

Fiscal Policies and Summary Charts

The FY 2017 - 2021 Capital Improvement Program (CIP) represents the best estimate of new and existing project funding required over the next five years. The CIP continues the scheduling of those projects included in the FY 2016 Adopted Program and ensures that the ultimate completion of high priority projects is consistent with the County's fiscal policies and guidelines. A summary table of the entire program showing the five year costs by each functional CIP area is included in Table A of this section. The entire CIP, including all program areas, totals \$9.506 billion, including \$8.711 billion in County managed projects and \$0.795 billion in Non-County managed projects. Non-County projects include the Northern Virginia Regional Park Authority program and the Water Supply Program. The entire \$9.506 billion program includes, \$2.225 billion budgeted or anticipated to be expended through FY 2016, \$4.907 billion scheduled over the FY 2017 – FY 2021 period, and \$2.374 billion projected in the FY 2022 – FY 2026 period.

The development of the FY 2017 capital program was been guided by both the need for capital improvements and fiscal conditions. The five-year program is funded from General Obligation Bond sales, pay-as-you-go or current year financing from the General Fund (paydown), as well as other sources of financing such as federal funds, revenue bonds and sewer system revenues.

The project descriptions contained in the CIP reflect current estimates of total project costs, including land acquisition, building specifications and design. As implementation of each project nears the capital budget year, these costs are more specifically defined. In some cases, total project costs cannot be listed or identified in the CIP until certain feasibility or cost studies are completed.

FISCAL POLICIES

The CIP is governed by the *Ten Principles of Sound Financial Management* adopted by the Board of Supervisors. These principles endorse a set of policies designed to contribute to the County's fiscal management and maintain the County's "triple A" bond rating. The County has maintained its superior rating in large part due to its firm adherence to these policies. The County's exceptional "triple A" bond rating gives its bonds an unusually high level of marketability and results in the County being able to borrow for needed capital improvements at low interest rates, thus realizing significant savings now and in the future for the citizens of Fairfax County. The County's fiscal policies stress the close relationship between the planning and budgetary process.

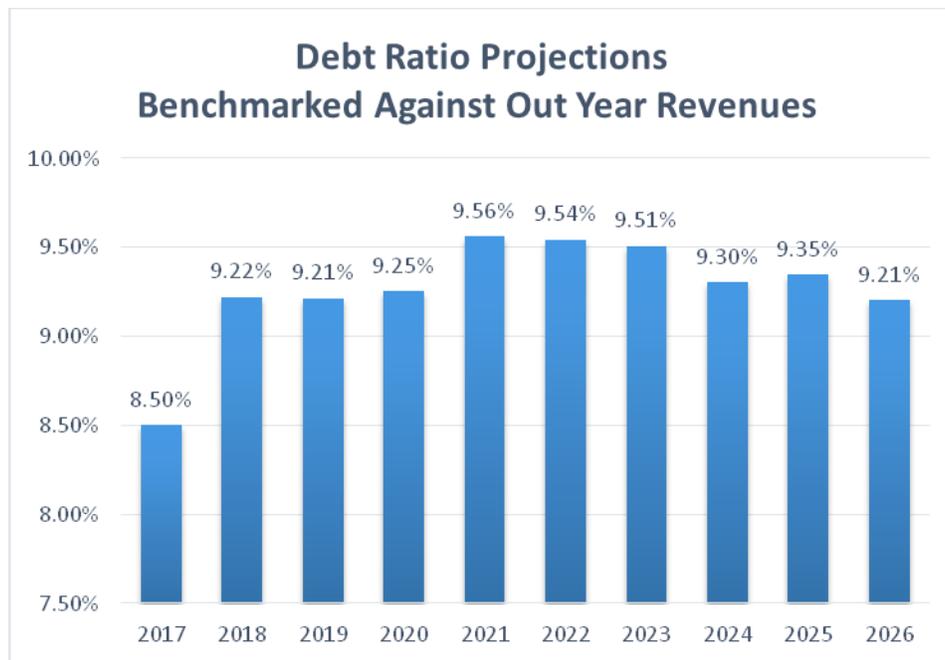


The *Ten Principles of Sound Financial Management* establish, as a financial guideline, a self-imposed limit on the level of the average annual bond sale. Actual bond issues are carefully sized with a realistic assessment of the need for funds, while remaining within the limits established by the Board of Supervisors. In addition, the actual bond sales are timed for the most opportune entry into the financial markets.

The policy guidelines enumerated in the *Ten Principles of Sound Financial Management* also express the intent of the Board of Supervisors to encourage greater industrial development in the County and to minimize the issuance of underlying indebtedness by towns and districts located within the County. It is County policy to balance the need for public facilities, as expressed by the Countywide land use plan, with the fiscal capacity of the County to provide for those needs. The CIP, submitted annually to the Board of Supervisors, is the vehicle through which the stated need for public facilities is analyzed against the County's ability to pay and stay within its self-imposed debt guidelines as articulated in the *Ten Principles of Sound Financial Management*. The CIP is supported largely through long-term borrowing that is budgeted annually in debt service or from General Fund revenues on a pay-as-you-go basis.

Several relationships between debt, expenditures, and the tax base have been developed by the municipal finance community. The two which are given particular emphasis are the ratio of expenditures for debt service to total General Fund disbursements and the ratio of net debt to the market value of taxable property. The former indicates the level of present (and future) expenditures necessary to support past borrowing while the latter ratio gives an indication of a municipality's ability to generate sufficient revenue to retire its existing (and projected) debt. These ratios have been incorporated into the *Ten Principles of Sound Financial Management*. Both of these guidelines - net debt to market value to be below 3 percent and debt service to General Fund disbursements to be below 10 percent - are fully recognized by the proposed 5-year CIP.

The following graphic and charts reflect the County's ability to maintain the self-imposed debt ratios outlined in the *Ten Principles of Sound Financial Management*. The ratio of debt service to General Fund disbursements remains below 10 percent and is projected to be maintained at this level. The debt service as a percentage of market value remains well below the 3 percent guideline.



**Net Debt as a Percentage of
Market Value of Taxable Property**

<u>Fiscal Year Ending</u>	<u>Net Bonded Indebtedness</u> ¹	<u>Estimated Market Value</u> ²	<u>Percentage</u>
2013	2,575,596,000	214,232,636,323	1.20%
2014	2,832,532,000	221,465,365,745	1.28%
2015	2,863,139,000	233,351,721,357	1.23%
2016 (est.)	2,908,782,106	241,013,081,462	1.21%
2017 (est.)	2,946,592,736	248,078,112,533	1.19%

¹ The amount includes outstanding General Obligation Bonds and other tax supported debt obligations as of June 30 in the year shown and is from the Fairfax County Department of Management and Budget. Source: FY 2013 to FY 2015 Comprehensive Annual Financial Report; FY 2016 & FY 2017 Fairfax County Department of Management and Budget.

