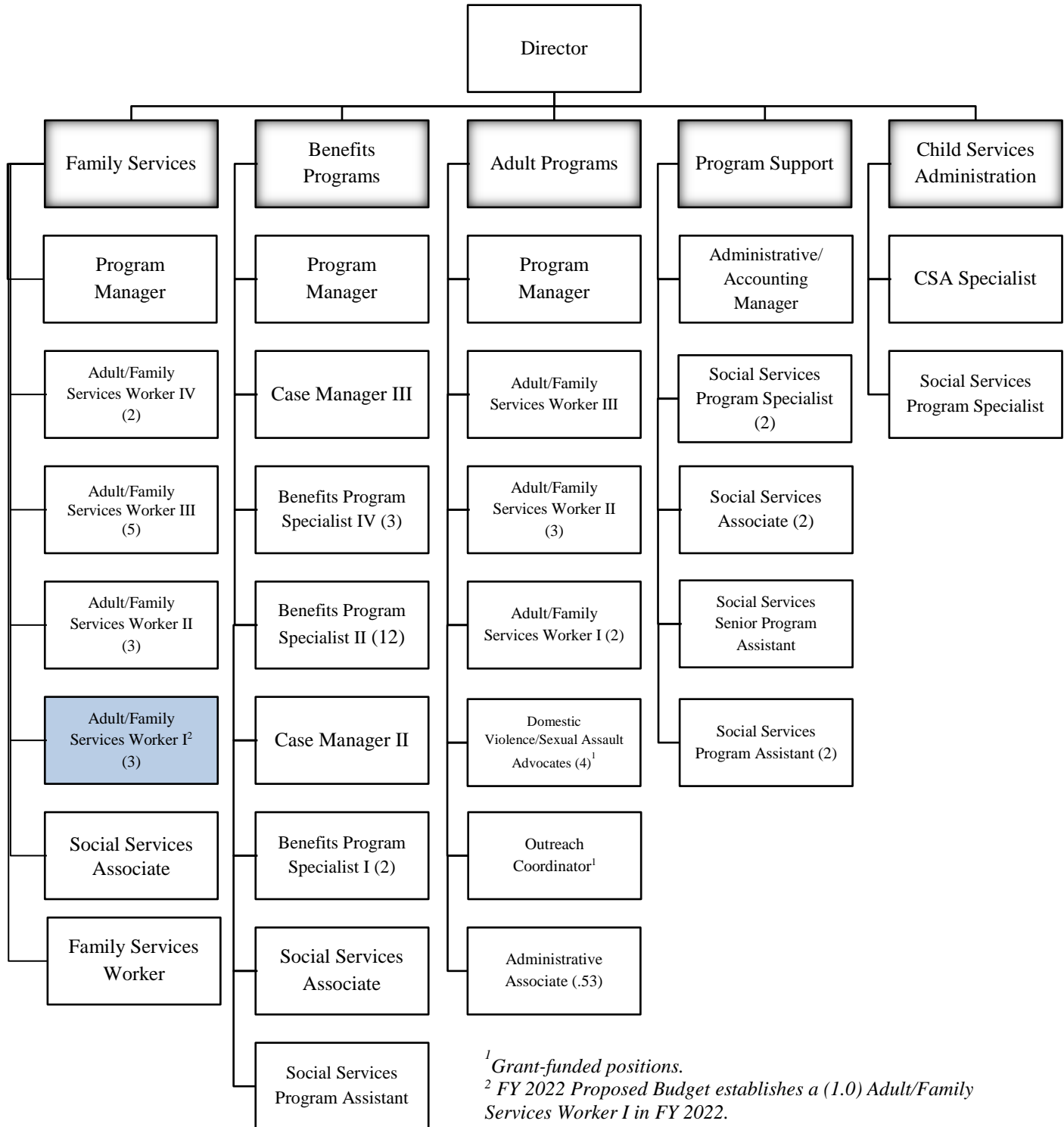
BUDGET ANALYSIS:

The FY 2022 Proposed Budget for Public Health includes no budgetary adjustments in comparison to prior years.

Social Services

ORGANIZATIONAL PURPOSE:

People helping people overcome adversity to secure strong futures for themselves, their families, and their communities.



Social Services

GOALS:

- Increase availability of adequate nutrition, health care, and support required to meet the basic needs of families with children, elderly, and/or disabled adults by providing timely, accurate benefits to all who qualify.
- Prevent abuse, neglect, and exploitation of children, elderly, and/or disabled adults.
- Preserve families and assure a permanent, safe, and stable environment for children.
- Plan and provide services for at-risk youth and their families that are child-centered, family-focused, and community-based.
- Maintain elderly and/or adults with disabilities safely at home as long as they choose.
- Help Temporary Assistance to Needy Families (TANF) clients increase their earnings.
- Support families and children through the provision of quality child care for working parents.
- Reduce the impact of domestic violence through prevention, education, and advocacy.

KEY PROJECTS FOR FY 2022:

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

BUDGET SUMMARY:

Department Total	FY 2019 Actual	FY 2020 Actual	FY 2021 Adopted	FY 2022 Approved	FY 2022 Proposed
Expenditure Summary:					
Personnel	\$4,222,575	\$4,603,167	\$4,772,111	\$4,800,579	\$4,847,046
Operating	7,252,138	7,808,636	7,756,616	7,778,050	7,841,674
Capital	34,774	0	0	0	0
Total	\$11,509,487	\$12,411,803	\$12,528,727	\$12,578,629	\$12,688,720
Revenue	\$6,955,206	\$7,715,447	\$7,991,663	\$8,000,369	\$7,870,471
Net Local Revenue	\$4,554,281	\$4,696,356	\$4,537,064	\$4,578,260	\$4,818,249
Full Time Staff	58.00	59.00	59.00	59.00	60.00
Part Time Staff	0.53	0.53	0.53	0.53	0.53
Full-time Equivalents	58.53	59.53	59.53	59.53	60.53

Social Services

Social Services	FY 2019 Actual	FY 2020 Actual	FY 2021 Adopted	FY 2022 Approved	FY 2022 Proposed
Expenditure Summary:					
Personnel	\$4,172,023	\$4,549,514	\$4,689,019	\$4,717,010	\$4,763,477
Operating	3,084,278	3,228,743	3,111,997	3,133,431	3,197,055
Capital	34,774	0	0	0	0
Total	\$7,291,075	\$7,778,257	\$7,801,016	\$7,850,441	\$7,960,532
Revenue	\$5,059,373	\$5,427,640	\$5,243,933	\$5,252,639	\$5,246,175
Net Local Revenue	\$2,231,702	\$2,350,617	\$2,557,083	\$2,597,802	\$2,714,357
Full Time Staff	57.00	58.00	58.00	58.00	59.00
Part Time Staff	0.53	0.53	0.53	0.53	0.53
Full-time Equivalents	57.53	58.53	58.53	58.53	59.53

CSA	FY 2019 Actual	FY 2020 Actual	FY 2021 Adopted	FY 2022 Approved	FY 2022 Proposed
Expenditure Summary:					
Personnel	\$50,552	\$53,653	\$83,092	\$83,569	\$83,569
Operating	4,167,860	4,579,893	4,644,619	4,644,619	4,644,619
Capital	0	0	0	0	0
Total	\$4,218,412	\$4,633,546	\$4,727,711	\$4,728,188	\$4,728,188
Revenue	\$1,895,833	\$2,287,807	\$2,747,730	\$2,747,730	\$2,624,296
Net Local Revenue	\$2,322,579	\$2,345,739	\$1,979,981	\$1,980,458	\$2,103,892
Full Time Staff	1.00	1.00	1.00	1.00	1.00
Part Time Staff	0.00	0.00	0.00	0.00	0.00
Full-time Equivalents	1.00	1.00	1.00	1.00	1.00

BUDGET ANALYSIS:

The FY 2022 Proposed Budget for Social Services includes personnel expenditure adjustments related to rising benefit costs and the establishment of a full-time Family Services Worker I (1.0) in FY 2022. Revenue for Social Services is based on the State's funding allocation, and state/federal pass-thru funding for new and converted positions in FY 2022. This includes full funding in FY 2022 for the establishment of the full-time Family Services Worker position.

Social Services

PROGRAM 1: *Adult Services*

The Adult Services Team provides services to elderly and adults with disabilities, investigates reports of abuse, neglect or exploitation and assesses the functioning of vulnerable adults, and assists adults and families in exploring substitute decision makers.

This team determines the appropriateness of out-of-home placement and assists in obtaining and maintaining such placements and collaborates with community agencies to maintain individuals in the least restrictive environment possible for health, safety, and quality of life. Program staff members also initiate and respond to court proceedings, track and monitor reports received and then report back to the court on findings. This team makes yearly face-to-face home visits and reviews guardianship reports and monitors the provision of services by in-home service providers, adult care residences, and adult foster care homes. They provide assistance with alternatives when indicated by screening evaluation, and develop in-home service resources.

SERVICE VOLUME	FY 2019 Actual	FY 2020 Actual	FY 2021 Projected	FY 2022 Projected
Abuse neglect and exploitation investigations	444	544	560	600
Long term care screenings	180	153	200	210
Department-funded home-based care clients	68	53	90	95
Domestic violence clients served both grants	290	297	350	380

OBJECTIVES:

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

OUTCOME MEASURES	FY 2019 Actual	FY 2020 Actual	FY 2021 Goal	FY 2022 Goal
Clients with reports investigated	444	544	560	600
Clients found in need of protective services	235	353	280	300
Clients found in need	53%	65%	70%	70%
Clients who accept protective services	209	323	260	280

PROGRAM 2: *Family Services*

The Family Services Team provides services to children and their families. These services include investigating and assessing reports of child abuse and neglect, assessing the needs of families and children and engaging families in planning for children. Staff members initiate and respond to court proceedings and place children in out-of-home placements and provide services to achieve permanent living situations through returning the child home, placing the child with relatives, or adoption. Family Services also provides independent living skills for foster children 14 or older, and collaborates with community agencies to intervene early to stabilize and support the family in providing quality parenting to children. In addition, this team trains adoptive and foster parents and provides support groups as well as provides in-home counseling and substance abuse groups.

Social Services

SERVICE VOLUME	FY 2019 Actual	FY 2020 Actual	FY 2021 Projected	FY 2022 Projected
Adoption assistance	93	66	110	120
Adoptive investigations	13	10	38	40
Custody investigations	9	7	15	15
Child abuse/neglect investigations/assessments	225	197	250	275
Foster children entering care	21	17	40	40
Foster children in care end of fiscal year	43	45	50	60
Child Protective Services ongoing and Prevention cases	38	16	45	45

OBJECTIVES:

- Provide services, intervention, and treatments to parents, providing safety to children while maintaining the family unit if possible.
- We strive to initiate investigations or family assessments in response to all valid reports of suspected child abuse or neglect within 24 hours, and place children in permanent (adoptive or custodial) homes within 18 months. Another objective is to provide early intervention to stabilize and support families to maintain the family unit.

OUTCOME MEASURES	FY 2019 Actual	FY 2020 Actual	FY 2021 Goal	FY 2022 Goal
Valid reports with investigation initiated within 24 hours	225	189	235	240
Children who were adopted or placed in a custodial home within 18 months	17	14	25	30
Annual percentage of children whose families were provided preventative services who avoided foster care	100%	100%	100%	100%

PROGRAM 3: *Benefits – Independence and Adult Teams*

The Benefits Team determines assistance eligibility for the following benefits: Supplemental Nutrition Assistance Program (SNAP), Temporary Assistance for Needy (TANF), Medicaid, Auxiliary Grants, Energy Assistance, and General Relief. This team collaborates with community partners to meet the needs of our citizens. For example, we administer distributions from the Dominion Power Energy Share program.

Social Services

SERVICE VOLUME	FY 2019 Actual	FY 2020 Actual	FY 2021 Projected	FY 2022 Projected
Medicaid applications	3,114	2,998	4,118	4,118
Average Medicaid caseload	3,739	4,556	4,524	4,524
SNAP applications	1,239	1,294	2,315	2,315
Average SNAP Caseload	1,412	1,362	2,484	2,484
TANF Applications	243	237	223	223
Average TANF Caseload	72	71	60	60
Energy Assistance Applications	783	939	871	871
General relief and auxiliary grant applications	191	124	207	207
Average auxiliary grant caseload	16	18	16	16

OBJECTIVES:

- Increase the availability of nutrition and health care to families with children, aged, and Fauquier citizens with disabilities by providing timely, accurate benefits to all who qualify.
- Meet the prescribed time frames for decision on cash, medical, nutrition, energy and emergency assistance program applications.

OUTCOME MEASURES	FY 2019 Actual	FY 2020 Actual	FY 2021 Goal	FY 2022 Goal
Assistance program applications processed	5,910	4,781	8,348	8,348
Applications processed within prescribed time frames	5,327	4,662	8,181	8,181
Percentage of benefit program applications processed timely	90.0%	97.5%	98.0%	98.0%

PROGRAM 4: *Employment & Child Care*

The Employment & Child Care Team provides employment support services, operates The Work Place – Fauquier’s Career Resource Center, and provides child care subsidies to eligible families.

These programs provide case management services to parents with children receiving TANF who participate in the Virginia Initiative for Employment not Welfare (VIEW) program. The services include assessing employment strengths and barriers, developing service plans, locating and referring clients to services and training, monitoring the effectiveness of service delivery, assuring client compliance with program requirements, and assisting with child care and transportation.

We also collaborate with community partners to meet the needs of our citizens for employment, financial and parent support and training, substance abuse and mental health counseling, job training, literacy, transportation, disabilities, etc. We work with the Department of Aging and Rehabilitative Services and Employment Service Organizations to identify barriers to work and provide clients with services to obtain and retain employment.

Social Services

We provide employment services in conjunction with The Work Place to those who are seeking jobs or additional training and advancement. We also provide childcare subsidies to eligible families.

SERVICE VOLUME ¹	FY 2019 Actual	FY 2020 Actual	FY 2021 Projected	FY 2022 Projected
Average VIEW and transitional cases	38	38	42	42
Average child care cases	50	99	65	65
Average children receiving child care	89	180	100	100

¹Calculated based on monthly averages.

OBJECTIVES:

- Through VIEW, effectively assist TANF clients to attain improved job placement to earn more income.
- TANF Clients participating in VIEW will maintain their employment.
- Support families and children through the provision of quality child care in the child care subsidy programs.
- Reduce the wait time for those requesting child care assistance.
- Process application requests within a 60 day timeframe.

OUTCOME MEASURES	FY 2019 Actual	FY 2020 Actual	FY 2021 Goal	FY 2022 Goal
Work Place visitors	1,237	1,289	1,600	1,600
VIEW client visitors	207	182	200	200
Non-VIEW visitors	190	1,107	1,400	1,400
Percent that are VIEW clients	17.0%	14.0%	12.5%	12.5%
Percentage of child care applications processed timely	98%	100%	98%	98%

PROGRAM 5: *Children's Services Administration*

The Children's Services Act (CSA) pools eight specific funding streams that purchase services for high-risk youth. These funds are managed by local interagency teams. The Community Policy and Management Team (CPMT) serves as the policy-making body and fiscal manager of funds for CSA at the local level. The Family Assessment and Planning Team (FAPT) is appointed by CPMT and is tasked with assessing the strengths and needs of individual youths and families and identifying services to be provided. Both CPMT and FAPT continue to review all work processes for simplification opportunities with the intent to focus efforts on family engagement, enhanced assessment, and intensive reviews in cases where they can prevent or shorten residential stays.

Social Services

SERVICE VOLUME¹	FY 2019 Actual	FY 2020 Actual	FY 2021 Projected	FY 2022 Projected
Congregate care (foster care, special education, child in need of services)	26	23	35	35
Foster care (therapeutic foster care, basic maintenance & other payments, independent living)	62	51	65	65
Community based services	198	174	190	190
Special Education Day Placements	37	49	40	40
Services to students with disabilities (including wrap-around services)	27	20	25	25

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

OBJECTIVES:

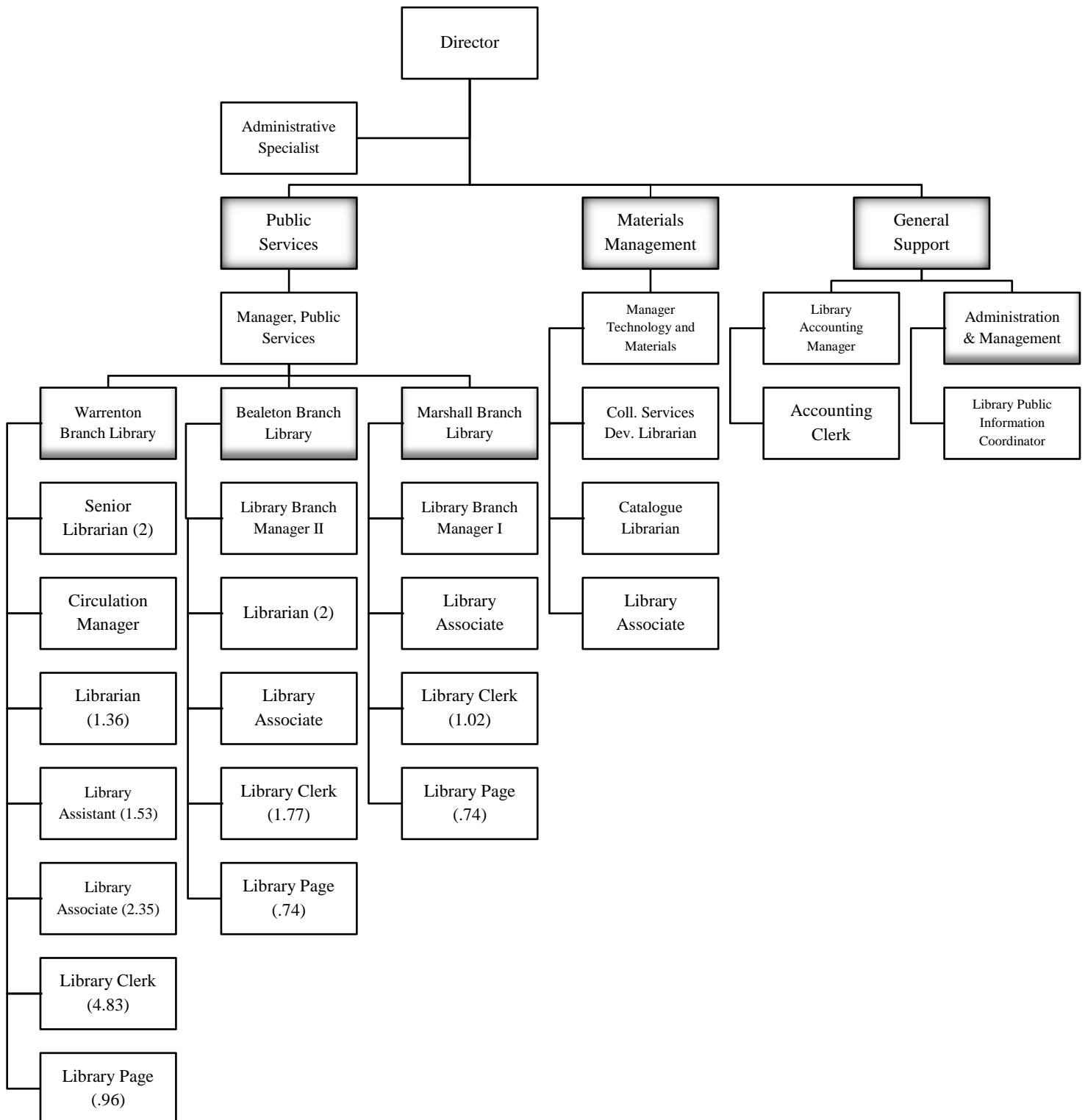
- Provide necessary services in a community setting and increasing parental participation in the FAPT process as demonstrated by the Family Engagement model.
- Ensure timely reimbursement for services delivered.

OUTCOME MEASURES	FY 2019 Actual	FY 2020 Actual	FY 2021 Goal	FY 2022 Goal
Invoices processed (monthly average)	122	396	130	130
Children receiving congregate care	9%	9%	10%	10%
Special education private day placements	13%	19%	15%	15%

Library

ORGANIZATIONAL PURPOSE:

An informed citizenry and free access to information are fundamental to our democratic society. The Fauquier County Public Library, a basic government service, provides resources and programs that seek to inform, educate, enrich, and entertain every member of our community.



Library

GOALS:

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

KEY PROJECTS FOR FY 2022:

- Promote education, business and recreation opportunities at the library through local traditional and social media.
- Continue to offer and develop services that meet COVID-19 pandemic safety guidelines for as long as necessary.
- Restore library operations to pre-COVID-19 levels if/when pandemic subsides.
- Begin fundraising for the new Warrenton library.

BUDGET SUMMARY:

	FY 2019 Actual	FY 2020 Actual	FY 2021 Adopted	FY 2022 Approved	FY 2022 Proposed
Expenditure Summary:					
Personnel	\$2,057,157	\$2,104,438	\$2,193,940	\$2,205,257	\$2,147,100
Operating	435,553	397,260	458,643	458,817	458,817
Capital	0	0	0	0	0
Total	\$2,492,710	\$2,501,698	\$2,652,583	\$2,664,074	\$2,605,917
Revenue	\$251,469	\$227,403	\$254,399	\$254,399	\$262,173
Net Local Revenue	\$2,241,241	\$2,274,295	\$2,398,184	\$2,409,675	\$2,343,744
Full Time Staff	21.00	21.00	21.00	21.00	21.00
Part Time Staff	13.31	13.31	13.31	13.31	13.31
Full-time Equivalents	34.31	34.31	34.31	34.31	34.31

BUDGET ANALYSIS:

The FY 2022 Proposed Budget for the Library includes personnel expenditure adjustments related to rising benefit costs and staff turnover. Revenue adjustments are due to changes in projected state aid.

Library

PROGRAM 1: *General Support*

The purpose of the General Support program is to provide operational support to ensure the Library will have the necessary tools to provide excellent service to the Fauquier community.

SERVICE VOLUME	FY 2019 Actual	FY 2020 Actual	FY 2021' Projected	FY 2022 Projected
Library cost per capita ²	\$35.10	\$35.40	\$32.10	\$36.30
Library cost per circulated item	\$6.15	\$6.00	\$6.36	\$6.02
Value of volunteer hours contributed ³	\$209,622	\$134,523	\$0	\$139,693
Facility expenses per square foot ⁴	\$1.93	\$1.81	\$1.85	\$1.90

¹FY 2021 Projected reflects COVID-19 impact on library operations.

²Fauquier County population based on Weldon Cooper Center for Public Service and escalated by 1% in succeeding years as suggested by Fauquier County Community Development.

³Based on volunteer hour's donated and hourly value established by the Independent Sector for Virginia. Severely affected by COVID-19 pandemic.

⁴Based on utility costs provided by Fauquier County Buildings and Grounds and insurance costs provided by Fauquier County Risk Analyst.

OBJECTIVES:

- Maintain alternative sources of revenue for the Fauquier County Public Library.
- Ensure Fauquier County Public Library user satisfaction with library services by documenting a customer satisfaction rating of 97%.

OUTCOME MEASURES	FY 2019 Actual	FY 2020 Actual	FY 2021' Goal	FY 2022 Goal
Value of alternative sources of funding ²	\$136,260	\$87,783	\$45,000	\$70,500
Users rating overall library services as favorable ³	99%	97%	97%	97%

¹FY 2021 Projected reflects COVID-19 impact on library alternative funding sources.

²Includes one time donation split between FY 2018 and FY 2019 from estate of deceased patron; FY 2020 does not include fundraising for new Warrenton Library.

³Based on survey conducted by the Library.

PROGRAM 2: *Materials Management Services*

The Materials Management program provides quality library collections to Library patrons so they can access and borrow material to meet their informational needs.

SERVICE VOLUME	FY 2019 Actual	FY 2020 Actual	FY 2021 Projected	FY 2022 Projected
Volumes added to the collection	12,864	11,249	11,474	11,703
Electronic materials added to the collection (e-books and e-audiobooks)	4,169	5,860	5,977	6,096
Materials expenditure cost per capita	\$3.96	\$3.76	\$4.07	\$4.03

Library

OBJECTIVES:

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

OUTCOME MEASURES	FY 2019 Actual	FY 2020 Actual	FY 2021 Goal	FY 2022 Goal
Users who are satisfied with materials ¹	94%	95%	95%	95%

¹Based on survey conducted by the Library.

