



FY 2021 ADVERTISED BUDGET PLAN OVERVIEW



Fairfax County,
Virginia

Fairfax County Board of Supervisors

Jeffrey C. McKay, Chairman

Penelope A. Gross, Vice Chairman, Mason District

James R. Walkinshaw, Braddock District

Walter L. Alcorn, Hunter Mill District

Daniel G. Storck, Mount Vernon District

Pat Herrity, Springfield District

John W. Foust, Dranesville District

Rodney L. Lusk, Lee District

Dalia A. Palchik, Providence District

Kathy L. Smith, Sully District

Fairfax County Leadership Team

Bryan J. Hill, County Executive

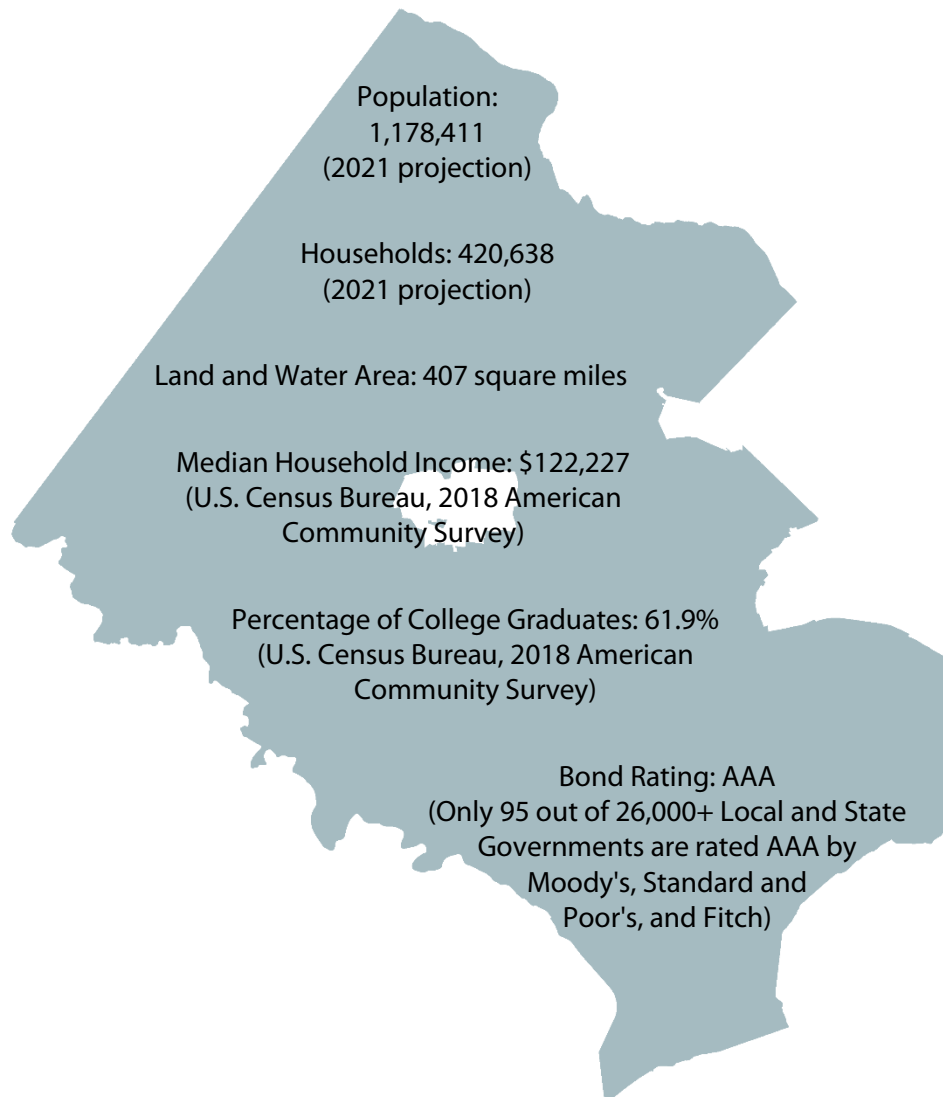
Joseph M. Mondoro, Chief Financial Officer

Rachel Flynn, Deputy County Executive

Tisha Deeghan, Deputy County Executive

David M. Rohrer, Deputy County Executive

Fairfax County, Virginia . . . At a Glance



Fairfax County, Virginia

Fiscal Year 2021 Advertised Budget Plan

Overview

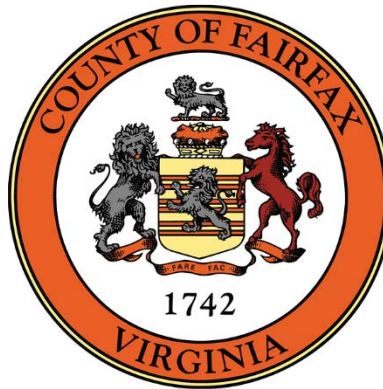


1742

Prepared by the
Fairfax County Department of Management and Budget
12000 Government Center Parkway
Suite 561
Fairfax, Virginia 22035
703-324-2391

<https://www.fairfaxcounty.gov/budget/>

The County of Fairfax is committed to a policy of nondiscrimination in all County programs, services and activities and will provide reasonable accommodations upon request. To request special accommodations, call 703-324-2391, TTY 711. Special accommodations/alternative information formats will be provided upon request. Please allow five working days in advance of events in order to make the necessary arrangements.



Prepared by the

Department of Management and Budget

Christina C. Jackson, Director

Philip Hagen, Deputy Director

Ellicia Seard-McCormick, Deputy Director

Albena Assenova, Revenue and Economic Analysis Coordinator

Marijke Hannam, Management and Budget Coordinator

Joe LaHait, Debt Coordinator

Martha Reed, Capital Programs Coordinator

Katie Horstman, Senior Budget Analyst

Kimberly Panzer, Senior Budget Analyst

Dana Thompson, Senior Budget Analyst

Geoffrey Detweiler, Budget Analyst

Eric Eisinger, Budget Analyst

Elif Ekingen, Budget Analyst

Melissa Jun, Budget Analyst

Rebecca Keoho, Business Analyst

Brian Kincaid, Budget Analyst

Vanessa M. Layne, Budget Analyst

Karen Mazzoli, Administrative Assistant

Galena Nedelcheva, Budget Analyst

Lynda Pham, Business Analyst

Mark Thomas, Budget Analyst

Sophia Thomas, Budget Analyst

Mary Wise, Management Analyst

Cover by Dawn Nieters, Office of Public Affairs

*Special thanks to the Focus Business Support Group,
the Economic, Demographic and Statistical Research Group,
the Office of Public Affairs, the Department of Tax Administration,
and all other agency staff that assisted in the
development of the FY 2021 budget*



GOVERNMENT FINANCE OFFICERS ASSOCIATION

*Distinguished
Budget Presentation
Award*

PRESENTED TO

**Fairfax County
Virginia**

For the Fiscal Year Beginning

July 1, 2019

Christopher P. Morill

Executive Director

BUDGET CALENDAR

For Preparation of the FY 2021 Budget

2019

July

July 1:
Fiscal Year 2020 begins.

November

November 26:
County Executive and FCPS superintendent provide FY 2021 budget forecasts at joint meeting of Board of Supervisors and School Board.

2020

January

January 9:
Superintendent releases FCPS FY 2021 Proposed budget.
January 27-29:
School Board holds public hearings on budget.

February

February 6:
School Board adopts FCPS FY 2021 Advertised Budget.
February 25:
County Executive releases FY 2021 Advertised Budget.

March

March 10:
Board of Supervisors authorizes advertisement of proposed real estate tax rate for FY 2021.

April

April 14-16:
Board of Supervisors holds public hearings on County budget.
April 24:
Board of Supervisors Budget Committee meeting for pre-markup to discuss changes to County Executive's FY 2021 Advertised Budget Plan.
April 28:
Board of Supervisors mark-up of County Executive's FY 2021 Advertised Budget Plan.

May

May 5:
Board of Supervisors adopts FY 2021 budget and tax rate, including transfer to FCPS.
May 7:
School Board FY 2021 Approved Budget presented for new business.
May 12-13:
School Board holds public hearings on budget.
May 21:
School Board adopts FY 2021 Approved Budget.

July

July 1:
Fiscal Year 2021 begins.



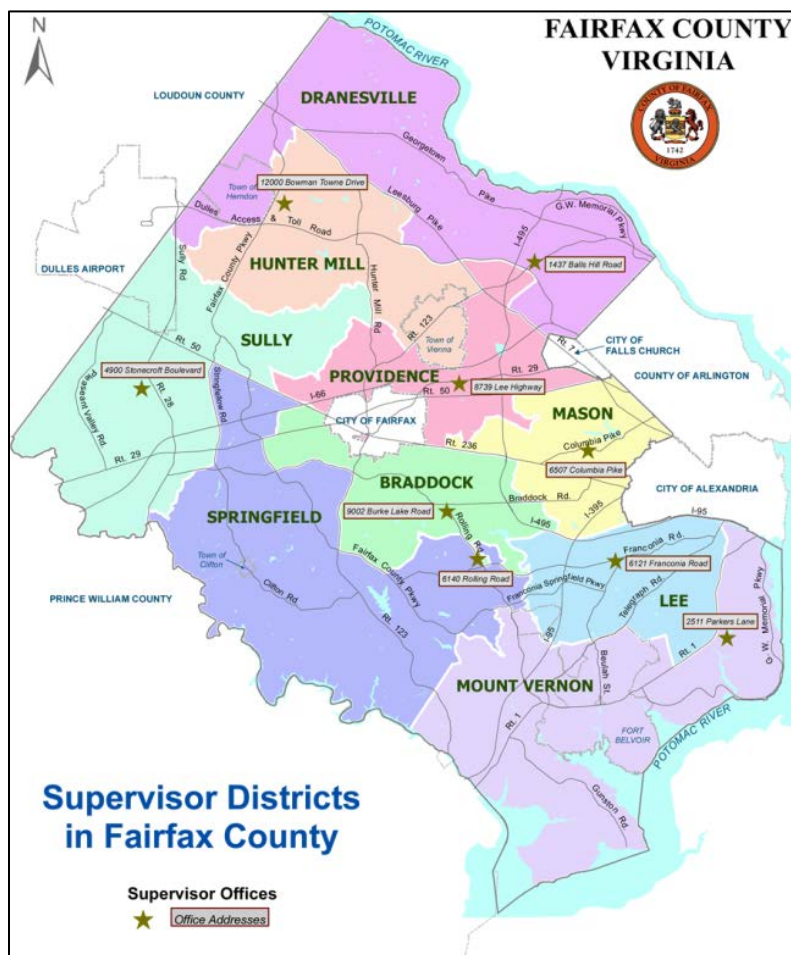
Fairfax County is committed to nondiscrimination on the basis of disability in all County programs, services and activities. Reasonable accommodations will be provided upon request. For information, call the Department of Management and Budget at 703-324-2391, TTY 711 (Virginia Relay Center).

County Organization

Fairfax County Government

In Virginia, cities and counties are distinct units of government and do not overlap. Fairfax County completely surrounds the City of Fairfax and is adjacent to the City of Falls Church and the City of Alexandria. Property within these cities is not subject to taxation by Fairfax County, and the County generally is not required to provide governmental services to their residents. However, pursuant to agreements with these cities, the County does provide certain services to their residents.

In Fairfax County, there are three incorporated towns - Clifton, Herndon and Vienna - which are overlapping units of government within the County. With certain limitations prescribed by the Code of Virginia, the ordinances and regulations of the County are generally effective in them. Property in these towns is subject to County taxation and the County provides certain services to their residents. These towns may incur general obligation bonded indebtedness without the prior approval of the County.



The Fairfax County government is organized under the Urban County Executive form of government as defined under the Code of Virginia. The governing body of the County is the Board of Supervisors, which makes policies for the administration of the County.

The Board of Supervisors consists of ten members: the Chairman, elected at large, and one member from each of nine supervisory districts, elected for four-year terms by the voters of the district in which the member resides.

The Board of Supervisors appoints a County Executive to act as the administrative head of the County. The County Executive serves at the pleasure of the Board of Supervisors, carries out the policies established by the Board of Supervisors, directs business and administrative procedures, and recommends officers and personnel to be appointed by the Board of Supervisors.

The Fairfax County Board of Supervisors

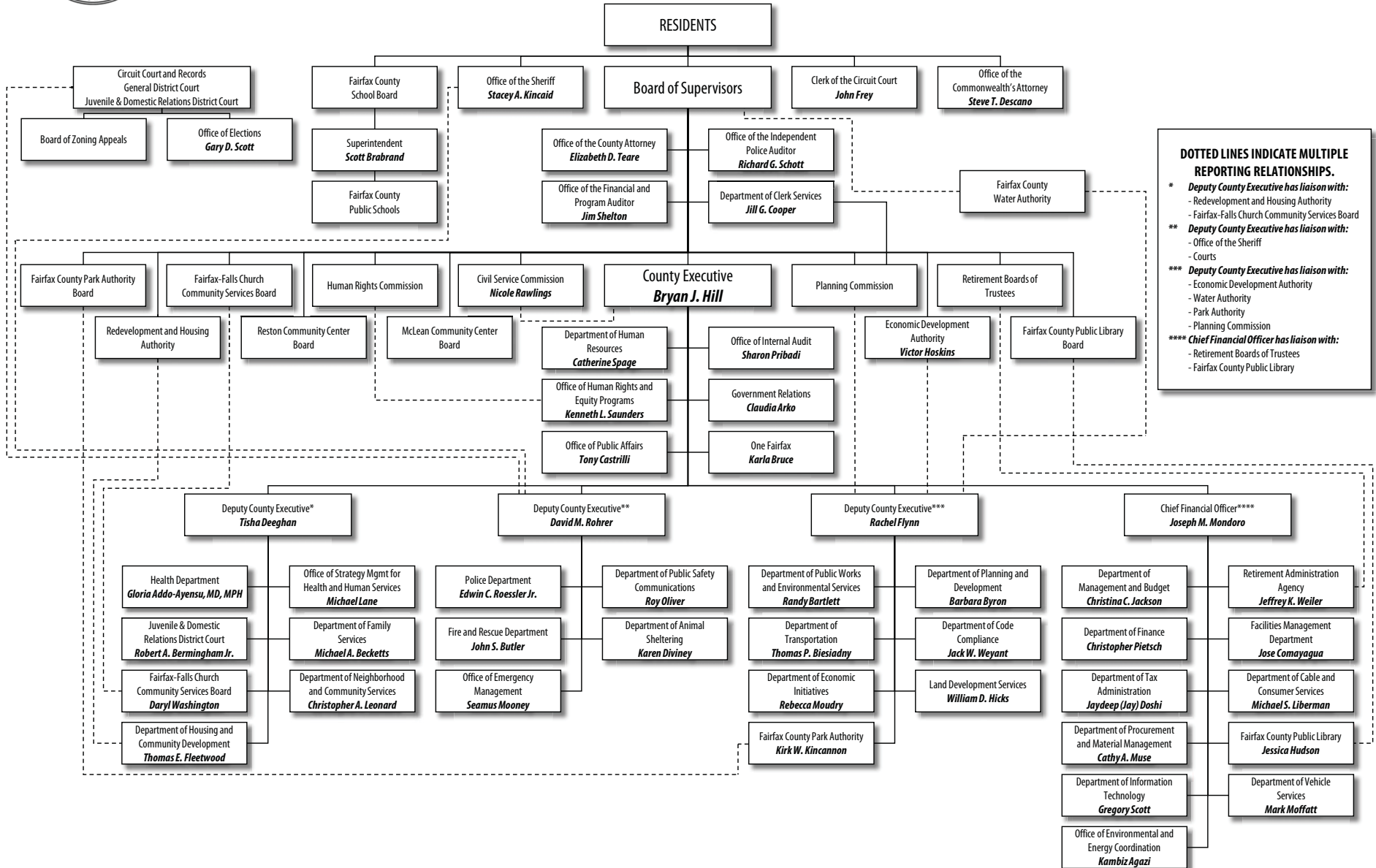


From left to right: Walter L. Alcorn (Hunter Mill District); Kathy L. Smith (Sully District); Pat Herrity (Springfield District); Daniel G. Storck (Mount Vernon District); Penelope A. Gross (Mason District, Vice Chairman); Jeffrey C. McKay (Chairman, At-Large); Dalia A. Palchik (Providence District); John W. Foust (Dranesville District); James R. Walkinshaw (Braddock District); and Rodney L. Lusk (Lee District).

An organizational chart of Fairfax County government is provided on the next page.



ORGANIZATION OF FAIRFAX COUNTY GOVERNMENT



Boards, Authorities and Commissions

Appeal Groups

- Board of Building and Fire Prevention Code Appeals
- Board of Equalization of Real Estate Assessments (BOE)
- Board of Zoning Appeals¹
- Civil Service Commission
- Human Rights Commission
- Police Civilian Review Panel

Management Groups

- Audit Committee (4 Board Members, 2 Citizens)
- Burgundy Village Community Center Operations Board
- Celebrate Fairfax, Inc. Board of Directors
- Economic Development Authority
- Electoral Board
- Fairfax County Convention & Visitors Corporation Board of Directors
- Fairfax County Employees' Retirement System Board of Trustees
- Fairfax County Park Authority
- Fairfax County Public Library Board of Trustees
- Fairfax-Falls Church Community Services Board
- Industrial Development Authority
- McLean Community Center Governing Board
- Police Officers Retirement System Board of Trustees
- Redevelopment and Housing Authority
- Reston Community Center Board
- Uniformed Retirement System Board of Trustees
- Water Authority

Regional Agencies to which Fairfax County Contributes

- Health Systems Agency Board
- Metropolitan Washington Airports (MWA) Authority
- Metropolitan Washington Council of Governments
- National Association of Counties
- Northern Virginia Community College Board
- Northern Virginia Regional Park Authority
- Northern Virginia Transportation Authority
- Northern Virginia Transportation Commission
- Route 28 Highway Transportation District Advisory Board
- Upper Occoquan Sewage Authority (UOSA)
- Virginia Association of Counties
- Washington Metropolitan Area Transit Authority (WMATA)

¹ The members of this group are appointed by the 19th Judicial Circuit Court of Virginia.

Advisory Groups

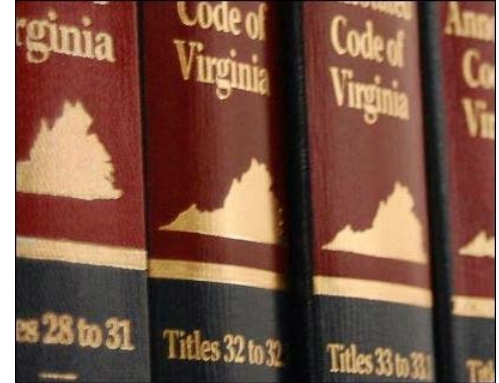
- A. Heath Onthank Award Selection Committee
- Advisory Plans Examiner Board
- Advisory Social Services Board
- Affordable Dwelling Unit Advisory Board
- Agricultural and Forestal Districts Advisory Board
- Airports Advisory Committee
- Alcohol Safety Action Program Local Policy Board
- Animal Services Advisory Commission
- Architectural Review Board
- Athletic Council
- Barbara Varon Volunteer Award Selection Committee
- Chesapeake Bay Preservation Ordinance Exception Review Committee
- Child Care Advisory Council
- Citizen Corps Council, Fairfax County
- Commission for Women
- Commission on Aging
- Commission on Organ and Tissue Donation and Transplantation
- Community Action Advisory Board (CAAB)
- Community Criminal Justice Board (CCJB)
- Community Policy and Management Team, Fairfax-Falls Church
- Consumer Protection Commission
- Criminal Justice Advisory Board (CJAB)
- Dulles Rail Transportation Improvement District Advisory Board, Phase I
- Dulles Rail Transportation Improvement District Advisory Board, Phase II
- Economic Advisory Commission
- Engineering Standards Review Committee
- Environmental Quality Advisory Council (EQAC)
- Fairfax Area Disability Services Board
- Fairfax Community Long Term Care Coordinating Council
- Geotechnical Review Board
- GMU Fairfax Campus Advisory Board
- Health Care Advisory Board
- History Commission
- Human Services Council
- Information Technology Policy Advisory Committee (ITPAC)
- Juvenile & Domestic Relations District Court Citizens Advisory Council
- Mosaic District Community Development Authority
- Oversight Committee on Distracted and Impaired Driving
- Planning Commission
- Reston Transportation Service District Advisory Board
- Road Viewers Board
- Route 28 Highway Transportation Improvement District Advisory Board
- Small Business Commission, Fairfax County
- Southgate Community Center Advisory Council
- Tenant Landlord Commission

- Trails, Sidewalks and Bikeways Committee
- Transportation Advisory Commission
- Tree Commission
- Trespass Towing Advisory Board
- Tysons Transportation Service District Advisory Board
- Volunteer Fire Commission
- Wetlands Board
- Youth Basketball Council Advisory Board

How to Read the Budget

The Budget

Each year, Fairfax County publishes sets of budget documents or fiscal plans: The Advertised Budget Plan and the Adopted Budget Plan. Submission and publication of the budget is contingent upon criteria established in the Code of Virginia. The County prepares and approves an annual budget in compliance with sound financial practices, generally accepted accounting principles, and the provisions of the Code of Virginia which control the preparation, consideration, adoption, and execution of the County budget. As required by the Code of Virginia (§ 15.2-2503), the County Executive must submit to the Board of County Supervisors a proposed budget, or fiscal plan, on or before April 1 of each year for the fiscal year beginning July 1. A budget is balanced when projected total funds available equal total disbursements, including established reserves.



All local governments in the Commonwealth of Virginia must adopt a balanced budget as a requirement of state law no later than by July 1. The Advertised Budget Plan is the annual budget proposed by the County Executive for County general government operations for the upcoming fiscal year, which runs from July 1 through June 30. The Advertised Budget Plan is based on estimates of projected expenditures for County programs and it provides the means for paying for these expenditures through estimated revenues. According to the Code of Virginia, the Board of Supervisors must approve a tax rate and adopt a budget for informative and planning purposes no later than the beginning of the fiscal year (July 1). Following extensive review, deliberation and public hearings to receive input from County residents, the Board of Supervisors formally approves the Adopted Budget Plan typically in late April/early May in order to satisfy the requirement that the Board of Supervisors approve a transfer to the Fairfax County School Board by May 15, or within 30 days of receiving state revenue estimates from the state, whichever is later. The transfer amount has traditionally been included in the Board's Adopted Budget, requiring that the Board adopt the budget on or before May 15, not July 1 as the Code allows.

The County's Budget Documents

The Fairfax County Budget Plan (Advertised and Adopted) is presented in several volumes. A brief description of each document is summarized below:

The Citizen's Guide for the Advertised Budget includes a summary of the key facts, figures, and highlights of the budget.

The Budget Overview summarizes the budget, thereby allowing a complete examination of the budget through this document. The Overview contains the County Executive's message to the Board of Supervisors; budget highlights; a summary of the County's fiscal condition, allocation of resources, and financial history; and projections of future revenues and expenditure requirements. Also included is information on the County's taxes and fees; fiscal, demographic, and economic trends; direct spending by County departments; transfers to other public organizations, such as the Fairfax County Public Schools and Metro; and funded construction projects.

Volume 1 – General Fund details the budgets for County departments and agencies funded from general tax revenue such as real estate and personal property taxes. Included are summary budget schedules and tables organized by accounting classification and program area summaries. Detailed budget information is presented by program area and by department/agency. Also included are organizational charts, strategic issues, and performance indicators for each department/agency.

Volume 2 – Capital Construction and Other Operating Funds details budgets for County departments, agencies, construction projects, and programs funded from non-General Fund revenue sources, or from a mix of General Fund and non-General Fund sources, such as federal or state grants, proceeds from the sale of bonds, user fees, and special tax districts. Included are detailed budget schedules and tables organized by accounting classification, as well as budget summaries by fund group. This volume also details information associated with Fairfax County funding for Contributory Agencies.

Capital Improvement Program – The County also prepares and publishes a 5-year Capital Improvement Program (CIP) – separate from the budget – which is also adopted by the Board of Supervisors and published as a separate document. The CIP specifies capital improvements and construction projects which are scheduled for funding over the next five years in order to maintain or enhance the County's capital assets and delivery of services. In addition, the CIP also describes financing instruments or mechanisms for those projects. Financial resources used to meet priority needs as established by the CIP are accounted for in the Capital Project Funds. The primary type of operating expenditure included in the budget relating to the CIP is funding to cover debt service payments for General Obligation Bonds or other types of debt required to fund specific CIP projects. In addition, the cost of opening and operating new facilities is closely linked to the CIP.

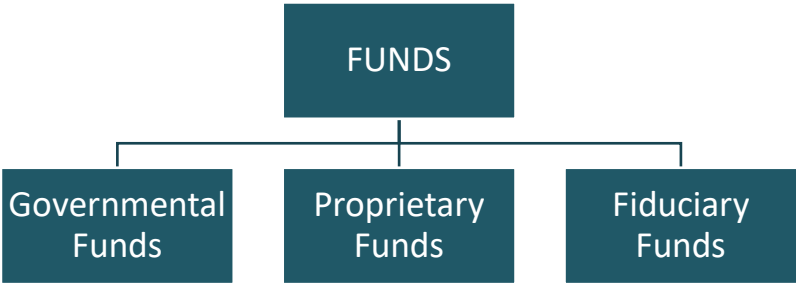
Basis of
Accounting and
Budgeting

A budget is a formal document that enables the County to plan for the future, measure the performance of County services, and help the public to understand where revenues come from and how they are spent on County services. The budget reflects the estimated costs of operation for the County's programs, services, and activities. The budget serves many purposes and addresses different needs depending on the "audience" including County residents, federal and state regulatory authorities, elected officials, other local governments, taxpayers or County staff.