² Source: Fairfax County Department of Tax Administration and the Department of Management and Budget.

**Debt Service Requirements as a
Percentage of Combined General Fund Disbursements**

<u>Fiscal Year Ending</u>	<u>Debt Service Requirements</u> ¹	<u>General Fund Disbursements</u> ²	<u>Percentage</u>
2013	289,714,000	3,533,098,000	8.20%
2014	295,451,000	3,637,841,000	8.12%
2015	313,968,578	3,729,624,800	8.42%
2016 (est.)	336,370,922	3,894,131,184	8.64%
2017 (est.)	333,903,566	4,012,539,820	8.32%

¹ The amount includes total principal and interest payments on the County's outstanding tax supported debt obligations, including General Obligation Bonds, economic development authority bonds, and other tax supported debt obligations budgeted in other funds. Source: FY 2013 to FY 2015 Comprehensive Annual Financial Report; FY 2016 and FY 2017 Fairfax County Department of Management and Budget.

² Source: Fairfax County Department of Management and Budget.

From time to time, the Board of Supervisors has amended the *Ten Principles of Sound Financial Management* in order to address changing economic conditions and management practices. The following includes the most current version of the *Ten Principles of Sound Financial Management* as of April 21, 2015:

Ten Principles of Sound Financial Management April 21, 2015

1. **Planning Policy.** The planning system in the County will continue as a dynamic process, which is synchronized with the capital improvement program, capital budget and operating budget. The County's land use plans shall not be allowed to become static. There will continue to be periodic reviews of the plans at least every five years. Small area plans shall not be modified without consideration of contiguous plans. The Capital Improvement Program will be structured to implement plans for new and expanded capital facilities as contained in the County's Comprehensive Plan and other facility plans. The Capital Improvement Program will also include support for periodic reinvestment in aging capital and technology infrastructure sufficient to ensure no loss of service and continued safety of operation.
2. **Annual Budget Plans.** Annual budgets shall continue to show fiscal restraint. Annual budgets will be balanced between projected total funds available and total disbursements including established reserves.
 - a. A Managed Reserve shall be maintained in the General Fund at a level sufficient to provide for temporary financing of critical unforeseen disbursements of a catastrophic emergency nature. The reserve will be maintained at a level of not less than four percent of total General Fund disbursements in any given fiscal year.
 - b. A Revenue Stabilization Fund (RSF) shall be maintained in addition to the managed reserve at a level sufficient to permit orderly adjustment to changes resulting from curtailment of revenue. This Fund shall be maintained at five percent of total General Fund disbursements in any given fiscal year. Use of the RSF should only occur in times of severe economic stress. Accordingly, a withdrawal from the RSF will not be made unless the projected revenues reflect a decrease of more than 1.5 percent from the current year estimate and any such withdrawal may not exceed one half of the RSF fund balance in that year. A drawdown of this Fund should be accompanied with expenditure reductions.
 - c. An Economic Opportunity Reserve shall be established in addition to the Managed Reserve and the Revenue Stabilization Fund. This reserve is meant to stimulate economic growth and will provide for strategic investment opportunities that are identified as priorities by the Board of Supervisors. When fully funded, this reserve will equal one percent of total General Fund disbursements in any given fiscal year. Funding for this reserve would only occur after the Managed Reserve and the Revenue Stabilization Fund are fully funded at their new levels of four percent and five percent, respectively. Criteria for funding, utilization, and replenishment of the reserve will be developed and presented to the Board of Supervisors for approval. The criteria for use will include financial modeling analysis (e.g. cost-benefit, etc.) to determine the fiscal impact to the County of the proposed investment opportunity and will require approval from the Board of Supervisors for any use.
 - d. Budgetary adjustments which propose to use available general funds identified at quarterly reviews should be minimized to address only critical issues. The use of non-recurring funds should only be directed to capital expenditures to the extent possible.
 - e. The budget shall include funds for cyclic and scheduled replacement or rehabilitation of equipment and other property in order to minimize disruption of budgetary planning from irregularly scheduled monetary demands.
3. **Cash Balances.** It is imperative that positive cash balances exist in the General Fund at the end of each fiscal year. If an operating deficit appears to be forthcoming in the current fiscal year wherein total disbursements will exceed the total funds available, the Board will take appropriate action to balance revenues and expenditures as necessary so as to end each fiscal year with a positive cash balance.

Ten Principles of Sound Financial Management April 21, 2015

4. **Debt Ratios.** The County's debt ratios shall be maintained at the following levels:
 - a. Net debt as a percentage of estimated market value shall be less than 3 percent.
 - b. Debt service expenditures as a percentage of General Fund disbursements shall not exceed 10 percent. The County will continue to emphasize pay-as-you-go capital financing. Financing capital projects from current revenues is indicative of the County's intent to use purposeful restraint in incurring long-term debt.
 - c. For planning purposes annual bond sales shall be structured such that the County's debt burden shall not exceed the 3 and 10 percent limits. To that end sales of General Obligation Bonds and general obligation supported debt will be managed so as not to exceed a target of \$275 million per year, or \$1.375 billion over five years, with a technical limit of \$300 million in any given year. Excluded from this cap are refunding bonds, revenue bonds or other non-General Fund supported debt.
 - d. For purposes of this principle, debt of the General Fund incurred subject to annual appropriation shall be treated on a par with general obligation debt and included in the calculation of debt ratio limits. Excluded from the cap are leases secured by equipment, operating leases, and capital leases with no net impact to the General Fund.
 - e. Use of variable rate debt is authorized in order to increase the County's financial flexibility, provide opportunities for interest rate savings, and help the County manage its balance sheet through better matching of assets and liabilities. Debt policies shall stipulate that variable rate debt is appropriate to use when it achieves a specific objective consistent with the County's overall financial strategies; however, the County must determine if the use of any such debt is appropriate and warranted given the potential benefit, risks, and objectives of the County. The County will not use variable rate debt solely for the purpose of earning arbitrage pending the disbursement of bond proceeds.
 - f. For purposes of this principle, payments for equipment or other business property, except real estate, purchased through long-term lease-purchase payment plans secured by the equipment will be considered to be operating expenses of the County. Annual General Fund payments for such leases shall not exceed 3 percent of the annual General Fund disbursements, net of the School transfer. Annual equipment lease-purchase payments by the Schools and other governmental entities of the County should not exceed 3 percent of their respective disbursements.
5. **Cash Management.** The County's cash management policies shall reflect a primary focus of ensuring the safety of public assets while maintaining needed liquidity and achieving a favorable return on investment. These policies have been certified by external professional review as fully conforming to the recognized best practices in the industry. As an essential element of a sound and professional financial management process, the policies and practices of this system shall receive the continued support of all County agencies and component units.
6. **Internal Controls.** A comprehensive system of financial internal controls shall be maintained in order to protect the County's assets and sustain the integrity of the County's financial systems. Managers at all levels shall be responsible for implementing sound controls and for regularly monitoring and measuring their effectiveness.
7. **Performance Measurement.** To ensure Fairfax County remains a high performing organization all efforts shall be made to improve the productivity of the County's programs and its employees through performance measurement. The County is committed to continuous improvement of productivity and service through analysis and measurement of actual performance objectives and customer feedback.
8. **Reducing Duplication.** A continuing effort shall be made to reduce duplicative functions within the County government and its autonomous and semi-autonomous agencies, particularly those that receive appropriations from the General Fund. To that end, business process redesign and reorganization will be encouraged whenever increased efficiency or effectiveness can be demonstrated.