PROGRAM 3: Public Services

The Public Services program provides materials, reference services, and programs to meet the reading and information needs of Fauquier County.

SERVICE VOLUME	FY 2019 Actual	FY 2020 ¹ Actual	FY 2021 ¹ Projected	FY 2022 Projected
Average daily visits	681	658	350	700
Average daily circulation	1,262	1,849	1,600	1,350
Registered borrowers as percent of population ²	54%	57%	58%	59%
Program attendees	17,801	14,718	5,000	15,000

¹FY 2020 and FY 2021 reflect COVID-19 impact on library operations including reduction in operating hours.

²In FY 2019 the Library purged patron records that were inactive for the past three years.

OBJECTIVES:

- Ensure Fauquier County Public Library users find the materials they are seeking 95% of the time.
- Ensure Fauquier County Public Library users have their reference questions satisfied 99% of the time.

OUTCOME MEASURES	FY 2019 Actual	FY 2020 Actual	FY 2021 Goal	FY 2022 Goal
Users who find the materials they are seeking ¹	94%	95%	95%	95%

¹Based on survey conducted by the Library.

Lord Fairfax Community College

ORGANIZATIONAL PURPOSE:

Lord Fairfax Community College (LFCC) provides a continuing, low-cost opportunity for the development and extension of skills, knowledge, and education designed to respond to the needs of the service area residents, regional business/industry/professions and government. LFCC works in collaboration with the Northern Shenandoah Valley (Clarke, Fauquier, Frederick, Page, Rappahannock, Shenandoah, Warren Counties, and the City of Winchester) educational community. Occupational-technical education is emphasized with appropriate attention given to counseling and guidance. Transfer, developmental continuing education, and community service programs are also part of LFCC's mission.

GOALS:

- Provide residents in LFCC's service area a continuing opportunity to develop and expand their skills and knowledge, and increase awareness of their roles/responsibilities in society.
- Provide high quality instructional programs at the Associate Degree, diploma, certificate, and developmental studies levels.

KEY PROJECTS FOR FY 2022:

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

BUDGET SUMMARY:

	FY 2019 Actual	FY 2020 Actual	FY 2021 Adopted	FY 2022 Approved	FY 2022 Proposed
Expenditure Summary:					
Personnel	\$0	\$0	\$0	\$0	\$0
Operating	70,425	75,197	77,475	77,475	78,764
Capital	0	0	0	0	0
Total	\$70,425	\$75,197	\$77,475	\$77,475	\$78,764
Revenue	\$0	\$0	\$0	\$0	\$0
Net Local Revenue	\$70,425	\$75,197	\$77,475	\$77,475	\$78,764
Full Time Staff	0.00	0.00	0.00	0.00	0.00
Part Time Staff	0.00	0.00	0.00	0.00	0.00
Full-time Equivalents	0.00	0.00	0.00	0.00	0.00

BUDGET ANALYSIS:

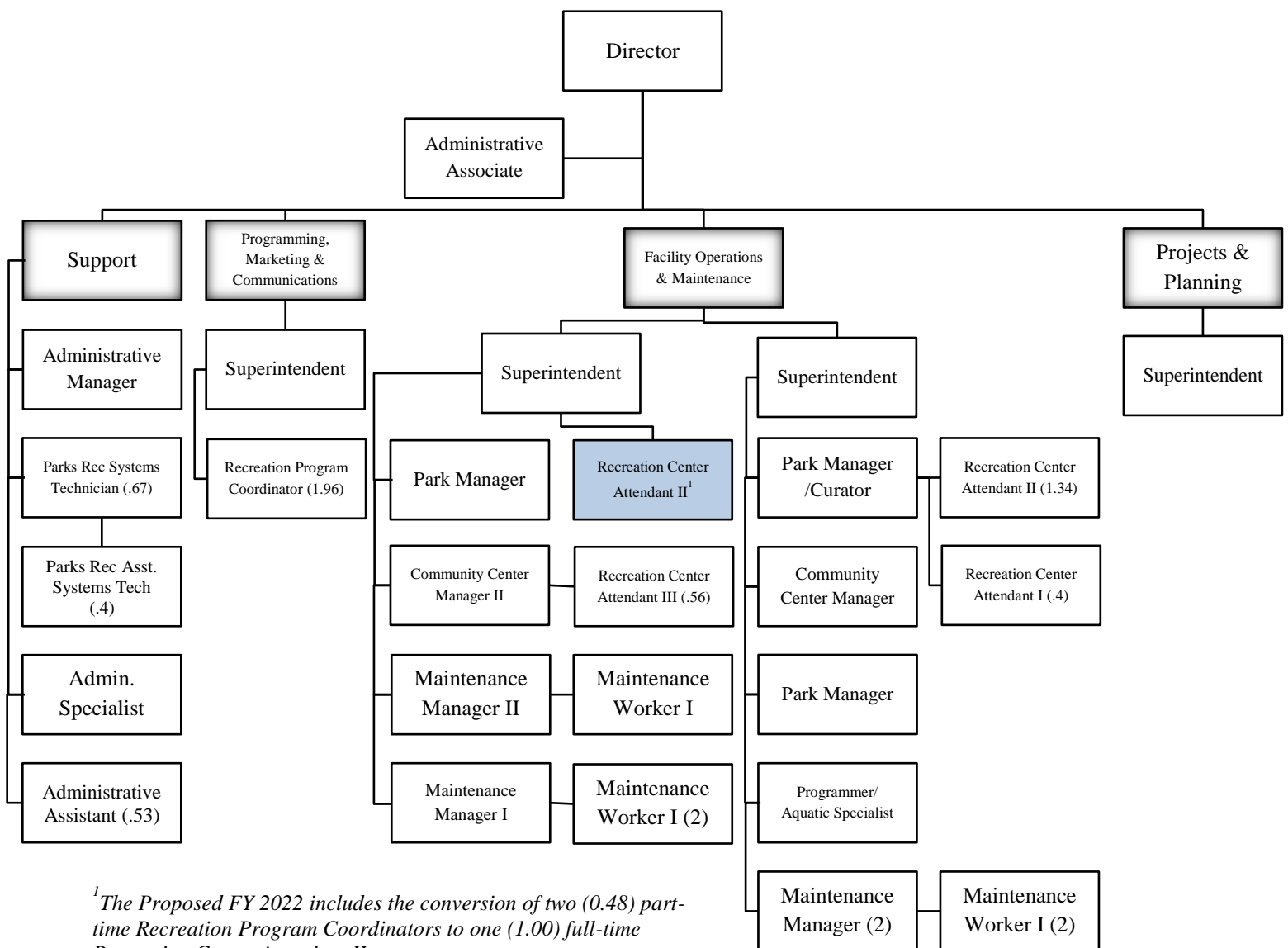
The FY 2022 Proposed Budget for Lord Fairfax Community College includes increases in accordance with the organization's jurisdictional funding formula.

Parks & Recreation

ORGANIZATIONAL PURPOSE:

The Fauquier County Parks and Recreation Department is dedicated to the enhancement of the quality of life for all people in Fauquier County. Working in a partnership with the people, the Department shall provide the leadership to assure that citizens receive high quality recreational facilities and services and to assure the preservation of local history.

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



Parks & Recreation

GOALS:

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

KEY PROJECTS FOR FY 2022:

- Replace the fishing pier and boat launch dock, complete the deck dock integrity report renovations, shelter staining/protection, and renovate the concessions, office, and amphitheater at C.M. Crockett Park.
- Implement flooding solution at White's Mill Trail.
- Renovate tennis courts at Vint Hill Village Green.

BUDGET SUMMARY:

	FY 2019 Actual	FY 2020 Actual	FY 2021 Adopted	FY 2022 Approved	FY 2022 Restated
Expenditure Summary:					
Personnel	\$2,637,219	\$2,623,337	\$2,597,808	\$2,611,358	\$2,622,125
Operating	1,345,210	1,068,248	1,801,227	1,804,092	1,804,092
Capital	127,619	131,714	80,212	80,212	80,212
Total	\$4,110,048	\$3,823,299	\$4,479,247	\$4,495,662	\$4,506,429
Revenue	\$543,893	\$333,379	\$497,737	\$497,737	\$497,737
Net Local Revenue	\$3,566,155	\$3,489,920	\$3,981,510	\$3,997,925	\$4,008,692
Full Time Staff	26.00	26.00	25.00	25.00	26.00
Part Time Staff	4.85	4.85	4.85	4.85	3.89
Full-time Equivalents	30.85	30.85	29.85	29.85	29.89

BUDGET ANALYSIS:

The FY 2022 Proposed Budget for the Parks & Recreation includes personnel expenditure adjustments related to rising benefit costs and the conversion of two (0.48) part-time Recreation Program Coordinators to one (1.00) full-time Recreation Center Attendant II.

Parks & Recreation

PROGRAM 1: *Programming, Marketing & Communications*

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

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

SERVICE VOLUME	FY 2019 Actual	FY 2020 Actual	FY 2021 Projected	FY 2022 Projected
Number of programs offered	945	567	975	1,000
Number of program participants	4,259	2,242	4,800	5,000
Number of special events offered	54	33	0	3
Number of special event participants	11,262	8,308	0	3,500
New participant accounts created	1,898	1,107	1,950	2,000
Increase visits to the Parks and Recreation web site	92,955	91,486	92,500	93,000

All service volumes are highly affected by COVID-19 pandemic.

OBJECTIVES:

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

OUTCOME MEASURES	FY 2019 Actual	FY 2020 Actual	FY 2021 Goal	FY 2022 Goal
Increase participation in leisure activities by 5% each year	15,521	10,550	11,078	11,632
Increase percent of survey responses ranking programs as good or above	100%	100%	100%	100%

Outcome measures are highly affected by COVID-19 pandemic.

Parks & Recreation

PROGRAM 2: *Maintenance & Operations*

The Department staff within Parks and Recreation responds to and implements directives of the Board of Supervisors and Parks and Recreation Board, and manages the recreational services provided to County citizens. Staff also provides operational oversight and management of major projects including but not limited to: master planning, capital improvements, swimming pools, major construction projects, the equipment replacement program, the comprehensive maintenance plan, asset replacement program, implementation of the Connections Plan, and implementation of the Needs Assessment Plan, land management including arboriculture, horticulture, and agronomy.

Parks and Recreation is responsible for the daily operations and maintenance at seven point-of-sale locations, more than 50 developed & undeveloped properties, and helps ensure safety & enjoyment of over 800,000 visitors annually. The department also maintains the fields and play courts at all but one of the elementary and middle schools and has shared use for programming, community, and recreational league use.

SERVICE VOLUME	FY 2019 Actual	FY 2020 Actual	FY 2021 Projected	FY 2022 Projected
Land acres	1,138.87	1,081.44	1,155.44	1,155.44
Water acres	116.27	116.27	116.27	116.27
Total acres	1,255.14	1,196.61	1,271.71	1,271.71
Parks (includes sports complexes & trail parks)	20	23	25	25
Community Centers	3	3	3	3
Schools (with Parks & Rec facilities)	16	16	16	16
Other Structures (Amphitheater, Ball Fields, Historical, Maintenance Museums, Playgrounds, Pools, Residential Houses, Tennis Courts, & Theater)	142	141	152	152
Pathways/trails (miles)	24.75	26.10	26.25	27.10
Total site visits	1,433,357	818,830	1,150,000	1,463,000
Historical: artifacts	6,315	6,248	6,255	6,260

OBJECTIVES:

- Emphasize staff quality and accountability while promoting client safety in recreation activities and facilities.
- Increase facility usage and the number of facilities available for health, fitness, and cultural activities for County citizens, based on current population rate, as noted in the activity space requirements in the Comprehensive Plan for Parks, Recreation and Open Space.
- Maintain facilities to meet expectations for safety, usefulness, and aesthetics.

Parks & Recreation

OUTCOME MEASURES	FY 2019 Actual	FY 2020 Actual	FY 2021 Goal	FY 2022 Goal
Meet budgetary revenue goals	100%	77%	100%	100%
Achieve Outstanding score on the Customer Satisfactory survey for cleanliness	89%	93%	100%	100%
Achieve 100% on safety audits and inspections (new in 2020)	N/A	75%	100%	100%
Employee accidents relative to hours worked and provided by OSHA in calendar year	0%	0%	0%	0%
Increase facility usage by 5% per year ¹	-3.8%	-42.9%	5%	5%

¹Facility usage decreased due to COVID-19 pandemic.

PROGRAM 3: *Equipment Replacement Plan*

The purpose of the Equipment Replacement Program is to provide a systematic and prioritized order to the acquisition and replacement of equipment before it becomes a financial drain on resources and/or a hindrance to work performance. In addition, the program assures coordination of equipment purchases for greater cost savings and standardization. The program addresses items with a value of \$500 or more but excludes major system replacement items. The program has been one of the most important elements of preventative maintenance and reliability implemented in the department.

SERVICE VOLUME	FY 2019 Actual	FY 2020 Actual	FY 2021 Projected	FY 2022 Projected
Total amount needed	\$182,000	\$175,000	\$175,000	\$175,000

OBJECTIVES:

- Continue to develop equipment standards to ensure consistency throughout department
- Address larger scale maintenance needs that are not included as routine maintenance items in the general budget.
- Institute preventative maintenance for efficient use of resources to optimize equipment facility life.
- Maintain facilities to meet expectations for safety, usefulness, and aesthetics.

OUTCOME MEASURES	FY 2019 Actual	FY 2020 Actual	FY 2021 Goal	FY 2022 Goal
Estimated repair cost for equipment not replaced per schedule	\$23,500	\$15,000	\$10,000	\$8,000
Estimated downtime for equipment not replaced per schedule	36 hours	20 hours	18 hours	12 hours

Parks & Recreation

PROGRAM 4: *Comprehensive Maintenance Plan*

This division addresses the periodic and larger scale maintenance needs department wide that are not addressed through the County's Asset Replacement or Capital Improvement Programs. The plan provides for scheduled renovations and repairs, such as painting, asphalt court resurfacing, fencing replacement, replacement of floors, windows, and siding, brick repointing, pond dredging, security system updating, pool white coating, lock upgrading, signage replacement, remediation of facility safety issues that arise, lighting systems, etc., at all Parks and Recreation facilities.

SERVICE VOLUME	FY 2019 Actual	FY 2020 Actual	FY 2021 Projected	FY 2022 Projected
Number of Comprehensive Maintenance Plan projects	10	6	5	5

OBJECTIVES:

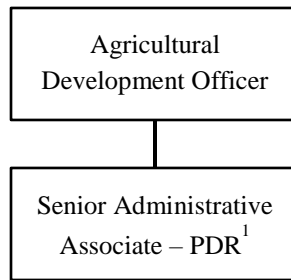
- Address maintenance needs that are not included as routine maintenance items in the operational budget.
- Institute preventative maintenance for efficient use of resources to optimize equipment/facility life.
- Maintain facilities to meet expectations for safety, usefulness, and aesthetics.

OUTCOME MEASURES	FY 2019 Actual	FY 2020 Actual	FY 2021 Goal	FY 2022 Goal
Percentage of Comprehensive Maintenance Plan projects completed in fiscal year funded	60%	80%	100%	100%
Percentage of Comprehensive Maintenance Plan projects considered critical or backlogged	100%	90%	80%	70%

Agricultural Development

ORGANIZATIONAL PURPOSE:

Agricultural Development promotes the agricultural industry within Fauquier County, increases the economic viability of farming, preserves agricultural lands through the Purchase of Development Rights (PDR) Program and donated conservation easements, and advises the Fauquier County Board of Supervisors on matters affecting the agricultural economy and its development. Also, the department provides promotion and marketing assistance to agricultural producers.



¹Position funded in Conservation Easement Service District Fund budget.

GOALS:

- Promote and support marketing of local agricultural products.
- Educate citizens about the importance of agriculture in Fauquier County.
- Administer the Farmland PDR Program, including monitoring/stewardship of all acquired easements.
- Maintain existing levels of agricultural support and identify/establish additional services as required.
- Promote planning and regulatory measures that protect agricultural areas and support the County's agricultural economy.
- Encourage the creation and expansion of agricultural and forestall districts.
- Oversee the county role in the Fauquier Education Farm.

KEY PROJECTS FOR FY 2022:

- Manage the PDR Program's application process, selection process, closings, and grant applications.
- Serve as County Representative on Rappahannock- Rapidan Regional Commission (RRRC) Regional Food Study Council.
- Update, print and distribute Fauquier Fresh brochure.
- Promote use of "Fauquier Home Grown" label/branding.
- Continue to assist in the coordination and sponsorship of the annual Rural Innovation Forum.
- Coordinate annual Fall Farm Tour, with special events for 25th Anniversary and Recognition of Century Farms.
- Develop and implement Agricultural Incentive Program in coordination with Agricultural Advisory Committee.

Agricultural Development

- Continue to research land conservation grant opportunities and prepare and submit appropriate grant applications.
- Complete annual monitoring of all PDR easements and all county held donated easements.
- Assist with development of Farm Incubation at Fauquier Education Farm.
- Promote use of Farmland Exchange land linking program.
- Compile annual PDR Summary.
- Follow up on findings and recommendations contained in Farmers Market Feasibility Study.

BUDGET SUMMARY:

	FY 2019 Actual	FY 2020 Actual	FY 2021 Adopted	FY 2022 Approved	FY 2022 Proposed
Expenditure Summary:					
Personnel	\$37,987	\$39,909	\$39,298	\$39,456	\$39,456
Operating	145,490	17,220	34,333	34,333	34,333
Capital	0	0	0	0	0
Total	\$183,477	\$57,129	\$73,631	\$73,789	\$73,789
Revenue	\$58,292	\$500	\$500	\$500	\$500
Net Local Revenue	\$125,185	\$56,629	\$73,131	\$73,289	\$73,289
Full Time Staff	1.00	1.00	1.00	1.00	1.00
Part Time Staff	0.00	0.00	0.00	0.00	0.00
Full-time Equivalents¹	1.00	1.00	1.00	1.00	1.00

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

BUDGET ANALYSIS:

The FY 2022 Proposed Budget for Agricultural Development includes personnel expenditure adjustments related to rising benefit costs.

PROGRAM 1: *Agricultural Development*

Agricultural Development promotes the agricultural industry within Fauquier County, increases the economic viability of farming, preserves agricultural lands through the Purchase of Development Rights (PDR) Program and donated conservation easements, and advises the Fauquier County Board of Supervisors on matters affecting the agricultural economy and its development. Also, the department provides promotion and marketing assistance to agricultural producers.

Agricultural Development

SERVICE VOLUME	FY 2019 Actual	FY 2020 Actual ¹	FY 2021 Projected ¹	FY 2022 Projected
Attendance at sponsored events (total)	3,250	2,300	2,800	3,250
Fall Farm Tour	2,400	2,000	2,500	2,500
Rural Innovation Forum and Workshops	300	0	0	350
Education Farm Ag Workshops	250	260	280	280
VA Beginning Farmer program participants	22	25	26	28
Farm Product Directories (FPD) and Fauquier Fresh brochures printed/ distributed	2,500	3,000	3,000	3,000

¹FY 2020 and FY 2021 attendance was impacted by COVID-19 restrictions.

OBJECTIVES:

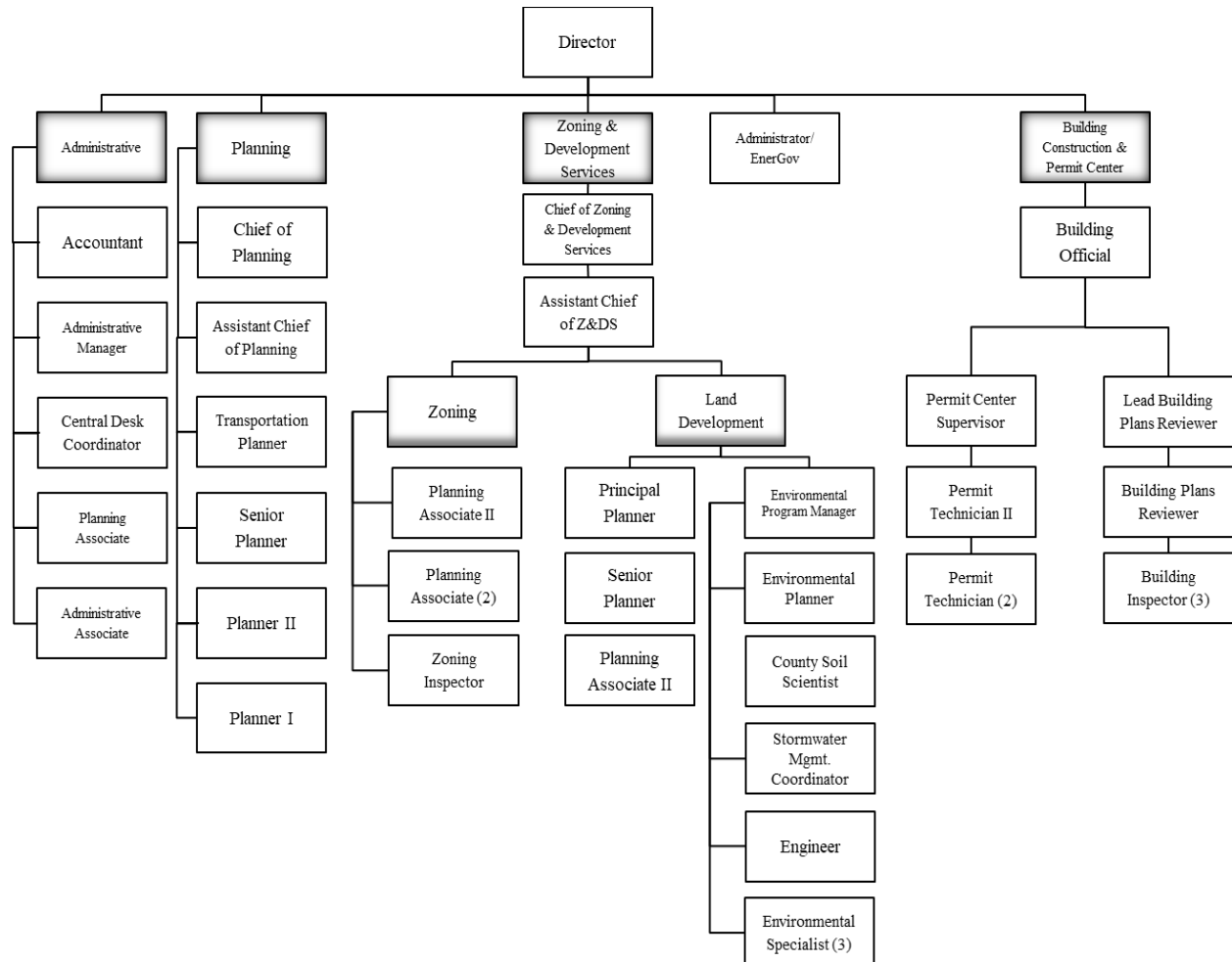
- Increase public awareness of and support for Fauquier County's agricultural industry.

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

Community Development

ORGANIZATIONAL PURPOSE:

The Department of Community Development serves as the County's staff manager for the historical and physical environment, including natural resources and the built landscape. With the Planning Commission, the department assists the Board of Supervisors in communicating its vision and policies through the development and implementation of the necessary and supporting planning guidelines, land use incentives, and regulatory tools. Community Development consists of four divisions: Administrative; Planning; Zoning and Development Services; and Building, Permitting and Inspections.