The budget must comply with the Code of Virginia and regulatory requirements. Fairfax County is required to undergo an annual financial audit by independent auditors. Thus, the budget outlines the required information to serve legal and financial reporting requirements. The budget is prepared and organized within a defined basis of budgeting and financial structure to meet regulatory and managerial reporting categories of expenditures and revenues.

The Commonwealth of Virginia requires that the County budget be based on fund accounting, which is a system that matches the sources of revenue (such as taxes or

service fees) with the uses (program costs) of that revenue. Therefore, the County budgets and accounts for its revenues and expenditures in various funds. Financially, the County budget is composed of three primary fund types:



Governmental Funds (General Fund, Debt Service Fund, Special Revenue Funds and Capital Project Funds)

Proprietary Funds (Enterprise Funds and Internal Service Funds)

Fiduciary Funds (Trust Funds and Custodial Funds)

Accounting Basis

The County's governmental functions and accounting system are organized and controlled on a fund basis. Each fund is considered a separate accounting entity, with operations accounted for in a separate set of self-balancing accounts that comprise assets, liabilities, fund equity, revenues, and expenditures or expenses as appropriate.

Governmental and agency funds are accounted for on a modified accrual basis of accounting. Revenue is considered available and recorded if it is collectible within the current period or within 45 days thereafter, to be used to pay liabilities of the current period. Expenditures are generally recorded when the related fund liability is incurred, with the exception of certain liabilities recorded in the General Long-Term Obligations Account Group.

Proprietary, pension and non-expendable trust funds utilize the full accrual basis of accounting which requires that revenues be recognized in the period in which service is given and that expenses be recorded in the period in which the benefit is received. A description of the fund types is provided:

- **General Fund Group:** The largest fund in the General Fund Group, the General Fund, is the County's primary operating fund, and it is used to account for all revenue sources and expenditures which are not required to be accounted for in other funds. Revenues are derived primarily from real estate and personal property taxes as well as other local taxes, federal and state distributions, license and permit fees, charges for services, and interest from investments. A significant portion of General Fund revenues are transferred to other funds to finance the operations of the County's public schools, Community Services Board (CSB), and debt service, among others. The General Fund group also includes funds which are primarily funded through transfers from the General Fund.
- **Debt Service Funds:** The debt service funds are used to account for the accumulation of resources for, and the payment of, the general obligation debt service of the County and for the debt service of the lease revenue bonds and special assessment debt. Included in this fund type is the School Debt Service Fund as the County is responsible for servicing the general obligation debt it has issued on behalf of Fairfax County Public Schools (FCPS).
- **Special Revenue Funds:** These funds are used to account for the proceeds of specific revenue sources (other than expendable trusts or major capital projects) that are legally restricted to expenditures for specified purposes.
- **Capital Project Funds:** These funds are used to account for financial resources to be used for the acquisition or construction of any major capital facilities (other than those financed by Proprietary Funds), and are used to account for financial resources used for all general construction projects other than enterprise fund construction. The Capital Project Funds account for all current construction projects, including improvements to and the construction of schools, roads and various other projects.

- **Fiduciary Funds:** These funds are used to account for assets held by the County as an agent for individuals, private organizations, other governments, and/or other funds or in a trustee capacity. Custodial Funds are used to account for monies received, held, and disbursed on behalf of developers, welfare recipients, the Commonwealth of Virginia, the recipients of certain bond proceeds, and certain other local governments. Also included in Fiduciary Funds are Trust Funds, which include the funds used to account for the assets held in trust by the County for the employees and beneficiaries of its defined pension plans – the Employees' Retirement System, the Police Officers Retirement System, and the Uniformed Retirement System, as well as assets held to meet the County's Other Post-Employment Benefit obligations.
- **Proprietary Funds:** These funds account for County activities, which operate similarly to private sector businesses. Consequently, these funds measure net income, financial position, and changes in financial position. The two primary types of Proprietary Funds are Internal Service Funds and Enterprise Funds. Internal Service Funds are used to account for the provision of general liability, malpractice, and workers' compensation insurance, health insurance for County employees and retirees, vehicle services, the County's print shop operations, and technology infrastructure support that are provided to County departments or agencies on an allocated cost recovery basis. The Fairfax County Integrated Sewer System reflects the only enterprise funds of the County. These funds are used to account for the financing, construction, and operations of the countywide sewer system.

Budgetary Basis

Annual budgets spanning the fiscal year (July 1 – June 30) are prepared on an accounting basis, with certain exceptions. Please refer to the table in the Financial Structure portion of this section for information regarding the purpose of various types of funds, supporting revenues and budgeting and accounting bases.

The budget is controlled at certain legal and managerial/administrative levels. The Code of Virginia requires that the County adopt a balanced budget. The adopted Supplemental Appropriation Resolution places legal restrictions on expenditures at the agency or fund level. Managerial budgetary control is maintained and controlled at the fund, department, superior commitment item (Compensation, Benefits, Operating Expenses, etc.), or Funded Program (project) level. It should be noted that funding information included in the budget volumes consolidates superior commitment items into four primary categories: Personnel Services, Operating Expenses, Capital Equipment, and Recovered Costs. Personnel Services include regular pay, fringe benefits (for non-General Fund agencies only), and extra compensation. Operating Expenses are the day-to-day costs involved in the administration of an agency. Capital Equipment reflects items that have a value of more than \$5,000 and an expected life of more than one year, and Recovered Costs are reimbursements from other County agencies for specific services that have been provided.

There are also two built-in provisions for amending the adopted budget – the *Carryover Review* and the *Third Quarter Review*. During the fiscal year, quarterly budget reviews are the primary mechanism for revising appropriations. Once approved, the budget can be amended by a supplemental appropriation resolution. A supplemental appropriation ordinance amends the budget for grant programs to reflect actual revenue received and to make corresponding balancing adjustments to grant program expenditures. A supplemental appropriation ordinance may, therefore, either increase or reduce the County's total budget from the original approved budget appropriation. The budget for any fund, agency, program grant, or project can be increased or decreased by formal Board of Supervisors action (budget and appropriation resolution). According to the Code of Virginia any budget amendment which involves a dollar amount exceeding one percent of total expenditures from that which was originally approved may not be enacted without the County first advertising the

amendment and without conducting a public hearing. The advertisement must be published at least once in a newspaper with general County circulation at least 7 days prior to the public hearing. It should be noted that, any amendment greater than 1.0 percent of expenditures requires that the Board advertise a synopsis of the proposed changes. After obtaining input from residents at the public hearing, the Board of Supervisors may then amend the budget by formal action.

The *Carryover Review* represents the analysis of balances remaining from the prior year and provision for the appropriation of funds to cover the prior year's legal obligations (encumbered items) in the new fiscal year without loss of continuity in processing payments. *Carryover* extends the prior year funding for the purchase of specific items previously approved in the budget process, but for which procurement could not be obtained for various reasons. All agencies and funds are reviewed during the *Carryover Review* and adjustments are made to the budget as approved by the Board of Supervisors.

All annual appropriations lapse at the end of the fiscal year. Under the County's budgetary process, outstanding encumbrances are reported as reservations of fund balances and do not constitute expenditures or liabilities since the commitments will be reappropriated and honored the subsequent fiscal year.

In addition, the County's Department of Management and Budget is authorized to transfer budgeted amounts between superior commitment items, grants, or projects within any agency or fund. The budget process is controlled at the superior commitment item or project level by an appropriations system within the automated financial accounting system. Purchase orders are encumbered prior to release to vendors, and those that exceed superior commitment item level appropriations are not released until additional appropriations are available.

Departments and Program Areas

The County's departments and program areas are easiest to understand if compared to a filing cabinet. Each drawer of the filing cabinet is a separate fund type/fund, such as Special Revenue, and within each drawer or fund there are many file folders which represent County agencies, departments or funds. County organizations in the General Fund are called agencies or departments, while organizations in the other funds are called funds. For example, the Health Department, which is a General Fund agency, is one agency or folder in the General Fund drawer.

For reporting purposes, all agencies and departments in the General Fund are grouped into "program areas." A program area is a grouping of County agencies or departments with related countywide goals. Under each program area, individual agencies and departments participate in activities to support the program area goals. The Public Safety Program Area, for example, includes the Police Department and the Fire and Rescue Department, among others.

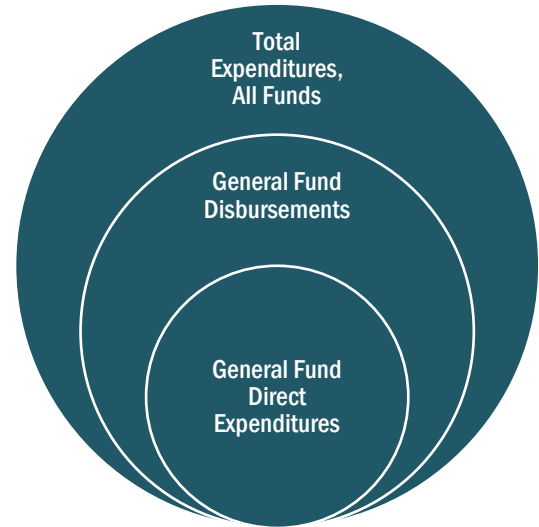
While most of the information in the budget is focused on an agency or fund, there are several summary schedules that combine different sources of information such as General Fund receipts and expenditures, County position schedules, and other summary schedules.

County Expenditures and Revenues

County Expenditures

Expenditures for Fairfax County services and programs can be categorized as three concentric circles. Each circle encompasses the funds inside it:

- In the smallest circle are the General Fund Direct Expenditures that support the day-to-day operations of most County agencies.
- The second largest circle is General Fund Disbursements. This circle includes General Fund Direct Expenditures as well as General Fund transfers to other funds, such as the Fairfax County Public Schools, Metro transportation system, and the County's debt service.
- The largest circle is Total Expenditures. It represents expenditures from all appropriated funds.



County Revenues

The General Fund portion of Total Revenues consists of several major components, the two largest being Real Estate Tax revenues and Personal Property Tax revenues. Please note that a portion of the Personal Property Taxes is paid to the County by the state. These funds are included in the aforementioned Personal Property Tax total, rather than in Revenue from the Commonwealth. Local Taxes include Local Sales Tax receipts, Consumer Utility Taxes, and Business Professional and Occupational License Taxes. The remaining revenue categories include Revenue from the Federal Government, Fines and Forfeitures, Revenue from the Use of Money and Property, Revenue from the Commonwealth, Recovered Costs, Charges for Services, and Permits, Fees and Regulatory Licenses. Total Revenues consist of all revenues received by all appropriated funds in the County. Total Revenues include all General Fund revenues, as well as sewer bond revenue, refuse collection and disposal fees, and revenue from the sale of bonds.

How to Read the Budget

Financial Structure

Fund/Fund Type Title	Purpose	Revenue	Budgeting Basis	Accounting Basis
GOVERNMENTAL FUNDS				
General Fund (Volume 1)	Accounts for the cost of general County government.	Primarily from general property taxes, other local taxes, revenue from the use of money and property, license and permit fees, and state shared taxes.	Modified Accrual, donated food not included, only lease payment due in FY included	Modified Accrual
General Fund Group: (Volume 2)	Account for the County's Revenue Stabilization Reserve, Economic Opportunity Reserve, awards provided to community organizations through the Consolidated Community Funding Pool, contributions to County organizations through the Contributory Fund, and County Information Technology projects.	General Fund transfers, transfers from other County funds, and interest earnings.	Modified Accrual, donated food not included, only lease payment due in FY included	Modified Accrual
Debt Service Funds (Volume 2)	Account for the accumulation of resources for and the payments of general obligation bond principal, interest and related expenses.	General Fund transfers and special assessment bond principal and interest from special assessment levies.	Modified Accrual, donated food not included, only lease payment due in FY included	Modified Accrual
Capital Project Funds (Volume 2)	Account for financial resources used for all general County and School construction projects other than Enterprise Fund construction.	General Fund transfers, bond proceeds revenue from the real estate penny, and miscellaneous contributions.	Modified Accrual, donated food not included, only lease payment due in FY included	Modified Accrual
Special Revenue Funds (Volume 2)	Account for the proceeds of specific revenue sources (other than major capital projects) that are legally restricted to expenditures for specified purposes.	A variety of sources including fees for service, General Fund transfers, federal and state grant funding, cable franchise fees, and special assessments.	Modified Accrual, donated food not included, only lease payment due in FY included	Modified Accrual
PROPRIETARY FUNDS				
Internal Service Funds (Volume 2)	Account for the financing of goods or services provided by one department or agency to other departments or agencies of the government and to other government units on a reimbursement basis.	Reimbursement via various inter-governmental payments, including the General Fund, for services and goods provided.	Accrual, depreciation expenses not included	Accrual
Enterprise Funds (Wastewater Management Program) (Volume 2)	Account for operations financed and operated in a manner similar to the private sector. The County utilizes Enterprise Funds for the Wastewater Management Program, which provides construction, maintenance, and operation of the countywide sewer system.	User charges to existing customers for continuing sewer service and availability fees charged to new customers for initial access to the system.	Accrual, depreciation expenses not included	Accrual
FIDUCIARY FUNDS				
Custodial Funds (Volume 2)	Custodial funds are maintained to account for funds received and disbursed by the County for various governmental agencies and other organizations.	Various inter-governmental payments, including the General Fund, and contributions by participants.	Modified Accrual	Modified Accrual
Trust Funds (Volume 2)	Account for assets held by the County in a trustee or agency capacity. Trust funds are usually established by a formal trust agreement.	Various inter-governmental payments, including the General Fund, and contributions by participants.	Accrual	Accrual



Additional Budget Resources

In addition to the availability online of all of the County's published budget volumes, additional budgetary information including quarterly reviews, budget calendars, economic data, and historical files is available on the Department of Management and Budget's website at www.fairfaxcounty.gov/budget/. The department has focused resources on expanding public access to essential information at all stages of the budget formulation process in order to afford residents a better understanding of their County government, the services it offers, and the role they can play.

Transparency Website

The County has a useful transparency website at www.fairfaxcounty.gov/transparency/ which enables the public to view amounts paid to County vendors. Visitors can view budgetary data and actual expenditures by Fund or General Fund agency each month. Fairfax County Public Schools also hosts its own transparency website - <https://www.fcps.edu/about-fcps/performance-and-accountability/transparency> – where data specific to FCPS funds, departments, and schools, can be viewed. Used in collaboration with information already available to residents, such as the County's budget and the Comprehensive Annual Financial Report, the transparency initiative provides residents with an additional tool to learn more about the County's overall finances or focus on specific areas of interest.

Transparency



Fairfax County Transparency application allows the public to view budget and expenditure data and specific vendor payments.

- The financial data for the current fiscal year is updated on a monthly basis by the end of the following month from the County's financial system.
- Amounts displayed are year-to-date aggregated through the selected fiscal month.
- Data is available beginning with Fiscal Year 2013. Please note that a **fiscal year spans from July 1st through June 30th of the following year.**

For additional information regarding this initiative, please refer to the [overview](#) page or the [frequently asked questions \(FAQs\)](#).

To view similar information for the Fairfax County Public Schools, please visit the [Fairfax County Public Schools Transparency website](#).

Fiscal Year:

2020

▼

Through Month:

July

▼

(All data displayed will be fiscal year-to-date through month selected)

Vendor Payments

Budget Vs Actual Expenditures

Budget Process

The Budget Cycle

The Code of Virginia (Sections 15.2-516 and 2503) requires that the County Executive submit a proposed budget to the Board of County Supervisors no later than April 1 for the upcoming fiscal year. Sections 15.2-2506, 58.1-3007, and 58.1-3321 of the Code of Virginia govern the public notice requirements that guide the County's budget review and public comment period. After receipt of the proposed budget, the first action by the Board of Supervisors (BOS) is to authorize the advertisement of the proposed tax and levy rates. Once the proposed rate is advertised, the BOS can adopt lower tax and levy rates, but cannot, without additional advertisement, adopt higher rates. The timing of the advertisement is tied to the amount of increased revenue anticipated by the proposed rate. The Code of Virginia also requires the BOS to hold public hearings on the proposed budget and the proposed tax and levy rates to collect public comment. Once the budget has been adopted by the Board of Supervisors, it becomes a work plan of objectives to be accomplished during the next fiscal year.

The County's budget has two major elements: the operating budget and the capital budget. The operating budget includes all projected expenditures not included in the capital budget, including the operating transfer to Fairfax County Public Schools (FCPS). The operating budget funds the service delivery of County programs. Excluding the General Fund Transfer to FCPS, the largest expenditure category is employee compensation.

Fairfax County follows a series of policies, including its Ten Principles of Sound Financial Management, (see the *Long-Term Financial Tools and Policies* section in this volume) and approved practices to guide the development of the annual budget. For example, these policies govern practices for the following:

- Capital Improvement Program
- Cash Management
- Debt Management
- Fund Balances
- Procurement
- Property Tax Collection
- Real Property Assessments
- Replacement Schedules
- Reserves
- Revenues
- Risk Management

By adhering to these policies and practices, the County promotes and ensures a consistent approach to budgeting that allows the Board of Supervisors and the community to compare the proposed budget to previous budgets.

The budget has several major purposes. It converts the County's long-range plans and policies into services and programs; serves as a vehicle to communicate these plans to the public; details the costs of County services and programs; and outlines the revenues (taxes and fees) that support the County's services, including the rate of taxation for the coming fiscal year.

The annual Fairfax County budget process is an ongoing cyclical process simultaneously looking at two fiscal years (current and future). The budget year officially starts on July 1; however, the budget process itself is a continuum which involves both the current year budget and the next fiscal year's budget. Changes to the current year budget are made at the *Third Quarter Review* and the *Carryover Review*. The *Carryover Review* closes out the previous year in addition to revising the expenditure level for the current year. These changes must be approved by the Board of Supervisors. During

the fiscal year, quarterly reviews of revenue and expenditures are undertaken by the Department of Management and Budget, and any necessary adjustments are made to the budget. On the basis of these reviews, the Board of Supervisors revises appropriations. Public hearings are held prior to Board action when potential appropriation increases are greater than 1.0 percent of expenditures.

Citizen involvement and understanding of the budget are a key part of the review process. The County Executive presented the FY 2021 Advertised Budget Plan (including the FY 2021 – FY 2022 Multi-Year Budget) on February 25, 2020. Public hearings for the County Executive's FY 2021 Advertised Budget Plan and the FY 2021 – FY 2025 Advertised Capital Improvement Program (CIP) will be held on April 14, 15 and 16, 2020 at the Government Center. The mark-up of the FY 2021 budget will be held on Tuesday, April 28, 2020, and the Board of Supervisors will adopt the FY 2021 Adopted Budget Plan on Tuesday, May 5, 2020.

The chart below illustrates the roles, responsibilities, and tasks in which both County staff and the Board of Supervisors engage during the course of a typical fiscal year. These efforts include budget adjustments for the current fiscal year, budget development for the next fiscal year, and budgetary projections for the following fiscal year.

Current Fiscal Year		Future Fiscal Year	
	July		
	Aug	Agencies prepare annual budget requests	
Board approves Carryover Review	Sept	Agencies submit annual budgets to the Department of Management and Budget (DMB)	
	Oct	DMB reviews agency budget requests	
	Nov		
	Dec	County Executive reviews DMB recommendations	
	Jan		
DMB prepares and County Executive submits Third Quarter Review	Feb	County Executive submits Advertised Budget Plan (including Multi-Year Budget) to Board	
	Mar		
Board approves Third Quarter Review	Apr	Public Hearings on Advertised Budget	
	May	Board approves Tax Rates and Adopted Budget Plan	
	June		
DMB prepares and County Executive submits Carryover Review	July		

Table of Contents

County Executive's Message	1
Advertised Budget Summary	9
Multi-Year Budget - FY 2021 - FY 2022.....	45
Strategic Linkages	59
General Fund Statement	
General Fund Statement	85
General Fund Expenditures by Agency	87
General Fund Revenue Overview	89
General Fund Disbursement Overview	
Summary of General Fund Direct Expenditures.....	117
Summary of General Fund Transfers	122
Summary of Contributory Agencies.....	126
Other Funds Overview	129
Capital Projects Overview	133
Trends and Demographics	163
Long-Term Financial Policies and Tools	175
Financial, Statistical and Summary Tables	
Explanation of Schedules	197
General Fund Statement	199
General Fund Expenditures by Agency	201
<i>Summary of Appropriated Funds</i>	
Summary of Appropriated Funds by Type	203
Revenue and Receipts by Appropriated Funds	204
Expenditures by Appropriated Funds.....	207
Changes in Appropriated Fund Balance.....	209

Tax Rates and Assessed Valuation

General Fund Property Tax Rates	211
Summary of Selected Non-General Fund Tax Rates	212
Assessed Valuation, Tax Rates, Levies and Collections.....	213

Summary of Revenues

General Fund Revenue	214
Revenue from the Commonwealth.....	222
Revenue from the Federal Government	223

Summary of Expenditures

County Funded Programs for School-Related Services	224
County Funded Programs for Older Adults	228

Compensation and Positions

Explanation of Schedules	235
Personnel Services Summary	236
Personnel Services by Agency	237
Summary of General Fund Employee Benefit Costs by Category	240
Distribution of Fringe Benefits by General Fund Agency	241
Summary of Positions	243

Glossary	255
-----------------------	------------

County Executive's Message



FY 2021

Advertised Budget Plan

County Executive Message

February 25, 2020

Honorable Board of Supervisors
County of Fairfax

Fairfax, Virginia Chairman and Board Members:

I am pleased to present the FY 2021 Advertised Budget Plan for your consideration. In developing this budget proposal, we have focused on the priorities that have been outlined by the Board of Supervisors as part of approved budget guidance, committee meetings, and Board actions. The investments required to make progress on our collective goals – goals that include employee compensation, development of affordable housing, expansion of school readiness opportunities, environmental stewardship, and supporting Fairfax County Public Schools – are substantial. We cannot provide appropriate levels of funding in these areas without adjustments to our tax rates.

Final decisions on this budget were made as we were seeing legislation proposed in the Virginia General Assembly which could dramatically change the landscape in the County. The shift in the legislature resulting from the November 2019 elections provides hope that some of the revenue flexibility that the County has sought for years may become reality. If some of this legislation is successful – namely providing counties the same taxing authority as cities – I would expect that future budgets will look different than what is being proposed today.

The FY 2021 Advertised Budget Plan addresses Board of Supervisors priorities including employee compensation, affordable housing, school readiness, environmental stewardship, and support for Fairfax County Public Schools.

In our current environment, however, we are limited in options to generate revenue sufficient to address County priorities such as compensation for our employees, our commitment to the Fairfax County Public Schools, the preservation and development of affordable housing, the expansion of access to school readiness programs, and our obligation to be good stewards of the environment. In order to address these diverse needs, we are proposing an increase to the Real Estate Tax rate of 3 cents, bringing the rate to \$1.18 per \$100 of assessed value. Of the increase, 2 cents would be used to balance the General Fund and fund a number of priorities important to the Board of Supervisors, the School Board, and our community. The third penny would be earmarked to affordable housing and would be added to the existing half-penny, thereby tripling the amount of dedicated funding for this initiative.

As noted in the forecast presentation given back in November, one revenue option that the County has not pursued – but is allowed to implement – is an Admissions Tax. Fairfax is one of thirteen counties across the Commonwealth permitted to charge an Admissions Tax of up to 10 percent of the admission price (cities have no rate ceiling) on movie tickets, theater performances, concerts, sporting events, and school-sponsored events, as well as entrance fees into museums, gardens, and zoos. I believe that implementing an Admissions Tax – limited both in the rate and scope – could prove to be a valuable revenue source for the County. As part of this budget, I am recommending an Admissions Tax of 4 percent – effective October 1, 2020 – on the sale of movie, theater, and concert tickets. I further recommend that this funding be deposited into the Contributory Fund and utilized for arts, cultural, and tourism activities. I see this step as a means of diversifying our revenue base while allocating resources to areas often overlooked during lean budget periods.

Certainly, it would be difficult to make progress towards any of the County's goals and priorities without a dedicated workforce. We are pleased to have been able to fund the County's full compensation program as part of this budget. This includes a 2.06 percent Market Rate Adjustment for all employees, performance and longevity increases averaging 2.00 percent for merit non-uniformed employees, and merit and longevity increases averaging 2.25 percent for merit uniformed public safety employees. On average, non-uniformed and uniformed employees will see pay increases of 4.06 percent and 4.31 percent, respectively.