Ten Principles of Sound Financial Management April 21, 2015

9. **Underlying Debt and Moral Obligations.** Debt related to but not directly supported by the County's General Fund shall be closely monitored and controlled to the extent possible, including revenue bonds of agencies supported by the General Fund, the use of the County's moral obligation, and underlying debt.
- a. A moral obligation exists when the Board of Supervisors has made a commitment to support the debt of another jurisdiction to prevent a potential default, and the County is not otherwise responsible or obligated to pay the annual debt service. The County's moral obligation will be authorized only under the most controlled circumstances and secured by extremely tight covenants to protect the credit of the County. The County's moral obligation shall only be used to enhance the credit worthiness of an agency of the County or regional partnership for an essential project, and only after the most stringent safeguards have been employed to reduce the risk and protect the financial integrity of the County.
 - b. Underlying debt includes tax-supported debt issued by towns or districts in the County, which debt is not an obligation of the County, but nevertheless adds to the debt burden of the taxpayers within those jurisdictions in the County. The issuance of underlying debt, insofar as it is under the control of the Board of Supervisors, will be carefully analyzed for fiscal soundness, the additional burden placed on taxpayers, and the potential risk to the General Fund for any explicit or implicit moral obligation.
10. **Diversified Economy.** Fairfax County must continue to diversify its economic base by encouraging commercial and, in particular, industrial employment and associated revenues. Such business and industry must be in accord with the plans and ordinances of the County.

FINANCING THE CIP

There are a number of funding sources available for financing the proposed capital program. These range from direct County contributions such as the General Fund and bond sale proceeds to state and federal grants. In the CIP project tables the following major funding sources are identified:

SOURCES OF FUNDING

B	Payments from the proceeds of the sale of General Obligation Bonds. These bonds must be authorized at referendum by County voters and pledge the full faith and credit of the County to their repayment.
G	Direct payment from current County revenues; General Fund.
S/F	Payments from state or federal grants-in-aid for specific projects (Community Development Block Grants) or direct state or federal participation.
TXB	Tax Exempt Bonds
LRB	Lease Revenue Bonds
SR	Sewer Revenues
S	Special Service District
SH	Short Term Borrowing
HTF	Housing Trust Funds
X	Other sources of funding, such as a reimbursable contribution or a gift.
U	Undetermined, funding to be identified

THE BOND PROGRAM

The County has developed a policy of funding major facility projects through the sale of General Obligation Bonds. This allows the cost of the facility to be spread over a number of years so that each generation of taxpayers contributes a proportionate share for the use of these long-term investments. By selectively utilizing bond financing, the County has also been able to benefit from its preferred borrowing status to minimize the impacts of inflation on construction costs. Table D in this section includes the current bond referenda approved by the voters for specific functional areas.

Table E represents debt capacity affordable within the constraints of declining revenue projections and maintaining the ratio of debt service to General Fund Disbursements below the 10 percent guideline established by the Board of Supervisors. The bond program will continue to provide a very healthy level of approximately \$1.8 billion (including EDA facility bonds) of capital construction over the next five years. A debt capacity analysis and review of bond sales is conducted every year in conjunction with the CIP.

For planning purposes, potential future bond referenda are reflected in Table F, School Bond Referendum Capacity and Table G, County Bond Referendum Capacity. These tables were developed as a planning tool to assess the County's capacity for new debt and to more clearly identify the County's ability to meet capital needs through the bond program. This tool enables the County to establish a regular schedule for new construction and capital renewal as essential facilities such as fire and police stations age. As shown in Table C, the 20-year History of Referenda, past County referenda have focused primarily on new construction. The new Referendum Plan reflects specific project plans and is captured in Table H. The projected capacity for new referenda is reviewed and updated each year.

PAYDOWN OR PAY-AS-YOU-GO FINANCING

Although a number of options are available for financing the proposed capital improvement program, including bond proceeds and grants, it is the policy of the County to balance the use of the funding sources against the ability to utilize current revenue or pay-as-you-go financing. While major capital facility projects are funded through the sale of general obligation bonds, the Board of Supervisors, through its *Ten Principles of Sound Financial Management*, continues to emphasize the importance of maintaining a balance between pay-as-you-go financing and bond financing for capital projects. Financing capital projects from current revenues indicates the County's intent to restrain long-term debt. No explicit level or percentage has been adopted for capital projects from current revenues as a portion of either overall capital costs or of the total operating budget. The decision for using current revenues to fund a capital project is based on the merits of the particular project. In FY 2017, an amount of \$6.507 million has been included for the Adopted Capital Paydown Program. As part of the adoption of the FY 2017 budget, the Board of Supervisors redefined the Paydown Program, focusing on infrastructure replacement and upgrades and capital improvements. Although supported by the General Fund, commitments, contributions and on-going maintenance will no longer be included in the Capital Paydown Program. In general, the FY 2017 Paydown Program includes funding to provide for the most critical projects including, but not limited to, the following:

- ✓ Infrastructure Replacement and Upgrades at County and Park facilities to fund items such as: repairs/replacements to roofs, electrical and lighting systems, fire alarms, emergency generators, and HVAC equipment repairs/replacement.
- ✓ Athletic Field Program projects for both park and school fields in order to maintain quality athletic fields at acceptable standards, improve safety standards, improve playing conditions and increase user satisfaction. Projects include field lighting and other capital improvements including the replacement program for turf fields throughout the County.
- ✓ Planning projects in support of capital improvements such as planning to support the future uses of the original Mt Vernon High School facility.
- ✓ Funding for initiatives that directly support the Board of Supervisors Environmental Agenda.