Community Development

GOALS:

- Provide professional, quality, and timely service to all internal and external customers.
- Recruit, maintain, and train a quality, professional staff to perform all duties in a professional and timely manner.
- Implement procedures to respond to future increases in the demand for services without major diminution in quality or timeliness of responses.
- Update the Comprehensive Plan on a scheduled basis to ensure it reflects the Board of Supervisors' and community goals.
- Develop and implement Planning Principles to focus on quality development within the County's service districts and rural lands where appropriate.
- Ensure the Zoning Ordinance, Subdivision Ordinance, and Design Standards Manual comply with State and Federal regulations as well as the Comprehensive Plan with current patterns and trends.
- Maintain and regularly evaluate the Capital and Fiscal Impact Models to mitigate the impact of new residential development on core public facilities.
- Maintain the County's transportation plan with a full understanding of current and projected transportation needs, while coordinating with the Virginia Department of Transportation (VDOT) funding and priorities.
- Ensure the land development application and building permitting processes for business development are flexible, proactive, user-friendly, and reflect Board of Supervisors' priorities, as well as appropriate public agency/private sector partnerships and recommendations.
- Develop and implement historic and environmental programs and projects designed to preserve Fauquier's character, landscape and heritage.
- Ensure continued coordination with the Department of Economic Development.

KEY PROJECTS FOR FY 2022:

- Groundwater Resources and Monitoring Program. Identify and implement management and protection measures for areas defined in initial studies.
- Complete the update to the Water Supply Plan.
- Oversight of the MS-4 and other environmental programs including identification of funding to reach state mandated requirements.
- Define and implement improvements to drainage systems within the MS-4 areas.
- Provide quality and timely service to our customers.
- Offer regular training opportunities to staff through webinars and other training media to improve their working skills and professional development.
- Complete the construction of the Salem Avenue Extended and Whiting Road railroad crossing.
- Initiate review and updates to the Comprehensive Plan.
- Continue to identify changes and improvements, and develop recommendations to improve the Zoning Ordinance, Subdivision Ordinance and Design Standards Manual.
- Streamline land development processes.
- Fiscal and economic impact modeling to understand implications of land development decisions.
- Seek relevant funding through the VDOT Transportation and other resources for identified transportation projects.

Community Development

BUDGET SUMMARY:

	FY 2019 Actual	FY 2020 Actual	FY 2021 Adopted	FY 2022 Approved	FY 2022 Proposed
Expenditure Summary:					
Personnel	\$3,334,094	\$3,283,825	\$3,472,897	\$3,491,977	\$3,464,078
Operating	148,574	117,695	344,939	346,273	346,273
Capital	0	0	0	0	0
Total	\$3,482,668	\$3,401,520	\$3,817,836	\$3,838,250	\$3,810,351
Revenue	\$1,505,707	\$1,510,619	\$1,297,783	\$1,297,783	\$1,297,783
Net Local Revenue	\$1,976,961	\$1,890,901	\$2,520,053	\$2,540,467	\$2,512,568
Full Time Staff	40.00	40.00	40.00	40.00	40.00
Part Time Staff	0.53	0.53	0.00	0.00	0.00
Full-time Equivalents	40.53	40.53	40.00	40.00	40.00

BUDGET ANALYSIS:

The FY 2022 Proposed Budget for Community Development includes personnel expenditure adjustments related to rising benefit costs and staff turnover.

PROGRAM 1: *Administrative Division*

The Director manages overall activities, programs, and special projects conducted through the department's four divisions: Administrative, Building, Planning, and Zoning and Development Services. The Administrative Division also implements and maintains the EnerGov Permit/Project Tracking software for the Department.

SERVICE VOLUME	FY 2019 Actual	FY 2020 Actual	FY 2021 Projected	FY 2022 Projected
Board of Supervisors agenda item reports	103	50	56	56
Board of Zoning Appeals agenda item reports	36	12	32	32
Transportation Committee agenda items ¹	0	0	2	2
Architectural Review Board agenda items	47	39	25	59
Agricultural and Forest Districts: renewals (parcels) ²	143	336	0	400
Agricultural and Forest Districts: additions (parcels) ²	8	12	5	5
VDOT Revenue Share projects	3	1	1	0
Grant administration	3	3	4	4
Freedom of Information Act requests	0	40	52	52

¹The Transportation Committee no longer meets monthly.

²Renewals and additions vary by fiscal year based on the number of districts up for renewal and current trends.

Community Development

OBJECTIVES:

- Direct and enforce programs and policies mandated by Federal, State and local statutes.
- Establish and implement department goals and policies, based on direction from the Board of Supervisors and County Administrator.
- Manage the Central Processing Center (Land Development Applications and Bonding).
- Establish and delegate special and routine projects, technical and public service delivery assignments, and electronic delivery of information.
- Provide technical support to the Board of Supervisors, Board of Zoning Appeals, Planning Commission, and appointed committees and boards.

OUTCOME MEASURES	FY 2019 Actual	FY 2020 Actual	FY 2021 Goal	FY 2022 Goal
Employees participating in at least one training workshop	100%	100%	100%	100%

PROGRAM 2: *Planning*

The Planning Division is responsible for all aspects of the County's Comprehensive Plan, and the coordination of review for current development plans requiring legislative approval. Planning supports several Boards and Commissions: the Board of Supervisors, Planning Commission, Board of Zoning Appeals, Architectural Review Board, Transportation Committee, and citizen committees appointed for updating elements of the Comprehensive Plan. Staff coordinates overall transportation planning for the County with the Virginia Department of Transportation and the County's transportation consultant.

SERVICE VOLUME	FY 2019 Actual	FY 2020 Actual	FY 2021 Projected	FY 2022 Projected
Comprehensive Plan applications	4	1	3	3
Rezoning applications	10	7	10	10
Special Exception/amendments	23	12	20	20
Comprehensive Plan assessments	8	13	15	15
Special Permit/Variance applications	39	30	25	25
Planning Commission cases for work sessions and meetings ¹	80	33	75	75
Planning Commission site visits	2	2	2	2
Board of Zoning Appeals site visits	2	0	2	2

¹Due to the COVID-19 pandemic, the Planning Commission did not meet March 2020 through July 2020.

OBJECTIVES:

- Plan and execute all Board of Supervisors' approved improvement projects funded through cash proffers, VDOT Revenue Share Program, and Smart Scale.
- Coordinate, prepare, and/or participate in various Comprehensive Plan updates.

Community Development

- Work on projects and activities focused on implementing Service District Plans.
- Review legislative development applications for conformance with the Comprehensive Plan during the development review process.
- Serve as the project manager for all development applications that require rezoning, special exception and plan amendment approval by the Planning Commission and Board of Supervisors, and special permit approval by the Board of Zoning Appeals.
- Manage the Agricultural and Forestal Districts program.
- Provide a variety of demographic information, as well as other quantitative data.
- Prepare, manage, and implement County transportation plans, programs, and grants.
- Develop and manage the County's cultural and heritage resources plans, programs, and grants.
- Develop and implement County environmental plans and programs. Manage the Water Resources Program, including groundwater monitoring, wellhead protection, water supply planning and water quality, the MS-4 (Municipal Storm Sewer) program, and improvement plans for impaired streams (in conjunction with the Department of Conservation and Recreation Total Maximum Daily Loads program).
- Participate in a variety of special projects, community organizations, and various interest groups.

OUTCOME MEASURES	FY 2019 Actual	FY 2020 Actual	FY 2021 Goal	FY 2022 Goal
Comprehensive Plan chapter updates completed/adopted	3	1	3	3
Active Transportation improvement projects	3	1	2	2
VDOT Smart Scale Applications Submitted	0	7	0	4
Rural Rustic Road Outreach ¹	N/A	N/A	9	5
MS4 Outreach Programs ²	3	3	3	5
MS4 Screenings/Inspections	25	42	42	44
MS4 Nutrient Reduction Percent Achieved ²	0%	0% P 0% N 0% TSS	31.0% P 21.0% N 35.6% TSS	77.7% P 51.7 % N 75.7% TSS

¹Measure developed in FY 2020.

²Measure shared by Planning and Zoning and Land Development.

PROGRAM 3: Zoning and Development Services

Zoning and Development Services (ZDS) is responsible for all activity related to the development of land. This division is organized into two functional groups: Zoning and Land Development.

Zoning:

Zoning administers, interprets and enforces the Zoning Ordinance, Subdivision Ordinance, Design Standards Manual, and the land use and environmental provisions of the Code of Virginia. Zoning staff also partners with other teams within Community Development for review and consideration of broader policy-related issues and plans, and prepares amendments to the Zoning and

Community Development

Subdivision Ordinances to implement those plans. This division provides advice and recommendations regarding land development issues to the Board of Supervisors and Planning Commission, and handles all variance requests and appeals with the Board of Zoning Appeals. Staff provides detailed information to property owners about the ability to divide and develop their properties, as well as administers an enforcement program to respond to complaints and violations of the Zoning Ordinance.

Land Development

The Land Development function reviews and manages all development applications and activities throughout the entire land development and construction processes. Environmental site evaluations, review of plans and land-disturbing activity are handled under this function. In addition to the elements noted below, staff conducts field inspection of construction activity, street acceptance and bond reductions, and serves as program administrator for the E&S Control and Virginia Stormwater Management Program (VSMP). The Environmental Staff in this Division also provides technical advice and in-field support for the MS-4 Program (see Outcome Measures under Planning).

SERVICE VOLUME	FY 2019 Actual	FY 2020 Actual	FY 2021 Projected	FY 2022 Projected
Administrative/Governmental/ Commercial/ Industrial Divisions/Large Lot/Utility Lot	20	19	20	20
Boundary line adjustments	46	41	40	40
Family transfer subdivisions	7	10	10	10
Construction-Infrastructure Plan	7	13	15	15
Construction-Infrastructure Plan amendment ¹	5	3	8	8
Final subdivision plan	7	11	15	15
Plan of Development	1	2	2	2
Other plats, i.e., exhibits, easements, etc.	16	22	22	22
Preliminary plats and amendments	3	0	1	1
Minimum submission reviews	20	23	30	30
Certificate of Appropriateness	0	1	2	2
Major Site Plan Code of Development	2	1	3	3
Major Site Plan	11	12	14	14
Minor Site Plan	14	11	12	12
Minor Site Plan revision	59	83	80	80
Site Plan amendments	20	22	25	25
Site Plan waivers	12	15	18	18
BOS/PC waivers	5	4	5	5
Type I Soils report	6	5	4	4

Community Development

SERVICE VOLUME	FY 2019 Actual	FY 2020 Actual	FY 2021 Projected	FY 2022 Projected
Subdivision potential	147	120	136	136
Zoning Administrator determinations	22	12	22	22
Zoning compliance	31	9	12	12
Text amendments	13	7	8	8
Administrative permits	25	21	24	24
Home Occupation permits	197	175	190	190
Zoning permits	1,123	1,270	1,400	1,400
As-Built plans	21	17	30	30
Bond reviews	41	47	50	50
Bond reduction/release	18	12	18	18
Land Disturbing – Permit with Site Plan	N/A	27	20	20
Land Disturbing – SF home ¹	N/A	206	170	170
Land Disturbing – Grading – No Site Plan required	N/A	64	45	45
Drainage complaints and inspections	25	25	30	30
E&S Inspections	3,600	3,239	3,000	3,000
Code Cases	200	239	250	250
Code Cases inspected	597	899	990	990
Code Cases closed	180	206	250	250
Appeals	2	2	2	2
Pre-application meetings	26	40	30	30
Technical Review Committee meeting ¹	N/A	24	32	32

¹New measure as of FY 2020.

OBJECTIVES:

- Evaluate land for subdivision potential and manage all subdivision application reviews.
- Manage project review of all site plans for commercial development, construction plans for residential projects and infrastructure plans.
- Ensure all conditions of preliminary plats and special exceptions are met during the plan review process and prior to bond release.
- Enforce the requirements of the VSMP, including plan review, inspections, enforcement and program management.
- Provide technical assistance on stormwater and engineering, and inspections and water quality testing for the MS-4 Program.
- Provide environmental technical assistance and information.
- Perform E&S, VSMP facility and bond release site inspections, as well as review of VSMP as-built plans.

Community Development

- Coordinate inspections with VDOT and conduct final processing associated with the State secondary street acceptance program.
- Offer Type I Soil Interpretation Program, including a Soil Map and soils analysis for requesting property owners who are developing an urban or agricultural land use plan.
- Work with the Health Department on soil and drain field issues.

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

PROGRAM 4: Building, Permitting, and Inspections

Permit Center:

Permit Center staff intakes, processes and issues all building permits and zoning permits, and assists with the processing of various other permits, including single-family land disturbing permits, administrative permits and sign permits. They are responsible for scheduling inspections of building construction and maintaining all building-related records.

Building Construction:

Building Construction staff administers, enforces and interprets the Virginia Uniform Statewide Building Code. The Building Official, Plan Reviewers, and Inspectors ensure that all residential and commercial building construction is performed in accordance with the Building Code.

SERVICE VOLUME	FY 2019 Actual	FY 2020 Actual	FY 2021 Projected	FY 2022 Projected
Number of building permits issued	2,046	1,813	2,000	2,100
Number of building inspections	8,302	8,364	8,250	8,550
Value of New Construction	\$141,792,304	\$106,813,008	\$97,959,348	\$110,000,000
New Residential Buildings	205	191	200	200
New Commercial Buildings and Renovations/Additions	46	64	56	56
Building Plan Reviews Performed	1,361	1,335	1,700	1,700

Community Development

OBJECTIVES:

- Train all departmental staff to enhance service capabilities.
- Enhance administrative processes, including building permit, construction plan, site plan and subdivision processes.

OUTCOME MEASURES	FY 2019 Actual	FY 2020 Actual	FY 2021 Goal	FY 2022 Goal
Days to complete a commercial plan review as part of the building permit process (average)	10	13	10	10

Contributions

ORGANIZATIONAL PURPOSE:

Fauquier County is a member of several regional agencies and provides annual contributions to a number of nonprofit organizations. These organizations provide services in areas that augment the level of resources available to citizens on the part of the County government.

BUDGET SUMMARY:

	FY 2019 Actual	FY 2020 Actual	FY 2021 Adopted	FY 2022 Approved	FY 2022 Proposed
Expenditure Summary:					
Personnel	\$0	\$0	\$0	\$0	\$0
Operating ¹	1,122,895	1,183,224	1,090,412	1,093,017	1,1092,518
Capital	0	0	0	0	0
Total	\$1,122,895	\$1,183,224	\$1,090,412	\$1,093,017	\$1,092,518
Revenue	\$3,510	\$3,510	\$3,510	\$4,000	\$4,000
Net Local Revenue	\$1,119,385	\$1,179,714	\$1,086,902	\$1,089,017	\$1,088,518
Full-time Equivalents	0.00	0.00	0.00	0.00	0.00

BUDGET ANALYSIS:

The FY 2022 Proposed Budget includes contributions in the amount of \$1,092,518 for only mandated or contractual increases for existing programs and services. In addition, the Board of Supervisors began contributing towards the Virginia War Memorial in mid-FY 2020.

Contributions

FY 2022 Proposed Budget

Contributions to Community Organizations

Organization	FY 2019 Actual	FY 2020 Adopted	FY 2021 Adopted	FY 2022 Projected	FY 2022 Proposed
<u>General Government</u>					
Fauquier SPCA ¹	341,373	300,000	300,000	300,000	300,000
Rappahannock-Rapidan Regional Commission	62,529	62,530	63,777	63,777	63,778
Rebates/Fee Waivers	-	21,315	33,500	33,500	33,000
Virginia War Memorial	-	-	94	94	94
<u>Judicial Administration</u>					
Legal Aid Works (LAW)	13,613	13,613	13,613	13,613	13,613
Piedmont Dispute Resolution Center	49,050	49,050	49,050	49,050	49,050
<u>Health and Welfare</u>					
Boys & Girls Clubs of Fauquier	9,000	9,000	9,000	9,000	9,000
Boys & Girls Clubs of Fauquier - Real Estate	11,607	13,154	13,455	13,455	13,455
Community Touch, Inc.	3,000	30,000	30,000	30,000	30,000
Didlake, Inc.	40,000	40,000	40,000	40,000	40,000
Fauquier CADRE, Inc.	6,300	6,300	6,300	6,300	6,300
Fauquier Community Child Care, Inc.	9,000	9,000	9,000	9,000	9,000
Fauquier Community Food Bank and Thrift Store	20,000	20,000	20,000	20,000	20,000
Fauquier Education Farm, Inc.	5,000	5,000	5,000	5,000	5,000
Fauquier Family Shelter Services, Inc.	100,132	100,132	100,132	100,132	100,132
Fauquier Free Clinic, Inc.	47,500	47,500	47,500	47,500	47,500
Fauquier Habitat for Humanity	16,200	16,200	16,200	16,200	16,200
Hospice of the Piedmont ²	2,000	2,000	-	-	-
Hospice Support of Fauquier County, Inc.	2,000	2,000	2,000	2,000	2,000
Literacy Volunteers of Fauquier County	13,500	13,500	13,500	13,500	13,500
People, Inc. of Virginia	5,000	5,000	5,000	5,000	5,000
<u>Culture</u>					
Afro-American Historical Association of Fauquier County	617	617	617	617	617
Fauquier Alliance for Youth	2,470	2,470	2,470	2,470	2,470
Fauquier Heritage & Preservation Foundation, Inc.	3,000	3,000	3,000	3,000	3,000
Fauquier Historical Society, Inc.	10,172	10,172	10,172	10,172	10,172
Fauquier Veterans Memorial	1,600	1,600	1,600	1,600	1,600
Piedmont Symphony Orchestra ³	10,000	10,000	10,000	10,000	10,000
<u>Community Development</u>					
Fauquier County Fair	-	7,408	7,408	7,408	7,408
Foothills Housing Corporation	55,300	55,300	55,300	55,300	55,300
Remington Community Partnership, Inc.	6,000	6,000	6,000	6,000	6,000
Northern Virginia 4-H Educational & Conference Center	6,172	6,172	6,172	6,172	6,172
Occoquan Watershed Management Program	10,590	10,590	10,590	10,590	10,590
Occoquan Watershed Monitoring Laboratory	45,191	46,773	60,592	62,531	62,531
Rappahannock River Basin Commission	1,000	1,000	1,000	1,000	1,000
Southeast Rural Community Assistance Project	2,500	2,500	2,500	2,500	2,500
Virginia Regional Transit ³	38,072	38,072	39,270	39,936	39,936
Warrenton-Fauquier Visitor Center	42,600	42,600	42,600	42,600	42,600
<u>School Division</u>					
Virginia Preschool Initiative	54,000	54,000	54,000	54,000	54,000
Total Contributions:	1,046,088	1,063,568	1,090,412	1,093,017	1,092,518

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

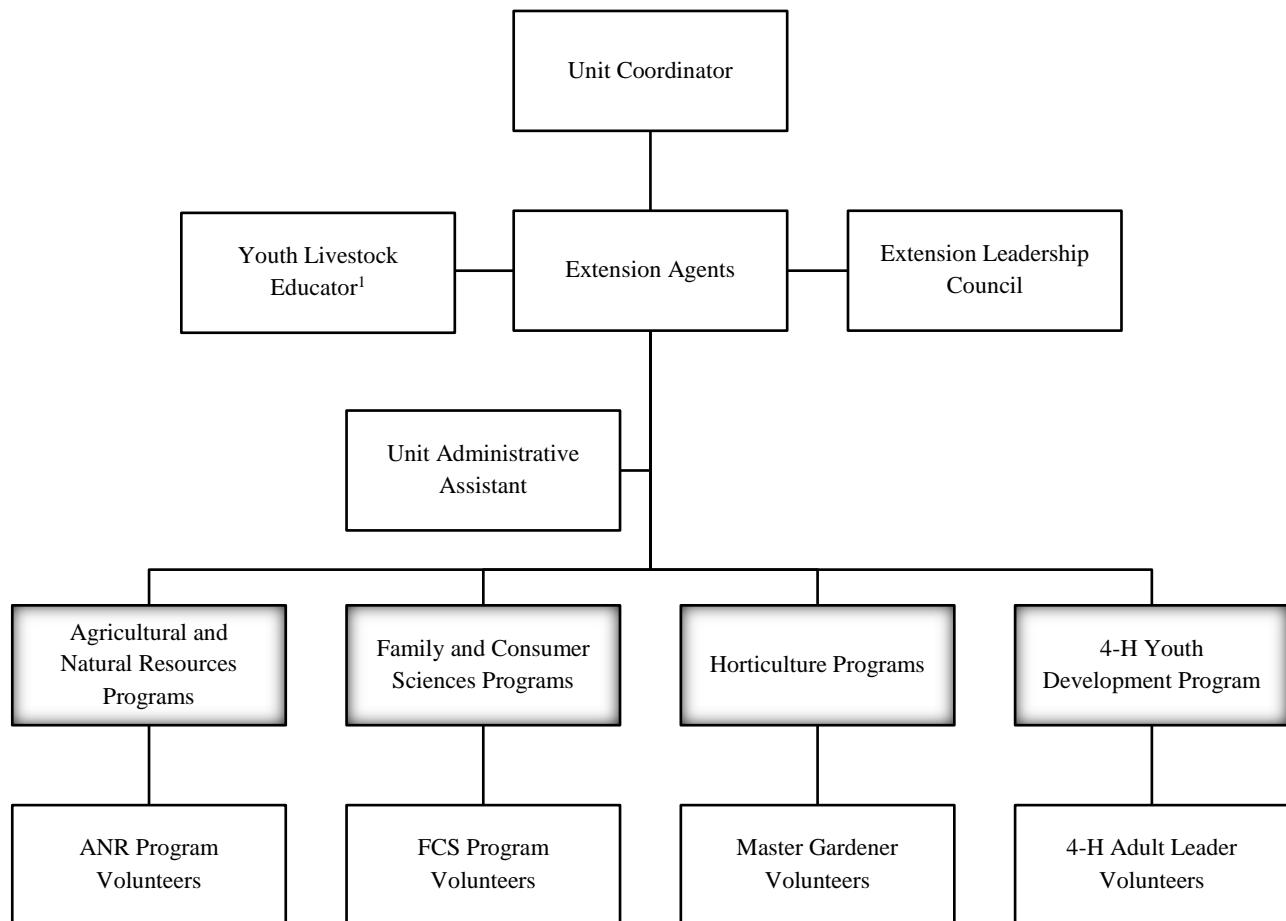
² Organization withdrew from funding program.

³ Contribution includes funding from State agency or State grant match.

Cooperative Extension

ORGANIZATIONAL PURPOSE:

The Virginia Cooperative Extension Office (VCE) enables people to improve their lives through an educational process that uses scientific knowledge focused on issues and needs. Building on the strength of our agriculture, natural resources, family, and community heritage, VCE enables people to shape their futures through research-based educational programs. Recognizing that knowledge is power, VCE serves people where they live and work. Audiences are involved in designing, implementing, and evaluating needs-driven programs. VCE is a dynamic organization that stimulates positive personal and societal change leading to more productive lives, families, farms, and forests, as well as a better environment in urban and rural communities.



¹ All Virginia Cooperative Extension positions are currently State-funded positions, with the exception of one full-time Youth Livestock Educator, which is a County position.

Cooperative Extension

GOALS:

- Actively involve local citizens with the determination and implementation of educational programs for local needs in the areas of agriculture, 4-H youth development, family and human development, home and commercial horticulture, and food safety and nutrition.
- Provide citizen access to education and program resources of the land grant university system.
- Increase scope and quality of educational resources available by harnessing new and emerging technologies.
- Increase profitability of agricultural producers in the county.

KEY PROJECTS FOR FY 2022:

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

BUDGET SUMMARY:

	FY 2019 Actual	FY 2020 Actual	FY 2021 Adopted	FY 2022 Approved	FY 2022 Proposed
Expenditure Summary:					
Personnel	\$22,240	\$57,292	\$71,536	\$72,013	\$72,013
Operating	136,978	142,153	147,928	156,093	156,093
Capital	0	0	0	0	0
Total	\$159,218	\$199,445	\$219,464	\$228,106	\$228,106
Revenue	\$0	\$0	\$0	\$0	\$0
Net Local Revenue	\$159,218	\$199,445	\$219,464	\$228,106	\$228,106
Full Time Staff	0.00	1.00	1.00	1.00	1.00
Part Time Staff	0.43	0.00	0.00	0.00	0.00
Full-time Equivalents	0.43	1.00	1.00	1.00	1.00

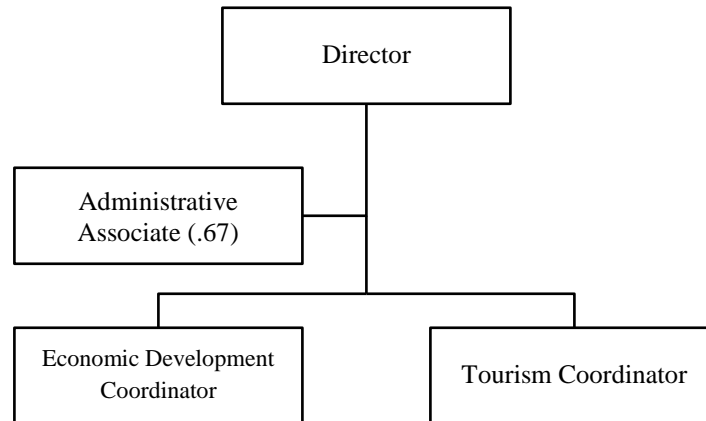
BUDGET ANALYSIS:

The FY 2022 Proposed Budget for Cooperative Extension includes personnel expenditure adjustments related to rising benefit costs and operating increases in accordance with the organization's jurisdictional funding formula.