We are able to fully fund compensation, in part, because of savings realized in fringe benefits. Over the past few years, we have made a concerted effort to educate employees and retirees on the benefits of moving from the County's co-pay health care plan to the consumer directed health care plan (CDHP) or one of the co-insurance plans. As part of the most recent open enrollment period, more than 16 percent of employees and retirees remaining in the County's co-pay plan moved to a lower cost alternative. As a result, fewer than 30 percent of participants remain in the co-pay plan, which is scheduled to close at the end of CY 2020. By moving to more cost-effective plans, participants can lower their out-of-pocket costs while also saving the County significant funding in the employer share of premiums. Additionally, due to positive claims experience, the implementation of an Employer Group Waiver Plan in CY 2016, and full funding of the actuarially determined contributions, the County has made tremendous progress towards funding its OPEB (Other Post-Employment Benefits) liability. As of the latest valuation, the County's OPEB funding ratio is 89.3 percent, up from 39.7 percent five years ago. With the decrease in the unfunded liability, the actuarially determined contribution is reduced as well. Combined, savings in health insurance and retiree health benefits totals more than \$11 million in the FY 2021 budget.

At the same time the budget is released today, the new Countywide Strategic Plan will be made available at www.fairfaxcounty.gov/strategicplan for consideration by the Board and our residents.

This draft plan is the result of months of hard work by our dedicated staff, working closely with



administrative leadership, our BACs (Boards, Authorities, and Commissions) and, most importantly, our residents. Fairfax County Public Schools was a key partner and participant in developing the plan as well. Employees at various levels were selected to work on the plan from across the organization, giving opportunities for leadership roles and exposure to subject matter which may be outside of the individual employee's area of expertise. I have thoroughly enjoyed working with our employees in the development of this plan, as they

have exhibited tremendous enthusiasm and creativity throughout the process. Our hope is that this plan establishes a roadmap to success, allowing us to focus on the issues that matter to our residents most and prioritize our resources. As I have previewed in earlier presentations, the plan is structured around nine priority outcome areas, including:

- Lifelong Education and Learning
- Mobility and Transportation
- Safety and Security
- Housing and Neighborhood Livability
- Economic Opportunity
- Health and Environment
- Cultural and Recreational Opportunities
- Empowerment and Support for Residents Facing Vulnerability
- Effective and Efficient Government

These categories were developed by analyzing feedback from our residents provided during community meetings or submitted as part of a countywide survey. For each priority outcome area, the plan contains specific strategies that we can take to make progress towards our aspirational outcome, as well as quantifiable indicators and metrics to help us measure that progress. Embedded in each of the priority outcome areas are seven principles which guided the development of the plan and which will influence how the plan is implemented. These include:

- Access
- Affordability
- Equity
- Sustainability
- Innovation
- Collaboration and Engagement
- Placemaking

As the components of the Plan came together, it was clear that these common themes were too important to stand alone as individual priorities or strategies. Instead, these guiding principles must serve as the roots of County growth across all outcome areas. I anticipate that the Board and our community will have significant feedback on the draft plan, and I am looking forward to the dialogue that will occur over the coming months.

Throughout the development of the Strategic Plan, employees working on the effort focused specifically on equity, as noted above, and the Plan's alignment with the County's One Fairfax policy.



Similarly, when developing the FY 2021 budget, agencies were asked as part of their budget submissions to explain how their requests would help to reduce disparities in outcomes and advance equity. I am proud that One Fairfax is being woven into the fabric of our County and is a consideration at all levels of decision-making. I think that you will be able to see from the items included in this budget proposal that we are working hard to ensure that all of our residents have opportunities to thrive.

In the spirit of the proposed Strategic Plan, I will now outline some of the major spending initiatives included in the FY 2021 Advertised Budget Plan, categorized by priority outcome area. I should note that detailed information regarding the adjustments funded in this budget are included in the Advertised Budget Summary which follows this letter.

The largest share of our FY 2021 proposed budget, as it is every year, is dedicated to **Lifelong Education and Learning**. My recommendation includes an increase in the transfer to the Public Schools Operating Fund of \$85.52 million. This is consistent with the Board's budget guidance which encouraged equal growth of County disbursements and School transfers. The proposed transfer is \$4.18 million less than what is currently requested by the Schools; however, it is anticipated that the Schools will be able to meet their needs through increased funding from the state. Transfers to the Schools Operating, Debt Service, and Construction Fund make up 52.6 percent of General Fund disbursements in this proposal.



As we have gone through the exercise of developing the draft Strategic Plan, a consistent message from our community has been that our residents expect the County and Schools to work together to achieve joint priorities. As we discussed at the recent retreat of both Boards, our residents do not differentiate between the hierarchical structures of our organizations. I believe that we are on the right path in terms of working across our organizational boundaries, with collaboration occurring at

both the staff and leadership levels. In that spirit, staff from both the County and Schools have started discussing ways in which revenue from our stormwater program could be used to support stormwater projects arising from School renovations and new builds. Although the current Stormwater rate does not allow for significant dedicated funding for Schools projects, County staff is currently examining near-term opportunities while evaluating the long-term requirements for an expanded stormwater program. This enhanced program, including debt service to support the dredging of Lake Accotink and the anticipation of additional flooding mitigation requirements, as well as support for Schools, may require incremental changes to the rate over time. Staff will be evaluating these requirements and will return to the Board of Supervisors at a future Budget Committee meeting to define the needs and opportunities for FY 2022 and beyond.

In alignment with recommendations from the Successful Children and Youth Policy Team (SCYPT), and consistent with the robust conversation on School Readiness that took place at the joint Board of Supervisors and School Board retreat on February 3, we have also included recommendations in my FY 2021 proposal to expand our ability to serve children in school readiness programs. This includes funding to support 72 new early childhood slots in community-based settings, as well as positions to support the creation of a Family Child Care Network of providers that serve young children in quality settings. As the Board is aware, the creation of additional early childhood slots is reliant not only on operational resources, but also on the availability of physical space. To support the creation of facilities in the community for early childhood activities, an amount of \$25 million has been included for the proposed 2020 Bond Referendum, as outlined in the FY 2021-2025 Advertised Capital Improvement Program. It is anticipated that this funding – along with subsequent \$25 million referendums in 2022, 2024 and 2026 – would be used to build classroom space in County and Schools facilities over the next decade. In total, this would provide \$100 million in funding for capital construction of early childhood facilities. Certainly, as we build capacity for early childhood slots in the County, it will be necessary to add operational dollars in future years. I anticipate including significant requests for funding over the coming years as we work towards this important joint Schools/County initiative.

In addition, in order to better account for resources dedicated to school readiness activities in the County, a new fund – the Early Childhood Birth to 5 Fund – has been established. This new fund will move resources for the Childcare Assistance and Referral program (CCAR), Head Start and school readiness, and community education and provider services, out of the Department of Neighborhood and Community Services in the General Fund. As we devote additional resources to school readiness over the coming years, this new fund will allow us to be more transparent with our residents regarding our efforts.



In accordance with the Board's Budget Guidance approved last year, and as mentioned above, significant resources are dedicated to **Housing and Neighborhood Livability** as part of this budget. Of the proposed 3 cent increase on the Real Estate Tax rate, one penny – or \$26.5 million – will be directly allocated to the Affordable Housing Development and Investment Fund (previously the Penny for Affordable Housing Fund). Combined with the existing half-penny, almost \$40 million in Real Estate Taxes will be dedicated for the preservation and development of affordable housing in FY 2021.

To ensure that the County is appropriately managing the housing continuum, helping to move individuals from homeless shelters into permanent housing, I am also recommending that the Office to Prevent and End Homelessness and the Department of Housing and Community Development be combined. This reorganization is expected to result in organizational efficiencies while allowing us to continue to make progress towards ending homelessness in the County.

This budget proposal includes considerable investments for **Health and Environment** priorities. This includes continued support – consistent with the multi-year effort begun years ago – for the County's successful Diversion First program and initiative to fight Opioid use and addiction. FY 2021 marks the fifth year for Diversion First, with over 1,300 individuals with mental illness and/or substance abuse disorders diverted from potential arrest since the program began. Costs for Diversion First are partially offset by savings available in the Office of the Sheriff based on a reduced average daily population in the jail. I am also pleased to be able to include new Public Health Nurse and School Health Aide positions, as well as funding to support the Medically Fragile program for students with complex medical conditions. The new Public Health Nurse positions will begin a multi-year process to reach the program target of one Public Health Nurse for every 2,000 students.



This budget also demonstrates our commitment to the County's Environmental Vision and Operational Energy Strategy. Total funding of \$1.3 million – an increase of almost \$400,000 over the current year – is included for environmental and energy projects. The projects were selected based on a process supported by the Environmental Quality Advisory Council (EQAC) and support a variety of environmental initiatives. These projects will be budgeted and tracked in the new Environmental and Energy Program fund – a new fund which will allow us to be more transparent in the use of resources dedicated to environmental stewardship. I have also proposed additional positions to support the program, including positions in the Office of Environmental and Energy Coordination and the Department of Planning and Development.



As I noted earlier, the Admissions Tax is one of the last remaining revenue options that the County has at its disposal. The decision to propose an Admissions Tax was not one that I made easily. I came to the decision after carefully considering the impact to our residents versus the ability to increase our funding to support **Cultural and Recreational Opportunities**. With the revenue generated from the proposed 4 percent Admissions Tax, we are able to increase our funding to ARTSFAIRFAX, the designated arts service organization for the County, with a majority of that funding allocated for additional arts grants. With the Admissions Tax revenue used to fund contributions to ARTSFAIRFAX, the Fairfax Symphony and Wolf Trap, it alleviates pressure on the General Fund to support these activities and allows us to redirect funding to expand Library Hours and increase scholarship assistance to Fairfax County Park Authority programs. I am also proposing that a portion of the Admissions Tax revenue be used to increase funding to Visit Fairfax. Investing in tourism is one of the ways in which we can support the growth of **Economic Opportunity** in the County. Increased visitors to the County results in more individuals eating in Fairfax County restaurants, buying from Fairfax County shops, and sleeping in Fairfax County hotels. I have also included increased funding for the Community Business Partnership's Community Development Financial Institution, which lends money to businesses established by disadvantaged populations in the County until those businesses can obtain funding from regular commercial sources. I have also included funding and positions for three new School-Age Child Care classrooms, as having quality childcare is essential in allowing our residents to participate fully in the workforce and achieve personal financial stability.



Many individuals in our community face tremendous obstacles in their quests to live their best lives, which is why it is important we focus efforts on **Empowerment and Support for Residents Facing Vulnerability**. This budget includes funding in the Fairfax-Falls Church Community Services Board to support individuals with developmental disabilities, including positions to provide support coordination services, as well as to provide self-directed services that continue to support the Welcoming Inclusion Network (WIN) initiatives that were presented to the

Board of Supervisors in December 2018. The Self-Directed Services (SDS) program provides a programmatic and cost-saving alternative to traditional day support and employment services for persons with developmental disabilities. I am pleased to have included funding to support the continued expansion of the Opportunity Neighborhood (ON) initiative into the Centreville/Chantilly area of Human Services Region 4. ON coordinates the efforts of multiple County agencies and community-based programs and services to promote positive outcomes for children and youth by aligning available programming with identified needs, interests, and gaps in a particular community. With the understanding that the County is home to a number of non-profits that provide valuable services to our residents, this budget also includes an increase in funding for the Consolidated Community Funding Pool.

Our primary investments in the area of **Safety and Security** in FY 2021 involve funding positions and operational support for new facilities, including the Scotts Run Fire Station 44, scheduled to open in January 2021, and the South County Police Station, anticipated to open in December 2022. We have been adding positions for South County since FY 2017 to slowly build the complement of sworn staff. I had initially hoped to fund all of the remaining uniformed positions as part of this budget. However, based on limited resources, I am proposing funding half of the remaining 16 sworn positions. As the scheduled opening of the station has been pushed back, this is not anticipated to impact our ability to fully staff the station once it is completed. Additionally, consistent with action taken as part of the *FY 2019 Carryover Review* and Board action on September 24, 2019, funding and positions are included for the Body-Worn Camera program. One-time funding was allocated in FY 2020 to begin the program, while the funding in the FY 2021 budget will build recurring funding in the baseline for this Board priority.



Other investments in this budget include increased General Fund support to meet our Metro and Fairfax Connector obligations in the area of **Mobility and Transportation**. I am also recommending several new transportation positions, including a position to coordinate the growing Student Bus Pass program. This program, which provides free access to Fairfax Connector and Fairfax City Cue bus service for all Fairfax County middle and high school students (and Metrobus access to students at Justice High School), now serves approximately 15 percent of all students, with additional growth expected. This program highlights yet another area where the County and Schools are working collaboratively to develop and implement solutions affecting our residents.

The last Strategic Plan priority area touches not on what types of programs and services we provide, but how we provide them. Maintaining an **Effective and Efficient Government** is of paramount importance in continuing to earn the trust of our taxpayers. This budget attempts to do so by focusing resources on the maintenance of our facilities, building our capacity to use data for better decision-making, and supporting the technological infrastructure of our elections system.



One of the areas in which we have been particularly effective has been in the progress made towards the County's reserves target. As the Board is aware, as part of the adoption of the FY 2016 budget, the Board approved changes to the County's *Ten Principles of Sound Financial Management*, increasing our reserves target from 5 percent to 10 percent of General Fund disbursements. We have made steady progress in our reserves funding, utilizing year-end balances and debt service savings, as well as consistently including a 10 percent reserve load on every disbursement increase – even one-time adjustments included at quarterly reviews. I am pleased to

The FY 2021 Advertised Budget Plan reflects reserve balances of 10 percent of General Fund Disbursements, meeting the target established by the Board of Supervisors in 2015 for the first time.

share that the FY 2021 Advertised Budget Plan reflects full funding of the County's 10 percent reserve target for the first time. This is a significant achievement that demonstrates the County's commitment to abide by its financial policies and fulfills the goal of bringing the County's reserves in line with other triple-A jurisdictions.

I know that you join me in thanking the staff from across the organization who helped in the development of this proposal. I thank you for the positive working relationships that we have established since I joined the County, and I look forward to working with each of you as we work towards adoption of the FY 2021 budget.

Respectfully submitted,

A handwritten signature in dark blue ink, appearing to read "Bryan J. Hill". The signature is fluid and cursive, with the first name "Bryan" and last name "Hill" clearly distinguishable.

Bryan J. Hill
County Executive



1742

Advertised Budget Summary



FY 2021

Advertised Budget Plan

Advertised Budget Summary

Economic Overview

Nationally

The current economic expansion, which began more than a decade ago, is the longest in U.S. history. The U.S. economy expanded at a rate of 2.1 percent in the fourth quarter of 2019. In the third quarter, real Gross Domestic Product (GDP) also grew 2.1 percent. For all of 2019, real GDP increased 2.3 percent, which underperformed the 2.9 percent growth experienced in 2018. The FY 2021 General Fund revenue forecast assumes that the U.S. economy will continue to expand in 2020 and 2021, albeit at lower rates.

During 2019, the economy continued to add jobs at a healthy pace. By the end of the year, the unemployment rate at 3.5 percent stood at a level not seen since December 1969. Sustained job growth drove wages up throughout 2019 and early 2020, with January average hourly earnings 3.1 percent higher year-over-year, marking the 18th consecutive month of 3 percent or more of wage gains. Wages are rising even faster at the lower end of the income spectrum. This bodes well for consumer spending, which has been the bright spot of the economic expansion. In fact, higher consumer spending accounted for roughly 80 percent of real GDP growth in 2019.

Following four increases in the federal funds rate in 2018, the Federal Reserve decreased the target range three times during 2019 as part of what Fed Chairman Jerome Powell has described as a “midcycle adjustment” in a maturing economic expansion. Powell has characterized the U.S. economy as strong, led by solid consumer spending but vulnerable to exogenous factors and uncertainties such as global economic weakness and tensions related to the U.S.-China trade war. The Federal Open Market Committee signaled that the moves to ease policy could be nearing a pause, with Powell saying that Federal Reserve officials “see the current stance of monetary policy as likely to remain appropriate.”

Fairfax County

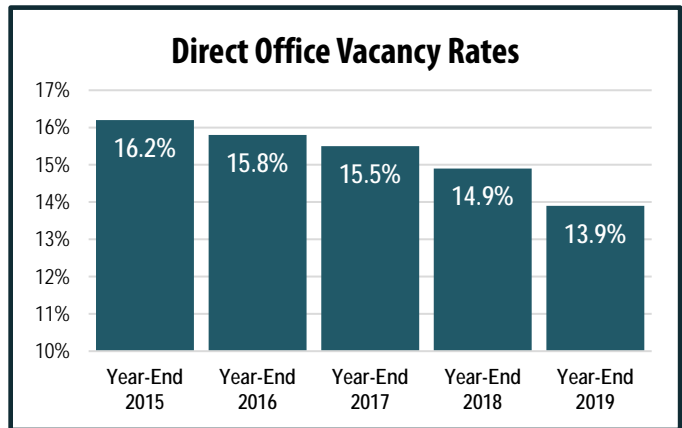
The FY 2021 General Fund revenue forecast assumes that the local economy will continue to expand in 2020 and 2021. Employment gains in the Washington region were solid and even accelerated towards the end of 2019. The majority of the new jobs were created in Northern Virginia. The increase in federal government contract spending as a result of the Bipartisan Budget Agreement of 2018 and the federal budget appropriations agreements from December 2019 for the current fiscal year have reduced the uncertainty around federal policy that the region had experienced in recent years. In Fairfax County, employment in the first half of 2019 was approximately 1.5 percent higher than in the first half of 2018. The County's annual unemployment rate fell to 2.3 percent, the lowest in 12 years. According to estimates from IHS Markit, the County's Gross County Product (GCP), adjusted for inflation, increased at a rate of 3.1 percent in 2018 and another 2.2 percent in 2019.

Factors that could impact the region's economic outlook are the uncertainties related to the November 2020 U.S. election, as well as the direction of the expected “Phase Two” trade negotiations with China.

Based on information from Bright MLS, the average sales price of homes sold in Fairfax County rose 3.9 percent from \$578,723 in 2018 to \$601,506 in 2019. Home prices continue to increase primarily as a result of the tight inventory of homes for sale and low mortgage rates. Since 2009, the average home sales price has risen 44.2 percent, or an average annual growth rate of 3.7 percent. Bright MLS also reported that 16,144 homes sold in the County in 2019, up 2.9 percent compared to 2018. Homes that sold during 2019 were on the market for an average of 24 days, down from 52 days in 2018.

Advertised Budget Summary

In the County's nonresidential market, according to the Fairfax County Economic Development Authority, the direct office vacancy rate at year-end 2019 was 13.9 percent, down from 14.9 percent at year-end 2018. The overall office vacancy rate, which includes empty sublet space, was 14.4 percent at year-end 2019, down from 15.5 percent recorded at year-end 2018. The amount of empty office space fell to 17.1 million square feet. Industry experts expect vacancy rates to remain relatively stable through 2020 as tenants monitor economic conditions and the direction of the federal budget.



At year-end 2019, office development continued around Metro stations in the Silver Line corridor and in other areas of the County as well. Eight office buildings, totaling more than 2.7 million square feet, were under construction in three submarkets as of December 2019. The amount of new space delivered in 2019 was slightly more than 600,000 square feet, with an expectation of 1.2 million square feet of deliveries in 2020. Office leasing activity totaled over 9 million square feet at the end of 2019. As has been the case for the past several years, most of the leasing activity during 2019 involved government renewals and metro-adjacent relocations. Lease rates for new space are adjusting to market conditions as many tenants are taking advantage of favorable rates, and others are looking to capitalize on market conditions by consolidating operations in newer space near Metro stations. Submarkets along and near the Silver Line – Tysons, Reston and the Herndon area – are especially well-positioned to take advantage of this trend.

Advertised Budget Summary

FY 2021 General Fund Budget Summary

Based on the current Real Estate Tax rate of \$1.15 per \$100 of assessed valuation, \$106.52 million in increased revenue is projected over FY 2020 levels. Of the proposed 3 cent increase to the Real Estate Tax rate, 2 cents is proposed to remain in the General Fund, with 1 cent dedicated to affordable housing. The additional 2 cents generates \$52.99 million. With a decrease in Transfers In of \$0.37 million, \$159.14 million is available for FY 2021 requirements. The FY 2021 Advertised Budget Plan allocates \$85.72 million of these available resources for Fairfax County Public Schools (FCPS) priorities and \$76.78 million for County requirements, with a net decrease of \$3.36 million in reserve requirements.

The following table summarizes the FY 2021 Advertised Budget Plan.

Adjustments included in FY 2021 General Fund Budget			
(Amounts shown are in millions, net change over FY 2020 Adopted Budget Plan)			
Available Revenue Increase			
Revenue Increase at Current Real Estate Tax Rate			\$106.52
Real Estate Tax Rate Increase of Two Cents*			\$52.99
Net Impact of Transfers In			(\$0.37)
Total Available			\$159.14
FY 2021 Requirements			
	County	Schools	Total
County Compensation	\$41.90	--	\$41.90
County Debt Service	(\$0.72)	--	(\$0.72)
Lifelong Education and Learning	\$1.53	\$85.72	\$87.25
Housing and Neighborhood Livability*	\$0.74	--	\$0.74
Safety and Security	\$9.77	--	\$9.77
Health and Environment	\$8.86	--	\$8.86
Mobility and Transportation	\$4.72	--	\$4.72
Empowerment and Support for Residents Facing Vulnerability	\$3.27	--	\$3.27
Cultural and Recreational Opportunities	\$2.91	--	\$2.91
Economic Opportunity	\$2.11	--	\$2.11
Effective and Efficient Government	\$1.70	--	\$1.70
Subtotal	\$76.78	\$85.72	\$162.50
Reserve Adjustments			(\$3.36)
Total Uses			\$159.14
Available Balance			\$0.00

* This chart does not reflect the proposed Real Estate Tax rate increase of \$0.01 per \$100 of assessed value which would be dedicated to affordable housing and posted in Fund 30300, Affordable Housing Development and Investment. The total proposed increase in the Real Estate Tax rate is \$0.03 per \$100 of assessed value, bringing the rate to \$1.18.

FY 2021 General Fund Revenue

FY 2021 General Fund revenues are projected to be \$4,616,710,222, an increase of \$156,950,806, or 3.52 percent, over the *FY 2020 Revised Budget Plan*, which contains the latest FY 2020 revenue estimates, and an increase of \$159,510,683, or 3.58 percent, over the FY 2020 Adopted Budget Plan.

On the County's real estate front, residential equalization reflects a 2.65 percent increase in FY 2021, while non-residential equalization is up 2.87 percent. The overall Real Estate tax base grew 3.76 percent.

The value of a penny on the Real Estate Tax rate is \$26.49 million in FY 2021. Each penny change in the tax rate equals \$58.03 on a taxpayer's bill. Given an average value of a residential unit of \$580,272, the "typical" residential annual tax bill will rise, on average, \$346.35 in FY 2021 at the proposed Real Estate tax rate of \$1.18 per \$100 of assessed value.

As part of the development of the FY 2021 Advertised Budget Plan, staff examined revenue opportunities based on the limited flexibilities currently allowed by Virginia Code. As noted in the forecast presentation at the joint Board of Supervisors/School Board meeting in November, one revenue option that the County has not pursued – but is allowed to implement – is an Admissions Tax. Fairfax is one of thirteen counties across the Commonwealth permitted to charge an Admissions Tax of up to 10 percent of the admission price (cities have no rate ceiling) on movie tickets, theater performances, concerts, sporting events, and school-sponsored events, as well as entrance fees into museums, gardens, and zoos. As part of the FY 2021 budget, an Admissions Tax of 4 percent – effective October 1, 2020 – is recommended on the sale of movie, theater, and concert tickets. This is expected to generate \$2.31 million in FY 2021, with the full year-impact anticipated at over \$3 million. It is recommended that this funding be deposited in the Contributory Fund for arts, cultural, and tourism activities. Although this funding will not be received in the General Fund, it does alleviate pressure on the General Fund to provide contributory support, allowing the General Fund transfer to the Contributory Fund to be reduced and those resources redirected to other important priorities.

Based on current discussions occurring in the General Assembly, specifically as it relates to equal taxing authority between counties and cities - it is anticipated that the County will have additional revenue options as part of future budgets. If Fairfax County had the same taxing authority as cities, it is estimated that an additional \$162.3 million could be generated through a Meals Tax (\$130.0 million), higher Cigarette Tax (\$17.6 million), and higher Transient Occupancy Tax (\$14.7 million), assuming rates equivalent to those for the City of Alexandria. The availability of these options could reduce pressure on the Real Estate Tax rate and allow for greater opportunity to revisit other tax rates, including the Machinery and Tools tax, or expand tax relief. As potential changes are made at the state level, staff will continue to examine all options to diversify the County's tax base – including the potential for revenue generation and the impact on Fairfax County residents.

It is currently estimated that the County receives approximately 23 cents for every \$1 of state taxes generated in the County. This estimate includes state support for public assistance and law enforcement, funding for schools, support for the Community Services Board, and certain transportation allocations. This analysis does not include revenue that is not directly received by the County from the Commonwealth, such as funds for transportation and roads that is remitted to the Northern Virginia Transportation Commission. The analysis also does not include all state revenue that is generated in the County, including the 0.5 cent sales tax for the Transportation Trust Fund, the gas tax, the sales tax on motor vehicles sold in the County, DMV license fees, bank franchise taxes or cigarette taxes. There is no jurisdictional breakdown of these revenue categories.

The *General Fund Revenue Overview* in the FY 2021 Overview volume has additional details on General Fund revenues.