STORMWATER MANAGEMENT PROGRAM

In FY 2017, the stormwater service rate will increase from \$0.0250 to \$0.0275 per \$100 of assessed real estate value. In FY 2015, staff developed a five-year rate plan and a phased approach for funding and staffing to support the anticipated regulatory increases. The 5-year spending plan includes approximately \$225 million in required projects and operational support; therefore, the plan includes an annual increase in the rate of ¼ penny each year. This increase will support a number of goals. First, it will provide for constructing and operating stormwater management facilities, including stream restorations, new and retrofitted ponds, and installation of Low Impact Development (LID) techniques, required to comply with the federally mandated Chesapeake Bay Program. This program requires the County to reduce Phosphorus, Nitrogen, and sediment loads to the Potomac River and Chesapeake Bay. MS4 Permit holders must achieve 5 percent of the required reductions in the first five years; 35 percent of the required reductions in the second five years; and 60 percent of the required reductions in the third five years. The Capital Improvement Program includes a gradual increase that will help meet these requirements. Second, the increase will aid in the planning, construction, and operation of stormwater management facilities required to comply with state established local stream standards by reducing bacteria, sediments, and Polychlorinated Biphenyl (PCB) entering local streams. It is estimated that between 70 and 80 percent of the streams in the County are currently impaired. Third, the increase will support the federally mandated inspecting, mapping, monitoring, maintaining, and retrofitting of existing stormwater facilities. The County currently owns and maintains over 1,800 stormwater management facilities that are valued at \$500 million. Fourth, the increase will aid in collecting stormwater data and reporting the findings; providing community outreach and education, supporting new training programs for employees; and developing new Total Maximum Daily Loads (TMDL) Action Plans for impaired streams related to the MS4 Permit requirements. Fifth, the increase will improve dam safety by supporting annual inspections of 20 state-regulated dams in the County and by developing Emergency Action Plans required by the state. The Emergency Action Plans are updated annually and a new plan will be prepared for each dam every six years. In addition, these plans include annual emergency drills and exercises, and flood monitoring for each dam. Finally, the increase will facilitate the maintaining, rehabilitating, and reinvesting in the County's conveyance system. The County's conveyance system includes over 60,000 structures and 1,400 miles of pipes and paved channels, and it is valued at more than \$1 billion. The FY 2017 rate of \$0.0275 per \$100 of assessed real estate value is consistent with the 5-year plan. The FY 2017 levy of \$0.0275 will generate \$64,075,000, supporting \$20,438,388 for staff and operational costs; \$42,511,612 for capital project implementation including, infrastructure reinvestment, regulatory requirements, dam safety, and contributory funding requirements; and \$1,125,000 transferred to the General Fund to partially offset central support services such as Human Resources, Purchasing, Budget and other administrative services supported by the General Fund which benefit this fund.

AFFORDABLE HOUSING PROGRAMS

The Penny for Affordable Housing Fund, formerly known as the Housing Flexibility Fund, was established in FY 2006 and is designed to serve as a readily available local funding source with the flexibility to address emerging local affordable housing needs. For fiscal years 2006 through 2009, the Board of Supervisors dedicated revenue commensurate with the value of one cent from the Real Estate tax rate to the Preservation of Affordable Housing, a major County priority. In FY 2010, the Board of Supervisors reduced The Penny for Affordable Housing Fund by 50 percent in order to balance the FY 2010 budget. From FY 2006 through FY 2016, the fund has provided a total of \$186.9 million for affordable housing in Fairfax County; a total of \$12.3 million is provided in FY 2017. Over the past years, a total of 2,757 affordable units have been preserved for both homeownership and rental purposes in a variety of large and small projects. Of that number, 252 units are preserved as affordable housing for periods of five years or less, and 2,505 units are preserved for 20 years or longer. A variety of funding sources were used to preserve these units; however, The Penny for Affordable Housing Fund was critical for the preservation efforts associated with six large multifamily complexes that were purchased by private nonprofits and which represent a significant portion of the units preserved: 319 units in Janna Lee Villages in the Hybla Valley area (Lee District), 148 units in Hollybrooke II and III in the Seven Corners area of Falls Church (Mason District), 105 units in Coralain Gardens located on Arlington Boulevard (Route 50) in Falls Church (Mason District), 90 units in Sunset Park Apartments in Falls Church (Mason District), 130 units at Mount Vernon House in Alexandria (Mount Vernon District), and 216 units in Madison Ridge in Centreville (Sully District). These funds were also instrumental in preserving two large complexes: 180 units at the Crescent apartment complex in Reston (Hunter Mill District) and 672 units at the Wedgewood Apartments complex in Annandale (Braddock District). These projects were purchased by the County and are being managed by the Fairfax County Redevelopment and Housing Authority as part of the low- and moderate-income rental program. Without the availability of this funding support, both of these apartment complexes may have been lost as affordable housing.

PUBLIC-PRIVATE EDUCATIONAL FACILITIES AND INFRASTRUCTURE ACT (PPEA) PROPOSALS FOR CAPITAL PROJECTS

In October 2005, Fairfax County adopted revised guidelines for review of unsolicited Public-Private Educational Facilities and Infrastructure Act (PPEA) proposals. The Guidelines state that a "Core Team" will be convened by the Director of Purchasing to:

1. Determine if the unsolicited proposal constitutes a "qualifying project" under the PPEA; and
2. Determine if the proposed project serves the "public purpose" by determining that:
 - a) There is a public need for or benefit derived from the qualifying project of the type the private entity purposes as a qualifying project;
 - b) The estimated cost of the qualifying project is reasonable in relation to similar facilities; and
 - c) The private entities plans will result in a timely acquisition, design, construction, improvement, renovation, expansion, equipping, maintenance, operation, implementation, or installation of the qualifying project.

Since that time, the County staff has gained experience with the procedures and is now recommending that further guidance be given to the Core Team, the initial reviewers of the unsolicited PPEA proposals. This guidance provides additional project screening criteria and is primarily aimed at assisting the County in determining the desirability of the PPEA project in light of the County's current CIP, the affordability of the project within debt guidelines and the unique benefits of the project's financial proposal being provided to the County. In FY 2008, the following criteria were adopted as a management initiative guideline for determining when a PPEA project should be pursued or rejected. It is anticipated that other refinements, including any required legislative updates to the PPEA evaluation and review process will be developed and presented to the Board of Supervisors as needed.