Economic Development

ORGANIZATIONAL PURPOSE:

The Department of Economic Development develops and implements programs designed to assist with the expansion of a balanced economic base for Fauquier County.



GOALS:

- Support economic development as directed by the Fauquier County Board of Supervisors.
- Expand the business tax base within Fauquier County through business development, retention, and tourism.
- Expand job opportunities for residents of Fauquier County.

KEY PROJECTS FOR FY 2022:

- Strengthen outreach with existing business to highlight programs available for growth and expansion.
- Continue to support prospective businesses by identifying resources needed to facilitate location in the County.
- Identify more ways to support Economic Development in the Towns and Villages.
- Map real estate assets in coordination with County GIS support.
- Continue to market industrial and commercial property available for development.
- Expand emphasis on retail sector development through market data and analytics.
- Enhance the value of services at the business enterprise centers.
- Re-energize the tourism and travel industry through expanded marketing and social media.
- Augment our support for government contractors and their efforts to reach new markets.
- Develop policy and procedure on business incentive program.

Economic Development

BUDGET SUMMARY:

	FY 2019 Actual	FY 2020 Actual	FY 2021 Adopted	FY 2022 Approved	FY 2022 Proposed
Expenditure Summary:					
Personnel	\$378,956	\$403,834	\$405,514	\$407,270	\$388,022
Operating	408,455	538,455	524,670	531,701	531,701
Capital	0	0	0	0	0
Total	\$787,411	\$942,289	\$930,184	\$938,971	\$919,723
Revenue	\$57,614	\$117,004	\$56,202	\$61,822	\$67,720
Net Local Revenue	\$729,797	\$825,285	\$873,982	\$877,149	\$852,003
Full Time Staff	3.00	3.00	3.00	3.00	3.00
Part Time Staff	0.67	0.67	0.67	0.67	0.67
Full-time Equivalents	3.67	3.67	3.67	3.67	3.67

Department Operations	FY 2019 Actual	FY 2020 Actual	FY 2021 Adopted	FY 2022 Approved	FY 2022 Proposed
Expenditure Summary:					
Personnel	\$378,956	\$403,834	\$405,514	\$407,270	\$388,022
Operating	228,734	277,306	284,194	284,194	284,194
Capital	0	0	0	0	0
Total	\$607,690	\$681,140	\$689,708	\$691,464	\$672,216
Revenue	\$0	\$0	\$0	\$0	\$0
Net Local Revenue	\$607,690	\$681,140	\$689,708	\$691,464	\$672,216
Full Time Staff	3.00	3.00	3.00	3.00	3.00
Part Time Staff	0.67	0.67	0.67	0.67	0.67
Full-time Equivalents	3.67	3.67	3.67	3.67	3.67

Incubators	FY 2019 Actual	FY 2020 Actual	FY 2021 Adopted	FY 2022 Approved	FY 2022 Proposed
Expenditure Summary:					
Personnel	\$0	\$0	\$0	\$0	\$0
Operating	179,721	261,149	240,476	247,507	247,507
Capital	0	0	0	0	0
Total	\$179,721	\$261,149	\$240,476	\$247,507	\$247,507
Revenue	\$57,614	\$117,004	\$56,202	\$61,822	\$67,720
Net Local Revenue	\$122,107	\$144,145	\$184,274	\$185,685	\$179,787
Full-time Equivalents	0.00	0.00	0.00	0.00	0.00

Economic Development

BUDGET ANALYSIS:

The FY 2022 Proposed Budget for Economic Development includes personnel expenditure adjustments related to rising benefit costs and staff turnover.

PROGRAM 1: *Business Retention/Business Development*

The Business Retention/Business Development program encompasses both the retention and expansion of existing businesses in the County and marketing to encourage new businesses to locate in the County. Nationally, more than 80% of all new local tax revenue and job growth come from expansion of the local, existing business base. New business development provides the opportunity for economic growth from companies wishing to relocate from sites outside of the County. Initiatives undertaken by this program include:

- Implement the economic development strategy by adding additional jobs and expansion of the tax base.
- Enhance the value of services at the Business Enterprise Centers by providing necessary counseling and resources to meet the need of entrepreneurs and services for existing businesses.
- Continue to strengthen relationship with Virginia Economic Development Partnership, Regional Economic Development Partners, and other Local and State agencies to enhance exposure of Fauquier County.
- Assess and address County infrastructure needs and identify funding sources for shovel ready sites.
- Partner with Fauquier Chamber of Commerce, and other business organizations on networking, educational events, webinars and workshops.
- Promote the County's local incentive zones, including Tourism, Technology, Defense Industry, and Green Development Zones.
- Partner with the Fauquier County Economic Development Authority, local banks, and Virginia Small Business Financing Authority.
- Assist businesses with strategic site location and identify technical requirements and regulations. Partner with Community Development on expedited review of commercial and industrial projects.
- Develop and expand Workforce Development program and initiatives by coordinating with employers on specific training courses and certifications.
- Promote business development at local, regional, state, and national events.

SERVICE VOLUME	FY 2019 Actual	FY 2020 Actual	FY 2021 Projected	FY 2022 Projected
Businesses assisted	753	822	750	800
New businesses showing interest	221	196	200	250
Visits to business website ¹	15,347	4,036	6,000	10,000

¹Projected increases due to establishment of a new website in FY 2021.

Economic Development

OBJECTIVES:

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

OUTCOME MEASURES	FY 2019 Actual	FY 2020 Actual	FY 2021 Goal	FY 2022 Goal
Licensed businesses	2,655	2,678	2,700	2,750
Business taxes paid (in millions)	\$25.9	\$26.0	\$27.0	\$28.0
New business startups	86	71	90	100
Jobs (1 st quarter average)	21,829	21,969	22,500	23,000
County unemployment rate	2.5%	6.2%	4.5%	3.0%

PROGRAM 2: *Tourism*

This program assists local tourism/travel trade businesses and promotes attractions in the County through the marketing of travel-related events, grant development, and related activities. Tourism also encourages cross-marketing among tourism-related businesses. Initiatives undertaken by this department include:

- Coordinate radio, print and online advertisements for Fauquier Tourism and Fauquier Business along with other promotional efforts like social media (Facebook, Instagram, and Twitter) and e-newsletters.
- Maintain the county tourism website, VisitFauquier.com, and business website, FauquierBusiness.com.
- Maintain the Fauquier Enterprise Center website pages on FauquierBusiness.com and coordinate marketing efforts.
- Plan promotional events for business and tourism, including the Annual Fauquier County Wine Tasting & Competition event in February, and a presence at the International Gold Cup event in October.
- Work with the Rappahannock-Rapidan Regional Commission's Regional Tourism Committee (with five participating counties Fauquier, Rappahannock, Culpeper, Orange, and Madison) on regional tourism initiatives and promotion of the *Tween Rivers Trail* – a regional Agri-Tourism initiative.
- Work with tourism businesses to help in promoting their services and events.
- Administer the Tourism and Technology Matching Grant Program, and other grants managed by the Economic Development Department.
- Work with industry organizations including the Virginia Tourism Corporation, Fauquier County Chamber, Experience Old Town Warrenton, Civil War Trails, Journey Through Hallowed Ground.

Economic Development

SERVICE VOLUME	FY 2019 Actual	FY 2020 Actual	FY 2021 Projected	FY 2022 Projected
Website/Social Media updates (hours)	210	230	300	210
Visits to County tourism website – Visitfaulquier.com	39,725	44,177	45,000	45,500
Requests for tourism brochure	155	120	100	100
Newsletter sign-ups (total number)	125	245	250	350
Tourism e-newsletter distribution (directly emailed & posted on Facebook)	16,150	16,240	15,000	15,000
Tourism-related committee work (hours)	100	100	100	100

OBJECTIVES:

- Increase contributions to Fauquier County's tax base through tourism development.
- Increase County revenues through increased resident and visitor leisure spending.
- Assist County tourism businesses, both established and new.
- Represent Fauquier County at State, regional, and local tourism-related organizations.

OUTCOME MEASURES	FY 2019 Actual	FY 2020 Actual	FY 2021 Goal	FY 2022 Goal
Tourism initiatives completed	9	8	9	9
Social Media Followers (Tourism & Business) Facebook, Twitter and Instagram	14,145	15,660	16,000	16,500
Facebook and Instagram POST Reach (Tourism & Business) ¹	256,468	182,378	190,000	200,000
Total leisure spending in Fauquier County (in millions) ²	\$3.0	\$3.1	\$3.2	\$3.2
Persons employed in tourism industry ²	1,834	1,755	2,000	2,000
Payroll from tourism jobs (in millions) ²	\$36.8	\$36.7	\$38.0	\$38.5
Lodging tax revenue, Fauquier County	\$104,733	\$66,338	\$60,000	\$80,000
Lodging tax revenue, Town of Warrenton	\$220,994	\$182,606	\$161,000	\$175,000
Meals tax, Town of Warrenton (in millions)	\$2.65	\$2.51	\$2.43	\$2.50
Visits to Visitor Center	2,561	1,537	1,000	2,000

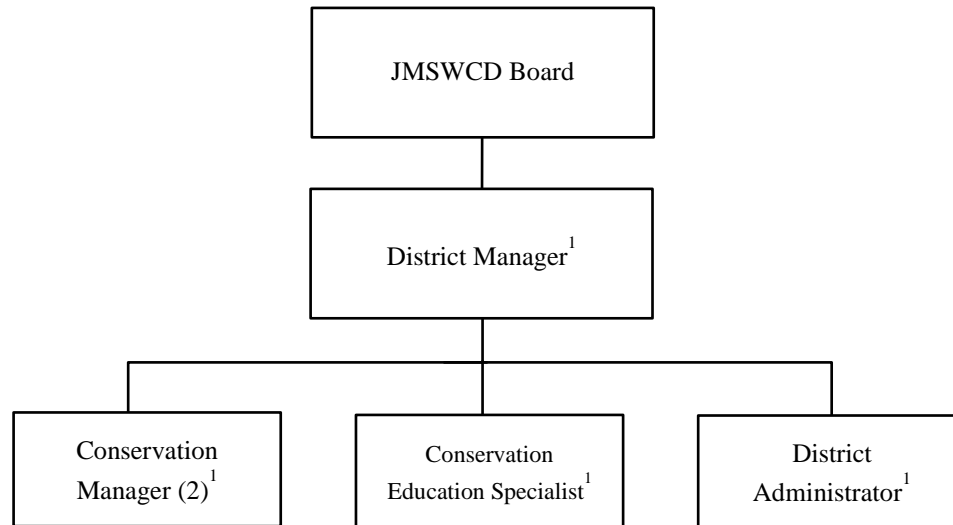
¹Facebook measurements for each year are available for individual POST Reach. This is a new measurement. Reach is based on how many individuals have seen posts or ads versus Impressions which are based on the amount of views and includes multiple views by the same person.

²Source: Virginia Tourism Corporation. Data is collected by calendar year.

John Marshall Soil and Water Conservation District

ORGANIZATIONAL PURPOSE:

The John Marshall Soil & Water Conservation District (JMSWCD) provides leadership, technical assistance, and education to the citizens of Fauquier County in proper soil stewardship and water quality protection to ensure the wise use of the County's natural resources. The 1987 Amendment to the Clean Water Act identified non-point source pollution as a major threat to the physical, chemical, and biological integrity of the nation's waters. The JMSWCD administers the Virginia Agricultural Cost Share Program which is a primary means to reduce non-point source pollution on agricultural lands in Fauquier County.



¹ Positions partially supported by local funds.

GOALS:

- Administer the Virginia Agricultural Cost-Share and Tax Credit Programs to reduce non-point source pollution on farmland.
- Provide agricultural producers with technical assistance and incentives to implement conservation practices that improve water quality and protect soil resources in the Rappahannock and Potomac Watersheds.
- Strive to achieve the goals of the Chesapeake Bay Agreement through participation in Virginia's Watershed Implementation Plan (WIP III) process.
- Administer components (agricultural) of the Upper Goose Creek Total Maximum Daily Load (TMDL) Implementation Plan.
- Provide educational programs for schools, civic organizations, and the general public concerning the protection of our soil and water resources.
- Provide technical assistance to the Natural Resources Conservation Service (NRCS) in the implementation of various Federal conservation programs.
- Improve water quality, reduce soil loss, and enhance wildlife habitat through the installation of riparian forested buffers along streams in Fauquier County.

John Marshall Soil and Water Conservation District

KEY PROJECTS FOR FY 2022:

- Continue to implement Agricultural Best Management Practices (BMPs) to reduce non-point source pollution entering the Chesapeake Bay through the implementation of the Virginia Agricultural Cost-Share and Tax Credit Programs.
- Support and assist NRCS with the implementation of federal conservation programs such as the Environmental Quality Incentives Program and the Conservation Reserve Enhancement Program.
- Present environmental education programs for K-12 students and community groups. Topics to include non-point source pollution, soil erosion, and water quality monitoring. Learning activities include Conservation Field Day Programs and student water quality monitoring projects.
- Implement the Agricultural TMDL Plan for Goose Creek by directing resources at those problems contributing to non-point source pollution.
- Serve as a Technical Advisory Review Committee for farms that request Resource Management Plans.
- Conduct riparian buffer restoration projects throughout the County.
- Partner with federal, state, and local government agencies, as well as various community organizations to expand public awareness of, and access to, our local rivers.
- Conduct voluntary Agricultural Best Management Practice verifications to support the advancement of Virginia's Watershed Implementation Plan.

BUDGET SUMMARY:

	FY 2019 Actual	FY 2020 Actual	FY 2021 Adopted	FY 2022 Approved	FY 2022 Proposed
Expenditure Summary:					
Personnel	\$0	\$0	\$0	\$0	\$0
Operating	161,948	162,346	178,471	178,471	178,471
Capital	0	0	0	0	0
Total	\$161,948	\$162,346	\$178,471	\$178,471	\$178,471
Revenue	\$0	\$0	\$0	\$0	\$0
Net Local Revenue	\$161,948	\$162,346	\$178,471	\$178,471	\$178,471
Full Time Staff	0.00	0.00	0.00	0.00	0.00
Part Time Staff	0.00	0.00	0.00	0.00	0.00
Full-time Equivalents	0.00	0.00	0.00	0.00	0.00

BUDGET ANALYSIS:

The FY 2022 Proposed Budget for John Marshall Soil and Water Conservation District includes no budgetary adjustments in comparison to prior year and is in accordance with the organization's jurisdictional funding formula.

John Marshall Soil and Water Conservation District

PROGRAM 1: *Virginia Agricultural Cost-Share Program*

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

SERVICE VOLUME	FY 2019 Actual	FY 2020 Actual	FY 2021 Projected	FY 2022 Projected
Stream bank protection (linear feet)	175,956	174,042	225,000	250,000
Cropland conservation measures (acres)	2,185	6,327	3,500	3,500
Restored riparian forest buffers (acres)	4.5	5	10	10
Riparian vegetated buffers (acres)	379	469	475	500
Agricultural incentives issued (C-S & T.C.)	\$489,743	\$1,289,458	\$1,250,000	\$1,500,000

OBJECTIVES:

- Provide technical assistance and/or cost-share to farmers and landowners in the design, installation, and implementation of agricultural Best Management Practices (BMPs) in Fauquier County to reduce non-point source pollution levels as required by the Chesapeake Bay Agreement and Tributary Strategies.
- Implement the Upper Goose Creek TMDL Implementation Plan to address water quality impairments in the Goose Creek watershed.
- Assess Resource Management Plans, in collaboration with the Department of Conservation & Recreation. These plans, once fully implemented, will provide farmers a “safe harbor” from new state regulations for a period of nine years. Resource Management Plans will be regularly spot checked by District personnel.
- Provide technical assistance to NRCS to implement Farm Bill Conservation Programs.

OUTCOME MEASURES	FY 2019 Actual	FY 2020 Actual	FY 2021 Goal	FY 2022 Goal
Percent of allocation issued to landowners ¹	41%	61%	85%	100%
Percent of Funds allocated	75%	99%	85%	100%
Number of projects completed	48	87	100	100
Outreach (# of farm visits)	153	404	450	450
Acres under conservation planning	3,255	13,575	7,000	7,000
Agricultural Tax Credits issued	\$9,645	\$3,634	\$5,000	\$5,000

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

John Marshall Soil and Water Conservation District

PROGRAM 2: *Education Programs*

The District provides Standards of Learning-based resources and support for classroom teachers in the areas of science, natural resources, and the environment. Additionally, the District provides programs for groups such as Master Naturalists, Boy Scouts, Girl Scouts, and the community at large.

SERVICE VOLUME	FY 2019 Actual	FY 2020 Actual	FY 2021 Projected	FY 2022 Projected
Conservation & Farm Tour Field Days	4	2	0	4
Conservation education programs	212	141	100	200
Water monitoring programs	26	25	0	30
Conservation newsletter/annual report	5	5	5	5

OBJECTIVES:

- Educate citizens of Fauquier County about the importance of protecting and conserving the County's soil and water resources.
- Increase community awareness of educational programs and services offered by the John Marshall SWCD. Outreach targets teachers, students, County departments, citizens, engineers, and local businesses.
- Provide a meaningful Bay watershed educational experience for students as outlined in the 2014 Chesapeake Bay Agreement.
- Provide assistance in organizing Fauquier County Fall Farm Tour and conducting third grade Farm Field Days.
- Continue seventh grade Conservation Field Days.
- Manage stream monitoring programs in high schools. Also, continue citizen monitoring program and provide data to Virginia Save Our Streams and the Department of Environmental Quality.

OUTCOME MEASURES	FY 2019 Actual	FY 2020 Actual	FY 2021 Goal	FY 2022 Goal
Student audience	4,698	2,654	2,000	4,750
Adult audience	736	548	400	900
Articles/news releases	28	49	40	40
Water quality tests performed	242	356	350	350
Online hits (Facebook and webpage)	8,868	12,147	10,000	10,000

Planning Commission-Board of Zoning Appeals- Architectural Review Board

ORGANIZATIONAL PURPOSE:

The Code of Virginia requires the County to have a Planning Commission and Board of Zoning Appeals (BZA). The Code also allows for the establishment of an Architectural Review Board (ARB).

Planning Commission:

- The five-member Planning Commission reviews proposed text amendments to the Subdivision and Zoning Ordinances and Comprehensive Plan, as well as rezonings, special exceptions and other waiver applications, and provides recommendations to the Board of Supervisors. The Planning Commission reviews and approves preliminary subdivision applications. Additional key responsibilities include periodic review and revision of the County's Comprehensive Plan, Design Standards Manual, other associated land development regulations, and the six-year Capital Improvement Program.

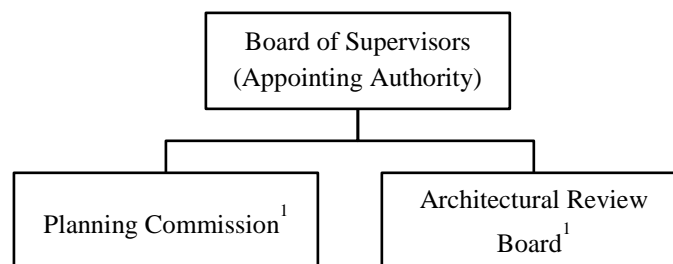
Board of Zoning Appeals:

- The Board of Zoning Appeals is a quasi-judicial body, consisting of five members appointed by the Circuit Court. The BZA considers and acts upon appeals regarding Zoning Administrator decisions, as well as applications for interpretation of the Zoning Map where uncertainty exists. It conducts public hearings, and acts upon special permits, appeals, variances and related requests.

Architectural Review Board:

- The seven-member Architectural Review Board is appointed by the Board of Supervisors to identify, protect and educate the community on the County's historic and cultural resources in a proactive, non-regulatory manner. The ARB undertakes projects related to documentation of historic resources, recognition and enhancement of rural and village historic districts, battlefield protection, and approaches to maintaining Fauquier County's architectural character. The ARB also serves as the County clearinghouse on historic issues, and provides educational materials and workshops regarding County-wide historic resources.

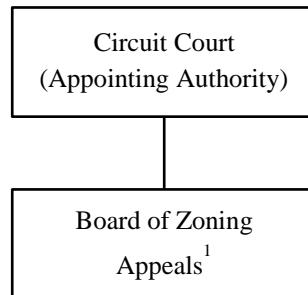
Planning Commission/Architectural Review Board



¹Each group receives staff support from Community Development.

Planning Commission-Board of Zoning Appeals- Architectural Review Board

Board of Zoning Appeals



¹The BZA receives staff support from Community Development.

GOALS:

- Promote the orderly development of Fauquier County, with a focus on sustainability of the community through appropriate land use and development patterns, and stewardship of its environment.
- Improve public health, safety, convenience, and welfare of County citizens.
- Ensure that Service Districts and future transportation systems are carefully planned, and developed with a focus towards enhancing the County's quality of life through adequate roadways, services, and facilities, and maintaining a balance of residential and business development.
- Recognize agriculture, industry and business needs in future growth.
- Preserve agricultural and forestal land, natural resources and habitat and historic resources as key elements in the overall community of service districts, towns, villages, and rural areas.
- Ensure growth of the community is consistent with the efficient and economical use of public funds.

KEY PROJECTS FOR FY 2022:

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

Planning Commission-Board of Zoning Appeals- Architectural Review Board

BUDGET SUMMARY:

	FY 2019 Actual	FY 2020 Actual	FY 2021 Adopted	FY 2022 Approved	FY 2022 Proposed
Expenditure Summary:					
Personnel	\$89,242	\$86,251	\$95,486	\$95,486	\$95,486
Operating	42,861	17,775	56,145	56,145	\$56,145
Capital	0	0	0	0	0
Total	\$132,103	\$104,026	\$151,631	\$151,631	\$151,631
Revenue	\$0	\$0	\$0	\$0	\$0
Net Local Revenue	\$132,103	\$104,026	\$151,631	\$151,631	\$151,631
Full Time Staff	0.00	0.00	0.00	0.00	0.00
Part Time Staff	0.00	0.00	0.00	0.00	0.00
Full-time Equivalents	0.00	0.00	0.00	0.00	0.00

BUDGET ANALYSIS:

The FY 2022 Proposed Budget for the Planning Commission, Board of Zoning Appeals, and Architectural Review Board includes no budgetary adjustments in comparison to prior years.

Non-Departmental

ORGANIZATIONAL PURPOSE:

The Non-Departmental budget addresses programs and issues that are not attributable to a single department. The Non-Departmental budget also includes funding for utilities at County facilities, various reserves, an allowance for estimated vacancy savings, and a contingency account for unanticipated needs, which is disbursed by the Board of Supervisors.

BUDGET SUMMARY:

	FY 2019 Actual	FY 2020 Actual	FY 2021 Adopted	FY 2022 Approved	FY 2022 Proposed
Expenditure Summary:					
Personnel	\$146,619	\$169,164	\$176,696	\$176,696	\$176,696
Operating	458,943	445,861	1,546,248	1,546,248	1,546,248
Capital	0	0	0	0	0
Total	\$605,562	\$615,025	\$1,722,944	\$1,722,944	\$1,722,944
Revenue	\$113,317	\$80,404	\$46,500	\$46,500	\$46,500
Net Local Revenue	\$492,245	\$534,621	\$1,676,444	\$1,676,444	\$1,676,444
Full Time Staff	0.00	0.00	0.00	0.00	0.00
Part Time Staff	0.00	0.00	0.00	0.00	0.00
Full-time Equivalents	0.00	0.00	0.00	0.00	0.00

BUDGET ANALYSIS:

The FY 2022 Proposed Budget for Non-Departmental includes no budgetary adjustments from the FY 2022 Approved Budget.