FY 2021 General Fund Disbursements

FY 2021 General Fund disbursements are \$4,625.30 million, an increase of \$175.87 million, or 3.95 percent, over the FY 2020 Adopted Budget Plan and an increase of \$77.84 million, or 1.71 percent, over the FY 2020 Revised Budget Plan. As the FY 2020 Revised Budget Plan includes the carryforward of encumbrances from FY 2019 and other one-time adjustments for FY 2020 approved as part of the FY 2019 Carryover Review, comparisons between the FY 2021 budget and the FY 2020 Revised Budget Plan may be misleading. Thus, this section focuses on changes from the FY 2020 Adopted Budget Plan. Of the \$175.87 million increase over the Adopted Budget, \$13.37 million represents transfers to the Revenue Stabilization and Economic Opportunity Reserves. The remaining \$162.50 million reflects adjustments for the Fairfax County Public Schools, compensation, and other programmatic requirements as outlined in the FY 2021 General Fund Budget Summary.

It should also be noted that 177 new positions, some outside of the General Fund, are included in the FY 2021 Advertised Budget Plan, and are detailed on the following pages.

Support for One Fairfax

As part of the development of the FY 2021 budget, agencies were asked as part of their budget submissions to explain how their requests would help to reduce disparities in outcomes and advance equity. Investments that help to advance the One Fairfax initiative are spread throughout the budget – including increasing early childhood slots, significant funding to expand affordable housing opportunities, support for individuals with developmental disabilities, and increased scholarship assistance to increase access to Parks programs. One Fairfax continues to be a growing influence and is a consideration at all levels of decision-making.



Summary by Strategic Plan Priority Outcome

Concurrent with the release of the FY 2021 Advertised Budget Plan, the County's proposed Strategic Plan will be made available at www.fairfaxcounty.gov/strategicplan. This draft plan was developed by a team of dedicated and diverse employees from across the County. The plan is based on feedback from residents provided through community meetings and a countywide survey and is informed by the County's racial and society equity policy, One Fairfax. The plan is built around nine priority outcome areas, which were shared with the Board of Supervisors in March 2019. For each priority outcome area, the plan contains specific strategies that the County can take to make progress towards an aspirational outcome, as well as quantifiable indicators and metrics to measure that progress.

Following review by the Board of Supervisors and after gathering additional feedback from the community, it is anticipated that the plan will be adopted by the Board at the same time action is taken on the FY 2021 budget. The plan is intended to serve as a blueprint for the County's future, outlining the County's major priorities along with proposed strategies to achieve desired outcomes and indicators to measure success.

Although the Strategic Plan is expected to be fully integrated into the budget development process for FY 2022, the FY 2021 budget begins the work. Consequently, funding adjustments included in the FY 2021 Advertised Budget Plan are presented below, categorized by the priority outcome areas as included in the Strategic Plan. It should be noted, however, that two areas of funding cross all the priority outcome areas – compensation and debt service. As a result, these categories are presented separately. All increases for Fairfax County Public Schools are included in Lifelong Education and Learning.



Employee Compensation (Pay and Benefits)

\$41.90 million

The FY 2021 Advertised Budget Plan includes funding for a market rate adjustment, as well as performance and longevity increases for general County employees and merit and longevity increases for uniformed public safety employees. These costs are offset by savings available as a result of decreased requirements for retiree health liabilities and health insurance premiums. After accounting for the revenue impact associated with these adjustments, the net impact to the General Fund is \$43.28 million.

2.06% Market Rate Adjustment

Funding of \$28.73 million is included for the full-year impact of a 2.06 percent Market Rate Adjustment (MRA) increase effective July 2020 for all employees. The MRA provides a guide to the amount of pay structure adjustment needed to keep County pay rates competitive with the market and is based on a formula approved by the Board of Supervisors. It should be noted that a reduction in General Fund revenue of \$0.60 million is also included in order to redirect Communication and Sales Use Tax revenue to Fund 40090, E-911 to accommodate the impact of the MRA in that fund.

The FY 2021 Advertised Budget Plan includes an increase to keep the County's **Living Wage** competitive in relation to the market. Consistent with the methodology used to adjust County pay scales, the Living Wage will be increased by the approved Market Rate Adjustment each year. For FY 2021, this will result in a 2.06 percent increase from the current rate of \$15.14 per hour to \$15.45 per hour. There is no fiscal impact anticipated, and staff will continue to monitor other local jurisdictions for competitiveness.

The calculation of the MRA consists of the following components:

- Consumer Price Index (CPI) for the Washington-Arlington-Alexandria area, as prepared by the U.S. Department of Labor's Bureau of Labor Statistics. The CPI closely monitors changes in the cost of living. The CPI represents 40 percent of the MRA calculation.
- Employment Cost Index (ECI) as prepared by the U.S. Department of Labor's Bureau of Labor Statistics. The ECI measures the rate of change in employee compensation (wages and salaries). The index used by the County measures changes in employee compensation for "Civilian" workers. This includes private sector, state, and local government employees. Federal employees are not included in this index. The ECI represents 50 percent of the MRA calculation.
- Federal Wage Adjustment for the Washington-Baltimore area as prepared by the federal Office of Personnel Management. Fairfax County uses the most current approved wage adjustment in budget calculations; however, because of the timing of the approval of the Federal Wage Adjustment and the County's budget cycle, the County uses the wage adjustment from the previous January. The Federal Wage Adjustment represents 10 percent of the MRA calculation.

General County Performance/Longevity Increases

Funding of \$13.80 million supports General County employee pay increases reflecting the performance and longevity program for all eligible General County employees approved by the Board of Supervisors in fall 2014 and implemented in FY 2016. A reduction in General Fund revenue of \$0.05 million is also included in order to redirect Communication and Sales Use Tax revenue to Fund 40090, E-911 to accommodate the impact of performance increases in that fund. The funding reflects increases effective July 2020 for graduated performance increases, based on where employees are on the pay scale, and the 4 percent longevity increases provided to employees who reach 20 or 25 years of service. In FY 2021, all employees reaching 20 or 25 years of service as of June 30, 2020, will receive a 4 percent increase. Employees receiving a longevity award do not also receive a performance award. The performance increases range from 3 percent for employees within 15 percent of the bottom of the pay scale to 1.25 percent for employees within 25 percent of the top of the pay scale. The average increase in FY 2021 is 2 percent.

Public Safety Merit/Longevity Increases

Funding of \$9.48 million is included for public safety pay increases which reflect merit and longevity increases for all eligible uniformed public safety employees. A reduction in General Fund revenue of \$0.72 million is also included in order to redirect Communication and Sales Use Tax revenue to Fund 40090, E-911 to accommodate the impact of merit increases in that fund. The funding reflects the full-year impact of merit and longevity increases provided to uniformed employees in FY 2020 and the partial-year costs for merit and longevity increases provided to uniformed employees in FY 2021 since all increases are effective on the employee's anniversary date. Merit increases are awarded to public safety employees as they progress through the pay scale. Public safety employees who have reached a length of service (15 and 20 years) milestone are eligible for longevity increases. Merit and longevity increases are each 5 percent for public safety employees. In any given year between 40 and 50 percent of public safety employees are eligible for one or the other. As a result, the average increase is approximately 2.25 percent.

Average projected employee pay increases for FY 2021 for merit employees are provided below:

	General County	Uniformed Public Safety
Market Rate Adjustment	2.06%	2.06%
Steps/Longevity	--	2.25%
Performance/Longevity	2.00%	--
Average Increase (Range of Increases)	4.06% (2.06%-6.06%)	4.31% (2.06%-7.06%)

Increases Resulting from Benchmark Studies

Analyses are performed annually to determine if job class midpoints are inconsistent with the market midpoint average.

- For General County employees, external market reviews were performed for 79 benchmark job classes. Based on the results of the analysis, 3 benchmark classes require adjustment. Including job classes linked to the benchmarks studied, a total of 7 job classes are recommended for adjustment. Employees in these job classes receive increases of 1.5 or 3.0 percent of the new salary grade midpoint, depending on their current position relative to the midpoint salary for their grade. There is no General Fund impact in FY 2021 for these adjustments, as increases in salary expenses can be absorbed within existing appropriation levels.
- For each of the major public safety groups – Police, Fire and Rescue, and Sheriff – three agreed-upon benchmark classes are compared to local comparators. Recommendations for adjustments are made when at least two of the benchmark classes are below 95 percent of the market midpoint average. Based on the results of the analysis, no increases are recommended for uniformed public safety job classes in FY 2021. It should be noted that, for purposes of the benchmark review, 24-hour shift differential pay, mandated overtime, and the annual stipend for staff positions are included in the salaries for uniformed Fire and Rescue personnel. These changes were developed in collaboration with employee group representatives as part of the 2019 Fire and Rescue Compensation and Organizational Review.
- An analysis is performed annually to determine if shift differential premium pay rates are consistent with the market average. As a result of this analysis, it was determined that the night shift differential rate for sworn police officers fell below 95 percent of the market average. An increase of \$0.05 million is included to support the cost of an increase in the night shift differential rate for sworn police officers from \$1.35 to \$1.40 per hour.

Salary Supplements for Eligible State Employees

As part of the Budget Guidance approved by the Board with the adoption of the FY 2020 budget, staff was directed to return to the Board with detailed information on state supplements provided by the County and in other jurisdictions. Staff subsequently provided information at a Public Safety Committee meeting on September 17, 2019 and was directed to include recommendations as part of the FY 2021 Advertised Budget Plan. An increase of \$0.46 million is included in the FY 2021 budget in the General District Court to accommodate salary supplements for the Office of the Public Defender (OPD) and the Fairfax District 29 Probation and Parole Office. These positions are funded by the state and employees participate in state benefit plans. A majority of the funding will support a new 15 percent salary supplement for Fairfax District 29 probation and parole officers and support staff. Funding is also included to extend salary supplements to administrative and support staff in the Office of the Public Defender. As part of the FY 2017 Adopted Budget Plan, the Board approved a salary supplement for some positions within the OPD to raise their salaries to be more consistent with their counterparts at the Office of the Commonwealth's Attorney. With this adjustment, all of the positions in the OPD will be eligible for a local salary supplement. When the original supplements for the Public Defender positions were approved, they varied by position. It is recommended that all supplements in the OPD be standardized at 15 percent, which would result in consistent supplements for all state positions. Incumbents currently receiving a higher supplement would be grandfathered at their existing supplement level. It should be noted that clerks in the General District Court and Juvenile and Domestic Relations District Court currently receive salary supplements of 15 percent.

Fire and Rescue Department Organizational Review

An increase of \$1.01 million in Agency 89, Employee Benefits, reflects the full-year impact of changes resulting from the Fire and Rescue Compensation and Organizational Study. A total of \$2.68 million was identified and held in reserve in the Fire and Rescue Department as part of the FY 2020 Adopted Budget Plan to fund recommendations from the study. Following discussions between staff and employee groups, recommendations were presented to the Personnel Committee of the Board of Supervisors at its July 9, 2019, meeting to regrade the Fire Technician and Master Technician job classes, implement a staff position stipend, and implement changes to the benchmark review process. These changes – and the resulting funding adjustments for FY 2020 – were approved by the Board as part of the *FY 2019 Carryover Review*. The partial-year cost in FY 2020 to implement these changes in October 2019 was \$2.68 million. An additional \$1.01 million is required in FY 2021 to recognize the full-year cost of these changes. It should be noted that an additional recommendation to implement pay scale leveling for the uniformed fire pay scale will be evaluated for inclusion in a future budget process.

Retiree Health Benefits

A decrease of \$6.0 million is associated with a reduction in the actuarially determined contribution (ADC) for the County's OPEB (Other Post-Employment Benefits) liability. The latest valuation calculated the County's actuarial accrued liability at \$363.8 million and the unfunded actuarial accrued liability at \$38.9 million. The resulting FY 2020 ADC of \$16.2 million, a decrease of \$7.6 million from the prior year, will be funded through a combination of a General Fund transfer, contributions from other funds, and an implicit subsidy contribution as calculated by the County's actuary. The reduction is due to lower than anticipated retiree claims. As of the July 1, 2019 valuation, the County's OPEB liabilities were 89.3 percent funded.

Health Insurance and Other Benefits

A net decrease of \$5.63 million in Employee Benefits is primarily due to projected savings in health insurance premiums. The County has made a concerted effort to encourage migration out of the County's high-cost co-pay plan into other more cost-effective co-insurance and consumer-directed health plans through employee engagement and education. Employees enjoy lower premiums and out-of-

Advertised Budget Summary

pocket costs without sacrificing positive health outcomes. Participation in the County's copay plan dropped below 30 percent as part of the 2019 open enrollment.

County Debt Service

(\$0.72) million

In addition to requirements associated with School debt service, FY 2021 General Fund support of County debt service requirements is \$131.04 million, a decrease of \$0.72 million from the FY 2020 Adopted Budget Plan. The reduction is due to the retirement of past bond issuances and refunding opportunities. The FY 2021 funding level supports existing debt service requirements, including the \$267.66 million in General Obligation bonds sold in January 2020. It should be noted that the 2.0 percent interest rate received in January represented the lowest rate received for a new money bond deal in the County's history. During FY 2021 it is anticipated that a General Obligation bond sale of \$300.00 million will be conducted to fund cash requirements for on-going capital projects for School and County purposes. This bond sale estimate is consistent with the FY 2021-FY 2025 Advertised Capital Improvement Program (CIP).

Capital Construction

Capital Construction is primarily financed by the General Fund, General Obligation bonds, fees, and service district revenues. General Fund support in FY 2021 totals \$19.67 million, representing an increase of \$1.62 million from the FY 2020 Adopted Budget Plan primarily due to increased support for Environmental Improvement Program projects and increased annual funding for athletic fields maintenance associated with an additional 44 FCPS synthetic turf fields. *Details of these adjustments are provided in the following section, categorized by the appropriate Strategic Plan priority outcome area.*

There is no funding included for County infrastructure replacement and upgrade projects in FY 2021; however, an amount of \$8.98 million is anticipated to be funded as part of the *FY 2020 Third Quarter Review* or *FY 2020 Carryover Review*. In recent years, it has been the Board of Supervisors' practice to fund some or all of the infrastructure replacement and upgrade projects using one-time funding as available as part of quarterly reviews.

FY 2021 Capital Construction/Paydown Summary¹

	Commitments, Contributions, and Facility Maintenance	Paydown	Total General Fund Support
Athletic Field Maintenance and Sports Projects	\$5,644,713	\$1,700,000	\$7,344,713
Park Authority Inspections, Maintenance, and Infrastructure Upgrades	\$960,000	\$1,740,000	\$2,700,000
Environmental Initiatives	\$1,300,000	\$0	\$1,300,000
Revitalization Maintenance	\$1,410,000	\$0	\$1,410,000
Payments and Contributions/On-going Development Efforts	\$4,561,092	\$0	\$4,561,092
County Infrastructure Replacement and Upgrades	\$0	\$0	\$0
ADA Improvements	\$0	\$650,000	\$650,000

Advertised Budget Summary

	Commitments, Contributions, and Facility Maintenance	Paydown	Total General Fund Support
Reinvestment, Repair and Emergency Maintenance of County Roads and Walkways	\$0	\$1,500,000	\$1,500,000
Developer Defaults	\$0	\$200,000	\$200,000
Total General Fund Support	\$13,875,805	\$5,790,000	\$19,665,805

¹ Reflects General Fund support. Other funding sources such as dedicated revenue and bond funding are not included in these totals.

Details about the Capital program are available in the *Capital Projects Overview* of the Overview volume.

Capital Improvement Program

The FY 2021-FY 2025 Capital Improvement Program (CIP) totals \$11.2 billion. The total bond program within the CIP is \$2.2 billion (includes both General Obligation and Economic Development Authority bonds), and the CIP bond program is managed within the County's debt ratios. CIP highlights include the review and analysis associated with the long-range Bond Referendum Plan and the County's debt capacity, including the adjustment of project estimates for construction market escalation and to accommodate anticipated LEED certifications; efforts underway to identify potential FCPS/County shared-use facility sites and other co-location opportunities; and the identification of estimated operational budget impacts for both current and future CIP projects.

FY 2021-FY 2025 Bond Referendum Plan

Year	Category	Description	Total
Fall 2020	County	Human Services (\$104 mil) - Crossroads, Willard Health Center, Early Childhood Facilities Libraries (\$90 mil) - Kingstowne Regional, Patrick Henry Community, Sherwood Regional, George Mason Regional Parks (\$112 mil) - Fairfax County Park Authority and Northern Virginia Regional Park Authority Washington Metropolitan Area Transit Authority (WMATA) (\$160 mil)	\$466 mil
Fall 2021	Schools	Capital Enhancement, Renovation, Infrastructure Management	\$360 mil
Fall 2022	County	Public Safety (\$72 mil) - Welfit Performance Testing Center, Chantilly Fire Station, Fox Mill Fire Station, Oakton Fire Station, Police Facility Security Upgrades (amount to be determined) Human Services (\$25 mil) - Early Childhood Facilities	\$97 mil
Fall 2023	Schools	Capital Enhancement, Renovation, Infrastructure Management	\$360 mil
Fall 2024	County	Human Services (\$89 mil) - Tim Harmon Campus: A New Beginning/Fairfax Detox, Cornerstones, Springfield Community Resource Center, Early Childhood Facilities Parks (\$112 mil) - Fairfax County Park Authority and Northern Virginia Regional Park Authority WMATA (\$180 mil)	\$381 mil

The CIP Bond Referendum Plan continues to include County Referenda proposed in fall 2020 (FY 2021), fall 2022 (FY 2023) and fall 2024 (FY 2025) and Fairfax County Public Schools (FCPS)

Advertised Budget Summary

Referenda in fall 2021 (FY 2022) and fall 2023 (FY 2024) within the five-year CIP period. The Referendum Plan continues the approved level of support for FCPS, with referenda of \$360 million every two years, directly linked to the current approved sales limit of \$180 million per year.



Strategic Plan Priority Outcome Area: **Lifelong Education and Learning**

\$87.25 million, 3 Positions

A majority of the additional support for Lifelong Education and Learning in the FY 2021 Advertised Budget Plan is dedicated to the Fairfax County Public Schools for School Operating support. Additional resources are also included for early childhood initiatives, a priority of both the Board of Supervisors and the School Board. After accounting for the revenue impact associated with these adjustments, the net impact to the General Fund is \$87.46 million.

Fairfax County Public Schools Support

The FY 2021 Advertised Budget Plan was developed, following guidance approved by the Board of Supervisors, with equal growth between transfers to support the Schools and County disbursements. This results in transfers to Schools totaling \$2,432.82 million, an increase of \$85.72 million, or 3.65 percent, over the FY 2020 Adopted Budget Plan. These figures include transfers to the School Operating, Debt Service, and Construction Funds. Transfers to the Schools funds make up 52.6 percent of General Fund disbursements in this proposal, down from 52.8 percent in the current year as a result of an increase in disbursement-related reserve contributions.

The FY 2021 Advertised Budget Plan includes \$2.43 billion in support for **Fairfax County Public Schools**, an increase of \$85.72 million, or 3.65% over FY 2020. Transfers to the School Operating, Debt Service, and Construction Funds make up 52.6% of General Fund disbursements in FY 2021.



Of the total increase, an increase of \$85.52 million is included as increased support to the School Operating Fund, an increase of 4.00 percent over the funding level in the FY 2020 Adopted Budget Plan. This level of support is \$4.18 million shy of the transfer requested as part of the School Board's Advertised Budget Plan. However, it is anticipated that the Schools will be able to meet their funding needs through increased funding from the state.

The General Fund transfer to the School Debt Service Fund is increased by \$0.20 million, or 0.10 percent, over the FY 2020 level. This amount includes annual bond sales of \$180 million as approved by the Board of Supervisors as part of the FY 2019 Adopted Budget Plan.

The General Fund transfer to the School Construction Fund in FY 2021 is \$13.1 million, representing no change from FY 2020.

The County provides support for Fairfax County Public Schools outside of General Fund transfers. In FY 2021, \$100.51 million is included in the County budget for programs such as Head Start, School Health, Behavioral Health Services, School Resource Officers, School Crossing Guards, after-school programming, field maintenance, and recreational programs, among others. This represents an increase of \$4.36 million from FY 2020.

Additionally, staff from both the County and Schools have started discussing ways in which revenue from the County's Stormwater program can be used to support stormwater projects included in School renovations and new construction. Although the current Stormwater rate does not allow for significant dedicated funding for School projects, staff is currently examining near-term opportunities while evaluating the long-term requirements for an expanded stormwater program. This enhanced program, including debt service to support the dredging of Lake Accotink and the anticipation of additional flooding mitigation requirements, as well as support for Schools, may require incremental

Advertised Budget Summary

changes to the rate over time. Staff will be evaluating these requirements and will return to the Board of Supervisors at a future Budget Committee meeting to define the needs and opportunities for FY 2022 and beyond.

Expansion of Early Childhood Development and Learning Program

An increase of \$1.31 million in Fund 40045, Early Childhood Birth to 5, is included to support early childhood care education services for 72 at-risk children birth to age 5 in comprehensive early childhood programs in community-based settings. Early childhood education programs support the development of children's cognitive, social, emotional and physical skills which are strong predictors of success in kindergarten and beyond. These programs provide early childhood education, as well as health and behavioral health services for at-risk preschoolers whose families with low to moderate income may not qualify for a childcare subsidy, as well as three-year-olds who are not yet eligible for the Virginia Preschool Initiative (VPI). This funding is part of the Equitable School Readiness Strategic Plan and was included in the Equitable School Readiness Strategic Plan update presented to the Board of Supervisors at the November 27, 2018, Budget Committee meeting.

Family Child Care Network

An increase of \$0.22 million and 2/2.0 FTE new positions in Fund 40045, Early Childhood Birth to 5, will support the creation of a Family Child Care Network of providers that serve young children in quality settings thereby increasing the capacity of the Early Childhood Development and Learning Program to include family child care providers as well as early childhood centers.

Contract Rate Increases

An increase of \$0.13 million in Fund 40045, Early Childhood Birth to 5, supports a contract rate increase for the providers of childcare services and other contracted services.

Eligibility and Case Management Position Supporting the CCAR Program

An increase of \$0.08 million and 1/1.0 FTE new position in the Department of Family Services is included to address the increase in workload related to childcare eligibility due to the additional slots added in the Early Childhood Development and Learning Program.

Establishment of new Early Childhood Birth to 5 Fund

As part of the FY 2021 Advertised Budget Plan, funding and positions related to early childhood and school readiness programs in the Department of Neighborhood and Community Services are moved

Fairfax County is a place where all residents at every stage of life are taking advantage of inclusive, responsive, and accessible learning opportunities that enable them to grow, prosper, and thrive.

to the new Fund 40045, Early Childhood Birth to 5. The fund will support a comprehensive approach to advancing and expanding the County's early childhood system by providing full and equitable access to high quality, affordable, early care and education for young children. This advances the goal of the Board of Supervisors to ensure that every child in Fairfax County has equitable opportunities to thrive. Revenue of \$0.22 million is also redirected

to the new fund, which results in a commensurate decrease in General Fund disbursements of \$0.22 million.

Contributions to Northern Virginia Community College

Funding of \$2,578,450 in Fund 30010, General Construction and Contributions, is included for Fairfax County's capital contribution to the Northern Virginia Community College (NVCC), reflecting an increase of \$5,735 from FY 2020. FY 2021 funding is based on a rate of \$2.25 per capita. This rate is applied to the population figure provided by the Weldon Cooper Center for Public Service. Beginning in FY 2021, the NVCC has proposed, and Fairfax County is supportive of, redirecting \$0.50 of the capital contribution rate from the capital program to the operational program to support a new "Grow Our Own" skilled workforce initiative. This initiative is proposed to address the growing

shortage of IT workers in the area. This redirection of funds is possible based on current and projected capital requirements and represents the first year of a three-year program. Future year funding beyond this initial FY 2021 investment will require significant increases to the operational budget and will need to be reviewed annually.

Additionally, the FY 2021 Fairfax County contribution to NVCC for operations and maintenance is \$113,912, a decrease of \$830 or 0.7 percent from the [FY 2020 Adopted Budget Plan](#). The local jurisdictions served by the college are requested to contribute their share of the College's base operating expenditure (not including personnel services), which is calculated on a per capita basis as reported by the College using population figures from the Weldon Cooper Center. This fund, which is included in Fund 10030, Contributory Fund, reflects the County's share of the services provided to Fairfax County residents as reported by the College and is 45.6 percent of the local jurisdictions' contributions totaling \$250,000 for FY 2021.



Strategic Plan Priority Outcome Area:

Housing and Neighborhood Livability

\$0.74 million, 3 Positions

Additional resources included for Housing and Neighborhood Livability are primarily associated with the Board's priority to expand the availability of affordable housing in the County. Increased General Fund support totals \$0.74 million. However, this amount does not reflect the proposed dedication of one penny on the Real Estate Tax rate to Affordable Housing. Including this funding, which will be directly deposited in the Affordable Housing Development and Investment Fund, total resources for Housing and Neighborhood Livability total \$27.23 million in FY 2021.

It should be noted that, as part of the [FY 2021 Advertised Budget Plan](#), the Office to Prevent and End Homelessness is proposed to be consolidated with the Department of Housing and Community Development. This reorganization is expected to result in organizational efficiencies while allowing the County to continue to make progress towards ending homelessness.