Revised PPEA Guidelines

1. Determine if the project has already been identified as a Board priority and included in the 10-year Capital Improvement Program (CIP) to address current and future needs. If included in the CIP, what is its priority ranking in comparison to other projects requested by the appropriate department?
 - a. Review the proposed land use to assure it is consistent with the Board's intended use of the property; and
 - b. Review the proposed land use to assure that the land is not needed for another higher priority public use by the County.
2. Determine if the financial proposal involves asset exchange, replacement of operating leases or will require budgetary resources in addition to those currently identified in the budget.
3. Determine if timing is of the essence to take advantage of the opportunity presented in cases where favorable market or developmental conditions are not likely to be repeated or be present again at the project's current projected start date.
4. Determine if proposals to accelerate projects will interfere or otherwise detract from resources allocated to projects currently identified in the CIP for earlier completion.
5. Determine if any debt created for financing the proposal can be accommodated within the County's current debt guidelines and ascertain the projected impact on the approved CIP.

Projects that can demonstrate a positive impact response to all five questions will be given preference for further development. It may be necessary to engage outside professional evaluation to assist County staff in performing any aspect of the evaluation of PPEA proposals, particularly those that are complex or to complete an evaluation in a timely manner. Compensation for such professional assistance is expected to be paid first from the review fee accompanying each proposal.

COOPERATION BETWEEN THE FAIRFAX COUNTY BOARD OF SUPERVISORS AND THE FAIRFAX COUNTY SCHOOL BOARD TO COORDINATE PLANNING AND DELIVERY OF SPACE FOR PUBLIC AND SCHOOL SERVICES IN THEIR RESPECTIVE FACILITIES

On September 24, 2007 the Board of Supervisors adopted a resolution to affirm cooperation between the Fairfax County Board of Supervisors and the Fairfax County School Board to coordinate planning and delivery of space for public and school services in their respective facilities. In order for administrative, maintenance, and educational facilities to provide services in the most cost effective, efficient, and customer friendly manner possible, collocation of services within both County and School buildings offers the potential to reduce administrative, construction, and maintenance costs. The resolution is as follows:

WHEREAS, the Fairfax County Board of Supervisors and the Fairfax County School Board have a history of cooperative agreements concerning use of school facilities for community recreational programs; and

WHEREAS, the Fairfax County Government and the Fairfax County Public Schools each own and construct numerous administrative, maintenance, and educational facilities; and,

WHEREAS, the Fairfax County Government and the Fairfax County Public Schools conduct similar and compatible functions within the respective facilities; and,

WHEREAS, it is the desire of the Fairfax County Board of Supervisors and the Fairfax County School Board to provide services in the most cost effective, efficient, and customer friendly manner possible; and

WHEREAS, collocation of services within buildings offers the potential to reduce administrative, construction, and maintenance costs; and

WHEREAS, the County and the Schools cooperate in the development of the annual Capital Improvement Program, including allocation of resources; now, therefore, be it

RESOLVED, County and School staff will establish processes and procedures to ensure that appropriate information about service delivery requirements, needs, and opportunities are shared between the two organizations, and

RESOLVED FURTHER, Both staffs will give due consideration of such joint and compatible uses during development of the County and Schools Capital Improvement Program; and

RESOLVED FURTHER, the Fairfax County Park Authority will be invited to share such information and give due consideration for joint and compatible uses during the development of its own Capital Improvement Program for the mutual benefit of all three parties.

County, School and Park Authority staff have begun working together during the development of this year's CIP to consider joint and compatible uses for recommendation to both Boards. Staff continues to develop plans to formalize this approach in order to share and consider the mutual benefit of all three parties.

TABLE A
PROGRAM COST SUMMARIES
(\$000's)

PROGRAM	BUDGETED OR EXPENDED THRU FY 2016	FY 2017	FY 2018	FY 2019	FY 2020	FY 2021	TOTAL FY 2017 - FY 2021	TOTAL FY 2022 - FY 2026	TOTAL PROGRAM ESTIMATE
County Managed Programs									
Fairfax County Public Schools	\$336,852	\$147,523	\$155,096	\$169,941	\$175,896	\$128,505	776,961	\$654,326	1,768,139
Fairfax County Park Authority	82,101	17,570	22,736	23,750	12,432	21,109	97,597	74,603	254,301
Housing Development	64,258	33,054	29,566	32,867	14,358	640	110,485	36,900	211,643
Revitalization	22,416	1,210	1,400	1,400	1,400	1,400	6,810	27,000	56,226
Stormwater Management and Other Neighborhood Improvements	5,080	50,136	64,600	68,445	75,200	68,600	326,981	268,805	600,866
Community Development	21,356	12,153	13,141	13,291	20,463	22,238	81,286	46,661	149,303
Public Safety	117,830	55,530	27,492	43,234	63,010	39,350	228,616	88,860	435,306
Court Facilities	9,234	3,285	8,435	7,550	2,006	0	21,276	0	30,510
Libraries	7,275	6,181	7,950	5,454	1,750	800	22,135	0	29,410
Facility Management, Infrastructure Replacement and Upgrades	60,129	12,930	52,410	22,407	20,812	19,312	127,871	75,000	263,000
Human Services	8,292	12,000	51,800	11,530	61,000	61,000	197,330	40,045	245,667
Solid Waste	4,624	6,663	3,493	1,700	1,564	1,465	14,885	1,527	21,036
Sanitary Sewers	C	97,494	125,285	133,971	131,084	125,852	613,686	715,920	1,329,606
Transportation and Pedestrian Initiatives	1,367,928	644,183	607,583	524,083	59,000	57,349	1,892,198	56,250	3,316,376
SUB TOTAL	\$2,107,375	\$1,099,912	\$1,170,987	\$1,059,623	\$639,975	\$547,620	\$4,518,117	\$2,085,897	\$8,711,389
Non-County Managed Programs									
Northern Virginia Regional Park Authority	C	\$3,000	\$3,044	\$3,178	3,251	3,348	\$15,821	\$18,307	\$34,128
Water Supply	118,087	81,998	77,124	79,793	68,041	65,572	\$372,528	269,972	\$760,587
SUB TOTAL	\$118,087	\$84,998	\$80,168	\$82,971	\$71,292	\$68,920	\$388,349	\$288,279	\$794,715
TOTAL	\$2,225,462	\$1,184,910	\$1,251,155	\$1,142,594	\$711,267	\$616,540	\$4,906,466	\$2,374,176	\$9,506,104