Capital Improvement Program

The Capital Improvement Fund provides a mechanism to fund the County's Capital Improvement Program (CIP). The fund is supported by a combination of local funding and debt issuance.

As presented, the Capital Improvement Plan (CIP or plan) continues to focus on addressing the identified capital needs and priorities of the County, while ensuring compliance with the County's fiscal policies. The CIP is prepared in a manner that sets the framework for the implementation of the County's capital project needs and priorities over the next five years. The plan also creates realistic expectations for timing and designation of these and future projects.

The proposed Capital Improvement Plan totals \$137.7 million from FY 2022 through FY 2026, with an additional \$178.5 million designated for future fiscal years. Over the five-year planning period (FY 2022-FY 2026), \$9.9 million would be allocated for public safety and fire and rescue projects, \$5.4 million for parks and recreational projects, \$0.25 million for environmental services projects, \$5.0 million for utility and infrastructure projects including \$4.0 million for broadband development, \$0.12 million for Airport projects, and \$39.9 million for school division projects.

The proposed CIP contains a significant cash funding commitment totaling \$24.77 million, with \$9.58 million anticipated from General Fund contribution and \$15.2 million from non-General Fund sources, including donations and agency specific funds. The \$24.77 million in cash funding equates to approximately 18.0% of total appropriations over the course of the five-year planning period, with 38.7% from General Fund sources and 61.3% sourced from non-General Fund sources. The General Fund cash component is fully funded in the FY 2022 proposed budget transfer to the CIP Fund. The balance of FY 2022 CIP, \$3.75 million, would be funded by debt issuances, through a variety of financing methods including approved Virginia bonding authority pools or bank financing.

The remaining \$112.95 million would be financed by debt issuances, through a variety of financing methods including approved Virginia bonding authority pools or bank financing. Total projected debt would increase by \$94.7 million, which includes \$31.7 million of bond funding approved in prior years not yet issued, to a total projected debt amount of \$201.7 million in FY 2026. Annual debt service expenditures are projected to increase by about \$9.99 million from FY 2023 to FY 2026, which would require funding as additional revenue growth or tax increases equivalent to \$0.084 based on current tax yield, which takes into account adjustments in cash funding requirements, over the planning period. The projected increase in annual debt service expenditures will place the proposed CIP at the Board's 10% policy limit for debt service in FY 2026, in comparison with overall revenue projection within the five-year planning period.

Capital Improvement Program

FY 2022-2026 Proposed Capital Improvement Program by Function

Functional Area	FY 2022	FY 2023	FY 2024	FY 2025	FY 2026	FY 2022-26 Total
Fire, Rescue & Emergency Services	\$ -	\$ 300,000	\$ 4,352,500	\$ 1,164,406	\$ 4,088,094	\$ 9,905,000
General Services - Government-wide Projects	-	-	5,535,270	50,317,433	4,000,000	\$ 59,852,703
Parks & Recreation	200,000	200,000	4,600,000	200,000	200,000	\$ 5,400,000
Environmental Services	50,000	50,000	50,000	50,000	50,000	\$ 250,000
Utilities/Infrastructure	4,200,000	200,000	200,000	200,000	200,000	\$ 5,000,000
Warrenton-Fauquier Airport Projects - Local Match Components ¹	-	7,540	-	100,280	15,620	\$ 123,440
<u>School Division</u>	<u>3,990,830</u>	<u>35,917,469</u>	<u>-</u>	<u>-</u>	<u>-</u>	<u>\$ 39,908,299</u>
Total	\$ 8,440,830	\$ 37,236,615	\$ 31,456,540	\$ 52,032,119	\$ 8,553,714	\$ 137,719,818

¹Local matching funds only, projects are primarily funded under Federal and State capital grant funding programs for airports.

Population Estimates

County

The Weldon Cooper Center for Public Service provides the official population projections for Fauquier County and the Commonwealth of Virginia as established in §15.2-2223.1 of the Code of Virginia. Weldon Cooper projects the County population will grow at an average annual rate of 1.13% through 2030. Applying the projected rate to the five-year planning period provides an estimate of 74,280 residents by 2025, an increase of 3,978 residents over the 2020 projection.

School Division

In October 2020, School Division staff provided the School Board with an updated ten-year student enrollment projection based on 2019-2020 actual enrollment. The projections list a current district-wide program capacity of 13,712 students. Current enrollment totals 10,249 students, with a total projected enrollment growth of 19.0% to 12,201 students by 2030. The following table provides a summary of the School Division's student enrollment projections through the 2029-2030 school year.

School Division Ten-Year Student Enrollment Projections						
	Current	2019-2020	2020-2021	2021-2022	2022-2023	2023-2024
Description	Capacity	Enrollment	Projection	Projection	Projection	Projection
Elementary Schools	6,176	4,729	4,178	4,827	4,837	4,833
Middle Schools	3,194	2,596	2,382	2,591	2,604	2,600
High Schools	4,342	3,775	3,689	3,759	3,797	3,783
District Total	13,712	11,100	10,249	11,177	11,238	11,216
	2024-2025	2025-2026	2026-2027	2027-2028	2028-2029	2029-2030
Description	Projection	Projection	Projection	Projection	Projection	Projection
Elementary Schools	4,936	5,013	5,137	5,204	5,406	5,568
Middle Schools	2,632	2,590	2,713	2,680	2,728	2,723
High Schools	3,779	3,867	3,788	3,843	3,866	3,910
District Total	11,347	11,470	11,638	11,727	12,000	12,201

Capital Improvement Program

Debt Issuance and Debt Services Projections

The County's institutional debt limits require the County Administrator to develop a capital improvement program in compliance with the Board of Supervisors' debt management financial policy, while ensuring the availability of resources to fund the near-term operating and debt service impacts of the capital program. The adopted CIP ensures growth in the County's projected debt, and debt service requirements meet the Board's debt policy over the course of the five-year planning period.

The CIP plan anticipates \$201.7 million in overall projected debt in FY 2026, which is approximately \$94.8 million more than the amount of overall outstanding debt anticipated through the end of FY 2021. Specific detail on projected debt service for 2022 can be found in the Debt Service Fund in the Other Funds section. Below is an overview of the projected debt service based on the FY 2022 – 2026 proposed Capital Improvement Plan.

The following provides an overview of debt and debt services from the CIP, and the potential impact of the capital cash funding requirement and annual debt service requirements on the County's real estate tax rate. This additional section of analysis demonstrates the required growth in revenue or funding through tax increases necessary to meet the cash and debt service requirements of the proposed CIP per fiscal year, based on the proposed FY 2022 budget, tax rates, and per penny yield.

Description	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025	FY 2026
Financing Scenarios						
Projected Outstanding Debt	\$ 101,232,680	\$ 111,308,775	\$ 122,713,843	\$ 154,306,289	\$ 157,610,285	\$ 194,232,266
Projected Additional Debt	5,693,632	29,577,509	49,757,469	23,045,960	49,817,433	7,488,094
Total Projected Debt	\$ 106,926,313	\$ 140,886,284	\$ 172,471,312	\$ 177,352,249	\$ 207,427,718	\$ 201,720,360
Projected Debt Service - County	\$ 12,190,559	\$ 11,730,047	\$ 13,105,976	\$ 16,044,059	\$ 18,555,510	\$ 21,714,141
Projected Debt Service - F&R	1,264,517	1,263,381	1,260,828	1,356,591	1,655,981	1,732,751
Total Projected Debt Service	\$ 13,455,076	\$ 12,993,428	\$ 14,366,804	\$ 17,400,650	\$ 20,211,491	\$ 23,446,891
Revenue Estimate - General Fund	\$ 188,360,775	\$ 191,811,594	\$ 199,004,529	\$ 204,974,665	\$ 208,049,285	\$ 211,170,024
Revenue Estimate - Other Funds	19,866,113	19,912,538	20,659,258	21,279,036	21,811,012	22,138,177
Total Revenue Estimate	\$ 208,226,888	\$ 211,724,132	\$ 219,663,787	\$ 226,253,701	\$ 229,860,296	\$ 233,308,201
Revenue % Chg. from Prev. Year		1.7%	3.8%	3.0%	1.6%	1.5%
Debt Service % of Projected Revenue		6.1%	6.5%	7.7%	8.8%	10.0%
Potential Capital Improvement Program Impact on Tax Rate						
Additional Debt Service, per fiscal year ¹	\$ -	\$ 911,728	\$ 3,033,846	\$ 2,810,841	\$ 3,235,400	
Additional Cash Contributions, per fiscal year ¹	-	569,146	5,571,374	(5,540,240)	(584,660)	
Net Impact of Capital Improvement Plan	\$ -	\$ 1,480,874	\$ 8,605,220	\$ (2,729,399)	\$ 2,650,740	

Equivalent increase in either the tax rate or growth necessary to fund listed projects, based on current per penny yield²

\$0.012 \$0.072 (\$0.023) \$0.022

¹ The FY 2022 proposed budgets includes sufficient cash funding for the Capital Improvement Fund's cash component and projected debt service payments. Beginning in FY 2023, additional debt service and cash funding component will require revenue growth, increase in the tax rate(s), and/or allocation of available year-end funds to ensure sufficient funding for projects. From year to year, debt service funding levels can vary with retirement of debt and issuance of new debt. When debt service declines from year to year, previously allocated resources will be held in the budget for future debt service needs or pay-as-you-go capital costs.

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

Capital Improvement Program

Bond and Cash Funded Capital Improvement Plan

Department/Project	Prior Years Appropriations ¹			FY 2022-26							
	Cash/Grant	Debt	Financing	FY 2022	FY 2023	FY 2024	FY 2025	FY 2026	Total	Future Years	CIP Total
Fire, Rescue & Emergency Services											
Bealeton Fire & Rescue Station	\$ -	\$ -	-	\$ -	\$ 300,000	\$ 4,352,500	\$ -	\$ -	\$ 4,652,500	\$ -	\$ 4,652,500
Marshall Fire & Rescue Station	-	-	-	-	-	-	1,164,406	3,488,094	\$ 4,652,500	-	\$ 4,652,500
The Plains Fire & Rescue Station	-	-	-	-	-	-	-	300,000	\$ 300,000	5,488,215	\$ 5,788,215
Upperville Fire & Rescue Station	-	-	-	-	-	-	-	300,000	\$ 300,000	3,500,000	\$ 3,800,000
Southern Fire & Rescue Station	300,000	-	-	-	-	-	-	-	\$ -	6,784,387	\$ 7,084,387
Fire and Rescue Training Facility	-	-	-	-	-	-	-	-	\$ -	2,250,000	\$ 2,250,000
Public Safety Building	-	-	-	-	-	-	-	-	\$ -	25,000,000	\$ 25,000,000
Sub-total, Fire, Rescue & Emergency Services	\$ 300,000	\$ -	-	\$ -	\$ 300,000	\$ 4,352,500	\$ 1,164,406	\$ 4,088,094	\$ 9,905,000	\$ 43,022,602	\$ 53,227,602
General Services - Government-wide Projects											
Stafford Property Development - General Services Joint Use Facility	\$ 700,000	\$ -	-	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 45,601,000	\$ 46,301,000
Courthouse Renovations and Improvements	93,000	-	-	-	-	5,535,270	49,817,433	-	\$ 55,352,703	-	\$ 55,445,703
78 Lee Street Renovation/Expansion	-	-	-	-	-	-	500,000	4,000,000	\$ 4,500,000	-	\$ 4,500,000
School/County Office Space	-	-	-	-	-	-	-	-	\$ -	11,000,000	\$ 11,000,000
Sub-total, General Services	\$ 793,000	\$ -	-	\$ -	\$ -	\$ 5,535,270	\$ 50,317,433	\$ 4,000,000	\$ 59,852,703	\$ 56,601,000	\$ 117,246,703
Library											
Central Library Project	\$ 506,190	\$ -	-	\$ -	\$ 561,606	\$ 16,718,770	\$ -	\$ -	\$ 17,280,376	\$ -	\$ 17,786,566
New Baltimore Library ¹	426,400	-	-	-	-	-	-	-	\$ -	10,917,795	\$ 11,344,195
Sub-total, Library	\$ 932,590	\$ -	-	\$ -	\$ 561,606	\$ 16,718,770	\$ -	\$ -	\$ 17,280,376	\$ 10,917,795	\$ 29,130,761
Parks & Recreation											
Ball Fields, Greenways/Trails & Playground Projects ¹	\$ 800,000	\$ -	-	\$ 200,000	\$ 200,000	\$ 200,000	\$ 200,000	\$ 200,000	\$ 1,000,000	\$ 200,000	\$ 2,000,000
Central Sports Complex ¹	5,121,365	8,767,125	-	-	-	4,400,000	-	-	\$ 4,400,000	-	\$ 18,288,490
Rappahannock Station - Phase I	1,000,000	-	-	-	-	-	-	-	\$ -	-	\$ 1,000,000
Vint Hill Community Ctr & Theater Reno/ADA	-	-	-	-	-	-	-	-	\$ -	2,200,000	\$ 2,200,000
Marshall Community Center	-	-	-	-	-	-	-	-	\$ -	1,893,735	\$ 1,893,735
Northern Swimming Pool	-	-	-	-	-	-	-	-	\$ -	6,000,000	\$ 6,000,000
Southern Sports Complex	881,099	-	-	-	-	-	-	-	\$ -	5,000,000	\$ 5,881,099
Southern Community Center	-	-	-	-	-	-	-	-	\$ -	3,000,000	\$ 3,000,000
Southern Pool	-	-	-	-	-	-	-	-	\$ -	6,000,000	\$ 6,000,000
Sub-total, Parks & Recreation	\$ 7,802,464	\$ 8,767,125	\$ -	\$ 200,000	\$ 200,000	\$ 4,600,000	\$ 200,000	\$ 200,000	\$ 5,400,000	\$ 24,293,735	\$ 46,263,324

Capital Improvement Program

Department/Project	Prior Years Appropriations ¹			FY 2022-26							
	Cash/Grant			FY 2022	FY 2023	FY 2024	FY 2025	FY 2026	Total	Future Years	CIP Total
	Funding	Debt	Financing								
Environmental Services²											
Landfill/Transfer Station Long-term Development/Permitting	\$ 312,200	\$ -		\$ 50,000	\$ 50,000	\$ 50,000	\$ 50,000	\$ 50,000	\$ 250,000	\$ 50,000	\$ 612,200
Leachate/Gas Management ¹	1,570,000	2,268,000		-	-	-	-	-	-	-	\$ 3,838,000
Landfill Closure/Post-Closure	1,280,220	11,521,979		-	-	-	-	-	-	11,843,274	\$ 24,645,473
New Baltimore Convenience Site	-	-		-	-	-	-	-	-	950,000	\$ 950,000
Marshall Convenience Site Improvements	400,000	-		-	-	-	-	-	-	1,160,000	\$ 1,560,000
Sub-total, Environmental Services	\$ 3,562,420	\$ 13,789,979		\$ 50,000	\$ 50,000	\$ 50,000	\$ 50,000	\$ 50,000	\$ 250,000	\$ 14,003,274	\$ 31,605,673
Department/Project	Prior Years Appropriations ¹			FY 2022-26							
	Cash/Grant			FY 2022	FY 2023	FY 2024	FY 2025	FY 2026	Total	Future Years	CIP Total
	Funding	Debt	Financing								
Utilities/Infrastructure³											
Opal Water System	\$ 500,000	\$ -		\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 6,800,138	\$ 7,300,138
Hydrogeological Studies	1,000,000	-		200,000	200,000	200,000	200,000	200,000	\$ 1,000,000	200,000	\$ 2,200,000
Broadband Development	6,353,914	10,263,223		4,000,000	-	-	-	-	\$ 4,000,000	-	\$ 20,617,137
Marshall Water System Improvements	500,000	1,500,000		-	-	-	-	-	\$ -	-	\$ 2,000,000
Midland/Airport Area Utility Improvements	1,000,000	5,400,000		-	-	-	-	-	\$ -	-	\$ 6,400,000
Midland/Bealeton Service Districts Improvements	-	-		-	-	-	-	-	\$ -	5,000,000	\$ 5,000,000
Catlett/Calverton Sewer	4,345,778	7,102,000		-	-	-	-	-	\$ -	-	\$ 11,447,778
Sub-total, Utilities/Infrastructure	\$ 13,699,692	\$ 24,265,223		\$ 4,200,000	\$ 200,000	\$ 200,000	\$ 200,000	\$ 200,000	\$ 5,000,000	\$ 12,000,138	\$ 54,965,053
Warrenton-Fauquier Airport Projects - Local Match Components⁴											
Airport Washrack	\$ 40,000	\$ -		\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 40,000
Design/Construct/Rehabilitate Runway 15 33	-	-		-	7,540	-	100,280	-	\$ 107,820	-	\$ 107,820
Airport Corporate Apron Phase I & II Design/Construct	-	-		-	-	-	-	15,620	\$ 15,620	232,289	\$ 247,909
Airport Corporate Access Road Design/Construction	-	-		-	-	-	-	-	\$ -	633,742	\$ 633,742
Sub-total, Warrenton-Fauquier Airport Projects	\$ 40,000	\$ -		\$ -	\$ 7,540	\$ -	\$ 100,280	\$ 15,620	\$ 123,440	\$ 866,031	\$ 1,029,471
COUNTY CIP TOTAL:	\$ 27,130,166	\$ 46,822,327		\$ 4,450,000	\$ 1,319,146	\$ 31,456,540	\$ 52,032,119	\$ 8,553,714	\$ 97,811,519	\$ 161,704,575	\$ 333,468,587

Capital Improvement Program

Department/Project	Prior Years Appropriations ¹			FY 2022-26							CIP Total
	Cash/Grant	Debt	Financing	FY 2022	FY 2023	FY 2024	FY 2025	FY 2026	Total	Future Years	
School Division⁵											
Cedar Lee Middle School Renovation/Expansion	\$ 1,754,170	\$ 15,787,530		\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 17,541,700
Taylor Middle School Renovation/Expansion	-	-		3,990,830	35,917,469	-	-	-	39,908,299	-	\$ 39,908,299
Auburn Middle School Expansion	-	-		-	-	-	-	-	-	9,939,809	\$ 9,939,809
Kettle Run Expansion	-	-		-	-	-	-	-	-	3,800,000	\$ 3,800,000
Greenville Elementary School Expansion	-	-		-	-	-	-	-	-	3,100,000	\$ 3,100,000
Sub-total, School Division	\$ 1,754,170	\$ 15,787,530		\$ 3,990,830	\$ 35,917,469	\$ -	\$ -	\$ -	\$ 39,908,299	\$ 16,839,809	\$ 74,289,808
CIP GRAND TOTAL:	\$ 28,884,336	\$ 62,609,857		\$ 8,440,830	\$ 37,236,615	\$ 31,456,540	\$ 52,032,119	\$ 8,553,714	\$ 137,719,818	\$ 178,544,384	\$ 407,758,395
General Fund CASH CONTRIBUTION:	\$ 23,870,389	\$ -		\$ 450,000	\$ 1,019,146	\$ 6,590,520	\$ 1,050,280	\$ 465,620	\$ 9,575,566		
Non-General Fund CASH CONTRIBUTION:	5,013,947	-		4,240,830	300,000	8,893,283	1,164,406	600,000	15,198,519		
TOTAL CASH CONTRIBUTION:	\$ 28,884,336	\$ -		\$ 4,690,830	\$ 1,319,146	\$ 15,483,803	\$ 2,214,686	\$ 1,065,620	\$ 24,774,085		
TOTAL BOND FINANCING:	\$ -	\$ 62,609,857		\$ 3,750,000	\$ 35,917,469	\$ 15,972,737	\$ 49,817,433	\$ 7,488,094	\$ 112,945,733		

¹Prior Year Funding includes cash/grant and debt funding, including bonds or other financing instruments which may not have been issued by the County, but for which a project holds a prior year appropriation of the Board of Supervisors. Cash/grant funding may also be appropriated but not yet expended or may include prior year funding expended from department funds.

²Environmental Services capital related projects are included in the CIP for approval of funding and scope. However, projects specific to the Environmental Services Fund do not have an impact on the County's debt capacity by policy.

³As tap fees are received on water and/or sewer utility projects, the revenue will be applied directly to the debt service of the projects or other debt related costs as determined by the County.

⁴These projects include only the local match funding for Airport capital grant projects allocated through debt, cash, or other funding means. The balance of funding is sourced through Federal and State aviation grants.

⁵The Cedar Lee Middle School and Taylor Middle School project scopes are based on the updated Middle School Renovation plan discussed by the Board of Supervisors and School Board during the FY 2021 budget adoption process. Additional changes may arise as the plans and bid packages for both projects are finalized.

Capital Improvement Program

Grant Funded Capital Improvement Projects

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

Department/Project	Prior Years Appropriations ¹		FY 2022-26							
	Cash/Grant Funding	Pending Financing	FY 2022	FY 2023	FY 2024	FY 2025	FY 2026	Total	Future Years	CIP Total
VDOT Revenue Share Grants										
<u>Community Development - Transportation Projects</u>										
Salem Avenue	\$ 2,198,748	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 2,198,748
Sub-total, VDOT Revenue Share Grants	\$ 2,198,748	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 2,198,748
VDOT Transportation Enhancements/Alternatives Grants										
<u>County Administration</u>										
Marshall Streetscape Improvement Project	\$ 6,219,049	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 6,219,049
<u>Parks and Recreation</u>										
Route 28/Grace Miller Elementary School Crosswalk Connector	\$ 680,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 680,000
Warrenton Branch Greenway Trail	1,161,433	-	-	-	-	-	-	-	-	1,161,433
Sub-total, VDOT Transportation Enhancements/Alternatives Grants	\$ 8,060,482	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 8,060,482
Combined VDOT Revenue Share/Transportation Alternatives Grants										
<u>County Administration</u>										
Waterloo Bridge (VDOT Managed Project)	\$ 3,125,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 3,125,000
Sub-total, Combined VDOT Revenue Share/Transportation Alt. Grants	\$ 3,125,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 3,125,000
Stormwater Management Grants										
<u>Community Development</u>										
MS-4 Public Facilities Projects	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 797,918	\$ 797,918
Sub-total, Combined Stormwater Management Grants	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 797,918	\$ 797,918
GRANT CASH CONTRIBUTION:	\$ 5,129,615	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 797,918	\$ 5,927,533
Non-General Fund CASH CONTRIBUTION:	5,129,615	-	-	-	-	-	-	-	-	\$ 5,129,615
TOTAL CASH CONTRIBUTION:	\$ 10,259,230	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 797,918	\$ 11,057,148
GRANT FUNDED CIP PROJECTS TOTAL:	\$ 10,259,230	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 797,918	\$ 11,057,148

School Division Fund

Under the Code of Virginia, local school districts are governed by an independently-elected school board. The Board of Supervisors provides local tax funding in the form of a transfer and sets overall fund appropriations. Funding for the Fauquier County school system is budgeted in five funds: (1) School Operating Fund, (2) School Nutrition Fund, (3) Textbook Fund, (4) Regional Governor's School Fund, and (5) the School Asset Replacement Fund. Debt service expenditures related to School Division financed projects are budgeted within the Debt Service Fund, which is found in the Other Funds section of this document. The School Division Superintendent's proposed budget, as presented to the School Board on January 26, 2021, is displayed in the column titled, "FY 2022 Request." Detailed information on the School Division's FY 2022 Proposed Budget can be found within the School Division's budget document at the Fauquier County Public Schools website www.fcps1.org.

School Operating Fund

The FY 2022 proposed budget School Division's Operating Fund totals \$151,098,409 maintaining the local transfer from the County's General Fund at the FY 2021 amount. The School Division anticipates a decrease of approximately \$816,000 from the State, of which is greatly impacted by the adjusted estimated average daily membership from 10,893 projected as part of the FY 2021 budget process to 10,103 due to COVID impacts, and an approximate \$50,000 decrease in the federally funded Title VI-B program. The local support of the FY 2022 School Division's operating budget is projected to fund 65.17% of total expenditures including consolidated services within the General Fund and debt service costs funded in the Debt Service Fund. This does not include local tax funding support that is provided by the County IT department, School Resource Officers within the Sheriff's Office, as well as the County Treasurer's Office.