Dedication of Additional Real Estate Revenue to Affordable Housing

As directed by the Board of Supervisors as part of their budget guidance as approved with the [FY 2020 Adopted Budget Plan](#), significant resources are dedicated to affordable housing. Of the proposed 3 cent increase on the Real Estate Tax rate, one penny – or \$26.49 million – will be directly allocated to Fund 30300, Affordable Housing Development and Investment (previously the Penny for Affordable Housing Fund). Combined with the existing half-penny, almost \$40 million in Real Estate Taxes will be dedicated for the preservation and development of affordable housing in FY 2021.

Fairfax County is a place where all people live in communities that foster safe, enjoyable, and affordable living experiences.

Affordable Housing Positions

An increase of \$0.49 million and 3/3.0 FTE new positions in the Department of Housing and Community Development is included to support the creation, rehabilitation, and preservation of affordable housing throughout Fairfax County with an emphasis on the recommendations of the Affordable Housing Resource Panel and Phase II of the Communitywide Housing Strategic Plan to produce 5,000 units of affordable housing over the next 15 years.

Contract Rate Increases

An increase of \$0.24 million in the Department of Housing and Community Development is associated with providing contract rate increases primarily for the providers of contracted homeless services.



Strategic Plan Priority Outcome Area:

Safety and Security

\$9.77 million, 51 Positions

Safety and Security priorities for FY 2021 include support for the County's Body-Worn Camera program; positions to continue staffing the new South County Police Station and to address E-911 call capacity which will result from the new station; and positions to staff the new Scotts Run Fire Station. In addition, funding is included to support information technology requirements for the disaster recovery environment, electronic control weapons as recommended by the Ad-Hoc Police Practices Review Commission, and mediation services for juvenile offenders. After accounting for the revenue impact associated with these adjustments, the net impact to the General Fund is \$10.36 million.

Body-Worn Camera Program

An increase of \$5.08 million is included to support the workload and information technology requirements associated with the first full year of the County's Body-Worn Camera program. Implementation of a Body-Worn Camera Program follows a 180-day pilot conducted in 2018 and a comprehensive evaluation of the effects of the program by the Department of Justice, Law, and Criminology at American University. The results of the pilot and the American University study, the perspectives and requirements of the key stakeholders, and the plan and cost estimates for a full BWC program implementation were presented and discussed at the July 9, 2019, Public Safety Committee meeting. The Board of Supervisors approved implementation on September 24, 2019, and one-time funding from

Fairfax County is a place where all people feel safe at home, school, work and in the community.

the Reserve for Ad-Hoc Police Practices Review Commission was utilized to support the FY 2020 costs of the program. Recurring funding is required in FY 2021. The full program will consist of 1,210 cameras issued to all district stations and other key operational staff, with implementation phased in over a three-year period. Funding is included in FY 2021 to support 13/13.0 FTE new positions, as well as the full-year cost of positions added as part of the *FY 2019 Carryover Review*. Funding included in FY 2021 will support 2/2.0 FTE new positions in the Police Department, 9/9.0 FTE new positions in the Office of the Commonwealth's Attorney, and 2/2.0 FTE new positions in the Department of Information Technology. Funding is also included to support increased storage capacity for video evidence in the records management system in the Circuit Court.

Scotts Run Fire Station 44 Staffing

An increase of \$2.49 million is required to support 25/25.0 FTE new positions in the Fire and Rescue Department to begin the process of staffing the new Scotts Run Fire Station 44. In early 2013, land, as well as design and construction of a second fully functional fire station in Tysons East, was negotiated through a development partnership to support future growth in Tysons. These positions will allow the department to begin a recruit school in advance of the station opening due to the time required to train new recruits.

South County Police Station Staffing

An increase of \$1.49 million is required to support 8/8.0 FTE new sworn positions in the Police Department to continue the process of staffing the South County Police Station. These positions, which are in addition to 54/54.0 FTE sworn positions added in prior year budgets, are required to staff a new police station located in South County, currently scheduled to open in December 2022. Current estimates indicate that 8 additional sworn positions will be required in FY 2022 to fully staff this station, with civilian positions required in FY 2023. Based on the large number of staff required, and the significant lead time associated with hiring and training new recruits, additional staff are

being provided over a multi-year period. This phased-in approach will allow the department to gradually hire and train new recruits and will allow for continued analysis to ensure that current staffing estimates are accurate.

E-911 Call Capacity

An increase of 5/5.0 FTE new positions in Fund 40090, E-911, is required to increase 9-1-1 call capacity as a result of changing the dispatch model to single dispatch with the opening of the new South County Police Station and the greater demand on dispatching as a result of the Next Generation 9-1-1 telephony system. It should be noted that this adjustment results in a reduction of \$0.59 million to General Fund revenue, which is associated with a redirection of revenue to Fund 40090 to offset related expenses in that fund.

Information Technology Requirements

An increase of \$0.48 million in the Department of Information Technology is related to database licensing requirements for both the active and disaster recovery environments.

Electronic Control Weapons

An increase of \$0.20 million in the Police Department is included for Electronic Control Weapons, or Tasers, based on recommendations by the Ad-Hoc Police Practices Review Commission. Tasers are a tool for de-escalation tactics to allow officers more time to assess a situation and summon assistance and reduce the need for use of force.

Mediation Services for Juvenile Offenders

An increase of \$0.03 million in the Juvenile and Domestic Relations District Court is included to provide restorative justice programs and services for juvenile offenders and participating agencies, in partnership with the Northern Virginia Family Service. Mediation services is a court-ordered program that is provided to the clients.



Strategic Plan Priority Outcome Area:

Health and Environment

\$8.86 million, 60 Positions

Investments in FY 2021 for Health and Environment priorities include support for the County's Diversion First and Opioid initiatives, the School Health Program, and Environmental Projects. After accounting for the revenue impact associated with these adjustments, the net impact to the General Fund is \$8.60 million.

Diversion First

Diversion First is a multiagency collaboration between the Police Department, Office of the Sheriff, Fire and Rescue Department, Fairfax County Court System, and the Fairfax-Falls Church Community Services Board to reduce the number of people with mental illness in the County jail by diverting low-risk offenders experiencing a mental health crisis to treatment rather than bring them to jail. FY 2021 represents the fifth year of a five-year, fiscally-constrained implementation plan, representing the most critical needs. A total increase of \$1.58 million and 12/12.0 FTE positions is included to support the Diversion First initiative in FY 2021. Including the redirection of General Fund revenues to Fund 40090, E-911, to fund initiatives in that fund, the net impact of the additional Diversion First investments in FY 2021 is \$1.68 million. Resources added in FY 2021 will:

Advertised Budget Summary

- Provide operating support for grant writing and program assessments in the Office of Strategy Management for Health and Human Services.
- In the Circuit Court, provide for toxicology supplies and screening, electronic monitoring and incentive items for the Drug Court, Veterans Treatment Docket and Mental Health Docket in order to meet compliance requirements associated with the Virginia Supreme Court and the National Association of Drug Court Professionals.
- Allow the Office of the Commonwealth's Attorney to support the Mental Health Docket.
- Allow the General District Court to address caseload growth and provide support to the judges.
- Allow the Police Department to support the crisis intervention team.
- Allow the Office of the Sheriff to support diversion services and crisis intervention training at the Merrifield Crisis Response Center. Funding also supports the Diversion First initiative for justice-involved individuals at risk of homelessness, or in need of recovery housing assistance, due to a mental illness, substance use disorder, or co-occurring disorders who do not meet eligibility requirements for other housing supports and services. This funding will support solid transition and reentry for a high-risk, justice-involved population facing homelessness or without access to housing assistance elsewhere. It should be noted that savings are also realized in the Office of the Sheriff based on lower populations in the Adult Detention Center, in part due to the success of the Diversion First program.
- Allow the Fire and Rescue Department to support the Community Response Team.
- Support services for Adult Detention Center discharge planning, housing assistance and specialty docket evaluation in Fund 40040, Community Services Board.
- In Fund 40090, E-911, support increased data analytic services to better connect individuals to behavioral health resources, as well as conduct outreach as part of the Community Response Team to provide training and education for the Diversion First program.

Opioid Task Force

An increase of \$1.49 million and 9/9.0 FTE new positions is required to continue addressing the growing opioid epidemic. In response to the opioid crisis facing our nation and local communities in

Fairfax County is a place where all people can attain their highest level of health and well-being within a healthy sustainable environment.

Northern Virginia, the Board of Supervisors established an Opioid Task Force to help address the opioid epidemic locally. The primary goal is to reduce death from opioids through prevention, treatment, and harm reduction strategies. Including associated revenue, the net General Fund impact of Opioid Task Force adjustments is \$1.42 million. Additional FY 2021 resources will:

- Support the establishment of a Parent Support Specialist position in the Department of Family services to provide intensive, specialized support to families challenged with parental substance abuse.
- Provide medical detoxification services and to provide Substance Abuse Prevention programming in Fairfax County Public Schools in Fund 40040, Fairfax-Falls Church Community Services Board.
- In the Juvenile and Domestic Relations District Court, provide substance use disorder services to the residents in Beta, Foundations, and Stepping Stones.
- Support additional detectives in the Police Department to investigate fatal overdoses and deaths related to drug use.

- Support to assist the jail-based Medication Assisted Treatment program to establish high impact, evidence-based approaches to the Opioid epidemic that will support community members with the greatest risk of overdose, as well as recidivism and ongoing involvement with the criminal justice system. Also supports medication costs in the Office of the Sheriff.

Contract Rate Increases

An increase of \$3.18 million supports contract rate increases for the providers of mandated and non-mandated services in the Department of Family Services, the Health Department, the Department of Neighborhood and Community Services, and Fund 40040, Fairfax-Falls Church Community Services Board. These contracts support providers of health services, childcare services, neighborhood initiatives, and FASTRAN services, as well as eligible providers of developmental disabilities, serious emotional disturbance, mental illness, and/or substance use disorders. Including associated revenue, the net General Fund impact is \$2.76 million.

Public Health Nurses Supporting the School Health Program

An increase of \$0.92 million and 7/7.0 FTE new positions is included to begin to address the Public Health Nursing shortage in the school setting. The County has been steadily addressing the needs of the School Health program for several years and has proposed a multi-year approach to increasing the number of public health nurses supporting Fairfax County Public Schools. This is year one of the six-year proposal to meet the County program target of a 1:2,000 public health nurse to student ratio.

School Health Aides Supporting the School Health Program

An increase of \$0.17 million and 3/2.13 FTE new positions is included for school health aide positions at North West County Elementary School, which is scheduled to open for the 2020-2021 school year, as well as Bryant High School and Mountain View High School. A school health aide position is added when a new school is opened. Bryant High School and Mountain View High School are alternative high schools that do not currently have dedicated school health aide positions; however, based on the acuity levels of the students, the principals have requested additional support.

Nursing Services for Medically Fragile Students

An increase of \$0.14 million in the Health Department is included to address the increase in one-on-one nursing services for medically fragile students enrolled in Fairfax County Public Schools. The Medically Fragile program serves both full-time and pre-school students, and if a student is found eligible, services are mandated under federal law. Cases are reviewed by a multidisciplinary team of experts who recommend services based on the medical need of a student. The Health Department coordinates, manages, and financially supports these nursing services. Over the last several years there has been an increase in demand for one-on-one nursing services and the demand is expected to continue to grow in the coming years as more medically fragile students are entering the school system at the age of pre-school and remaining in the system until the completion of their school years. Additionally, the complexity of care and the number of hours required per student continues to grow.

Healthy Minds Fairfax - Family Support Partner Services

An increase of \$0.15 million in the Department of Family Services is included to replace expiring grant funding supporting Family Support Partner services, which is part of the Healthy Minds Fairfax program initiatives. Family Support Partners are trained parents of young adults with mental health issues who provide support, education, and assistance with accessing services to parents of children and youth with mental health issues.

Library Supportive Services Coordinator

An increase of \$0.12 million and 1/1.0 FTE new position in the Fairfax County Public Library is associated with the addition of a Library Supportive Services Coordinator position to support user engagement with populations in need of health, housing and human services assistance.

Position Supporting Epidemiology

An increase of \$0.15 million and 1/1.0 FTE new position in the Health Department is included to support the Epidemiology and Population Health program. The new position will continue to build Epidemiology capacity to meet the County's cross agency and community needs. Continuing to build epidemiological capacity is crucial to enhance the County's ability to prevent and control infectious diseases as well as develop capability to monitor the health status of the community and guide new approaches to the delivery of population-based health services to reduce health inequities.

Environmental Projects

An increase of \$0.38 million – which results in total FY 2021 funding of \$1.30 million – is included for projects that advance the County's Environmental Vision and Operational Energy Strategy. As part of the FY 2021 Advertised Budget Plan, Fund 30015, Environmental and Energy Program, has been created in order to consolidate all environmental projects in the same fund. All existing projects will be moved to Fund 30015 as part of the *FY 2020 Carryover Review*. FY 2021 projects were selected based on a process supported by the Environmental Quality Advisory Council (EQAC) and support a variety of environmental initiatives. The selection process includes the application of specific project criteria, review of proposals from County agencies, and identification of projects for funding. Funding includes support for the continuation of the Invasive Management Area Program, the restoration of Park meadows, a permeable basketball court at the Bailey's Community Center, and a natural landscaping initiative at the Government Center. A complete list of projects is available in the Fund 30015 narrative in Volume 2.

Office of Environmental and Energy Coordination

An increase of \$0.32 million and 2/2.0 FTE new positions support the Office of Environmental and Energy Coordination (OEEC) in the Office of the County Executive. The OEEC supports environmental policy and legislative issues, organization-wide energy use and community engagement, and education on environmental and sustainability issues.

Environmental Planning Capacity

An increase of \$0.14 million and 1/1.0 FTE new position in the Department of Planning and Development is provided to address current and projected workloads in the Environment and Development Review Branch.

Anti-Parasitic Medication

A decrease of \$0.12 million in the Health Department is included due to a change in how the department is dispensing anti-parasitic medication to clients in the Refugee Program. These costs are completely offset by a corresponding revenue reduction for no net impact to the General Fund.

Contribution to Birmingham Green

An increase of \$0.06 million is included in Fund 10030, Contributory Fund, for the County's contribution to Birmingham Green, a nursing and assisted living facility in Manassas. Operating costs for Birmingham Green are partially covered through the Medicaid and General Relief programs at the maximum rates established by the state. To the degree that these funds, along with some additional funds from Medicare, other insurance, and private pay, are inadequate to cover the full costs of the operation of the facility, Fairfax County and four other sponsoring jurisdictions subsidize the facility on a user formula basis. Each jurisdiction pays for personnel and operating expenses at

a level proportionate to the number of the jurisdiction's residents. The increase is based on actual costs and utilization rates at the facilities.

Health Department Support

An increase of \$0.18 million is included in the Health Department for personnel adjustments to support operations.

Addiction Recovery and Treatment Services

An increase of 11/11.0 FTE new positions in Fund 40040, Fairfax-Falls Church Community Services Board (CSB), supports Addiction Recovery and Treatment Services (ARTS) at directly operated treatment programs. While the number of individuals served will not be expanded, individuals will receive more intensive services as required by Medicaid for billing and documentation. Enhanced treatment will be provided at Fairfax Detoxification, A New Beginning, Cornerstones, New Generations and Crossroads. Anticipated Medicaid revenue completely offsets the cost of providing these services, resulting in no impact to the General Fund.

Healthcare Business Operations

An increase of 9/9.0 FTE new positions in Fund 40040, Fairfax-Falls Church Community Services Board (CSB), supports a utilization management team to navigate the rules of more than six managed care organizations (insurance providers) to provide and bill for services provided by the CSB. The expenditure increase is offset by a reduction in contracted services and additional revenues for no impact to the General Fund.

Neighborhood and Community Services Positions

An increase of 3/2.75 FTE new positions in the Department of Neighborhood and Community Services is included to meet the increased workload requirements associated with the consolidation of services for children within the Health and Human Services system. No additional funding is included as the agency should be able to absorb these positions within the current budget appropriation.

Position for Forest Pest Program

An increase of 1/1.0 FTE new position is included in Fund 40080, Integrated Pest Management, due to increased departmental and programmatic requirements in the Forest Pest Program. This position will coordinate all outreach and education activities as well as assist with field monitoring and treatment.



Strategic Plan Priority Outcome Area:

Mobility and Transportation

\$4.72 million, 4 Positions

Increased funding for Mobility and Transportation initiatives are primarily due to Metro and Fairfax Connector requirements. A new position is also included to support the successful Student Bus Pass program – a program developed through the collaborative work between the County and Schools.

Metro Requirements

A net increase of \$2.79 million is required to meet FY 2021 Metro expenditure requirements. The County's FY 2021 operating contribution of \$160.5 million is a 2.9 percent increase over the FY 2020 Adopted Budget Plan level. The increase in operating contribution assumes inflationary adjustments for all operational categories (e.g. Bus, Rail and Paratransit services). Startup costs for Phase 2 of the Silver Line will be addressed as part of an upcoming quarterly review depending on the timing of

the start of Phase 2 service. For FY 2021, the County has a \$38.0 million capital requirement to Metro to be offset by \$38.0 million in General Obligation Transportation Bonds. The County's share of debt service for bonds that WMATA issued for the County's share of the capital costs in FY 2021 is included at \$5.6 million and is funded by General Fund monies.

Fairfax County is a place where all residents, businesses, visitors, and goods can move efficiently, affordably, and safety throughout the County and beyond via our well-designed and maintained network of roads, sidewalks, trails, and transit options.

The County meets its Metro subsidy through a General Fund transfer, General Obligation bonds, applied State Aid, Gas Tax receipts and interest earnings on State Aid balances. State Aid and Gas Tax balances are held and disbursed to Metro by the Northern Virginia Transportation Commission (NVTC). In prior fiscal years, a portion of Metro funding increases have been accommodated by maximizing one-time available balances in State Aid to the County held at NVTC, which have been drawn down. As a result, additional

General Fund support is required to meet FY 2021 expenditure requirements. For FY 2021, \$46.7 million in General Fund support is provided, including a transfer of \$41.1 million for operating expenses and \$5.6 million applied to debt service. This level of support is an increase of \$2.8 million, or 6.0 percent, over the FY 2020 Adopted Budget Plan. More information is available in the Fund 30000, Metro Operations and Construction, narrative in Volume 2 of the FY 2021 Advertised Budget Plan.

County Transit

An increase of \$1.92 million in General Fund support is included for Fairfax Connector requirements. In FY 2019, Fairfax Connector operated 90 routes providing intra-County service and access to Metrorail stations serving County residents. As with Metro, State Aid balances held at NVTC are utilized to support operating expenses for Fairfax Connector and have been drawn down. As a result, additional General Fund support is required. More information is available in the Fund 40000, County Transit Systems, narrative in Volume 2 of the FY 2021 Advertised Budget Plan.

Transit Program Support

An increase of 3/3.0 FTE new positions in the Department of Transportation is included to provide additional capacity for transit asset management, public transportation agency safety planning, and coordination of the Student Bus Pass Program. Costs for these positions are fully offset by Recovered Costs from Fund 40000, County Transit Systems, resulting in no net fiscal impact to the General Fund.

Special Project Division Capacity

An increase of 1/1.0 FTE new position in Fund 40010, County and Regional Transportation Projects, adds capacity to the Special Projects Division, which is responsible for coordinating with state and regional partners as well as the community on large scale projects such as Transform 66, the Metrorail Silver Line, and the future expansion of the I-495 Express Lanes. This position has no impact on the General Fund.



Strategic Plan Priority Outcome Area:

Empowerment and Support for Residents Facing Vulnerability

\$3.27 million, 13 Positions

Investments made in the area of Empowerment and Support for Residents Facing Vulnerability include support for individuals with developmental disabilities, increased funding for the Consolidated Community Funding Pool, and the expansion of Opportunity Neighborhoods. After accounting for the revenue impact associated with these adjustments, the net impact to the General Fund is \$2.31 million.

CSB Support Coordination

An increase of \$0.64 million and 8/8.0 FTE new positions in Fund 40040, Fairfax-Falls Church Community Services Board (CSB), is included to provide support coordination services to individuals with developmental disabilities in the community and comply with current state and federal requirements, primarily those pursuant to the Department of Justice Settlement Agreement and implementation of Virginia's Medicaid Waiver redesign, effective July 1, 2016.

CSB Self-Directed Services

An increase of \$0.34 million and 3/3.0 FTE new positions in Fund 40040, Fairfax-Falls Church Community Services Board, is included to provide self-directed services that continue to support the Welcoming Inclusion Network (WIN) initiatives that were presented to the Board of Supervisors in December 2018. The Self-Directed Services (SDS) program provides a programmatic and cost-saving alternative to traditional day support and employment services for persons with developmental disabilities. CSB provides funds directly to families who can purchase customized services for a family member. Services can include community participation and integration; training in safety, work/work environment, and social/interpersonal skills; and participation in community-based recreational activities, work, or volunteer activities. SDS staff helps families identify resources and provides technical assistance. It should be noted that employment and day services for the June 2020 Special Education Graduates are anticipated to be accommodated through Medicaid Waivers or existing resources.

Consolidated Community Funding Pool

An increase of \$0.58 million, or 5 percent, in the General Fund Transfer to Fund 10020, Consolidated Community Funding Pool, is associated with performance and leverage requirements for non-profit organizations and provides additional funding to community organizations to meet human services needs in the County. FY 2021 is the first year of the next two-year award cycle for grant-making to community-based organizations.

Opportunity Neighborhoods

An increase of \$0.38 million and 1/1.0 FTE new position in the Department of Neighborhood and Community Services is included to support the continued expansion of the Opportunity Neighborhood (ON) initiative into the Centreville/Chantilly area of Human Services Region 4. ON is

Fairfax County is a place where all residents facing vulnerability are empowered and supported to live independent lives to their fullest potential.

a Department of Neighborhood and Community Services initiative that coordinates the efforts of multiple County agencies and community-based programs and services to promote positive outcomes for children and youth by aligning available programming with identified needs, interests, and gaps in a particular community. Major outcomes include ensuring that children are prepared for

school entry; that children succeed in school; that youth graduate from high school and continue on to postsecondary education and careers; and that ON families, schools, and neighborhoods support the healthy development and academic success of the community's children and youth.

Second Story for Teens in Crisis

An increase of \$0.19 million in the Department of Housing and Community Development is included to help support the Second Story for Teens in Crisis shelter. Second Story for Teens in Crisis provides shelter for youth in need of a safe place to stay, counseling support, and family reunification assistance.

Human Trafficking and Stalking Prevention Position

An increase of \$0.14 million and 1/1.0 FTE new position is included in the Department of Family Services to support prevention and outreach activities specific to human trafficking and stalking. This position will specifically provide more training/technical assistance to community providers including

cyberstalking and safety planning; better capture data about human trafficking and stalking from community partners to understand prevalence and affected populations; provide more education campaigns specific to stalking, cyberstalking, and human trafficking; and train hotline staff and volunteers to be able to safety plan with clients around technology and cyberstalking.

Public Assistance Eligibility Workers to Address Increased Caseloads

As previously approved by the Board of Supervisors as part of the *FY 2019 Carryover Review*, an increase of \$0.78 million in the Department of Family Services is included to appropriate additional revenue from the state to support additional positions in the Public Assistance program. The positions will continue to address the increase in public assistance caseloads in the Self-Sufficiency Division in order to meet state and federal guidelines for both timeliness and accuracy. The expenditure increase is fully offset by an increase in federal and state revenue for no net impact to the General Fund.

Adult and Aging Positions

As previously approved by the Board of Supervisors as part of the *FY 2019 Carryover Review*, an increase of \$0.53 million is included in the Department of Family Services to support additional positions in the Adult and Aging Division in order to address increasing caseloads and compliance issues. The expenditure increase is fully offset by an increase in state funding for no net impact to the General Fund.

ASAP Support

An increase of \$0.03 million in the transfer to Fund 83000, Alcohol Safety Action Program, is included primarily for fringe benefit support. As client fee revenues have decreased due to lower client referrals and enforcing payments has become more difficult, it has become more challenging for expenditures to be fully offset by fees, resulting in the need for additional General Fund support.

Adoption Subsidy Program

A decrease of \$0.35 million in the Department of Family Services is associated with the Adoption Subsidy program. This adjustment reconciles program year funding to actual experience and is consistent with the number of youth served in recent years. The expenditure decrease is fully offset by a decrease in federal and state revenues for no net impact to the County.



Strategic Plan Priority Outcome Area:

Cultural and Recreational Opportunities

\$2.91 million, 13 Positions

Increased funding for Cultural and Recreational Opportunities is included in FY 2021 to begin a three-phase plan to expand and standardize library hours across the system, standardize the maintenance of synthetic turf fields across the County, and provide scholarship assistance for Park programs to advance racial and social equity. These investments were possible with the proposal to utilize revenues from the proposed 4 percent Admissions Tax to support arts, cultural, and tourism activities in the County's Contributory Fund, alleviating pressure on the General Fund to support these activities.

Expanded Library Hours

An increase of \$1.15 million and 12/9.0 FTE positions in the Fairfax County Public Library is associated with phase one of a three-phase plan to make regional and community branch library hours consistent. This funding will move 11 of the 22 full-service locations to one set of standardized hours: 10am to 9pm Monday through Wednesday and 10am to 6pm Thursday through Sunday.