TABLE B
GENERAL FUND SUPPORTED AND PAYDOWN PROGRAM
(\$ in millions)

	Five Year CIP Total	FY 2017	FY 2018	FY 2019	FY 2020	FY 2021
Paydown (Infrastructure Replacement and Upgrades/Capital Improvements)						
ADA Compliance - Parks ¹	\$1.700		0.800	0.300	0.300	0.300
Park Major Facility repairs	\$3.955	0.425	0.844	0.869	0.895	0.922
Park Capital Improvements	\$2.782	0.524	0.540	0.556	0.573	0.590
Athletic Field Lighting Requirements	\$1.250	0.250	0.250	0.250	0.250	0.250
Turf Field Replacement Program	\$6.845	1.450	1.450	1.450	1.450	1.045
Developer Defaults	\$1.000	0.200	0.200	0.200	0.200	0.200
Infrastructure Replacement and Upgrades ¹	\$61.408	1.408	15.000	15.000	15.000	15.000
ADA Compliance - FMD ¹	\$5.500		2.000	2.000	1.500	
Reinvestment, Repair and Upgrades to County Roads	\$3.500	0.500	0.600	0.700	0.800	0.900
Emergency Repairs to Existing Trails	\$3.000	0.400	0.500	0.600	0.700	0.800
Massey Building Demolition ^{1,2}	\$19.400		19.400			
Burkholder Renovation ^{1,2}	\$2.700		2.700			
Public Private Partnership Development ²	\$0.350	0.350				
Old Mount Vernon High School Planning ^{1,2}	\$0.000					
Massey Complex Master Planning ¹	\$0.000					
Facility Space Reconfigurations	\$1.000	1.000				
Subtotal Paydown		\$6.507	\$44.284	\$21.925	\$21.668	\$20.007
Commitments, Contributions and Facility Maintenance						
Park Facility/Equipment Maintenance	\$2.510	0.484	0.484	0.499	0.514	0.529
Parks - Grounds Maintenance	\$3.033	0.476	0.611	0.630	0.648	0.668
Parks Maintenance of FCPS Athletic Fields	\$4.300	0.860	0.860	0.860	0.860	0.860
Athletic Field Maintenance (Parks)	\$13.500	2.700	2.700	2.700	2.700	2.700
Athletic Services Fee - Diamond Field Maintenance	\$3.750	0.750	0.750	0.750	0.750	0.750
Action Plan Review Team Amenity Maintenance	\$0.250	0.050	0.050	0.050	0.050	0.050
Athletic Sports Scholarship	\$0.375	0.075	0.075	0.075	0.075	0.075
Survey Network Control Monumentation	\$0.375	0.075	0.075	0.075	0.075	0.075
Salona Property Purchase	\$4.194	0.892	0.860	0.840	0.814	0.788
Maintenance - Commercial Revitalization Program	\$3.750	0.750	0.750	0.750	0.750	0.750
Maintenance - Silver Line	\$2.300	0.460	0.460	0.460	0.460	0.460
Emergency Directives Program	\$0.500	0.100	0.100	0.100	0.100	0.100
Payment of Interest on Conservation Bonds ²	\$0.050	0.050				
Laurel Hill Development (FMD and Parks)	\$6.300	1.260	1.260	1.260	1.260	1.260
SACC Contribution	\$5.000	1.000	1.000	1.000	1.000	1.000
No.Va. Community College	\$12.585	2.517	2.517	2.517	2.517	2.517
Environmental Agenda Initiatives	\$2.675	0.535	0.535	0.535	0.535	0.535
Subtotal Commitments		\$13.034	\$13.087	\$13.101	\$13.108	\$13.117
Total		\$19.541	\$57.371	\$35.026	\$34.776	\$33.124

¹ During their deliberations on the FY 2017 Advertised Budget Plan, the Board of Supervisors approved funding for this project as part of the *FY 2016 Third Quarter Review*, eliminating the need for funding in FY 2017.

² Future funding is to be determined.

TABLE C
HISTORY OF REFERENDA
(\$ in millions)

Date	Schools	Transportation/ Roads	Public Safety	County Parks	Regional Parks	Adult Detention	Juvenile Detention	NIP/ CRP	Community Revitalization	Storm Drainage	Library	Human Services	County Total
2015	\$310.00		\$151.00										\$151.00
2014		\$100.00											\$100.00
2013	\$250.00												
2012			\$55.00	\$63.00	\$12.00					\$30.00	\$25.00		\$185.00
2011	\$252.75												
2010		\$120.00											\$120.00
2009	\$232.58												
2008				\$65.00	\$12.00								\$77.00
2007 ¹	\$365.20	\$110.00											\$110.00
2006			\$125.00	\$25.00									\$150.00
2005	\$246.33												
2004		\$165.00		\$65.00	\$10.00						\$52.50	\$32.50	\$325.00
2003	\$290.61												
2002			\$60.00	\$20.00									\$80.00
2001	\$377.96												
2000													
1999	\$297.21												
1998			\$99.92	\$75.00	\$12.00								\$186.92
1997	\$232.85												
1996													
1995	\$204.05												
1994													
1993	\$140.13												
1992		\$130.00											\$130.00
1991													
Total	\$3,199.67	\$625.00	\$490.92	\$313.00	\$46.00	\$0.00	\$0.00	\$0.00	\$0.00	\$30.00	\$77.50	\$32.50	\$1,614.92

¹ The 2007 School Referendum totaled \$365,200,000 of which \$315,200,000 was for school improvement needs and \$50,000,000 was for a County vehicle maintenance facility for school buses and other County vehicles. The maintenance facility will be funded from the County's capacity allocation, as approved by the Board of Supervisors on May 7, 2007.