	FY 2019	FY 2020	FY 2021	FY 2022	FY 2022	FY 2022
<u>Revenue Summary</u>	<u>Actual</u>	<u>Actual</u>	<u>Adopted</u>	<u>Projected</u>	<u>Request</u>	<u>Proposed</u>
Local Revenue	\$ 2,156,086	\$ 1,563,587	\$ 2,600,820	\$ 2,600,820	\$ 2,562,012	\$ 2,562,012
State Revenue						
Sales Tax	\$ 12,865,929	\$ 13,855,188	\$ 14,078,431	\$ 15,486,274	\$ 13,389,163	\$ 13,389,163
Basic Aid	20,899,063	20,510,540	23,164,133	25,480,546	21,460,790	21,460,790
Special Education	3,028,519	3,020,885	3,349,121	3,684,033	3,110,017	3,110,017
Retirement	2,807,335	2,804,502	3,317,695	3,649,465	3,097,527	3,097,527
Lottery Funds	2,396,640	3,214,175	3,680,279	4,048,307	2,939,512	2,939,512
Regional SPED Program	337,991	41,458	718,133	718,133	718,133	718,133
Technology	623,884	103,633	570,000	570,000	570,000	570,000
Other	<u>3,997,388</u>	<u>4,763,717</u>	<u>3,393,618</u>	<u>3,500,000</u>	<u>6,170,324</u>	<u>6,170,324</u>
Total State Revenue	\$ 46,956,749	\$ 48,314,098	\$ 52,271,410	\$ 57,136,758	\$ 51,455,466	\$ 51,455,466
Federal Revenue						
Title I	\$ 883,451	\$ 911,886	\$ 820,000	\$ 820,000	\$ 820,000	\$ 820,000
Title VI-B	2,710,222	2,672,010	2,350,000	2,300,000	2,300,000	2,300,000
Other	<u>675,259</u>	<u>668,252</u>	<u>863,000</u>	<u>913,000</u>	<u>869,453</u>	<u>869,453</u>
Total Fed. Revenue	\$ 4,268,932	\$ 4,252,148	\$ 4,033,000	\$ 4,033,000	\$ 3,989,453	\$ 3,989,453
Local Transfer	\$ 89,243,899	\$ 91,684,437	\$ 93,091,478	\$ 93,091,478	\$ 93,231,478	\$ 93,091,478
Total Revenue	<u>\$ 142,625,666</u>	<u>\$ 145,814,270</u>	<u>\$ 151,996,708</u>	<u>\$ 156,862,056</u>	<u>\$ 151,238,409</u>	<u>\$ 151,098,409</u>

School Division Fund

Adjustments within expenditure types from the School Division's Requested Budget to the County Administrator's Proposed Budget is representative of the shift in dollar value and is not representative of final adjustments for the Adopted Budget. The School Board and School Administration will make final adjustments based on the County's Adopted Budget.

	FY 2019	FY 2020	FY 2021	FY 2022	FY 2022	FY 2022
<u>Expenditure Summary by Type</u>	<u>Actual</u>	<u>Actual</u>	<u>Adopted</u>	<u>Projected</u>	<u>Request</u>	<u>Proposed</u>
Salaries & Benefits	\$ 124,711,140	\$ 128,205,395	\$ 132,729,646	\$ 137,319,692	\$ 131,752,280	\$ 131,752,280
Operating	13,356,817	11,630,752	14,895,496	14,895,496	14,692,533	14,692,533
Capital Outlay	130,868	78,147	94,728	95,000	94,728	94,728
Transfers	4,058,329	4,543,289	4,276,868	4,551,868	4,698,868	4,558,868
Total Expenditures	<u>\$ 142,257,154</u>	<u>\$ 144,457,583</u>	<u>\$ 151,996,738</u>	<u>\$ 156,862,056</u>	<u>\$ 151,238,409</u>	<u>\$ 151,098,409</u>

Nutrition Fund

The School Division's nutrition program provides nutrition to students under the Federal National School Lunch Act and the Child Nutrition Act. The nutrition program is supported by a combination of Federal funding and participants' fees.

	FY 2019	FY 2020	FY 2021	FY 2022	FY 2022	FY 2022
<u>Revenue Summary</u>	<u>Actual</u>	<u>Actual</u>	<u>Adopted</u>	<u>Projected</u>	<u>Request</u>	<u>Proposed</u>
Local	\$ 2,729,980	\$ 2,167,591	\$ 3,133,010	\$ 3,193,010	\$ 3,172,316	\$ 3,172,316
State	83,446	82,735	88,599	88,599	85,408	85,408
Federal	2,255,330	2,138,062	2,503,864	2,555,000	2,503,864	2,503,864
Transfers - School Operating Fund	384,406	-	-	590,680	-	-
Use of Fund Balance	-	632,241	414,873	-	414,873	414,873
Total Revenue	<u>\$ 5,453,162</u>	<u>\$ 5,020,629</u>	<u>\$ 6,140,346</u>	<u>\$ 6,427,289</u>	<u>\$ 6,176,461</u>	<u>\$ 6,176,461</u>

	FY 2019	FY 2020	FY 2021	FY 2022	FY 2022	FY 2022
<u>Expenditure Summary</u>	<u>Actual</u>	<u>Actual</u>	<u>Adopted</u>	<u>Projected</u>	<u>Request</u>	<u>Proposed</u>
Salaries & Benefits	\$ 2,956,978	\$ 3,209,255	\$ 3,505,389	\$ 3,579,427	\$ 3,579,427	\$ 3,579,427
Operating	2,484,097	2,240,442	2,634,957	2,597,034	2,597,034	2,597,034
Capital Outlay/Reserve	-	120,071	-	-	-	-
Total Expenditures	<u>\$ 5,441,075</u>	<u>\$ 5,569,768</u>	<u>\$ 6,140,346</u>	<u>\$ 6,176,461</u>	<u>\$ 6,176,461</u>	<u>\$ 6,176,461</u>

School Division Fund

Textbook Fund

The Textbook Fund provides a mechanism to account for the purchase of student textbooks. The fund is supported by a combination of State funding and a transfer from the School Operating Fund.

	FY 2019	FY 2020	FY 2021	FY 2022	FY 2022	FY 2022
<u>Revenue Summary</u>	<u>Actual</u>	<u>Actual</u>	<u>Adopted</u>	<u>Projected</u>	<u>Request</u>	<u>Proposed</u>
Local	\$ 4,663	\$ 1,019	\$ -	\$ -	\$ -	\$ -
State	428,289	427,209	482,480	482,480	447,435	447,435
Transfers - School Operating Fund	267,308	674,226	688,304	688,304	638,308	638,308
Use of Fund Balance	-	-	-	-	-	-
Total Revenue	\$ 700,260	\$ 1,102,454	\$ 1,170,784	\$ 1,170,784	\$ 1,085,743	\$ 1,085,743
	FY 2019	FY 2020	FY 2021	FY 2022	FY 2022	FY 2022
<u>Expenditure Summary</u>	<u>Actual</u>	<u>Actual</u>	<u>Adopted</u>	<u>Projected</u>	<u>Request</u>	<u>Proposed</u>
Textbooks	\$ 190,432	\$ 1,325,201	\$ 1,170,784	\$ 1,170,784	\$ 1,085,743	\$ 1,085,743
Total Expenditures	\$ 190,432	\$ 1,325,201	\$ 1,170,784	\$ 1,170,784	\$ 1,085,743	\$ 1,085,743

Regional Governor's School

The Mountain Vista Governor's School is a regional governor's school program funded through collaboration among seven area school districts. Participating students attend programming at regional community college campuses on a part-time basis. Fauquier County's share of funding consists of a transfer from the School Operating Fund.

	FY 2019	FY 2020	FY 2021	FY 2022	FY 2022	FY 2022
<u>Revenue Summary</u>	<u>Actual</u>	<u>Actual</u>	<u>Adopted</u>	<u>Projected</u>	<u>Request</u>	<u>Proposed</u>
Local	\$ 1,054,143	\$ 1,193,109	\$ 1,192,609	\$ 1,156,487	\$ 1,192,609	\$ 1,192,609
State	460,379	480,569	507,270	549,105	517,913	517,913
Use of Fund Balance	-	-	-	-	-	-
Total Revenue	\$ 1,514,522	\$ 1,673,678	\$ 1,699,879	\$ 1,705,592	\$ 1,710,522	\$ 1,710,522
	FY 2019	FY 2020	FY 2021	FY 2022	FY 2022	FY 2022
<u>Expenditure Summary</u>	<u>Actual</u>	<u>Actual</u>	<u>Adopted</u>	<u>Projected</u>	<u>Request</u>	<u>Proposed</u>
Salaries & Benefits	\$ 1,414,341	\$ 1,418,755	\$ 1,470,109	\$ 1,475,822	\$ 1,476,904	\$ 1,476,904
Operating	102,058	129,520	182,034	182,034	178,044	178,044
Capital /Contingencies	-	-	47,736	47,736	55,574	55,574
Total Expenditures	\$ 1,516,399	\$ 1,548,275	\$ 1,699,879	\$ 1,705,592	\$ 1,710,522	\$ 1,710,522

School Division Fund

School Asset Replacement Fund

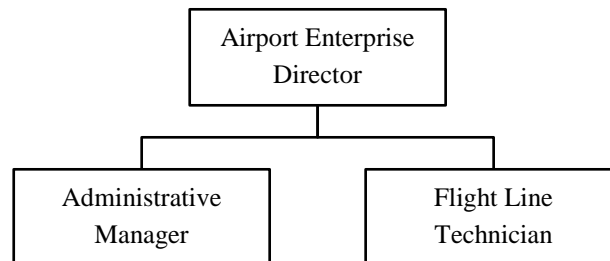
These funds provide for the financing of major maintenance and systems replacement projects. The School Asset Replacement Fund is largely supported by a transfer from the School Operating Fund.

	FY 2019	FY 2020	FY 2021	FY 2022	FY 2022	FY 2022
<u>Revenue Summary</u>	<u>Actual</u>	<u>Actual</u>	<u>Adopted</u>	<u>Projected</u>	<u>Request</u>	<u>Proposed</u>
Local	\$ 206,981	\$ 179,692	\$ 557,500	\$ 557,500	\$ 557,500	\$ 557,500
State	16,000	11,246	-	-	-	-
Federal	-	-	-	-	-	-
Transfers/Use of Fund Balance	<u>14,672,853</u>	<u>3,784,044</u>	<u>3,799,531</u>	<u>2,999,531</u>	<u>4,271,527</u>	<u>4,271,527</u>
Total Revenue	<u>\$ 14,895,834</u>	<u>\$ 3,974,982</u>	<u>\$ 4,357,031</u>	<u>\$ 3,557,031</u>	<u>\$ 4,829,027</u>	<u>\$ 4,829,027</u>
	FY 2019	FY 2020	FY 2021	FY 2022	FY 2022	FY 2022
<u>Expenditure Summary</u>	<u>Actual</u>	<u>Actual</u>	<u>Adopted</u>	<u>Projected</u>	<u>Request</u>	<u>Proposed</u>
Instruction	\$ 52,965	\$ 47,068	\$ 80,000	\$ 80,000	\$ 80,000	\$ 80,000
Health	-	-	-	-	-	-
Technology	565,978	37,602	50,000	50,000	50,000	50,000
Transportation	1,284,180	999,573	925,000	925,000	925,000	925,000
Nutrition	75,958	-	150,000	150,000	150,000	150,000
District-wide	5,307,636	5,246,151	1,481,317	1,501,317	1,501,317	1,501,317
Comprehensive Maintenance Plan	703,508	517,097	870,000	870,000	870,000	870,000
Capital Improvements	<u>529,154</u>	<u>555,010</u>	<u>800,714</u>	<u>780,714</u>	<u>1,055,714</u>	<u>1,055,714</u>
Total Expenditures	<u>\$ 8,519,379</u>	<u>\$ 7,402,501</u>	<u>\$ 4,357,031</u>	<u>\$ 4,357,031</u>	<u>\$ 4,632,031</u>	<u>\$ 4,632,031</u>

Airport Fund

ORGANIZATIONAL PURPOSE:

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



GOALS:

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

KEY PROJECTS FOR FY 2022:

- Design and Rehabilitate Runway 15-33.

Airport Fund

BUDGET SUMMARY:

	FY 2019 Actual ¹	FY 2020 Actual	FY 2021 Adopted	FY 2022 Approved	FY 2022 Proposed
Expenditure Summary:					
Personnel	\$252,986	\$308,551	\$283,053	\$284,484	\$284,484
Operating	500,273	541,938	454,966	454,966	454,966
Capital ¹	4,526	201,734	0	0	0
Total	\$757,785	\$1,052,223	\$738,019	\$739,450	739,450
Revenue	\$2,365,866	\$817,876	\$721,794	\$721,794	\$721,794
Net Local Revenue	\$23,274	\$234,347	\$16,225	\$17,656	\$17,656
Change in Net Position	\$1,631,355	\$0	\$0	\$0	\$0
Full Time Staff	3.00	3.00	3.00	3.00	3.00
Part Time Staff	0.00	0.00	0.00	0.00	0.00
Full-time Equivalents	3.00	3.00	3.00	3.00	3.00

¹FY 2019 includes the full allocation of local matching funds for capital grant projects that will be allocated over multiple years.

BUDGET ANALYSIS:

The FY 2022 Proposed Budget for the Airport Fund includes personnel expenditure adjustments related to rising benefit costs.

PROGRAM 1: Fees and Fuel Sales

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

SERVICE VOLUME	FY 2019 Actual	FY 2020 Actual	FY 2021 Projected	FY 2022 Projected
Based aircraft	140	140	170	170
Based turbine powered aircraft	4	5	5	5
Percentage of corporate-owned aircraft	15%	15%	20%	20%

OBJECTIVES:

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

Airport Fund

OUTCOME MEASURES	FY 2019 Actual	FY 2020 Actual	FY 2021 Goal	FY 2022 Goal
Aviation businesses at the airport	7	7	7	7
Aircraft maintenance providers	2	2	2	2
Flight school providers	2	2	2	2
Fuel sales – 100 Low Lead – AvGas (gallons) ¹	60,063	73,203	92,000	98,000
Fuel sales – Jet A (gallons)	40,820	45,296	44,300	45,000
Transient aircraft traffic increased ²	50%	1%	5%	5%

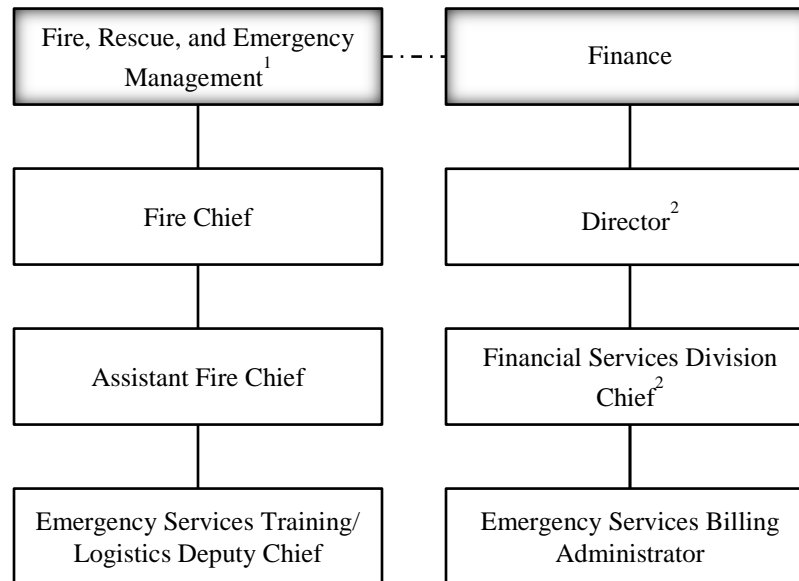
¹FY 2019 Decrease in 100 LowLead fuel sales is believed to be due to weather conditions that were unfavorable for flying General Aviation aircraft throughout this fiscal year.

²FY 2019 Transient aircraft traffic statistics reflect increased patronage due to economy fuel pricing and customer preference. FY 2020 saw no increase in traffic but increase in Net Jets repeat customers.

Ambulance Revenue Fund

ORGANIZATIONAL PURPOSE:

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



¹ Positions funded in Fire, Rescue, and Emergency Management budget.

² 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 2022:

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

Ambulance Revenue Fund

BUDGET SUMMARY:

	FY 2019 Actual	FY 2020 Actual	FY 2021 Adopted	FY 2022 Approved	FY 2022 Proposed
Expenditure Summary:					
Personnel	\$91,051	\$94,095	\$95,000	\$95,477	\$95,477
Operating	1,339,958	1,354,372	1,432,015	1,474,828	1,933,653
Capital	0	0	0	0	0
Total	\$1,431,009	\$1,448,467	\$1,527,015	\$1,570,305	\$2,029,130
Revenue	\$1,406,796	\$1,634,039	\$1,527,015	\$1,570,305	\$2,029,130
Net Local Revenue	\$1,865	(\$185,572)	\$0	\$0	\$0
Change in Net Position	(\$22,348)	\$0	\$0	\$0	\$0
Full Time Staff	1.00	1.00	1.00	1.00	1.00
Part Time Staff	0.00	0.00	0.00	0.00	0.00
Full-time Equivalents	1.00	1.00	1.00	1.00	1.00

BUDGET ANALYSIS:

The FY 2022 Proposed Budget for the Ambulance Revenue Fund includes personnel expenditure adjustments related to rising benefit costs and operational increases for the purchase of an ambulance.

PROGRAM 1: *Emergency Services Billing Coordination*

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

SERVICE VOLUME	FY 2019 Actual	FY 2020 Actual	FY 2021 Projected	FY 2022 Projected
EMS Transports	4,737	4,192	4,680	4,781
Average Miles/Transport	8.48	8.91	8.64	8.60
Advanced Life Support Transports	79%	81%	78%	79%
Basic Life Support Transports	21%	19%	22%	21%

Ambulance Revenue Fund

OBJECTIVES:

- Maintain stable collections

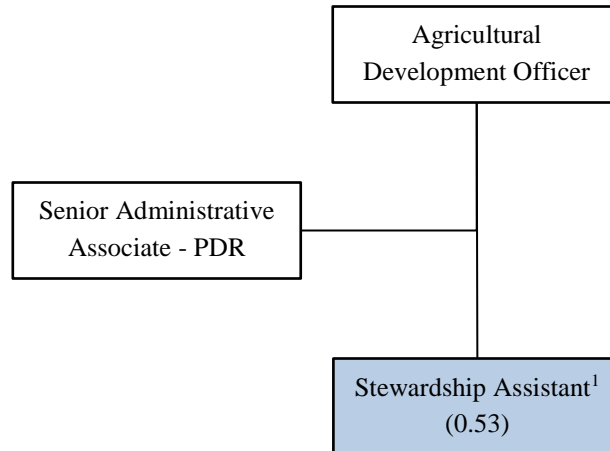
OUTCOME MEASURES	FY 2019 Actual	FY 2020 Actual	FY 2021 Goal	FY 2022 Goal
Collection rate of allowable amount ¹	52.89%	58.65%	57.74%	57.33%

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

Conservation Easement Service District Fund

ORGANIZATIONAL PURPOSE:

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



¹ FY 2022 Proposed Budget includes (0.53) part-time Stewardship Assistant position approved mid-FY 2021.

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 2022:

- Pursue increased funding from grants and other non-county sources for easement purchases.
- Accept and process PDR application from landowners. Review all applications with PDR Committee and conduct farm visits.
- Coordinate application scoring by PDR Committee.
- Educate landowners about PDR Program, donated conservation easements and possible tax benefits through workshops and individual meetings.

Conservation Easement Service District Fund

- Explore applicability of specific grant programs for conservation easement funding from the Virginia Department of Agriculture and Consumer Services, Virginia Department of Conservation and Recreation, U.S. Department of Agriculture, U.S. Department of the Navy, and private land trusts.
- Manage grant awards.
- Prepare annual summary of PDR Program activity.
- Monitor Virginia General Assembly activity on PDR funding, attend meetings, and provide input when appropriate.
- Monitor conservation easement stewardship funding program through Department of Conservation and Recreation (DCR).

BUDGET SUMMARY:

	FY 2019 Actual	FY 2020 Actual	FY 2021 Adopted	FY 2022 Approved	FY 2022 Proposed
Expenditure Summary:					
Personnel	\$148,929	\$155,547	\$165,072	\$165,868	\$180,743
Operating	540,749	4,271	710,218	714,141	699,453
Capital	0	0	0	0	0
Total	\$689,678	\$159,818	\$875,290	\$880,009	880,196
Revenue	\$136,986	\$89,034	\$115,000	\$115,000	\$115,000
Net Local Revenue	\$552,692	\$70,784	\$760,290	\$765,009	765,196
Full Time Staff	2.00	2.00	2.00	2.00	2.00
Part Time Staff	0.00	0.00	0.00	0.00	0.53
Full-time Equivalents	2.00	2.00	2.00	2.00	2.53

BUDGET ANALYSIS:

The Conservation Easement Levy is a special real estate tax levy to support the purchase of conservation easements in Fauquier County. The levy is anticipated to yield \$717,410 in FY 2022.

The FY 2022 Proposed Budget for Conservation Easement includes personnel expenditure adjustments related to rising benefit costs and the establishment of a (0.53) part-time Stewardship Assistant approved mid-FY 2021.

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.

Conservation Easement Service District Fund

SERVICE VOLUME	FY 2019 Actual	FY 2020 Actual	FY 2021 Projected	FY 2022 Projected
PDR applications distributed and received	18	10	18	18
PDR applications approved	4	3	5	5
Landowners and advisors assisted with PDR and land conservation	25	25	25	25

OBJECTIVES:

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

OUTCOME MEASURES	FY 2019 Actual	FY 2020 Actual	FY 2021 Goal	FY 2022 Goal
Landowners provided with PDR/easement info	23	23	23	23
Workshops offered for landowners	1	1	1	1
Landowner/advisors provided with PDR/easement info	25	25	28	28
Acres protected in PDR and donated easements (cumulative)	20,900	22,148	23,200	24,500
Conservation Easements monitored	135	158	170	184

County Asset Replacement Fund

BACKGROUND:

The Board of Supervisors established the County Asset Replacement Fund 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 2022 through FY 2026, totaled \$19,420,802 of which \$3,071,850 was requested for FY 2022. The requested projects were reviewed in comparison to the Five-Year Plan, Strategic Plan, and available funding. The proposed Asset Replacement Program totals \$19,417,802 over the five-year planning period.

The FY 2022 Proposed County Asset Replacement Fund budgets total \$3,068,850, to be funded by a transfer of \$2,026,665 from the General Fund, as well as \$26,000 annually in anticipated revenue from a surcharge on recordations, which is legally restricted to the ongoing maintenance of court-related facilities. In addition, fire and rescue related expenditures will be funded through a transfer of \$893,637 from the Fire & Rescue Levy Fund (\$and Ambulance Recovery Fund. Lastly, a one-time project of \$122,548 will be funded utilizing prior year balances.