Parks Social Equity

An increase of \$0.50 million in the Fairfax County Park Authority is included for scholarship assistance to support the County's mission for advancing racial and social equity in Fairfax County. Funding will provide for reduced membership rates at RECenters, and scholarships for classes and programs to help create equitable opportunity for all residents.

Synthetic Turf Field Maintenance Program

An increase of 1/1.0 FTE new position in the Fairfax County Park Authority (FCPA) is included to manage the synthetic turf field maintenance program. As part of the *FY 2019 Carryover Review*, the Board of Supervisors approved the transfer of maintenance responsibility from Fairfax County Public

Fairfax County is a place where all residents, businesses, and visitors are aware of and able to participate in quality arts, sports, recreation, and culturally enriching activities.

Schools (FCPS) to the Park Authority for an additional 44 turf fields. The Park Authority currently maintains all other FCPA and FCPS rectangular fields and the vast majority of diamond fields in their athletic field maintenance program. The transfer of maintenance responsibilities to FCPA for the remaining 44 FCPS synthetic turf fields is designed to improve continuity, equity in maintenance and

bring the school fields into an established field safety testing program. With this change, the Park Authority will assume maintenance responsibilities of FCPS turf fields at all high school locations. Funding to support the position will be recovered from Fund 30010, General Construction and Contributions, where full-year funding of \$1.21 million to maintain these fields has been included and has been reflected as an increase to the General Fund transfer to Fund 30010.

Contribution to Northern Virginia Regional Park Authority

An increase of \$0.05 million is included in Fund 10030, Contributory Fund, for Fairfax County's contribution to the Northern Virginia Regional Park Authority. The contribution is based on changes in the County's population and an increase in the FY 2021 per capita rate to \$1.95 from \$1.91 in FY 2020.

ARTSFAIRFAX

With the proposed implementation of a 4 percent Admissions tax, additional resources are available to support arts and cultural activities in Fairfax County. It is recommended that a portion of these revenues be utilized to increase the County's funding to ARTSFAIRFAX, the designated arts service organization for the County. An increase of \$0.47 million is included utilizing projected Admissions Tax revenue, for no net impact on the General Fund. A majority of the new funding is designated for arts grants, which help to leverage private funding and enable the arts to continue to flourish in the County.



Strategic Plan Priority Outcome Area:

Economic Opportunity

\$2.11 million, 4 Positions

Priorities funded in the area of Economic Opportunity include the opening of new School-Age Child Care Rooms, which allow parents to be better equipped to fully participate in the workforce knowing that their children are in a safe learning environment before and after school. Funding is also provided for the Community Business Partnership and to address increased workloads associated with increased development activity. Additional resources are also recommended for Visit Fairfax, partially provided through increased Transient Occupancy Tax revenues with the remainder funded

Advertised Budget Summary

through projected revenues from the proposed Admissions Tax. After accounting for the revenue impact associated with these adjustments, the net impact to the General Fund is \$0.30 million.

New School-Age Child Care (SACC) Rooms

An increase of \$0.70 million and 4/3.2 FTE new positions in the Department of Neighborhood and Community Services is associated with the opening of three new SACC rooms (two rooms at Clearview Elementary School and one room at the new North West County Elementary School). In

Fairfax County is a place where all people, businesses, and places are thriving economically.

cooperation with Fairfax County Public Schools, two new SACC classrooms are constructed when a new elementary school is built or an existing elementary school is renovated. The two rooms at Clearview Elementary are available as a result of the completion of the school renovation. Prior to the renovation, SACC rooms were

not available at this school. North West County Elementary School is a new school scheduled to open for the 2020-2021 school year. The expenditure increase is partially offset by an increase in SACC revenue for a total net impact of \$0.14 million.

Community Development Financial Institution

An increase of \$0.05 million in the Economic Development Authority is included for the Community Business Partnership's Community Development Financial Institution (CDFI). The CDFI lends money to businesses established by disadvantaged populations in Fairfax County until the businesses can obtain funding from regular commercial sources.

Development Process Workload Demands

As previously approved by the Board of Supervisors as part of the *FY 2019 Carryover Review*, an increase of \$1.25 million in Land Development Services is included to continue to meet workload demands associated with increasing site plan and building permit activity. A commensurate revenue increase completely offsets expenditures, with no net funding impact to the General Fund.

Contributory Increases

An increase of \$0.11 million is included in Fund 10030, Contributory Fund, for County contributions to the Fairfax County Convention and Visitors Corporation (known as Visit Fairfax) and the Architectural Review Board. Of the increase, \$107,502 is based on the projected Transient Occupancy Tax (TOT) revenue in FY 2021. As a result of enabling legislation approved by the 2004 General Assembly, the County was granted the authority to impose an additional 2 percent Transient Occupancy Tax beginning July 1, 2004. As required by the legislation, no less than 25 percent of the additional revenue is to be designated for and appropriated to a nonprofit Convention and Visitors Corporation located in Fairfax County. The total Fairfax County FY 2021 contribution to the Convention and Visitors Corporation is \$3,469,972, an increase of \$457,502 over the FY 2020 Adopted Budget Plan. Of the total contribution, \$3,119,972 is based on projected TOT revenue. The remaining \$350,000 is funded with Admissions Tax revenue. The additional funding will be used for tourism and cultural initiatives in Fairfax County. An additional increase of \$300 for the Architectural Review Board is based on an inflationary increase in the cost of payments to the recording secretary.



Strategic Plan Priority Outcome Area:

Effective and Efficient Government

\$1.70 million, 26 Positions

Adjustments in the area of Effective and Efficient Government include increased support for Board of Supervisors offices, information technology support for the elections process, maintenance requirements for existing and new facilities, and personnel support to improve the County's ability to

use data and demographics information for decision-making and to address workload concerns. It should be noted that no General Fund dollars are recommended for Information Technology projects in FY 2021. As in prior years, it is anticipated that additional funding will be directed to IT projects as part of the *FY 2020 Third Quarter Review* and the *FY 2020 Carryover Review*. After accounting for the revenue impact associated with these adjustments, the net impact to the General Fund is \$1.53 million.

Board Office Support

An increase of \$1.05 million in the Board of Supervisors reflects an increase of \$100,000 in each of the nine district offices and \$150,000 in the Chairman's Office, for additional office support.

Elections Support

An increase of \$0.58 million and 1/1.0 FTE new position in the Office of Elections is associated with the maintenance and upgrades of licenses and software necessary for election activities and computers necessary to carry out election functions. The additional position will address the increase in information technology workload requirements required to carry out elections.

Data Analytics Support

An increase of \$0.23 million in the Department of Management and Budget is included to support 2/2.0 FTE positions redirected in FY 2020 due to workload requirements to better align data governance and utilization resources.

Elevator Repair and Maintenance Contracts

An increase of \$0.21 million in the Facilities Management Department (FMD) has been included to cover increased contract costs for the preventative maintenance program for 153 elevators and lifts throughout County facilities. Compliance with the Code of Virginia mandatory third-party Elevator

Inspection Program requires FMD to use a preventative maintenance service contract. Factors such as different elevator types, proprietary equipment, software requiring specialized contracts and general annual rate increases have contributed to an upsurge in contract costs.

Fairfax County is a place where all people trust that their government responsibly manages resources, provides exceptional services, and equitably represents them.

HVAC Maintenance Contracts

An increase of \$0.17 million in the Facilities Management Department has been included to fund the outsourcing of HVAC preventative maintenance services for 22 libraries and 58 public safety facilities. As buildings are designed to meet higher LEED certifications or Net-zero designation, more complex HVAC systems are required. Integrating state of the art equipment with evolving building control technology requires increased IT infrastructure and training to support such technologies.

New Facility Maintenance

A net increase of \$0.16 million in the Facilities Management Department has been included for required utility, custodial, repair/maintenance, and landscaping costs associated with partial or full year costs for new or expanded facilities in FY 2021. These facilities include Bailey's Community Center, Jefferson Fire Station, Lorton Volunteer Fire Station and Tysons East Fire Station. These facilities will provide an additional 40,903 square feet to the current square footage maintained by FMD.

Lease Adjustments

A net increase of \$0.13 million in the Facilities Management Department has been included for lease requirements in FY 2021 based on an estimated 2.5 to 3 percent escalation on existing leases.

Capital Projects Workload

A net increase of \$0.18 million and 10/10.0 FTE new positions in the Office of Capital Facilities is included to address growing workload requirements associated with the planned projects in the Capital Improvement Program (CIP). Positions costs are primarily offset by Recovered Costs from capital projects.

Audit Manager

An increase of \$0.16 million and 1/1.0 FTE new position in the Department of Tax Administration is included to oversee the Audit Section in response to anticipated growth in the number of businesses in redevelopment areas and increases in the number and complexity of appeals. The expenditure increase is completely offset by an increase in revenues for no net impact to the General Fund.

Human Resources Workload Requirements

An increase of \$0.12 million in the Department of Human Resources is included to support 1/1.0 FTE position redirected in a prior year due to workload requirements.

Demographics and Statistical Research Support

An increase of \$0.10 million in the Department of Management and Budget is included to support 1/1.0 FTE position redirected in FY 2020 due to workload requirements to support demographics and statistical research efforts.

One Fairfax Support

An increase of \$0.09 million in the Office of the County Executive is included to support 1/1.0 FTE position redirected in FY 2020 due to workload requirements associated with One Fairfax.

Local Cash Match

An increase of \$0.06 million is included for local cash match requirements in Fund 50000, Federal-State Grants.

Contributory Increases

An increase of \$0.03 million in Fund 10030, Contributory Fund, is included for contributions to the Metropolitan Washington Council of Governments, Northern Virginia Regional Commission, Northern Virginia Transportation Commission, and the Virginia Association of Counties, primarily based on the County's estimated population.

Capital Project Reductions

A net decrease of \$0.08 million in the General Fund transfer to Fund 30010, General Construction and Contributions, is based on reductions in the annual payments for the Salona property and a reduction of the amount necessary to support payments to developers for interest earned on conservation bond deposits.

Reduction in General Fund Support for Contributories

A decrease of \$1.49 million is associated with a reduction to the General Fund transfer to Fund 10030, Contributory Fund. As a result of projected revenues resulting from the proposed Admissions Tax, funding can be redirected from Fund 10030 to remain in the General Fund to address other priorities.

Department of Vehicle Services Position

An increase 1/1.0 FTE new position in Fund 60010, Department of Vehicle Services, is included to support workload associated with an increased number of public safety vehicles based on the

Advertised Budget Summary

addition of new positions. The costs associated with this position are anticipated to be fully offset by additional revenue associated with increased billings to public safety agencies.

Stormwater and Wastewater Positions

An increase of 7/7.0 FTE new positions are included in Fund 40100, Stormwater Services, and an increase of 6/6.0 FTE new positions are included in Fund 69010 Sewer Operation and Maintenance, to address workload requirements.

Reserve Requirements

(\$3.36) million

Per the Reserve Policy approved by the Board of Supervisors in April 2015 and included in the County's *Ten Principles of Sound Financial Management*, the County's reserves are targeted at 10 percent of General Fund disbursements. As part of the FY 2021 Advertised Budget Plan, reserves are projected to reach the County's 10 percent reserve target for the first time. This significant achievement demonstrates the County's commitment to abide by its financial policies and fulfills the goal of bringing the County's reserves in line with other triple-A jurisdictions.

Total General Fund reserve contributions total \$13.49 million, a decrease of \$3.36 million from FY 2020. The reduction is primarily based on a lower level of disbursement growth in FY 2021 than in the prior year. General Fund disbursements are increased \$175.87 million over the FY 2020 Adopted Budget Plan. Reserve contributions total 7.7 percent of the disbursement growth. Projected interest income and contributions made on one-time disbursement increases as part of the *FY 2019 Carryover Review* help to offset General Fund requirements necessary to reach full reserve funding.

Revenue Stabilization Reserve

The Revenue Stabilization Reserve reached its target level of funding of 5 percent of General Fund disbursements at the end of FY 2018 and is projected to remain at that level in FY 2021. A General Fund contribution of \$1.39 million and interest earnings are anticipated to be sufficient to maintain the reserve at its target level. This General Fund contribution represents an increase of \$1.39 million from the FY 2020 Adopted Budget Plan transfer, as no transfer was required last year.

Managed Reserve

The Managed Reserve reached its target level of funding of 4 percent of General Fund disbursements in the *FY 2020 Revised Budget Plan* (as approved at the *FY 2019 Carryover Review*) and is projected to remain at that level in FY 2021. A contribution of \$0.12 million is included in FY 2021 and held in balance in the General Fund. This contribution is a decrease of \$16.73 million from the FY 2020 Adopted Budget Plan contribution, primarily because FY 2020 contributions were targeted to the Managed Reserve to bring it closer to its 4 percent target.

Economic Opportunity Reserve

Fund 10015, Economic Opportunity Reserve, was created as part of the *FY 2019 Carryover Review* as the Revenue Stabilization and Managed Reserves had reached full funding. At Carryover, General Fund contributions and the transfer of existing balances in the Economic Development Support Fund helped to boost the reserve level in the Economic Opportunity Reserve to three-fourths of its one percent target. A General Fund contribution of \$11.98 million in FY 2021 and retained interest earnings are projected to bring the reserve to full funding.

FY 2021 Budget: All Funds

All appropriated fund revenues in the FY 2021 Advertised Budget Plan total \$9.29 billion. This County revenue total is an increase of \$424.57 million, or 4.79 percent, over the FY 2020 Adopted Budget Plan. On the expenditure side, the FY 2021 Advertised Budget Plan for all appropriated funds totals \$8.83 billion and reflects an increase of \$406.73 million, or 4.83 percent, over the FY 2020 Adopted Budget Plan.

Additional details concerning non-General Fund revenues, expenditures, and positions for appropriated funds are available in the *Financial and Statistical Summary Tables* section of the Overview. Information on non-appropriated funds is located in Volume 2 of the County Budget.

Advertised Budget Summary

General Fund Disbursement and Reserve Adjustments included in the FY 2021 Advertised Budget Plan

	Positions	Disbursements	Associated Revenue	Net General Fund Impact
Employee Pay & Benefits		\$41,895,061		\$43,277,870
Employee Pay		\$53,522,759		\$54,905,568
2.06% Market Rate Adjustment		\$28,726,003	(\$603,799)	\$29,329,802
General County Performance/Longevity Increases		\$13,802,154	(\$54,256)	\$13,856,410
Public Safety Merit/Longevity Increases		\$9,475,246	(\$724,754)	\$10,200,000
Increases Resulting from Benchmark Studies		\$48,200		\$48,200
Salary Supplements for Eligible State Employees		\$461,052		\$461,052
Fire and Rescue Department Organizational Review		\$1,010,104		\$1,010,104
Employee Benefits		(\$5,627,698)		(\$5,627,698)
Retiree Health Benefits		(\$6,000,000)		(\$6,000,000)
Health Insurance and Other Benefits		(\$5,627,698)		(\$5,627,698)
County Debt Service		(\$719,144)		(\$719,144)
County Debt Service		(\$719,144)		(\$719,144)
Lifelong Education and Learning	3	\$87,245,384		\$87,461,344
Fairfax County Public Schools Support		\$85,716,529		\$85,716,529
School Operating Transfer		\$85,516,378		\$85,516,378
School Debt Service Transfer		\$200,151		\$200,151
Expansion of Early Childhood Development and Learning Program		\$1,310,400		\$1,310,400
Family Child Care Network	2	\$220,268		\$220,268
Contract Rate Increases		\$125,328		\$125,328
Eligibility and Case Management Position Supporting the CCAR Program	1	\$83,914		\$83,914
Establishment of new Early Childhood Birth to 5 Fund		(\$215,960)	(\$215,960)	\$0
Contributions to Northern Virginia Community College		\$4,905		\$4,905
Housing and Neighborhood Livability	3	\$736,405		\$736,405
Dedication of Additional Real Estate Revenue to Affordable Housing ¹		--		--
Affordable Housing Positions	3	\$493,790		\$493,790
Contract Rate Increases		\$242,615		\$242,615
Safety and Security	51	\$9,770,295		\$10,358,961
Body-Worn Camera Program	13	\$5,084,678		\$5,084,678
Scotts Run Fire Station 44 Staffing	25	\$2,489,058		\$2,489,058
South County Police Station Staffing	8	\$1,494,539		\$1,494,539
E-911 Call Capacity	5	\$0	(\$588,666)	\$588,666
Information Technology Requirements		\$477,020		\$477,020
Electronic Control Weapons		\$200,000		\$200,000
Mediation Services for Juvenile Offenders		\$25,000		\$25,000

Advertised Budget Summary

	Positions	Disbursements	Associated Revenue	Net General Fund Impact
Health and Environment	60	\$8,862,291		\$8,598,570
Diversion First	12	\$1,575,293	(\$105,235)	\$1,680,528
Opioid Task Force	9	\$1,487,132	\$63,397	\$1,423,735
Contract Rate Increases		\$3,183,966	\$420,559	\$2,763,407
Public Health Nurses Supporting the School Health Program	7	\$921,872		\$921,872
School Health Aides Supporting the School Health Program	3	\$171,216		\$171,216
Nursing Services for Medically Fragile Students		\$140,000		\$140,000
Healthy Minds Fairfax - Family Support Partner Services		\$150,000		\$150,000
Library Supportive Services Coordinator Position	1	\$116,768		\$116,768
Position Supporting Epidemiology	1	\$150,328		\$150,328
Environmental Projects		\$383,385		\$383,385
Office of Environmental and Energy Coordination	2	\$320,710		\$320,710
Environmental Planning Capacity	1	\$137,605		\$137,605
Anti-Parasitic Medication		(\$115,000)	(\$115,000)	\$0
Contribution to Birmingham Green		\$59,016		\$59,016
Health Department Support		\$180,000		\$180,000
Addiction Recovery and Treatment Services	11	\$0		\$0
Healthcare Business Operations	9	\$0		\$0
Neighborhood and Community Services Positions	3	\$0		\$0
Position for Forest Pest Program	1	\$0		\$0
Mobility and Transportation	4	\$4,715,029		\$4,715,029
Metro Requirements		\$2,793,355		\$2,793,355
County Transit		\$1,921,674		\$1,921,674
Transit Program Support	3	\$0		\$0
Special Project Division Capacity	1	\$0		\$0
Empowerment & Support for Residents Facing Vulnerability	13	\$3,270,857		\$2,310,980
CSB Support Coordination	8	\$636,201		\$636,201
CSB Self-Directed Services	3	\$342,383		\$342,383
Consolidated Community Funding Pool		\$584,939		\$584,939
Opportunity Neighborhoods	1	\$383,813		\$383,813
Second Story for Teens in Crisis		\$187,000		\$187,000
Human Trafficking and Stalking Prevention Position	1	\$143,605		\$143,605
Public Assistance Eligibility Workers to Address Increased Caseloads		\$783,624	\$783,624	\$0
Adult and Aging Positions		\$526,253	\$526,253	\$0
ASAP Support		\$33,039		\$33,039
Adoption Subsidy Program		(\$350,000)	(\$350,000)	\$0

Advertised Budget Summary

	Positions	Disbursements	Associated Revenue	Net General Fund Impact
Cultural and Recreational Opportunities	13	\$2,910,870		\$2,910,870
Expanded Library Hours	12	\$1,150,952		\$1,150,952
Parks Social Equity		\$500,000		\$500,000
Synthetic Turf Field Maintenance Program	1	\$1,209,375		\$1,209,375
Contribution to Northern Virginia Regional Park Authority		\$50,543		\$50,543
ARTSFAIRFAX ²		--		--
Economic Opportunity	4	\$2,111,191		\$298,480
New School-Age Child Care (SACC) Rooms	4	\$703,389	\$562,711	\$140,678
Community Development Financial Institution		\$50,000		\$50,000
Contributory Increases		\$107,802		\$107,802
Development Process Workload Demands		\$1,250,000	\$1,250,000	\$0
Effective and Efficient Government	26	\$1,695,834		\$1,534,113
Board Office Support		\$1,050,000		\$1,050,000
Elections Support	1	\$578,711		\$578,711
Data Analytics Support		\$230,000		\$230,000
Elevator Repair and Maintenance Contracts		\$205,000		\$205,000
HVAC Maintenance Contracts		\$170,000		\$170,000
New Facility Maintenance		\$161,019		\$161,019
Lease Adjustments		\$127,580		\$127,580
Capital Projects Workload	10	\$176,814		\$176,814
Audit Manager	1	\$161,721	\$161,721	\$0
Human Resources Workload Requirements		\$124,000		\$124,000
Demographics and Statistical Research Support		\$100,000		\$100,000
One Fairfax Support		\$91,627		\$91,627
Local Cash Match		\$57,930		\$57,930
Contributory Increases		\$29,228		\$29,228
Capital Project Reductions		(\$76,381)		(\$76,381)
Reduction in General Fund Support for Contributories		(\$1,491,415)		(\$1,491,415)
Department of Vehicle Services Position	1	\$0		\$0
Stormwater and Wastewater Positions	13	\$0		\$0
Reserve Adjustments		(\$3,357,023)		(\$3,357,023)
Revenue Stabilization		\$1,392,102		\$1,392,102
Economic Opportunity		\$11,981,088		\$11,981,088
Managed Reserve <i>(not included in actual disbursements)</i>		(\$16,730,213)		(\$16,730,213)
TOTAL	177	\$159,137,050	\$1,010,595	\$158,126,455

¹ Increased General Fund support for Housing and Neighborhood Livability totals \$0.74 million. However, this amount does not reflect the proposed dedication of one penny on the Real Estate Tax rate to Affordable Housing. Including this funding, which will be directly deposited in Fund 30300, Affordable Housing Development and Investment, total resources for Housing and Neighborhood Livability total \$27.23 million in FY 2021.

² Increased support for ARTSFAIRFAX of \$0.47 million is included in Fund 10030, Contributory Fund, utilizing projected Admissions Tax revenue, for no net impact on the General Fund.

Advertised Budget Summary

FY 2021 and FY 2022 MULTI-YEAR BUDGET PLAN: TAX AND FEE FACTS

Type	Unit	FY 2019 Actual Rate	FY 2020 Actual Rate	FY 2021 Proposed Rate	FY 2022 Planned Rate
GENERAL FUND TAX RATES					
Real Estate	\$100/Assessed Value	\$1.15	\$1.15	\$1.18	\$1.18
Personal Property	\$100/Assessed Value	\$4.57	\$4.57	\$4.57	\$4.57
NON-GENERAL FUND TAX RATES					
Admissions Tax	Sale of movie, theater, and concert tickets	--	--	4%	4%
REFUSE RATES					
Refuse Collection (per unit)	Household	\$350	\$385	\$400	\$400
Refuse Disposal (per ton)	Ton	\$66	\$68	\$68	\$68
Leaf Collection	\$100/Assessed Value	\$0.013	\$0.012	\$0.012	\$0.012
SEWER CHARGES					
Sewer Base Charge	Quarterly	\$30.38	\$32.91	\$35.50	\$39.05
Sewer Availability Charge	Residential	\$8,100	\$8,340	\$8,423	\$8,423
Sewer Service Charge	Per 1,000 Gallons	\$7.00	\$7.28	\$7.56	\$7.94
COMMUNITY CENTERS					
McLean Community Center	\$100/Assessed Value	\$0.023	\$0.023	\$0.023	\$0.023
Reston Community Center	\$100/Assessed Value	\$0.047	\$0.047	\$0.047	\$0.047
OTHER SPECIAL TAX DISTRICTS					
Stormwater Services District Levy	\$100/Assessed Value	\$0.0325	\$0.0325	\$0.0325	\$0.0325
Route 28 Corridor	\$100/Assessed Value	\$0.18	\$0.18	\$0.18	\$0.18
Dulles Rail Phase I	\$100/Assessed Value	\$0.13	\$0.11	\$0.11	\$0.11
Dulles Rail Phase II	\$100/Assessed Value	\$0.20	\$0.20	\$0.20	\$0.20
Integrated Pest Management Program	\$100/Assessed Value	\$0.001	\$0.001	\$0.001	\$0.001
Commercial Real Estate Tax for Transportation	\$100/Assessed Value	\$0.125	\$0.125	\$0.125	\$0.125
Tysons Service District	\$100 / Assessed Value	\$0.05	\$0.05	\$0.05	\$0.05
Reston Service District	\$100 / Assessed Value	\$0.021	\$0.021	\$0.021	\$0.021

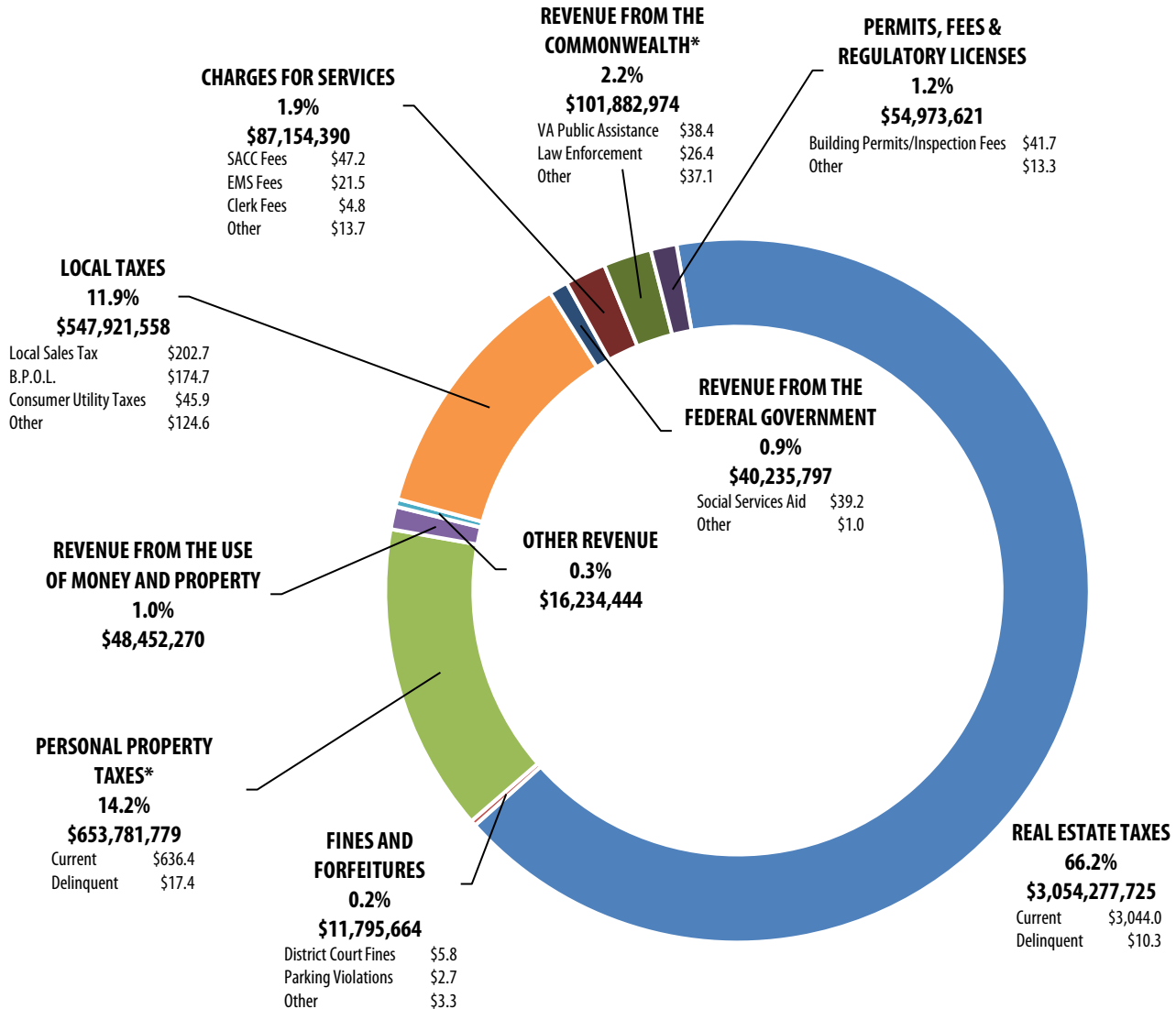
Rates ***Italicized and in bold*** are proposed to be adjusted in FY 2021.