TABLE D
GENERAL OBLIGATION BONDS
AUTHORIZED BUT UNISSUED STATUS
(\$ in millions)

Most Recent Bond Issues Approved by Voters	Year	Amount	Sold in Previous Years	Sold January 2016	Authorized But Unissued
Public Schools	2009	232.580	212.883	19.697	0.000
	2011	252.750	131.329	115.030	6.391
	2013	250.000	0.000	0.000	250.000
	2015	310.000	0.000	0.000	310.000
County Parks	2012	63.000	1.715	13.025	48.260
No Va Regional Park Authority	2012	12.000	9.000	3.000	0.000
Public Safety	2006	125.000	110.463	14.537	0.000
	2012	55.000	0.000	3.135	51.865
	2015	151.000	0.000	0.000	151.000
Road Construction	2007	110.000	75.756	15.405	18.839
	2014	100.000	0.000	0.000	100.000
Library Facilities	2012	25.000	0.000	5.385	19.615
Transportation (WMATA)	2007	120.000	96.810	23.190	0.000
Stormwater / Flood Control	2012	30.000	1.775	4.635	23.590
TOTAL		\$1,836.330	\$639.731	\$217.039	\$979.560

TABLE E

REFERENDUM AND DEBT CAPACITY ANALYSIS

CURRENT BOND PROGRAM (\$ in millions)

PURPOSE	UNISSUED	FY 2016	FY 2017	FY 2018	FY 2019	FY 2020	FY 2021	2017-2021	2022-2026	REMAINING
								TOTAL	PROJ.	BALANCE
County General Obligation (GO) Bonds										
Libraries (2012)	25.00	5.39	8.50	6.00	2.00	3.12	-	19.62	-	-
Roads (2007)	34.24	15.41	18.84	-	-	-	-	18.84	-	-
Roads (2014)	100.00	-	10.00	10.00	15.00	25.00	20.00	80.00	20.00	-
NVRPA (2012)	3.00	3.00	-	-	-	-	-	-	-	-
WMATA (2010)	23.19	23.19	-	-	-	-	-	-	-	-
Public Safety Facilities (2006)	14.54	14.54	-	-	-	-	-	-	-	-
Public Safety Facilities (2012)	55.00	3.14	7.00	8.25	13.75	11.00	5.50	45.50	6.37	-
Public Safety Facilities (2015)	151.00	-	15.10	15.10	22.65	37.75	30.20	120.80	30.20	-
FCPA (2012)	61.29	13.03	15.00	18.50	14.76	-	-	48.26	-	-
Flood Control (2012)	28.23	4.64	5.90	11.30	6.39	-	-	23.59	-	-
Subtotal County General Obligation Bonds	495.48	82.31	80.34	69.15	74.55	76.87	55.70	356.60	56.57	-
Schools General Obligation Bonds										
Schools (2009)	19.70	19.70	-	-	-	-	-	-	-	-
Schools (2011)	121.42	115.03	6.39	-	-	-	-	6.39	-	-
Schools (2013)	250.00	-	148.61	61.42	39.97	-	-	250.00	-	-
Schools (2015)	310.00	-	-	93.58	115.03	61.42	39.97	310.00	-	-
Subtotal Schools General Obligation Bonds	701.12	134.73	155.00	155.00	155.00	61.42	39.97	566.39	-	-
Total General Obligation Bonds	1,196.60	217.04	235.34	224.15	229.55	138.29	95.67	923.00	56.57	-
Other Financing Support (OFS)										
Capital Renewal - FMD	-	-	-	15.00	-	-	-	15.00	-	-
Capital Renewal - Trails/Roads	-	-	-	5.50	-	-	-	5.50	-	-
Lewinsville	-	17.00	-	-	-	-	-	-	-	-
East County - Human Services Center	-	-	6.00	-	114.13	-	-	120.13	-	-
North County - Human Services Center	-	-	-	-	-	125.00	-	125.00	-	-
North County Infrastructure / Facilities	-	-	10.00	48.00	-	-	-	58.00	-	-
Old Mount Vernon High School	-	-	-	25.00	-	-	-	25.00	-	-
Stormwater Administration Building	-	-	-	-	53.00	-	-	53.00	-	-
Herndon Station - Development	-	-	-	-	-	10.00	-	10.00	-	-
Northern Virginia Training Center (Financing date TBD)	-	-	-	-	-	-	-	-	-	-
South East Quadrant (Financing date TBD)	-	-	-	-	-	-	-	-	-	-
Subtotal Other Financing Support	-	17.00	16.00	93.50	167.13	135.00	-	411.63	-	-
Total Current Program (GO + OFS)	1,196.60	234.04	251.34	317.65	396.68	273.29	95.67	1,334.62	56.57	-

NEW REFERENDA (\$ in millions)

PURPOSE	AUTH. BUT UNISSUED	FY 2016	FY 2017	FY 2018	FY 2019	FY 2020	FY 2021	2017-2021	2022-2026	REMAINING
								TOTAL	PROJ.	BALANCE
New Schools Referenda										
Schools (2017)	310.00	0.00	0.00	0.00	0.00	93.58	115.03	208.61	101.39	0.00
Schools (2019)	310.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	310.00	0.00
Subtotal New Schools Referenda	620.00	0.00	0.00	0.00	0.00	93.58	115.03	208.61	411.39	0.00
County New Referenda										
Transportation - WMATA (2016)	120.00	0.00	30.00	30.00	30.00	30.00	0.00	120.00	0.00	0.00
Transportation - WMATA (2020)	120.00	0.00	0.00	0.00	0.00	0.00	30.00	30.00	90.00	0.00
No. Va. Reg. Park Authority (2016)	12.30	0.00	3.30	3.00	3.00	3.00	0.00	12.30	0.00	0.00
No. Va. Reg. Park Authority (2020)	12.00	0.00	0.00	0.00	0.00	0.00	3.00	3.00	9.00	0.00
Park Authority (2016)	94.70	0.00	0.00	0.00	3.74	18.50	18.50	40.74	53.96	0.00
Park Authority (2020)	88.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	88.00	0.00
Human Services (2016)	85.00	0.00	8.50	8.50	12.75	21.25	17.00	68.00	17.00	0.00
Human Services (2020)	50.00	0.00	0.00	0.00	0.00	0.00	5.00	5.00	45.00	0.00
Public Safety (2018)	100.00	0.00	0.00	0.00	10.00	10.00	15.00	35.00	65.00	0.00
Subtotal County New Referenda	682.00	0.00	41.80	41.50	59.49	82.75	88.50	314.04	367.96	0.00
Total NEW Referenda (Schools & County)	1,302.00	-	41.80	41.50	59.49	176.33	203.53	522.65	779.35	0.00
GRAND TOTAL: CURRENT + NEW	2,498.60	234.04	293.14	359.15	456.17	449.62	299.20	1,857.27	835.92	-
Debt Service as % of General Fund*			8.50%	9.22%	9.21%	9.25%	9.56%			

*County policy is Debt Service Expenditures as a percent of disbursements; above debt ratio projections are benchmarked against projected revenues.