Fiscal Year 2022 Proposed County Asset Replacement Plan

<u>Department/Project</u>	<u>Expenditures</u>	<u>Revenue</u>	<u>Net Local Revenue</u>
Convenience Sites/Machinery & Equipment	\$ 225,000	\$ -	\$ 225,000
General Services/Major Systems Replacement	269,000	-	269,000
General Services/Courthouse Maintenance	26,000	26,000	-
General Services/County Vehicle Replacement	125,000	-	125,000
Information Technology/Technology Review Board	200,000	-	200,000
Information Technology/Server & Network	150,000	-	150,000
Information Technology/Call Manager	28,000	-	28,000
Parks & Recreation/Small Projects Fund	150,000	-	150,000
Registrar's Office/Voting Machines	308,255	-	308,255
Sheriff's Office/Console Replacement	122,548	122,548	-
Sheriff's Office/Vehicle Replacement	481,500	-	481,500
Sheriff's Office/Equipment & Systems	89,910	-	89,910
DFREM/VFRA/Ambulance Replacement	893,637	893,637	-
County Asset Replacement Fund Total:	<u>\$ 3,068,850</u>	<u>\$ 1,042,185</u>	<u>\$ 2,026,665</u>

County Asset Replacement Fund

FY 2022-2026 County Asset Replacement Fund Proposed Budget

Department/Project	FY 2022	FY 2023	FY 2024	FY 2025	FY 2026	FY 2022-26 Total
<u>Environmental Services</u>						
Equipment Replacement	\$ 150,000	\$ 338,000	\$ 337,000	\$ 349,000	\$ 480,000	\$ 1,654,000
Recycling Packers	30,000	30,000	30,000	30,000	30,000	150,000
Roll Off Trucks	-	-	190,000	-	-	190,000
Site Vehicles	-	55,000	-	40,100	-	95,100
Waste/C&D Containers	45,000	45,000	45,000	45,000	45,000	225,000
<u>General Services</u>						
County Vehicle Replacement	\$ 125,000	\$ 250,000	\$ 250,000	\$ 300,000	\$ 330,000	\$ 1,255,000
Courthouse Maintenance	26,000	29,000	29,000	29,000	29,000	142,000
Major Equipment Replacement	-	50,000	50,000	50,000	50,000	200,000
Major Systems Replacement	269,000	360,000	360,000	360,000	400,000	1,749,000
<u>Information Technology</u>						
Alarms System Replacement	\$ -	\$ 166,000	\$ 122,000	\$ 109,000	\$ 166,000	\$ 563,000
Call Manager	28,000	28,000	28,000	28,000	45,000	157,000
Server and Network Replacement	150,000	150,000	150,000	150,000	150,000	750,000
Technology Review Board	200,000	200,000	200,000	200,000	200,000	1,000,000
<u>Parks & Recreation</u>						
Small Projects Fund	\$ 150,000	\$ 250,000	\$ 250,000	\$ 300,000	\$ 300,000	\$ 1,250,000
<u>Registrar's Office</u>						
Electronic Pollbooks	\$ -	\$ -	\$ -	\$ 142,625	\$ -	\$ 142,625
Voting Machines	308,255	-	-	-	-	308,255
<u>Sheriff's Office</u>						
911 CPE Refresh/Replacement	\$ -	\$ -	\$ 199,200	\$ -	\$ -	\$ 199,200
Call Recording System Refresh - CAD Server Replacement	-	-	-	100,266	-	100,266
Console Replacement	122,548	-	-	-	-	122,548
DIMS System Replacement - Photo Evidence System	-	-	45,907	-	-	45,907
Equipment Replacement	38,097	40,680	43,433	78,662	40,216	241,088
In Car Camera Replacement	51,813	57,570	57,570	69,084	69,085	305,122
Vehicle Replacement	481,500	535,000	535,000	642,000	642,000	2,835,500
<u>DFREM/VFRA</u>						
AED's Replacement	\$ -	\$ 90,000	\$ 90,000	\$ 120,000	\$ 540,000	\$ 840,000
Ambulance Replacement	893,637	-	938,319	-	985,235	2,817,191
SCBA Replacement	-	200,000	200,000	300,000	800,000	1,500,000
Vehicle Replacement	-	175,000	195,000	210,000	-	580,000
Total	\$ 3,068,850	\$ 3,049,250	\$ 4,345,429	\$ 3,652,737	\$ 5,301,536	\$ 19,417,802
<i>Offsetting Revenue</i>	<i>\$ (1,042,185)</i>	<i>\$ (29,000)</i>	<i>\$ (29,000)</i>	<i>\$ (29,000)</i>	<i>\$ (29,000)</i>	<i>\$ (1,158,185)</i>
Net Local Revenue	\$ 2,026,665	\$ 3,020,250	\$ 4,316,429	\$ 3,623,737	\$ 5,272,536	\$ 18,259,617

Debt Service Fund

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 2022 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 2022, and certain service costs incurred on debt. The FY 2022 anticipated debt service payments are estimated 6.1% of anticipated revenue.

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 2022 Proposed Budget

<u>Division/Description</u>	<u>Principal</u>	<u>Interest</u>	<u>Total</u>
<u>County Government</u>			
Lease Financing	\$ 1,479,778	\$ 867,529	\$ 2,347,307
Certificate of Participation	\$ 640,140	\$ 149,097	\$ 789,237
<u>Revenue Bond</u>	\$ -	\$ 620,549	\$ 620,549
Sub-total County Government	\$ 2,119,918	\$ 1,637,175	\$ 3,757,093
 <u>School Division</u>			
VA Public School Authority Bonds	\$ 5,424,750	\$ 1,903,373	\$ 7,328,123
General Obligation Bonds	\$ 2,240,000	\$ 275,608	\$ 2,515,608
Master/Capital Lease	\$ 502,117	\$ 46,535	\$ 548,652
<u>Trustee Fees</u>	\$ -	\$ -	\$ 5,000
Sub-total School Division	\$ 8,166,867	\$ 2,225,516	\$ 10,397,383
Total Debt Service Fund:	\$ 10,286,785	\$ 3,862,691	\$ 14,154,477

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 2022 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>\$191,457</u>	<u>\$298,640</u>	<u>\$490,097</u>
Total Vol. Fire & Rescue Levy Fund:	\$191,457	\$298,640	\$490,907
 Landfill Fund			
<u>Cell I Expansion/Transfer Station</u>	<u>\$275,000</u>	<u>\$318,859</u>	<u>\$593,859</u>
Total Landfill Fund	\$275,000	\$318,859	\$593,859

Debt Service Fund

FY 2022 Projected Debt Service Fund Statement

<u>Description</u>	<u>Total</u>			
Revenue:				
Transfer from General Fund			\$	12,412,125
Transfer from Fire and Rescue Levy Fund			\$	770,734
Transfer from School Asset Replacement Fund			\$	382,430
VPSA Credit			\$	195,213
<u>QSCB Tax Credit</u>			\$	393,975
Total Revenues:			\$	14,154,477
Expenditures:				
	<u>Principal</u>	<u>Interest</u>	<u>Total</u>	<u>Local Tax Funding</u>
County Government				
<u>Community Development</u>				
Vint Hill Sewer Expansion	\$ 285,000	\$ 149,097	\$ 434,097	\$ 434,097
<u>Catlett-Calverton Sewer</u>	<u>\$ 355,140</u>	<u>\$ -</u>	<u>\$ 355,140</u>	<u>\$ 355,140</u>
<i>Sub-total Community Development Debt Service</i>	\$ 640,140	\$ 149,097	\$ 789,237	\$ 789,237
<u>Culture</u>				
<u>Central Sports Complex</u>	<u>\$ 300,000</u>	<u>\$ 346,175</u>	<u>\$ 646,176</u>	<u>\$ 646,176</u>
<i>Sub-total Culture Debt Service</i>	\$ 300,000	\$ 346,175	\$ 646,176	\$ 646,176
<u>Public Safety</u>				
Ambulance Lease	\$ 86,302	\$ 655	\$ 86,957	\$ 86,957
Public Safety Radio	\$ 743,476	\$ 99,965	\$ 843,441	\$ 843,441
Orlean Fire and Rescue Station	\$ 150,000	\$ 178,451	\$ 328,451	\$ 328,451
Catlett Fire and Rescue Station	\$ 115,000	\$ 137,579	\$ 252,579	\$ 252,579
<u>Remington Fire and Rescue Station</u>	<u>\$ 85,000</u>	<u>\$ 104,704</u>	<u>\$ 189,704</u>	<u>\$ 189,704</u>
<i>Sub-total Public Safety Debt Service</i>	\$ 1,179,778	\$ 521,354	\$ 1,701,132	\$ 1,701,132
<u>Public Works</u>				
<u>Landfill Closure and Leachate/Gas Management</u>	<u>\$ -</u>	<u>\$ 620,549</u>	<u>\$ 620,549</u>	<u>\$ 620,549</u>
<i>Sub-total Public Works Debt Service</i>	<u>\$ -</u>	<u>\$ 620,549</u>	<u>\$ 620,549</u>	<u>\$ 620,549</u>
Subtotal County Government:	\$ 2,119,918	\$ 1,637,175	\$ 3,757,094	\$ 3,757,094
School Division				
2001C Auburn MS VPSA	\$ 320,000	\$ 8,160	\$ 328,160	\$ 328,160
2003A Auburn/Thompson VPSA	\$ 580,000	\$ 73,950	\$ 653,950	\$ 653,950
2004A Liberty HS HVAC VPSA	\$ 185,000	\$ 29,438	\$ 214,438	\$ 214,438
2005D Liberty/Thompson/Cedar Lee VPSA	\$ 575,000	\$ 124,775	\$ 699,775	\$ 699,775
2007A Kettle Run/Greenville VPSA	\$ 1,705,000	\$ 551,145	\$ 2,256,145	\$ 2,060,932
2011 Fauquier HS VPSA QSCB	\$ 800,000	\$ 425,000	\$ 1,225,000	\$ 831,025
2012 Kettle Run GO Bond	\$ 2,130,000	\$ 127,000	\$ 2,257,000	\$ 2,257,000
2012 Fauquier HS VPSA	\$ 450,000	\$ 302,853	\$ 752,853	\$ 752,853
2013 Fauquier HS VPSA	\$ 140,000	\$ 101,603	\$ 241,603	\$ 241,603
2015 Kettle Run Bank Loan	\$ 110,000	\$ 148,608	\$ 258,608	\$ 258,608
2021 Cedar Lee Middle School	\$ 669,750	\$ 286,449	\$ 956,199	\$ 956,199
School Bus Lease Phase I	\$ 162,727	\$ 3,495	\$ 166,222	\$ 166,222
School Bus Lease Phase II	\$ 339,390	\$ 43,040	\$ 382,430	\$ -
<u>Trustee Fees</u>	<u>\$ -</u>	<u>\$ -</u>	<u>\$ 5,000</u>	<u>\$ 5,000</u>
Subtotal School Division:	\$ 8,166,867	\$ 2,225,516	\$ 10,397,383	\$ 9,425,765
Total Expenditures:	\$ 10,286,785	\$ 3,862,691	\$ 14,154,477	\$ 13,182,859

Environmental Services Fund

ORGANIZATIONAL PURPOSE:

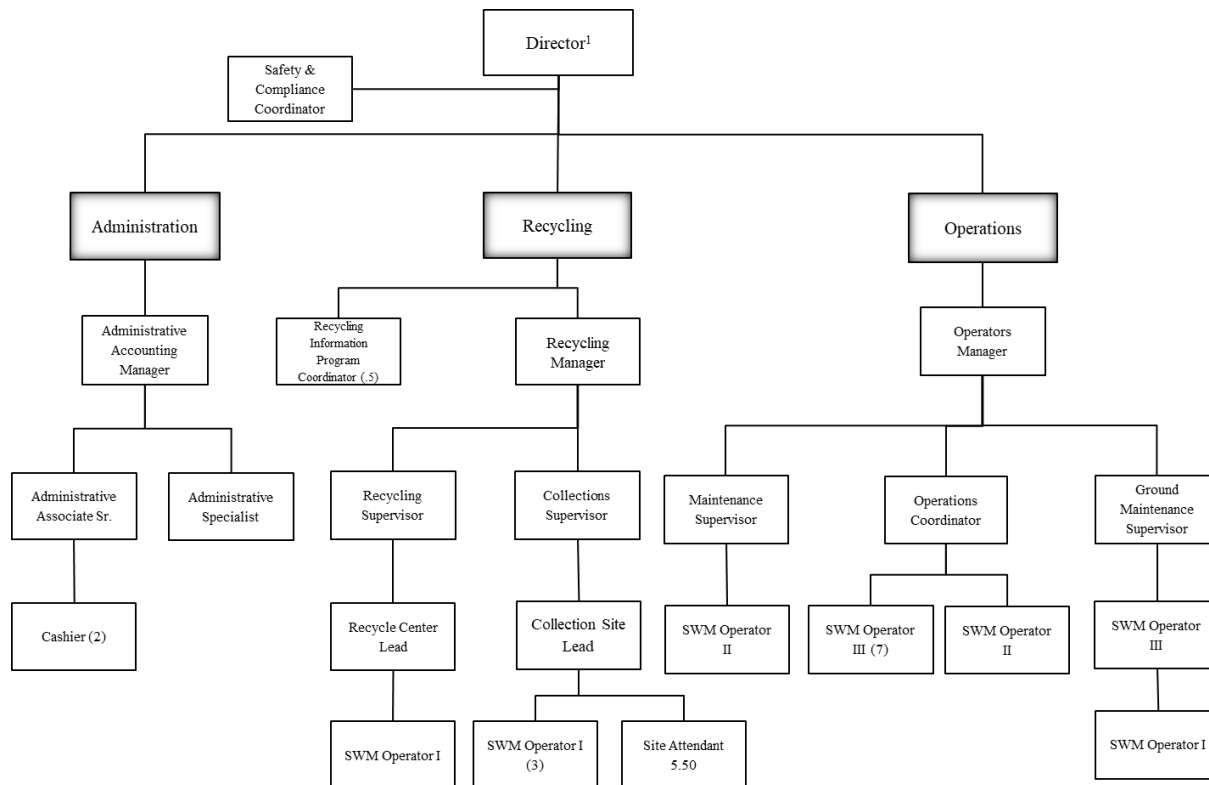
Convenience Sites

The Department of Environmental Services Collection Site program provides collection and disposal services for waste and recycling generated from the residents and County sources.

Hauling fees are paid from the County's collection sites, County offices, Courthouse, Warrenton Community Center, and Warrenton-Fauquier Airport. Parks & Recreation and the School Division pay hauling fees from their departmental budgets for facilities not located at the Alice Jane Childs building. Disposal fees for refuse generated by The Plains are paid upfront to the Town while disposal fees for refuse generated and hauled by the Towns of Remington and Warrenton are paid as an operating expense through the County's landfill/transfer station.

Transfer Station/Landfill

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



¹ The Departments of General Services and Environmental Services have a combined department head. The position budget is split between the General Services and Environmental Services Fund budgets equally.

Environmental Services Fund

GOALS:

- Provide an efficient and practical waste and recycling collection system for the residents of Fauquier County and County facilities.
- Continue to improve hauling efficiency by minimizing pulls and associated hauling costs while maintaining waste and recycling collection services.
- Maintain a high level of customer service and access to services.
- Develop and maximize all media communication information outlets.
- Maximize waste diversion activities (education, source reduction, reuse, and recycling programs).
- Maintain efficient operations (safety, communications, high compaction rate, waste decomposition, and inspection program to minimize inappropriate waste streams).
- Proactively manage regulatory compliance.
- Strive to be a good neighbor in all operations.

KEY PROJECTS FOR FY 2022:

- Increase MSW County Tipping Fee to match Transfer Station contracted fee.
- Continue Landfill SWP 149 Closure Project.
- Continue Leachate/Gas Management Project.
- Initiate Marshall Residential Collection Site Improvements.
- New Baltimore Site Discussions.

BUDGET SUMMARY:

Total	FY 2019 Actual	FY 2020 Actual	FY 2021 Adopted	FY 2022 Approved	FY 2022 Proposed
Expenditure Summary:					
Personnel	\$2,345,615	\$2,758,230	\$2,590,597	\$2,610,082	\$2,612,036
Operating	8,591,778	7,059,561	5,569,099	5,683,928	5,683,928
Capital	1,695,078	1,383,938	0	0	0
Total	\$12,632,471	\$11,201,729	\$8,159,696	\$8,294,010	\$8,295,964
Revenue	\$3,654,759	\$3,418,022	\$2,517,275	\$2,683,627	\$2,685,581
Net Local Revenue	\$4,066,654	\$7,783,707	\$5,642,421	\$5,610,383	\$5,610,383
Change in Net Position²	(\$4,911,058)	\$0	\$0	\$0	\$0
Full Time Staff	34.00	34.00	34.00	34.00	34.00
Part Time Staff	3.00	3.00	3.00	3.00	3.00
Full-time Equivalents	37.00	37.00	37.00	37.00	37.00

Environmental Services Fund

Convenience Sites¹	FY 2019 Actual	FY 2020 Actual	FY 2021 Adopted	FY 2022 Approved	FY 2022 Proposed
Expenditure Summary:					
Personnel	\$761,349	\$774,192	\$686,413	\$691,681	\$691,494
Operating	2,187,370	2,148,358	606,900	610,987	610,987
Capital	0	0	0	0	0
Total	\$2,948,719	\$2,922,550	\$1,293,313	\$1,302,668	\$1,302,481
Revenue	\$0	\$0	\$0	\$0	\$0
Net Local Revenue	\$2,948,719	\$2,922,550	\$1,293,313	\$1,302,668	\$1,302,481
Full Time Staff	9.00	9.00	9.00	9.00	9.00
Part Time Staff	2.50	2.50	2.50	2.50	2.50
Full-time Equivalents	11.50	11.50	11.50	11.50	11.50

Landfill/Transfer Station	FY 2019 Actual	FY 2020 Actual	FY 2021 Adopted	FY 2022 Approved	FY 2022 Proposed
Expenditure Summary:					
Personnel	\$1,584,266	\$1,984,038	\$1,904,184	\$1,918,401	\$1,920,542
Operating	6,404,408	4,911,203	4,962,199	5,072,941	5,072,941
Capital	1,695,078	1,383,938	0	0	0
Total	\$9,683,752	\$8,279,179	\$6,866,383	\$6,991,342	\$6,993,483
Revenue	\$3,654,759	\$3,418,022	\$2,517,275	\$2,683,627	\$2,685,581
Net Local Revenue	\$1,117,935	\$4,861,157	\$4,349,108	\$4,307,715	\$4,307,902
Change in Net Position²	(\$4,911,058)	\$0	\$0	\$0	\$0
Full Time Staff	25.00	25.00	25.00	25.00	25.00
Part Time Staff	0.50	0.50	0.50	0.50	0.50
Full-time Equivalents	25.50	25.50	25.50	25.50	25.50

¹Prior to FY 2021, Convenience Sites were funded from the General Fund.

²Previous year's actuals include capital projects, depreciation, and closure/post closure accruals.

BUDGET ANALYSIS:

The FY 2022 Proposed Budget for the Environmental Services Fund includes personnel expenditure adjustments related to rising benefit costs.

Environmental Services Fund

PROGRAM 1: Residential Collection System

The Department of Environmental Services provides a variety of residential waste and recycling collection services through the seven staffed collection sites. Long-term, it is anticipated that waste generated from collection sites relative to the private curbside collections will decrease as the County's population increases in the future. Local economic conditions also impact the usage of public versus curbside collections.

Residential waste programs include bagged household waste using compactors and loose bulk waste collection. Numerous recycling programs are available to residents including newspaper, cardboard, mixed paper, plastic containers, aluminum and steel cans, scrap metal, and glass containers.

The Household Hazardous Waste (HHW) program reduces toxic contaminants entering the landfill, improving leachate quality and landfill emissions which is required by the transfer contract, and is available on specified collection days or by appointment.

SERVICE VOLUME	FY 2019 Actual	FY 2020 Actual	FY 2021 Projected	FY 2022 Projected
Collection Sites (Waste + Recycling) ¹	21,700	20,800	20,930	21,050
Residential Curbside Waste ¹	6,870	6,560	6,625	6,700
Collection Site to Residential Waste	76%	76%	76%	76%
Curbside to Residential Waste	24%	24%	24%	24%
Collection Site Recycling ²	2,040	2,061	2,075	2,100
Collection Site Waste ¹	19,673	18,741	18,850	18,950
Waste from Compactors ¹	10,412	10,118	10,175	10,225
Waste from Open-Top Containers ¹	9,261	8,623	8,675	8,725
HHW Services Customers	2,222	2,272	2,275	2,280

¹Measured in tons.

²Recycling includes: ONP (Newspaper), Mixed Paper, OCC (Cardboard), Plastic, Cans, Glass, and Oil.

OBJECTIVES:

- Increase recycling through County programs.
- Increase compactor usage to minimize hauling expenses.

OUTCOME MEASURES	FY 2019 Actual	FY 2020 Actual	FY 2021 Goal	FY 2022 Goal
Collection Site Recycling to Total Waste	9.4%	9.9%	9.9%	10.0%
Compactor Collection Site Waste	52.9%	54.0%	54.0%	54.0%
Open-Top Site Waste	47.1%	46.0%	46.0%	46.0%

Environmental Services Fund

PROGRAM 2: Transfer Station/Landfill Operations

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

SERVICE VOLUME	FY 2019 Actual	FY 2020 Actual ¹	FY 2021 Projected ¹	FY 2022 Projected
Transferred, Landfilled, and Recycled	62,784	58,768	59,920	64,775
Transferred	50,729	49,362	50,420	53,775
Landfilled	1,409	1,440	1,500	1,500
Recycled	10,617	7,967	8,000	9,500
Public Presentations (Youth & Adult)	171	125	75	170
Cubic Yards of Landfill Space Used	2,561	2,617	2,727	2,727

¹The COVID-19 pandemic had a significant impact FY 2020 Actuals and FY 2021 Projected figures.

OBJECTIVES:

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

OUTCOME MEASURES	FY 2019 Actual	FY 2020 Actual	FY 2021 Goal	FY 2022 Goal
Reduce Transfer/Landfill tons to total tons	87%	90%	91%	87%
Increase recycled tons to total tons	13%	10%	9%	13%

PROGRAM 3: Recycling Program

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

SERVICE VOLUME ¹	FY 2019 Actual	FY 2020 Actual	FY 2021 Projected	FY 2022 Projected
Textiles processed and recycled	86	124	88	89
Truck loads - textiles	5	7	5	5
Plastics processed and recycled	194	187	207	212
Truck loads - plastics	15	12	17	17
Cardboard processed and recycled	501	593	574	614
Truck loads - cardboard	23	27	27	29

Environmental Services Fund

SERVICE VOLUME¹	FY 2019 Actual	FY 2020 Actual	FY 2021 Projected	FY 2022 Projected
Mixed Paper processed and recycled	659	630	755	809
Truck loads – mixed paper	30	28	36	38
Metal processed and recycled	110	79	100	100
Truck loads – metal	11	7	9	9

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

OBJECTIVES:

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

OUTCOME MEASURES¹	FY 2019 Actual	FY 2020 Actual	FY 2021 Goal	FY 2022 Goal
Textiles: pounds processed/week	122	177	135	135
Plastics: pounds processed/week	275	266	355	355
Cardboard: pounds processed/week	711	843	682	682
Mixed paper: pounds processed/week	936	894	1,065	1,065
Metal: pounds processed/week	157	113	142	142
Pounds of textiles per load	34,368	35,506	38,000	38,000
Pounds of plastic per load	25,825	31,248	29,412	29,412
Pounds of cardboard per load	43,529	43,962	46,000	46,000
Pounds of mixed paper per load	43,917	44,976	42,600	42,600
Pounds of metal per load	20,067	22,677	22,000	22,000
Annual County recycling rate by CY	38.5%	36.3%	39.0%	40.0%

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

Fire and Rescue Levy Fund

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 9 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."