FY 2021 ADVERTISED BUDGET PLAN

GENERAL FUND RECEIPTS

"WHERE IT COMES FROM"

(Subcategories in millions)



FY 2021 GENERAL FUND RECEIPTS = \$4,616,710,222**

* For presentation purposes, Personal Property Taxes of \$211,313,944 that are reimbursed by the Commonwealth as a result of the Personal Property Tax Relief Act of 1998 are included in the Personal Property Taxes category.

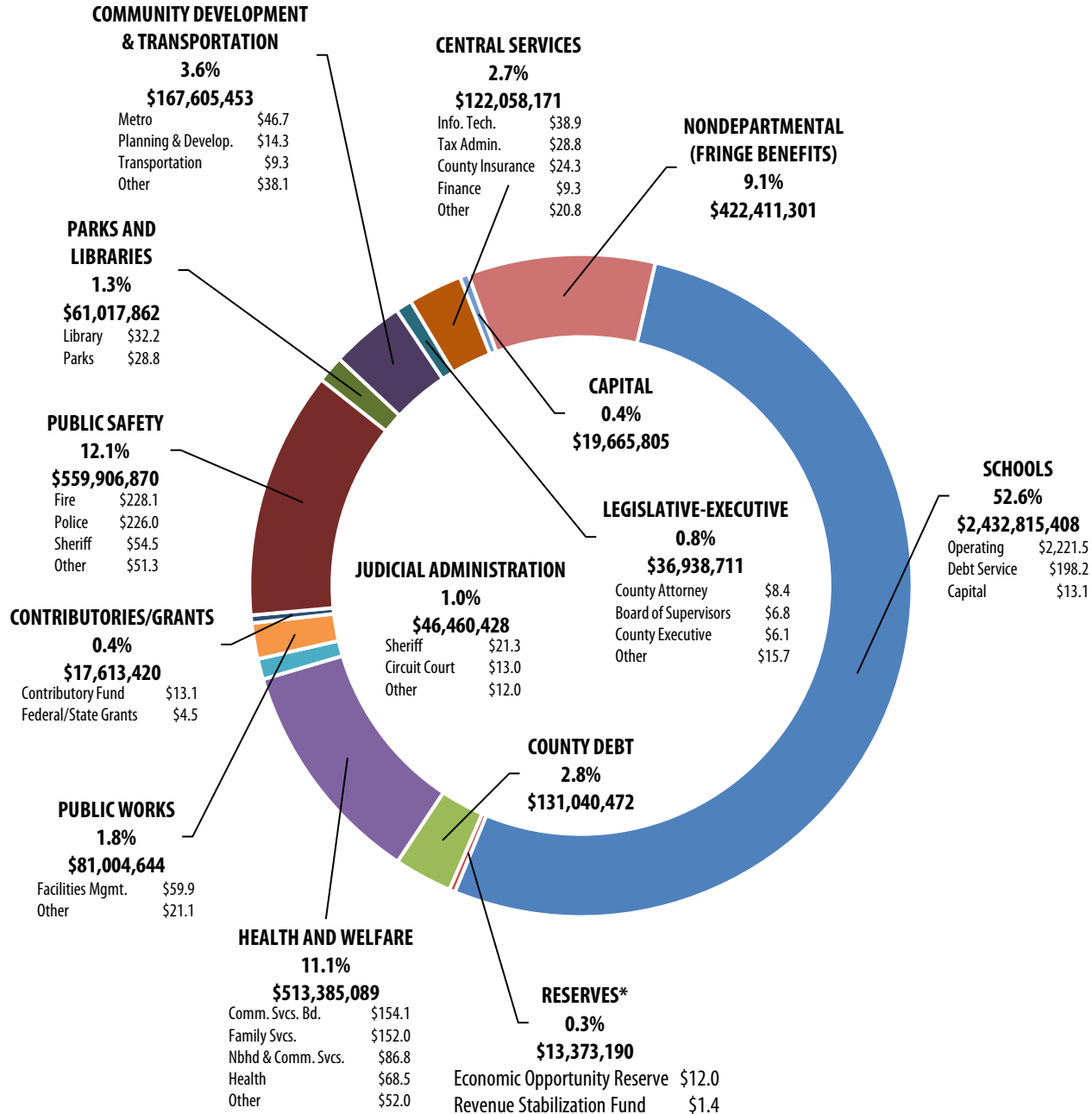
** Total County resources used to support the budget include the revenues shown here, as well as a beginning balance and transfers in from other funds.

FY 2021 ADVERTISED BUDGET PLAN

GENERAL FUND DISBURSEMENTS

"WHERE IT GOES"

(Subcategories in millions)



FY 2021 GENERAL FUND DISBURSEMENTS = \$4,625,296,824

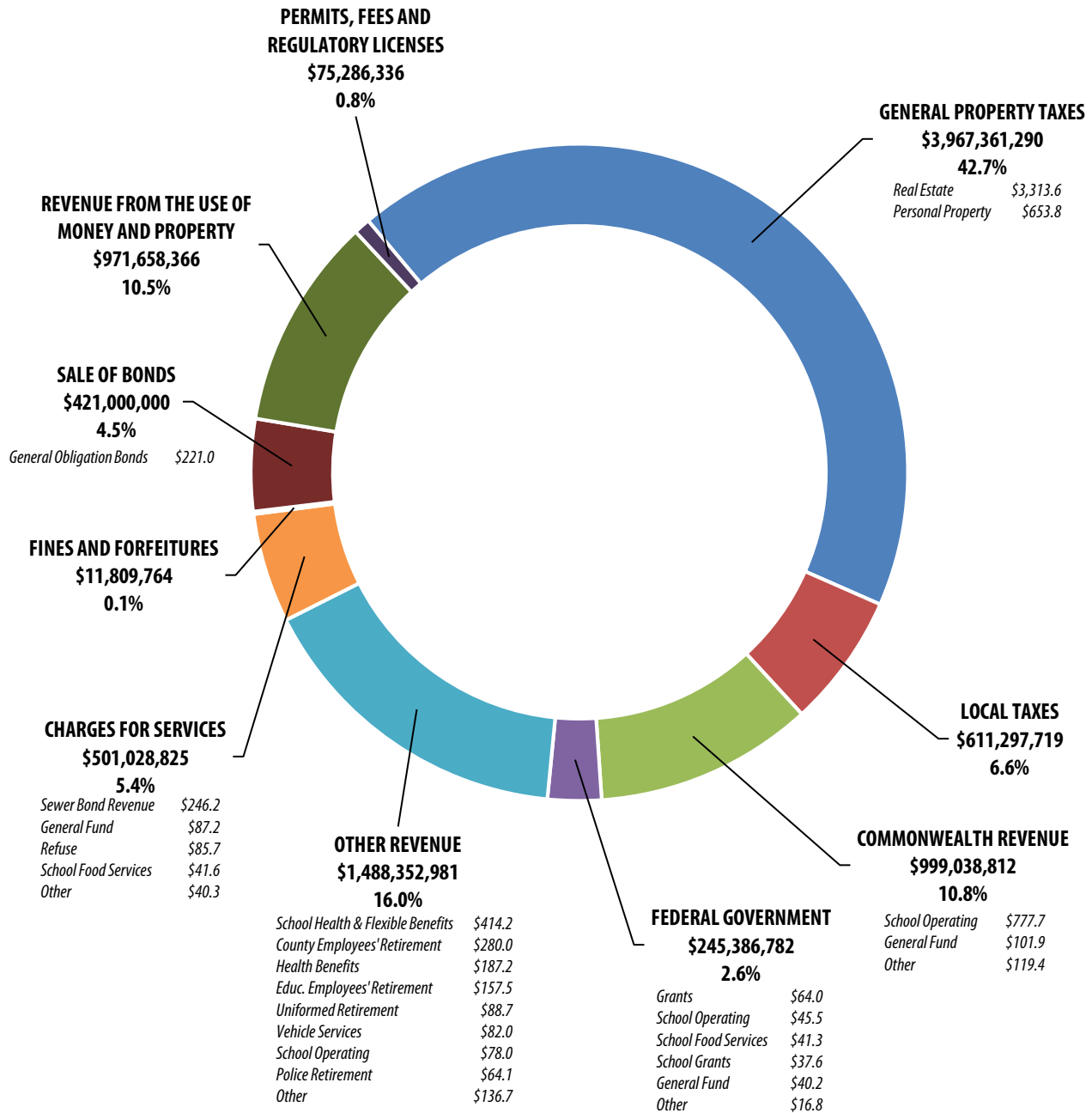
In addition to FY 2021 revenues, available balances and transfers in are also utilized to support disbursement requirements.

* Disbursements to reserves include contributions to the Revenue Stabilization Fund and the Economic Opportunity Reserve, but do not include contributions to the Managed Reserve.

FY 2021 ADVERTISED BUDGET PLAN

REVENUE ALL FUNDS

(subcategories in millions)

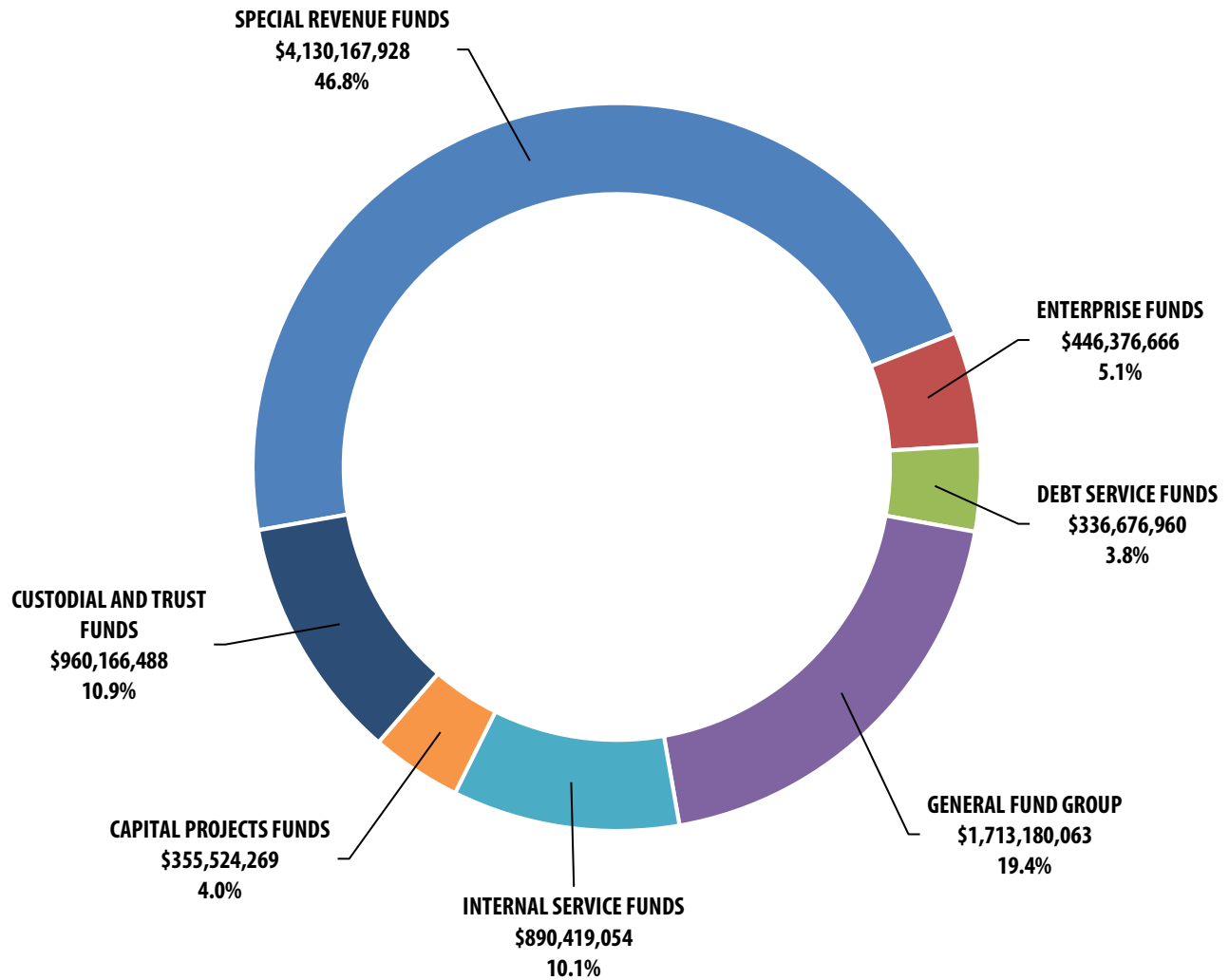


TOTAL REVENUE = \$9,292,220,875

For presentation purposes, Personal Property Taxes of \$211,313,944 that are reimbursed by the Commonwealth as a result of the Personal Property Tax Relief Act of 1998 are included in the Personal Property Taxes category.

FY 2021 ADVERTISED BUDGET PLAN

EXPENDITURES ALL FUNDS



TOTAL EXPENDITURES = \$8,832,511,428

Multi-Year Budget: FY 2021 and FY 2022



FY 2021

Advertised Budget Plan

Multi-Year Budget – FY 2021 and FY 2022

Multi-Year Financial Planning Process

Beginning in FY 2014, the County undertook a more comprehensive multi-year General Fund budgeting process - the development of a two-year budget framework. The two years include the budget proposed to the Board of Supervisors (FY 2021) and framework for the subsequent year (FY 2022). County staff throughout the organization are able to outline the prospective issues that will need to be addressed as part of the budget process for the following year, more clearly demonstrate the impact of decisions in the budget being adopted, and lay out a more accurate projection for the next year, as well as any associated options for balancing that budget. The process will culminate in the adoption each year of the annual budget, as required by State Code.

Summary of the Multi-Year Budget

The current forecast for FY 2022 indicates a challenging budget environment similar to FY 2021. Revenue growth is projected at a modest 2.50 percent assuming no tax rate increases and no change in taxing authority. Between this revenue growth and savings as a result of reserve adjustments, available resources would allow County disbursements and support for the Fairfax County Public Schools to increase by approximately 2.55 percent. As a result, \$55.64 million would be available for County funding priorities and total County support for the Schools would increase by \$62.11 million.

Available Resources based on Projected Revenue

County	\$ in Millions	Schools
\$54.51	Additional County Base Revenue (\$115.36)	\$60.85
\$1.13	Reserve Savings (\$2.39)	\$1.26
\$55.64	Total Available	\$62.11

The Schools continue to be the County's top funding priority, and the division of available resources shown in the table above would provide total support for the Schools at 52.7 percent of disbursements, approximately the same share as in the FY 2021 Advertised Budget Plan. School debt service requirements are projected to increase \$4.16 million, and the transfer for School operations would increase by \$57.95 million. As a result, FY 2021 support for the Schools would include transfers of \$2.28 billion for operations, \$202.3 million for debt service, and \$13.1 million for construction.

Meanwhile, disbursement requirements continue to increase both as a result of the factors that drive expenses in the County and Schools budgets, such as population growth and employee compensation increases, and as a result of the need to address the priorities of the community. The table below summarizes the requirements that are identified in greater detail in the following pages, which include a total of \$120.15 in additional County disbursements. Schools transfers have been assumed to increase by 5.51 percent, the same rate as County disbursements would grow if all of the identified requirements were funded.

Projected Shortfall based on Identified County Needs and Equal Schools Growth

	FY 2022 (in millions)	% Inc/(Dec) Over FY 2021
Base Revenue Increase	\$115.36	2.50%
County Disbursements	\$120.15	5.51%
Schools Transfers	134.14	5.51%
Net Change in Reserve Contributions	11.51	
Total Uses of Funds	\$265.80	
Net Balance	(\$150.43)	

Multi-Year Budget – FY 2021 and FY 2022

The table above, as well as the General Fund statement at the end of the multi-year budget section that presents the same data in greater detail, demonstrates that the available resources identified for FY 2022 will fund only a small subset of the identified priorities. As the multi-year budget is an early forecast of the challenges that will be faced in the coming budget cycle, it is likely that other funding priorities will develop prior to the release of the FY 2022 Advertised Budget Plan. Balancing the FY 2022 budget will require difficult decisions regarding which priorities to fund, which to exclude or delay, and whether programmatic reductions should be made in other areas or revenue enhancements should be considered.

Development of the FY 2022 budget will span the majority of the next year. The next step in the process will be a series of joint meetings between the Board of Supervisors and School Board in the fall. Updated projections will be presented at those meetings to provide a better picture of anticipated revenues based on the most recent data, and the inventory of County and Schools priorities will be refined based on input from the two boards.

Revenue Assumptions

Based on the assumptions and estimates detailed below, General Fund revenues are projected to experience an increase of 3.52 percent in FY 2021 as a result of a 3.76 percent rise in real estate assessments and a 3.0 cent increase in the proposed Real Estate tax rate from \$1.15 to \$1.18 per \$100 of assessed value, as well as modest growth in other revenue categories. **General Fund revenue growth of 2.50 percent is currently projected in FY 2022.** Revenue growth rates for individual categories are shown in the following table:

Category	Actual FY 2019	Projections		
		FY 2020	FY 2021	FY 2022
Real Estate Tax – Assessment Base	3.59%	3.60%	3.76%	3.20%
Equalization	2.58%	2.45%	2.71%	2.40%
<i>Residential</i>	2.17%	2.36%	2.65%	2.55%
<i>Nonresidential</i>	3.79%	2.71%	2.87%	2.00%
Normal Growth	1.01%	1.15%	1.05%	0.80%
Personal Property Tax – Current ¹	1.50%	2.52%	0.75%	0.75%
Local Sales Tax	2.67%	5.65%	2.50%	2.50%
Business, Professional and Occupational License (BPOL) Taxes	2.99%	2.97%	1.50%	1.50%
Recordation/Deed of Conveyance Taxes	(3.85%)	12.18%	(9.46%)	1.50%
Interest Rate Earned on Investments	2.53%	2.16%	1.67%	1.67%
Building Plan and Permit Fees	7.01%	(2.06%)	0.00%	2.00%
Charges for Services	3.64%	1.08%	0.88%	1.29%
State/Federal Revenue ¹	2.42%	1.60%	(0.14%)	0.00%
Total General Fund Revenue	4.72%	2.72%	3.52%	2.50%

¹ The portion of the Personal Property Tax reimbursed by the Commonwealth as a result of the Personal Property Tax Relief Act of 1998 is included in the Personal Property Tax category for the purpose of discussion in this section.

Economic Indicators and Assumptions

Economic projections for the national and local economies were reviewed from a variety of sources in the development of these revenue estimates including IHS Markit, the Congressional Budget Office and the National Association of Realtors. Projections specific to Fairfax County are obtained from economic forecaster IHS Markit.

The General Fund revenue forecast assumes that the local economy will continue to expand in 2020 and 2021. Employment gains in the Washington region were solid and even accelerated towards the end of 2019. The majority of the new jobs were created in Northern Virginia. The increase in federal government contract spending as a result of the Bipartisan Budget Agreement of 2018 and the federal budget appropriations agreements from December 2019 for the current fiscal year have reduced the uncertainty around federal policy that the region had experienced in recent years. In Fairfax County, employment in the first half of 2019 was approximately 1.5 percent higher than in the first half of 2018. The County's annual unemployment rate fell to 2.3 percent, the lowest in 12 years. According to estimates from IHS Markit, the County's Gross County Product (GCP), adjusted for inflation, increased at a rate of 3.1 percent in 2018 and another 2.2 percent in 2019.

Real Estate Taxes

Based on the assumptions below, the total Real Estate Tax base is expected to rise 3.76 percent in FY 2021 and 3.20 percent in FY 2022.

Local Housing Market

Based on information from Bright MLS, the average sales price of homes sold in Fairfax County rose 3.9 percent from \$578,723 in 2018 to \$601,506 in 2019. Home prices continue to increase primarily as a result of the tight inventory of homes for sale and low mortgage rates. Since 2009, the average home sales price has risen 44.2 percent, or an average annual growth rate of 3.7 percent. Bright MLS also reported that 16,144 homes sold in the County in 2019, up 2.9 percent compared to 2018. Homes that sold during 2019 were on the market for an average of 24 days, down from 52 days in 2018.

After increasing 2.36 percent in FY 2020, residential values rose 2.65 percent in FY 2021. A similar increase of 2.55 percent is anticipated in FY 2022.

Local Nonresidential Market

According to the Fairfax County Economic Development Authority, the direct office vacancy rate at year-end 2019 was 13.9 percent, down from 14.9 percent at year-end 2018. The overall office vacancy rate, which includes empty sublet space, was 14.4 percent at year-end 2019, down from 15.5 percent recorded at year-end 2018. The amount of empty office space fell to 17.1 million square feet. Industry experts expect vacancy rates to remain relatively stable through 2020 as tenants monitor economic conditions and the direction of the federal budget.

Office leasing activity totaled over 9 million square feet at the end of 2019. As has been the case for the past several years, most of the leasing activity during 2019 involved government renewals and metro-adjacent relocations. Lease rates for new space are adjusting to market conditions as many tenants are taking advantage of favorable rates, and others are looking to capitalize on market conditions by consolidating operations in newer space near Metro stations. Submarkets along and near the Silver Line – Tysons, Reston and the Herndon area – are especially well-positioned to take advantage of this trend. More than 56 million square feet of new office space is in the development pipeline countywide.

In FY 2021, nonresidential values increased 2.87 percent due to equalization compared to 2.71 percent growth in FY 2020. Office Elevator properties (mid- and high-rises), the largest component of the nonresidential tax base at 31.2 percent, experienced an increase of 4.01 percent in FY 2021 after increasing 3.32 percent in FY 2020. In FY 2022, the overall value of all types of nonresidential properties is projected to increase 2.00 percent over FY 2021.

New Construction

The Real Estate Tax base will also be impacted by new construction in the County. At year-end 2019, office development continued around Metro stations in the Silver Line corridor and in other areas of the County as well. Eight office buildings, totaling more than 2.7 million square feet, were under construction in three submarkets as of December 2019. The amount of new space delivered in 2019 was slightly more than 600,000 square feet, with an expectation of 1.2 million square feet of deliveries in 2020. Based on current activity, total new construction is projected to add 0.80 percent to the overall real estate base in FY 2022, a rate slightly lower than FY 2021.

Personal Property Taxes

Current Personal Property Tax revenue, which represents more than 14 percent of total General Fund revenue, is anticipated to experience an increase of 0.8 percent in FY 2021 due to a projected increase in the vehicle levy, as well as an increase in the Business Personal Property levy. The vehicle component comprises 76.6 percent of the total Personal Property tax levy. Personal Property Tax revenue is projected to increase 0.8 percent in FY 2022.