TABLE F
SCHOOLS BOND REFERENDUM CAPACITY
(\$ in millions)

SCHOOLS							
Column A Year (FY)	Column B Authorized But Unissued as of July 1	Column C Annual Sales	Column D Revised Authorization (Col B- Col C)	Column E 5-Year Total Sales Capacity ¹	Column F New 5 Year Capacity (Col E - Col D)	Column G New Referendum and Proposed Purposes	Column H New Authorized But Unissued as of June 30 (Col D + Col G)
2016 (FY 2017)	\$566	\$155	\$411	\$775	\$364		\$411
2017 (FY 2018)	\$411	\$155	\$256	\$775	\$519	\$310	\$566
2018 (FY 2019)	\$566	\$155	\$411	\$775	\$364		\$411
2019 (FY 2020)	\$411	\$155	\$256	\$775	\$519	\$310	\$566
2020 (FY 2021)	\$566	\$155	\$411	\$775	\$364		\$411
2021 (FY 2022)	\$411	\$155	\$256	\$775	\$519	\$310	\$566
2022 (FY 2023)	\$566	\$155	\$411	\$775	\$364		\$411
2023 (FY 2024)	\$411	\$155	\$256	\$775	\$519	\$310	\$566
2024 (FY 2025)	\$566	\$155	\$411	\$775	\$364		\$411
2025 (FY 2026)	\$411	\$155	\$256	\$775	\$519	\$310	\$566
Total						\$1,550	

1 - Reflects County Executive planning target necessary to meet Board bond program policy expenditure guidelines.

TABLE G
COUNTY BOND REFERENDUM CAPACITY
(\$ in millions)

COUNTY								
Column A Year (FY)	Column B Authorized But Unissued as of July 1	Column C Annual Sales	Column D Revised Authorization (Col B- Col C)	Column E 5-Year Total Sales Capacity ¹	Column F New 5 Year Capacity (Col E - Col D)	Column G New Referendum and Proposed Purposes	Column H New Authorized But Unissued as of June 30 (Col D + Col G)	
2016 (FY 2017)	\$413	\$120	\$293	\$600	\$307	Transportation (WMATA), Parks, NVRPA, & Human Services/Community Development	\$312	\$605
2017 (FY 2018)	\$605	\$120	\$485	\$600	\$115			\$485
2018 (FY 2019)	\$485	\$120	\$365	\$600	\$235	Public Safety	\$100	\$465
2019 (FY 2020)	\$465	\$120	\$345	\$600	\$255			\$345
2020 (FY 2021)	\$345	\$120	\$225	\$600	\$375	Transportation (WMATA), Parks, NVRPA, Human Services	\$259	\$484
2021 (FY 2022)	\$484	\$120	\$364	\$600	\$236			\$364
2022 (FY 2023)	\$364	\$120	\$244	\$600	\$356	Public Safety, Tysons Roads, Libraries	\$214	\$458
2023 (FY 2024)	\$458	\$120	\$338	\$600	\$262			\$338
2024 (FY 2025)	\$338	\$120	\$218	\$600	\$382	Transportation (WMATA), Parks, NVRPA	\$220	\$438
2025 (FY 2026)	\$438	\$120	\$318	\$600	\$282			\$318
Total							\$1,105	

1 - Reflects County Executive planning target necessary to meet Board bond program policy expenditure guidelines.

**Table H
County Bond Referendum Plan**

	2016 Bond Referendum	Cost	2018 Bond Referendum	Cost	2020 Bond Referendum	Cost	2022 Bond Referendum	Cost	2024 Bond Referendum	Cost	2026 or Beyond	Cost
FIRE & RESCUE			Mt. Vernon FS (1971) Fairview FS (1981) Gunston FS (1976) Seven Corners FS (1977) Fox Mill FS (1979)	\$11.0 \$11.0 \$11.0 \$11.0 \$11.0			Pohick FS (1986) Chantilly FS (1989) Frying Pan FS (1988) Volunteer Stations (2)	\$12.0 \$12.0 \$12.0 \$25.0			Welfit Center Volunteer Stations (2)	\$7.5 \$25.0
				\$55.0				\$61.0				\$32.5
POLICE			Police Evidence / Storage (Annex) (1960) Mason Police Station Upgrades (1975/1994) Criminal Justice Academy Upgrades (1995)	\$18.0 \$9.0 \$18.0							Mt Vernon Police Station (1981/2003) West Springfield Police Station (1974/2003)	TBD TBD
				\$45.0								
HUMAN SERVICES	Bailey's Shelter (1987) Eleanor Kennedy Shelter (1918/1986) Patrick Henry Family Shelter (1952/1985) Embry Rucker Family Shelter(1987)	\$12.0 \$12.0 \$12.0 \$12.0			Crossroads (1994) A New Beginning/ Detox Center (1994) Dual Diagnosis Facility (1998) Artemis House	\$17.0 \$14.0 \$8.0 TBD			Intermediate Care Willard Health Center (1954) Woodburn (1964)	TBD TBD TBD		
		\$48.0				\$39.0						
COMMUNITY DEVELOPMENT	Lorton Community Center (new) Sully Community Center (new)	\$18.5 \$18.5									Springfield Community Center	TBD
		\$37.0										
COURTS/JUVENILE											Boys Probation House (1996)	TBD

**Table H
County Bond Referendum Plan**

	2016 Bond Referendum	Cost	2018 Bond Referendum	Cost	2020 Bond Referendum	Cost	2022 Bond Referendum	Cost	2024 Bond Referendum	Cost	2026 or Beyond	Cost
LIBRARY							Kingstowne Library/Senior Center (new)	\$17.5			Lorton Library (1990)	\$6.0
							Chantilly Regional Library/Technical Ops (1993)	\$18.0			Kings Park Community Library (1971/1993)	\$8.5
							Sherwood Regional Library (1969/1992)	\$14.0			Patrick Henry Library (1971/1995)	\$7.5
							George Mason Regional Library (1967/1993)	\$11.0			Herndon Fortnightly Library (1995)	\$8.0
							Centreville Regional Library (1991)	\$10.0				
								\$70.5				\$30.0
DVS											Alternate Fueling Station (new)	TBD
											DVS North/Northwest Maintenance Facility (new)	TBD
NVRPA / PARKS	NVRPA Contribution Parks	\$12.3 \$94.7			NVRPA Contribution Parks	\$12.0 \$88.0			NVRPA Contribution Parks	\$12.0 \$88.0		
		\$107.0				\$100.0				\$100.0		
TRANSPORTATION	Metro	\$120.0			Metro	\$120.0	Tysons Roads	\$100.0	Metro	\$120.0	Tysons Roads	\$100.0
		\$120.0				\$120.0		\$100.0		\$120.0		\$100.0
REFERENDUM TOTALS		\$312.0		\$100.0		\$259.0		\$231.5		\$220.0		\$162.5

Note: FCPS Referendum are planned in 2017, 2019, 2021 and 2023 at \$310 million.



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