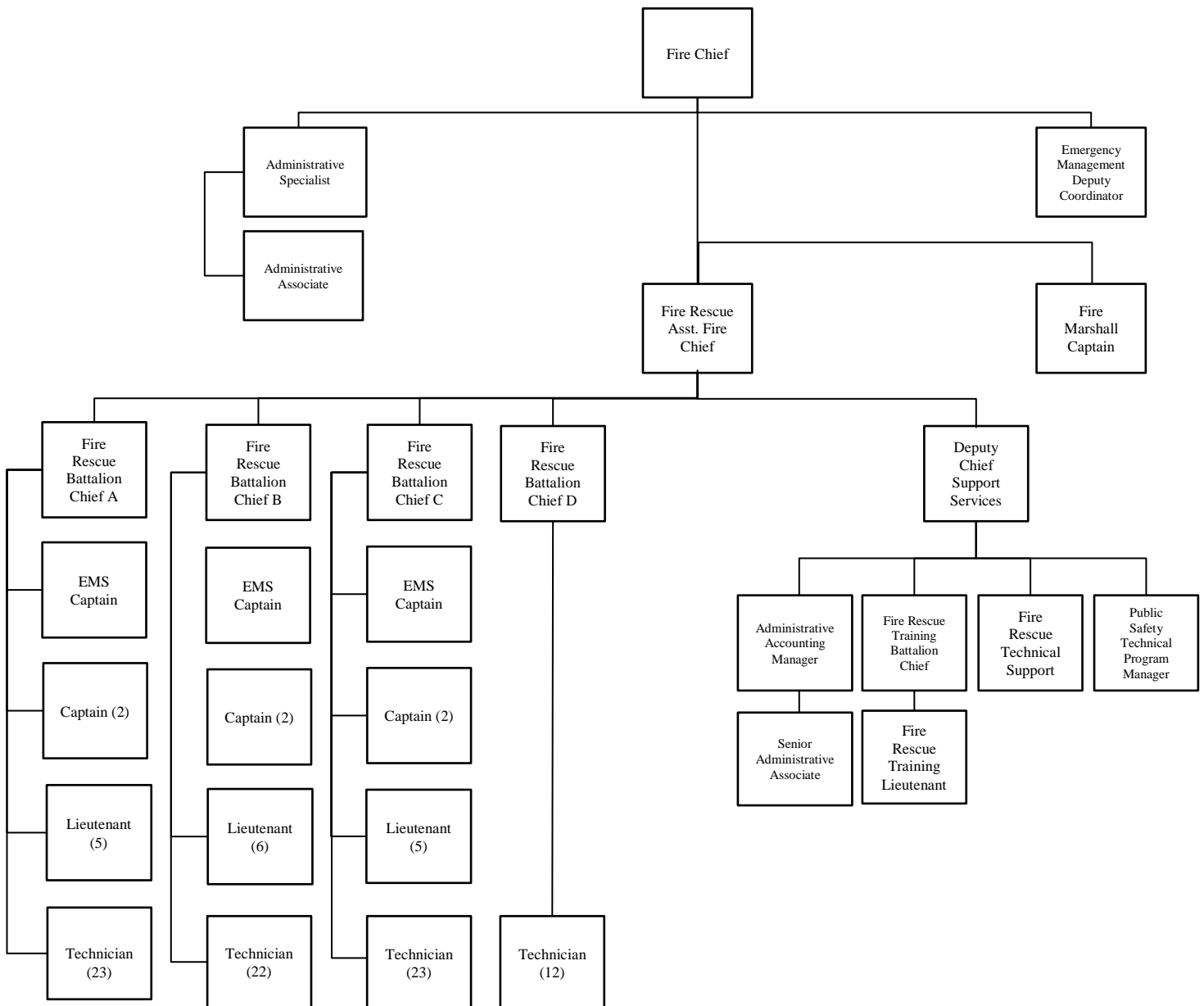
Department of Fire, Rescue and Emergency Management

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

Department of Fire, Rescue and Emergency Management



Fire and Rescue Levy Fund

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.

KEY PROJECTS FOR FY 2022:

- Emergency Fire and Medical response
- Continued training to Volunteer Fire and Rescue personnel
- Recruit and Retention
- Continued public education for Fire and EMS
- Develop and implement Fire Prevention and Life Safety inspection program as part of a community-wide risk management plan for high risk occupancies.
- As the primary agency for origin and cause fire investigations, work to develop partner agency collaborative efforts (Sheriff's Office and Commonwealth Attorney Office) for successful outcomes
- Expand Operational staffing to 24 hour, 7 days per week coverage at the Goldvein station.
- Recent downturn in volunteer participation requiring staffing upgrade in Northern end of County
- Continue health and safety program to reduce exposure to carcinogens by utilizing third party cleaning contractor for personal protective equipment.
- Increase medical surveillance programs for employees to include cancer screening tools.

Fire and Rescue Levy Fund

BUDGET SUMMARY:

Combined Fire and Rescue Services	FY 2019 Actual	FY 2020 Actual	FY 2021 Adopted	FY 2022 Approved	FY 2022 Proposed
Expenditure Summary:					
Personnel	\$11,571,123	\$13,028,098	\$12,546,617	\$12,605,780	\$12,718,605
Operating	4,393,385	5,426,687	5,019,198	5,066,005	4,976,247
Capital	3,780,139	177,133	0	0	0
Transfers ¹	2,333,601	5,355,702	1,328,322	2,224,591	1,765,766
Total	\$22,078,248	\$23,987,620	\$18,894,137	\$19,896,376	\$19,424,618
Revenue	\$1,276,735	\$1,109,558	\$1,605,264	\$1,336,319	\$1,345,149
Net Local Revenue	\$20,801,513	\$22,878,062	\$18,622,064	\$18,560,057	\$18,079,469
Change in Net Position	(\$3,351,091)	(\$4,297,425)	\$0	\$0	\$0
Full Time Staff	114.00	124.00	124.00	124.00	125.00
Part Time Staff	0.00	0.00	0.00	0.00	0.00
Full-time Equivalents	114.00	124.00	124.00	124.00	125.00

¹Transfers consist of allocations for debt service expenses and Asset Replacement expenses within the respective repository fund for such costs.

Fire and Rescue Levy Fund	FY 2019 Actual	FY 2020 Actual	FY 2021 Adopted	FY 2022 Approved	FY 2022 Proposed
Expenditure Summary:					
Personnel	\$131,355	\$169,678	\$144,555	\$144,555	\$271,101
Operating ¹	3,845,131	4,446,475	4,197,245	4,240,852	4,151,592
Capital	3,751,159	149,213	0	0	0
Transfers	2,333,601	5,008,990	1,328,322	2,224,591	1,729,766
Total	\$10,061,246	\$9,774,356	\$5,670,122	\$6,609,998	\$6,152,459
Revenue	\$337,803	\$308,365	\$272,073	\$272,073	\$272,073
Net Local Revenue	\$9,723,443	\$9,812,703	\$5,398,049	\$6,337,925	\$5,880,386
Change in Net Position	(\$3,354,924)	(\$4,353,213)	\$0	\$0	\$0
Full Time Staff	0.00	0.00	0.00	0.00	1.00
Part Time Staff	0.00	0.00	0.00	0.00	0.00
Full-time Equivalents	0.00	0.00	0.00	0.00	1.00

¹Includes operating contributions to independent, volunteer companies.

Fire and Rescue Levy Fund

Fire, Rescue and Emergency Management	FY 2019 Actual	FY 2020 Actual	FY 2021 Adopted	FY 2022 Approved	FY 2022 Proposed
Expenditure Summary:					
Personnel	\$11,439,768	\$12,858,420	\$12,402,062	\$12,461,225	\$12,447,504
Operating	548,254	980,212	821,953	825,153	824,655
Capital	28,980	27,920	0	0	0
Total	\$12,017,002	\$13,866,552	\$13,224,015	\$13,286,378	\$13,272,159
Revenue	\$938,932	\$801,193	\$1,333,191	\$1,064,246	\$1,073,076
Net Local Revenue	\$11,078,070	\$11,312,069	\$11,890,824	\$12,222,132	\$12,199,083
Change in Net Position	\$3,833	\$55,788	\$0	\$0	\$0
Full Time Staff	114.00	124.00	124.00	124.00	124.00
Part Time Staff	0.00	0.00	0.00	0.00	0.00
Full-time Equivalents	114.00	124.00	124.00	124.00	124.00

BUDGET ANALYSIS:

The Fire and Rescue Levy is a county-wide special real estate tax levy to support the functions of Fire and Rescue service. The levy is anticipated to yield \$15,902,585 in FY 2022.

The FY 2022 Proposed Budget for the Department of Fire, Rescue, and Emergency Management includes personnel expenditure adjustments related to rising benefit costs.

FY 2022 Proposed Budget for the Volunteer Fire & Rescue Association includes personnel expenditure increases related to the addition of a full-time Financial Coordinator position approved mid FY-2021. There are also transfer decreases compared to the FY 2022 Approved Plan due to a portion of ambulance payment sourced from the Ambulance Revenue 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 nine volunteer fire and/or rescue companies in the County. This levy provides funds for capital equipment purchases, infrastructure improvements, and operating expenses, as well as insurance (vehicle, property, casualty, accident and disability) and maintenance contracts which benefit all member companies. The annual funding methodology for each of the member companies was established in FY 2003 by the VFRA based on a formula utilizing activity levels within each response district. In FY 2019, the total number of Fire and EMS responses were 12,634.

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

Fire and Rescue Levy Fund

- **EMS Committee:** Advanced Life Support (ALS) training and education funds are disbursed through this committee, providing funding for volunteers to train for the National Registry certifications for EMS as adopted by the State. This committee also:
 - Acquires narcotics control boxes and medication bags for the fleet of ambulances and response units.
 - Stipulates service needs of contract with regional Rappahannock EMS (REMS) Council.
 - Represents the VFRA on the REMS Council.
 - Provides oversight of Advanced Life Support programs and Standard Operating Procedures.
 - Develops policies/procedures, working with the Virginia Office of Emergency Medical Services.
- **Technical Support/Special Operations Committee:** This committee oversees hazardous materials response functions, including training at basic, operations, and technician levels, required for participation as an EMT/Firefighter, defensive tactical operations, and offensive operations, respectively. Each of these levels of training requires specific curriculum based on Federal laws. The Special Ops Committee manages swift-water, dive rescue, and boat operations, the all-terrain vehicles stationed at The Plains, Remington, and Warrenton Companies, and ropes and trench operations.
- **Public Education Committee:** This committee provides education on fire and life safety during events at schools and fairs etc. in our community. This committee has a volunteer membership coordinator to assist the individual stations with membership rules and regulations set forth by the state. This coordinator also works community events to recruit new members.
- **Training Committee:** This committee oversees and funds all training, except activities related to Advanced Life Support (addressed under EMS Committee, above). All entry level, management level, and special seminar training is reviewed and authorized by this committee. The trailer is used at special events and during Fire Prevention Week, as described in Public Education Committee above. The committee's activities are funded by part-time, temporary instructors.
- **Technical Equipment/Logistics Committee:** Life safety issues such as maintenance and repair of self-contained breathing apparatus (SCBA), cascade systems, compressors and gas meters are handled by this individual. Required annual Immediate Danger to Life and Death fit testing as well as identification cards for personnel are completed. All activities work to maintain compliance with OSHA, NIOSH and NFPA guidelines. In addition, all fire & rescue radio communication equipment (800 MHz and voice pagers) are serviced and maintained as well as 31 EMS Laptop Computers are serviced & maintained by this individual.
- **Fire Operations Group (FOG):** This group was created in FY 2010 at the discretion of the volunteer fire and rescue president, career fire and rescue chief, and volunteer fire and rescue chief's group to enhance and establish standard operating procedures and guidelines for the fire and rescue system. Numerous policies and operating manuals have been adopted providing the various fire companies and units the ability to operate in a safe, efficient, and standardized

Fire and Rescue Levy Fund

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 2019 Actual	FY 2020 Actual	FY 2021 Projected	FY 2022 Projected
Defibrillators maintained annually	95	95	95	95
Hazmat units, Fire Safety Trailer, vehicles, etc., maintained	2	2	2	2
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	2	3	3
SCBA equipment maintained	263	263	263	263
800 MHz Radio / 400 MHz pager equipment maintained	725	725	725	725

OBJECTIVES:

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

Fire and Rescue Levy Fund

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 2019 Actual	FY 2020 Actual	FY 2021 Projected	FY 2022 Projected
Volunteer Incentive and Insurance Programs and Workers Compensation	560	567	570	580
Grant Applications Submitted	3	3	3	3
Grant Funding Awarded ¹	21,225	18,425	18,425	18,425
Workers Compensation Claims	27	11	10	10

OBJECTIVES:

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

OUTCOME MEASURES	FY 2019 Actual	FY 2020 Actual	FY 2021 Goal	FY 2022 Goal
Service delivery standard study conducted	100%	100%	100%	100%
Number of full scale or table top exercises for emergency preparedness conducted	1	4	2	2

PROGRAM 3: DFREM Operations Division

Works in conjunction with the County's volunteer fire companies, provide timely 24/7 emergency responses to all fire, medical, and hazardous materials emergencies, coordinates fire and rescue programs with the volunteer fire and rescue companies, Fauquier Hospital, Virginia Office of Emergency Medical Services, Virginia Department of Fire Programs, Virginia Department of Emergency Management, and neighboring jurisdictions, provide fire, medical, and hazardous

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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 2019 Actual	FY 2020 Actual	FY 2021 Projected	FY 2022 Projected
Meetings with Volunteer Association	12	10	12	12
Meetings with Volunteer Fire Chiefs	12	12	12	12
Emergency Responses	12,634	9,116	14,000	14,000

OBJECTIVES:

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

OUTCOME MEASURES	FY 2019 Actual	FY 2020 Actual	FY 2021 Goal	FY 2022 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 560 volunteers and 114 field personnel and 10 support career staff. The division also provides support for projects such as the 800MHz Radio System, Respiratory Protection Program, laptop support for EMS, gas meter maintenance program, HazMat support equipment and the Records Management Systems.

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

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

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SERVICE VOLUME	FY 2019 Actual	FY 2020 Actual	FY 2021 Projected	FY 2022 Projected
Firefighter courses – for high school career technical education	1	1	1	1
Adult education courses, day & evening	68	65	68	68
New member orientation opportunities	15	18	20	20
Respiratory fit testing	400	400	400	400
ID card systems maintained	940	950	950	950
800 MHz radios maintained and upgraded	500	500	500	500
400 MHz pagers maintained and upgraded	400	300	400	400
SCBA Maintained	263	275	263	263
SCBA testing (Flow Test)	263	275	263	263
SCBA testing (Hydro Test)	192	20	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.

OUTCOME MEASURES	FY 2019 Actual	FY 2020 Actual	FY 2021 Goal	FY 2022 Goal
Fire Rescue initial and continuing education courses	68	65	68	68
Streamline new members application process	15 days	15 days	15 days	15 days
New Membership applications processed	59	64	100	100
100% of “Class A” Members Fit Tested	100%	100%	100%	100%
SCBA Flow Test on schedule	263	263	263	263

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

This division conducts existing facility inspections to mitigate the potential for injury or loss of life to the public and responding firefighters including public assembly buildings, such as restaurants, meeting halls, churches, and tents, as well as public and private educational facilities, conducts mandated SARA (Superfund Amendments and Reauthorization Act) Title III inspections for institutional buildings and locations using, storing, or selling extremely hazardous substances (EHS), flammable and combustible liquids, and liquefied petroleum gas (LPG), issue permits for operations involving the transportation, storage, and use of commercial explosives, as well as

Fire and Rescue Levy Fund

fireworks sales, storage, and displays, in compliance with Code of Virginia mandates, reviews site plans for fire code compliance in conjunction with Community Development and responds to life safety code complaints and questions regarding inspections, education, and assistance attaining code compliance.

SERVICE VOLUME	FY 2019 Actual	FY 2020 Actual	FY 2021 Projected	FY 2022 Projected
Fire Inspections	172	190	325	350
Plans Reviews	102	98	125	125
Explosive Storage, Use and Display Permits	13	26	20	20
Investigations	73	87	100	100

OBJECTIVES:

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

OUTCOME MEASURES	FY 2019 Actual	FY 2020 Actual	FY 2021 Goal	FY 2022 Goal
Life safety fire prevention inspections conducted at all day care centers and assisted living facilities	67	65	70	75
Life safety fire prevention inspections conducted at all public assembly buildings	54	56	60	60
Mandated SARA Title II hazardous materials reports received and responded to (by calendar year)	N/A	22	46	46
Staff events for distribution of materials for emergency events to the citizens	1	0	2	2
Emergency Operations Center exercises	0	0	1	1

PROGRAM 6: *DFREM Emergency Management Division*

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

Fire and Rescue Levy Fund

SERVICE VOLUME	FY 2019 Actual	FY 2020 Actual	FY 2021 Projected	FY 2022 Projected
Drills and Regional Exercise	1	4	2	2
Table Top Exercise	1	2	2	2
Maintain plans	1	2	3	3
Coordinate post disaster recovery activities	1	1	1	1
Manage grants in support of Emergency Management	2	4	3	3
Organize resources	50%	100%	50%	50%

OBJECTIVES:

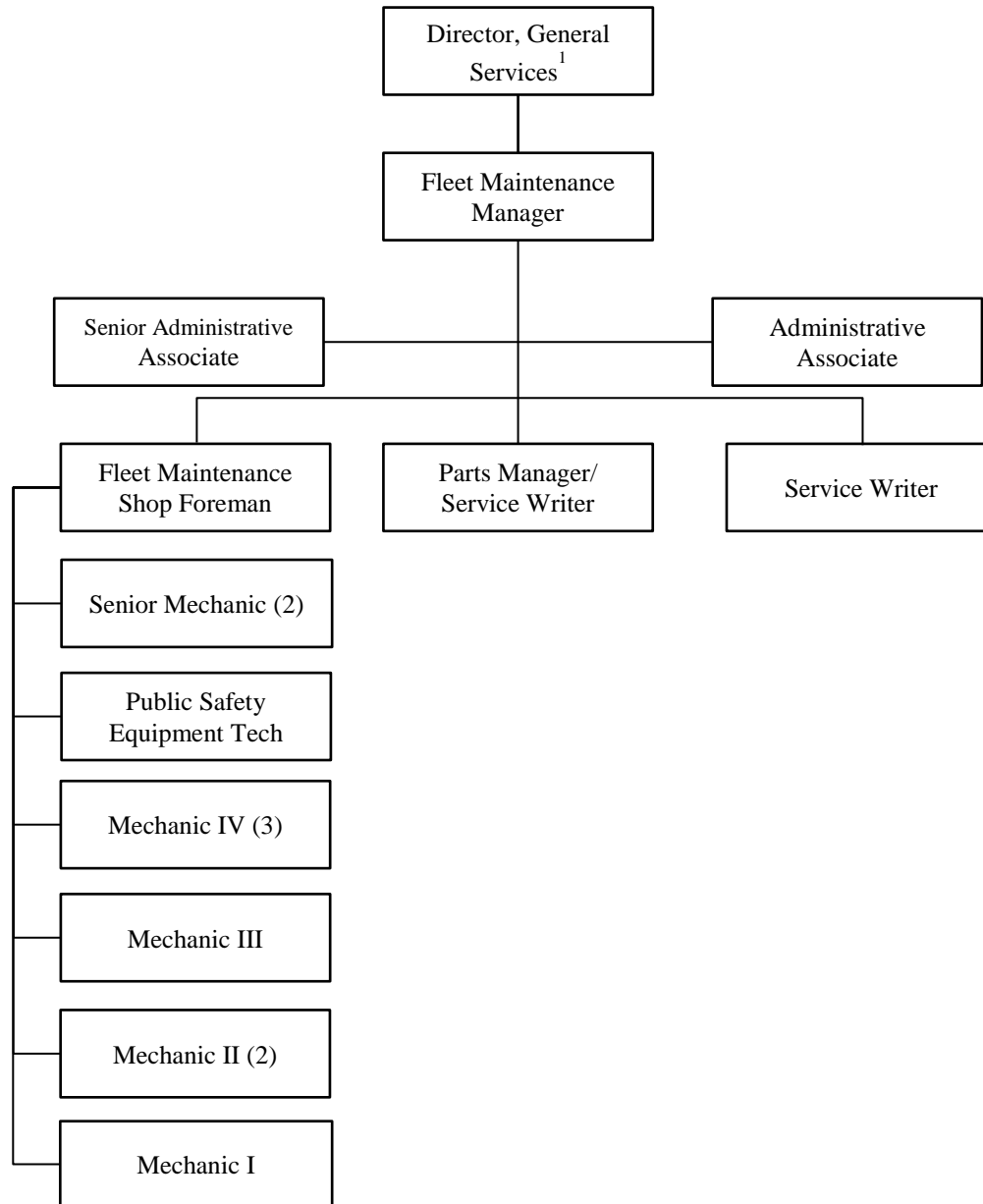
- Provide ongoing education to the citizens of Fauquier County for disaster events.
- Continue to educate our staff and volunteers with training at the Emergency Operations Center.

OUTCOME MEASURES	FY 2019 Actual	FY 2020 Actual	FY 2021 Goal	FY 2022 Goal
Staff events for distribution of materials for emergency events to the citizens. (Warrenton Day, Heritage Day, Fauquier County Fair, First Friday)	1	2	2	2
Emergency Operations Center exercises	2	1	1	1

Fleet Maintenance Fund

ORGANIZATIONAL PURPOSE:

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



¹Position split between the General Services and Landfill Fund budgets equally.

Fleet Maintenance Fund

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 2022:

- Construction of new wash bay
- Repurposing of existing wash bay as Public Safety Bay for electronics and ambulance and fire apparatus repairs and maintenance.

BUDGET SUMMARY:

	FY 2019 Actual	FY 2020 Actual	FY 2021 Adopted	FY 2022 Approved	FY 2022 Proposed
Expenditure Summary:					
Personnel	\$1,081,154	\$1,101,371	\$1,235,183	\$1,242,815	\$1,236,783
Operating	2,358,594	2,065,724	2,289,731	2,291,491	2,291,491
Capital	47,906	23,715	8,547	8,547	8,547
Total	\$3,487,654	\$3,190,810	\$3,533,461	\$3,542,853	\$3,536,821
Revenue	\$3,355,870	\$3,062,375	\$3,533,461	\$3,542,853	\$3,536,821
Net Local Revenue	\$131,784	\$128,435	\$0	\$0	\$0
Change in Net Position	\$0	\$0	\$0	\$0	\$0
Full Time Staff	16.00	16.00	16.00	16.00	16.00
Part Time Staff	0.00	0.00	0.00	0.00	0.00
Full-time Equivalents	16.00	16.00	16.00	16.00	16.00

BUDGET ANALYSIS:

The FY 2022 Proposed Budget for Fleet Maintenance Fund includes personnel expenditure adjustments related to rising benefit costs.

Fleet Maintenance Fund

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 2019 Actual	FY 2020 Actual	FY 2021 Projected	FY 2022 Projected
County and School customers	58	75	46	46
External customers	8	6	8	8
Vehicles/small engine repairs	6,442	6,080	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 2019 Actual	FY 2020 Actual	FY 2021 Goal	FY 2022 Goal
Meet goals of Consolidated Services Agreement	95%	85%	96%	96%
Fleet's service abilities reflected in new vehicle specifications	98%	90%	98%	98%
Develop and implement career ladder based on Automotive Service Excellence (ASE) certifications	100%	Development 100%; implementation 0%	Development 100%; implementation 0%	Development 100%; implementation 0%
Scheduled vehicle downtime for PM <1 day annually	92.83%	89.00%	95.00%	95.00%
Average age of non-public safety vehicles (years)	9.91	13.00	5.00	5.00
Average age of public safety vehicles – Sheriff's Office (years)	6.64	6.70	5.00	5.00
Average age of public safety vehicles – DFREM (years) ¹	7.84	6.70	5.00	5.00

¹The Department of Fire and Rescue Emergency Management will begin purchasing their own public safety vehicles in FY 2022.

Health Insurance Fund

ORGANIZATIONAL PURPOSE:

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

BUDGET SUMMARY:

	FY 2019 Actual	FY 2020 Actual	FY 2021 Adopted	FY 2022 Approved	FY 2022 Proposed
Expenditure Summary:					
Personnel	\$31,442,996	\$30,301,127	\$33,261,312	\$34,550,218	\$34,550,220
Operating	1,957,818	7,837,339	2,537,660	2,652,156	2,652,156
Capital	5,360	5,360	0	0	0
Total	\$33,406,174	\$38,143,826	\$35,798,972	\$37,202,374	\$37,202,376
Revenue	\$33,921,369	\$34,880,849	\$35,798,972	\$37,202,374	\$37,202,376
Net Local Revenue	(\$515,195)	\$3,262,977	\$0	\$0	\$0
Full-time Equivalents	0.00	0.00	0.00	0.00	0.00

BUDGET ANALYSIS:

The FY 2022 Proposed Budget for the Health Insurance Fund includes projected increases to the health insurance (medical and prescription drug services) component of four-percent, based on market guidance from the County's health insurance consultant and the County's historical average annual increased cost. For the County share, the Health Insurance Fund for the proposed budget includes an allocation of increased costs in health insurance to employee premiums at a ninety/ten-percent split between employer and employee. For the School share, the projected allocation is a three/one-percent split between employer and employee, for the overall four-percent increase.