Other Major Revenue Categories

Sales tax receipts increased 2.7 percent in FY 2019. Based on year-to-date collections through December, growth of 5.7 percent is projected in FY 2020. A significant part of the increase is due to a new law passed by the Virginia General Assembly and signed by the Governor requiring the collection of state and local sales taxes from remote internet sellers in response to the provisions of the U.S. Supreme Court decision in the South Dakota v. Wayfair, Inc. case. The law went into effect on July 1. Sales Tax receipts in FY 2021 are projected to rise 2.5 percent over the FY 2020 estimate based on the anticipation that consumer spending will increase moderately throughout FY 2021. Growth of 2.5 percent is projected for FY 2022.

BPOL (Business, Professional and Occupational License) tax receipts are sensitive to economic conditions and are particularly impacted by federal procurement spending in the County as the Consultant and Professional Business Services categories compose more than 42 percent of total BPOL receipts. Total BPOL receipts are anticipated to increase 3.0 percent in FY 2020, the same rate as the one experienced in FY 2019. Receipts are projected to grow 1.5 percent in FY 2021 and 1.5 percent in FY 2022.

Recordation and Deed of Conveyance revenues, which are paid for recording deeds, are anticipated to be up 12.2 percent in FY 2020 as a result of sharply lower mortgage interest rates, which spurred a significant increase in refinancing activity. Collections are projected to decline 9.5 percent in FY 2021, followed by an increase of 1.5 percent in FY 2022.

Building permit fee revenue is forecasted to be slightly down in FY 2020, remain flat in FY 2021 and up 2.0 percent in FY 2022. Other permits, licenses, and user fees are expected to experience modest growth throughout the forecast period.

Revenue from Interest on Investments is highly dependent on Federal Reserve actions. The federal funds rate was increased four times throughout 2018 and FY 2019 revenue was \$69.0 million at an average annual yield 2.53 percent. A substantial adjustment of the Investment Interest revenue

estimate was required for FY 2020. At the time of the preparation of the FY 2020 Adopted Budget Plan, the Fed had indicated that two interest rate hikes were possible in 2019. Staff expected that the annual yield on the investment portfolio would be 3.00 percent in FY 2020. The Federal Reserve did not raise rates in its March and June 2019 meetings and downgraded its expected rate path to signal that no rate increases were likely in 2019. However, in July, September, and October 2019, the Fed reduced the rate by a quarter percentage point at each meeting, bringing it to the 1.50 to 1.75 percent range. Based on the actions of the Fed, the FY 2020 estimate assumes a yield of 2.16 percent. The average annual yield on County investments is anticipated to be 1.67 percent in FY 2021 and remain at this level in FY 2022.

State and federal revenue categories are expected to increase 1.6 percent in FY 2020 and remain essentially level in FY 2021 and FY 2022. Staff will continue to monitor the impact of state and federal spending on County funding streams.

Disbursement Priorities

The disbursement requirements and priorities that have been identified through the FY 2021 and FY 2022 multi-year budget process are discussed below. Among these items are basic requirements such as funding of County and School debt service, employee pay increases and benefit cost increases, increases resulting from budget drivers such as increased workloads and School enrollment, and implementation of programs that have been identified as Board priorities. In addition to the costs noted below, the County's reserve policy requires that contributions be allocated to the Managed Reserve, the Revenue Stabilization Fund and the Economic Opportunity Reserve to maintain the reserves at their target funding levels which total ten percent of General Fund disbursements.

The items identified below and associated expenditure levels will be revalidated during the FY 2022 and FY 2023 multi-year budget development process in light of updated data and revenue projections. However, the increases that could be accommodated within the modest revenue growth that is currently projected are limited to funding of benefit cost increases, increases resulting from School enrollment growth, and employee pay increases. Therefore, in order to develop a balanced budget and address Board priorities, it will be necessary to consider revenue enhancement options and programmatic reductions or to defer some of these items to FY 2023 or beyond.

Fairfax County Public Schools (FCPS)

An increase in the transfer to the Fairfax County Public Schools for operations will be required to support enrollment and demographic changes; employee compensation increases including a step increase for eligible employees, a 1 percent market scale adjustment, and funding as part of a multiyear plan to bring the salaries of instructional assistants and public health training assistants on the Classroom Instructional Support scale to 50 percent of teachers on the BA lane; employee benefit increases for retirement and health; and instructional resources such as elementary special education chair positions, additional assistant director of student activities positions at high schools, and the FCPSOn expansion at middle schools. In addition, FCPS' strategic plan will require additional, long-term investments, and previously identified unfunded needs including school counselors; special education needs; eliminating pre-K waitlists; replacing computers, equipment, scoreboards, and buses; and investing in critical capital infrastructure requirements including aging infrastructure needs such as preventive and major maintenance. It is anticipated that guidance regarding the increase in the County transfer for operations will be developed during the joint meetings of the Board of Supervisors and the School Board. Each one percent increase in the transfer for operations is approximately \$22.22 million.

For the purposes of this projection, it has been assumed that County disbursements and County support for the Schools will both increase at the same rate in FY 2022. As a result, total County support for the Schools is projected to increase by approximately 5.19 percent, or \$126.35 million. This amount includes an increase of \$122.19 million for School operations. The County transfer for debt service based on the size of bond sales for School facilities is projected to increase by \$4.16 million and the transfer to the School Construction Fund is expected to remain at \$13.1 million.

Employee Pay

For purposes of the FY 2022 plan, a \$50.10 million placeholder for employee pay increases is used. This placeholder includes:

- 1) Market rate increases (MRA) for all employees are included based on an assumed 1.5 percent MRA, at an estimated cost of \$22.30 million. The actual MRA, based on the previously agreed to funding calculation, will be calculated in the fall of 2020. The MRA increase in funding is applied to employee salaries at the beginning of the fiscal year. The MRA provides a guide to the amount of pay structure adjustment needed to keep County pay rates competitive with the market.
- 2) Funding of \$14.40 million is required for General County employee pay increases, which reflects the performance and longevity program for all eligible General County employees approved by the Board of Supervisors in fall 2014 and implemented in FY 2016. The funding reflects increases effective July 2021 for graduated performance increases, based on where employees are on the pay scale, and the 4 percent longevity increases provided to employees who reach 20 or 25 years of service as of June 30 each year. The performance increases range from 3 percent for employees within 15 percent of the bottom of the pay scale to 1.25 percent for employees within 25 percent of the top of the pay scale. The average increase in FY 2022 is projected to be 2.0 percent.
- 3) Funding of \$10.90 million is required for public safety pay increases which reflect merit and longevity increases for all eligible public safety employees. The funding reflects the full-year impact of merit and longevity increases provided to uniformed employees in FY 2021 and the partial-year costs for merit and longevity increases provided to uniformed employees in FY 2022 since all increases are effective on the employee's anniversary date. Merit increases are awarded to public safety employees as they progress through the pay scale. Public safety employees who have reached a combination of length of service (15 and 20 years) and have otherwise reached the top step of their pay scale are eligible for longevity. Merit and longevity increases are each 5 percent for public safety employees. In any given year between 40 and 50 percent of public safety employees are eligible for one or the other.
- 4) A placeholder of \$2.50 million is included in FY 2022 for compensation adjustments that would result from the annual review of County job classifications. The process for review uses representative job classes from among job families and compares pay levels with competitors in the local job market.

Fringe Benefits

A total increase of \$5.00 million is included for employee benefits in the FY 2022 projection. Adjustments will be required to reflect changes in health insurance plan premiums, fiduciary requirements associated with the County's retirement systems, and actual experience based on employee benefit plan enrollment. It should be noted that the fringe benefit costs associated with

employee compensation increases and new positions are included in the total cost of those adjustments in other sections.

Debt Service and Capital Construction

An estimated increase in debt service of \$4.14 million is identified for FY 2022 to reflect the required costs for County bond projects supporting the County's Capital Improvement Program (CIP). This estimate is consistent with the projects outlined in the CIP and will be refined based on the timing of bond sales and cash flow requirements at the time of the sale. The actual debt service requirement will be based on the size and timing of the sale and the interest rate received by the County.

A significant increase in capital construction funding is needed in order to meet the County's backlog of requirements, primarily infrastructure upgrades and replacements at County-owned facilities. An increase of \$10.00 million is identified at this time for FY 2022. As capital requirements are refined over the upcoming year, this amount will be revisited, and priority projects will be identified for its use.

Public Safety

Police Department

South County Police Station

An increase of \$1.49 million and 8/8.0 FTE positions is identified for FY 2022, reflecting the sixth year of a multi-year process to staff the South County Police Station. It is estimated that 70/70.0 FTE uniformed positions and 10/10.0 FTE associated support staff will be required to fully staff the station. A phased staffing approach was adopted based on the large number of staff required and the significant lead time associated with hiring and training new recruits. This approach also allows for continued analysis to ensure that current staffing estimates are accurate. A total of 54/54.0 FTE positions were added between FY 2017 and FY 2020 to begin the staffing process, and the FY 2021 Advertised Budget Plan includes an additional 8/8.0 FTE positions. It is anticipated that the 10 support positions will be included in FY 2023.

Body-Worn Camera Program

An increase of \$1.19 million and 8/8.0 FTE positions is identified for FY 2022 to support the Body-Worn Camera program, reflecting the third and final year of a multi-year process to issue 1,210 cameras to all district stations and other key operational staff. A total of 13/13.0 FTE positions were added as part of the *FY 2019 Carryover Review* process, and the FY 2021 Advertised Budget Plan includes an additional 13/13.0 FTE positions.

Fire and Rescue Department

Apparatus Replacement

An increase of \$2.00 million is required to support a multi-year process to gradually increase the annual contributions to the Large Apparatus Replacement Fund and the Ambulance Replacement Fund. As part of the FY 2017 Adopted Budget Plan, \$1.775 million in baseline funding was included for this purpose. Due to budget constraints, no additional baseline funds have been available for this purpose in subsequent fiscal years.

This funding would be in addition to the department dedicating additional grant funds, additional baseline funds and one-time contributions in support of this effort. Additional contributions are required due to the increasing cost of vehicles and fleet growth. Without additional funding, the replacement reserves will be depleted in the near future. Starting in FY 2014, the Fire and Rescue Department (FRD) has increased its baseline contribution to the Large Apparatus Reserve by

\$250,000 and has supported some ambulance purchases through the use of Four-for-Life grant funds. FRD, with the assistance of the Department of Management and Budget, has developed several scenarios with the goal of stabilizing the replacement reserve and ensuring sufficient funding is available in future years.

Fire Station 44 – Scotts Run

An increase of \$1.70 million is identified for FY 2022 to support the full-year cost of Fire Station 44, Scotts Run. Partial-year funding for the station has been included in the FY 2021 Advertised Budget Plan based on the planned opening of the station during FY 2021.

Department of Public Safety Communications

As a result of the transition to Next Generation 911, the Department of Public Safety Communications anticipates increases in call volume and the complexity of 911 calls. An increase of \$0.59 million and 5/5.0 FTE positions is identified for FY 2022, reflecting the third and final year of a multi-year process to increase dispatchers. A total of 10/10.0 FTE positions were added in FY 2020, and the FY 2021 Advertised Budget Plan includes 5/5.0 FTE positions.

Department of Animal Sheltering

An increase of \$1.89 million and 24/24.0 FTE positions is identified for FY 2022 to staff the South County Animal Shelter to address the growing need for animal shelter services in the southern part of Fairfax County. The animal shelter will offer services such as rabies clinics, pet adoptions, spay and neuter services, wildlife education and a volunteer program. The facility will be collocated with the South County Police Station and was approved in the 2015 Public Safety Bond Referendum.

Human Services

Diversion First

Funding of \$1.80 million and 9/9.0 FTE positions have been identified in FY 2022 to support the continued implementation of the multi-year Diversion First initiative. Diversion First is a multi-agency effort to redirect individuals with mental illness, developmental disabilities, and cooccurring substance use disorders from the judicial system into the health care system to improve public safety, promote a healthier community, and maximize public resources in the most cost-effective manner.

Opioid and Substance Abuse Task Force

Funding of \$3.00 million and 16/16.0 FTE positions have been identified to continue addressing the opioid epidemic in the County. The initial Opioid Task Force Plan, approved by the Board of Supervisors in January 2018, established a strong framework for meeting the goals of reducing deaths from opioids through prevention, treatment, and harm reduction; and using data to describe the scope of the problem, target interventions, and evaluate effectiveness. Building on that strong foundation, the next iteration of the plan has been developed, which outlines how the goals will be further achieved in FY 2021 and FY 2022 through work in five priority areas: Education, Prevention, and Collaboration; Early Intervention and Treatment; Enforcement and Criminal Justice; Data and Monitoring; and Harm Reduction.

Department of Family Services

Public Assistance

An increase of \$0.80 million and 7/7.0 FTE positions is identified to continue to address increasing public assistance caseloads in the Self-Sufficiency Division. In accordance with federal and state policy, the County is required to determine eligibility for public assistance and enroll clients in benefits programs within a certain timeframe. These positions will continue to address the ongoing increases

in public assistance caseloads in the Self-Sufficiency Division in order to meet state and federal guidelines for both timeliness and accuracy.

Positions Supporting the Adult and Aging Population

In the coming years, it is anticipated that there will be a significant increase in the older adult population. Therefore, a multi-year plan has been developed to address the needs of this growing population. Funding of \$0.80 million and 7/7.0 FTE positions has been identified to support case management and mandated pre-admission screenings in Adult Services; investigations of suspected abuse, neglect and exploitation in Adult Protective Services; specialized assistance to callers about Medicaid funded services in the Aging, Disability, and Caregiver Resources unit; and case management in the Home Delivered Meals Program.

Health Department

School Health

The County has been steadily addressing the needs of the School Health program for several years. Beginning in FY 2017, the Health Department began filling Public Health Nurse II positions that were being held vacant due to previous budget reductions. From FY 2017 to 2020, two existing vacant Public Health Nurse II positions each fiscal year were filled utilizing either existing balances within the Health Department's Personnel Services budget or with new funding. All existing Public Health Nurse II positions in the School Health program are now funded.

Moving forward, the Health Department has recommended a multi-year plan to further increase the number of Public Health Nurse IIs with a goal of ultimately reaching the program target of 1:2,000, nurse to student ratio. The FY 2021 Advertised Budget Plan includes year one funding; year two funding totaling 7/7.0 FTE positions and \$0.90 million is included for FY 2022.

Epidemiology

In order to successfully plan for and respond to current and emerging public health challenges, \$0.30 million and 2/2.0 FTE positions is needed to expand capacity for communicable and non-communicable diseases and conditions. This represents the third year of a multi-year phase-in to improve the Health Department's capacity to prevent and control infectious diseases as well as develop capability to monitor the health status of the community; use data in real time to guide new approaches to the delivery of population-based health services; and research new insights and innovative solutions to health problems within the community.

Fairfax-Falls Church Community Services Board

Medicaid Waiver Redesign/Support Coordination

Pursuant to DOJ settlement implementation, the Commonwealth of Virginia has redesigned the previously separate service delivery systems for people with intellectual disability (ID) and developmental disabilities (DD) into one Developmental Disabilities (DD) services system. The term "developmental disabilities" is now understood to include intellectual disability as well as disorders on the autism spectrum and other developmental disabilities. In FY 2017, CSBs throughout the Commonwealth, including the Fairfax-Falls Church CSB, became the single point of eligibility determination and case management not only for people with intellectual disability, but also for individuals with other developmental disabilities. As a result, CSB's role and oversight responsibility, as well as the number of people served has increased considerably. The Department of Behavioral Health and Developmental Services (DBHDS) Commission has pledged to eliminate the priority 1 waitlist by FY 2022. The CSB presently has approximately 700 individuals on the priority 1 waitlist. Funding in the amount of \$2.20 million and 20/20.0 FTE positions, partially offset by \$0.80 million in revenue, has been identified to serve the newly eligible individuals.

Special Education Graduates

An increase of \$3.80 million has been identified to support special education graduates of Fairfax County Public Schools turning 22 years of age who are eligible for day support and employment services and currently do not have a funding source for such services. This funding would be required to maintain the program as currently designed, with no cut to program enhancement or local support, and would prevent any special education graduates from being without services.

Department of Neighborhood and Community Services

School Readiness

An increase of \$10.00 million is identified for the next phase of School Readiness funding. The new Fund 40045, Early Childhood Birth to 5, was established to address school readiness through quality community and family-based programs that are accessible even to those most vulnerable. The new fund is specifically aimed at creating a network of programs that promote school readiness through the alignment of curricula to the Virginia Foundation Blocks for Early Learning, as well as supporting children living in poverty to reach fall kindergarten benchmarks. Early childhood education programs support the cognitive, social, emotional and physical development of a child. Funding will support the multi-tiered approach to school readiness programming including but not limited to the expansion of the Early Childhood Development and Learning Program for at-risk children birth to age 5, increasing eligibility for the Child Care Assistance and Referral program, and expanding the early childhood mental health consultation initiative

School-Age Child Care (SACC) Rooms

Funding of \$0.80 million and 4/3.2 FTE positions has been identified to support SACC centers at Lorton Community Center and Sully Community Center which are scheduled to open in FY 2022. The expenditure increase would be partially offset by \$0.6 million in revenue for a net impact to the County of \$0.2 million.

Original Mount Vernon High School

The Original Mount Vernon High School was vacated in October of 2016 by its tenant, the Islamic Saudi Academy, after its 30-year lease expired. Fairfax County owns the building and has begun a multi-departmental effort to coordinate reuse for the site. The project will develop over three distinct phases; Immediate, Interim Use, and Long Term Reuse. The immediate phase occurred in 2016 and included use of the gymnasium, improvements to the appearance, landscaping and safety, use of the fields and retain existing use of the site by two non-profits. Funding of \$0.80 million and 3/3.0 FTE positions will support expanded program capacity for the South County Teen Center and South County Senior Center at Original Mount Vernon High School once the next phase of redevelopment has been completed.

Opportunity Neighborhoods

Funding of \$0.35 million and 1/1.0 FTE position will support the expansion of Opportunity Neighborhoods (ON) to a to-be-determined area in the County. ON is a Department of Neighborhood and Community Services initiative that coordinates the efforts of multiple County agencies and community-based programs and services to promote positive outcomes for children and youth by aligning available programming with identified needs, interests, and gaps in a particular community. Major outcomes include ensuring that children are prepared for school entry; that children succeed in school; that youth graduate from high school and continue onto postsecondary education and careers; and that ON families, schools, and neighborhoods support the healthy development and academic success of the community's children and youth.

Parks and Libraries

Park Authority

Operations and Maintenance

Funding of \$2.37 million is identified for Park operations and maintenance throughout the Park system. Funding would also provide for increased ADA accommodations, additional park security, forestry operations including contracted arboreal work to the ability to respond to tree complaints promptly, and additional contracted mowing.

Social Equity

Funding of \$0.60 million is identified to advance the County's mission of social equity. Funding would provide for reduced membership rates at RECenters, and scholarship programs for classes and programs to ensure that vulnerable populations have an opportunity to learn lifelong skills such as swimming, fitness, and wellness. In order to meet the scholarship demands of the growing number of County residents living in poverty so that they may enjoy access to recreational amenities, the Park Authority has identified a level of funding that current resources are unable to bear without General Fund assistance.

Capital Equipment

Funding of \$1.50 million is identified for replacement maintenance equipment which is beyond its life expectancy. Approximately 44 percent of the current maintenance equipment is beyond its useful life or repairs are no longer cost effective.

Public Library

Funding of \$1.90 million is identified to continue the effort to make regional and community library branch hours consistent. The FY 2021 Advertised Budget includes funding to move 11 of the 22 full-service library branch locations to one set of standardized hours: 10am to 9pm Monday through Wednesday and 10am to 6pm Thursday through Sunday. Phase two would move six additional community branch libraries to the new, consistent hours.

Community Development

Transportation

The General Assembly continues to discuss its approach to transportation funding during its 2020 session, and staff will monitor the impact of any legislative action on the County's transportation obligations. A placeholder of \$10.00 million has been included in FY 2022 for transportation requirements, recognizing the need for recurring baseline funding for the opening of Phase 2 of the Silver Line, to support operating costs that were previously funded with one-time State Aid balances, and to support Connector bus fleet replacement reserves. This estimate will be refined as part of the FY 2021 Adopted Budget Plan based on General Assembly action and updated estimates of Metro funding requirements.

Department of Housing and Community Development

Patrick Henry Family Shelter

Funding of \$1.53 million is identified for the Patrick Henry Family Shelter Permanent Supportive Housing Program. The Office to Prevent and End Homelessness, within the Department of Housing and Community Development, is expanding the programs tied to the Patrick Henry Family Shelter to include permanent supportive housing, which is needed to house families with children that have no other housing options due to significant housing barriers, such as long-term disabilities and extremely

low income. The new facility will be constructed with 16 supportive housing units. Nine units will be leased in the nearby community to replace the current on-site shelter units.

Affordable Housing

In March 2019, the Affordable Housing Resources Panel (AHRP) presented recommendations for Phase II of the Communitywide Housing Strategic Plan to produce 5,000 units of affordable housing to households earning up to 60 percent of the Area Median Income (AMI) over the next fifteen years. In order to help achieve the recommendations as outlined in Phase II, the AHRP recommended that the Board of Supervisors make a commitment equivalent to the value of an additional penny to support affordable housing initiatives. In FY 2021, in accordance with the Board's budget guidance, a one cent increase to the Real Estate Tax rate is proposed to increase funding allocated to this purpose. When combined with existing revenue, this will result in one and a half cents on the Real Estate Tax – or \$39.7 million annually – dedicated for the preservation and development of affordable housing. From FY 2006 through FY 2019, the Affordable Housing Development and Investment Fund provided a total of \$234.8 million for affordable housing and preserved a total of 3,016 affordable units in the County. Funding equivalent to one and half cents on the Real Estate Tax is expected to continue in FY 2022.

Cost of County Operations

Information Technology

Recurring funding in the baseline is required to support the multi-year implementation of existing IT projects. This funding would support critical IT investments designed to improve access to County services, promote government operational efficiencies and effectiveness, and increase performance and security capabilities. While a funding requirement of \$23.85 million has been identified, this amount has not been included in the multi-year projection as it is anticipated that IT projects will continue to be funded through the quarterly reviews.

Next Steps in the Multi-Year Process

Balancing the FY 2022 Budget

Although the revenue projections and inventory of disbursement priorities included above set the stage for the FY 2022 budget, significant effort will be required to build and balance the budget. While some of the necessary changes will occur naturally over the next year before the release of the FY 2022 and FY 2023 Multi-Year Budget, others will require policy decisions to be made. Adjustments to develop a balanced FY 2022 budget could include efficiencies, reduction options, revenue enhancement options or deferral of a number of the items that have been outlined above. It is anticipated that these decisions will be guided by input received from the Board of Supervisors and School Board through their joint meetings in the fall.

The FY 2022 budget forecast presents a challenging picture as a result of projections that the County will continue to experience constrained revenue growth. The disbursement increases that could be accommodated within the projected revenue growth are limited, and would not address a number of County and Schools items that have been identified based on information available today. However, there is also the potential for changes as more information is available over the course of the next year. The items that need to be funded in FY 2022 will therefore be considered in the context of Board priorities, and decisions will be made by the County Executive on what specific items to recommend for FY 2022 and which items to exclude or delay until FY 2023 or beyond.

Multi-Year General Fund Statement

The following page provides a historical view of the General Fund as well as a projection for FY 2022. The FY 2022 projection includes funding of all of the items discussed above, with the assumption of equal growth in both County disbursements and Schools transfers. As a result, both the County and Schools portions of General Fund disbursements are shown to increase by 5.51 percent, and total disbursements are shown to exceed available resources. The FY 2022 projection will be refined over the coming year, and the FY 2022 Advertised Budget Plan, when presented to the Board of Supervisors, will be balanced.

MULTI-YEAR BUDGET
FY 2017-2022
(in millions)

	FY 2017 Actual	FY 2018 Actual	FY 2019 Actual	FY 2020 Revised	FY 2021 Advertised	FY 2022 Projected	Inc/(Dec) Over FY 2021	% Inc/(Dec) Over FY 2021
Beginning Balance	\$166.09	\$212.81	\$234.06	\$268.48	\$184.89	\$185.01	\$0.12	0.07%
Revenue								
Real Property Taxes	\$2,601.55	\$2,651.84	\$2,796.96	\$2,894.70	\$3,054.28	\$3,151.84	\$97.56	3.19%
Personal Property Taxes	401.59	411.12	421.83	437.50	442.47	447.50	5.03	1.14%
General Other Local Taxes	513.76	526.92	528.25	544.27	547.92	557.29	9.37	1.71%
Permit, Fees & Regulatory Licenses	52.20	52.72	55.87	54.87	54.97	56.07	1.10	2.00%
Fines & Forfeitures	12.73	12.18	12.26	11.80	11.80	11.80	0.00	0.00%
Revenue from Use of Money & Property	29.54	43.52	71.18	60.90	48.45	49.22	0.77	1.59%
Charges for Services	81.49	82.47	85.48	86.40	87.15	88.28	1.12	1.29%
Revenue from the Commonwealth	306.24	305.49	307.42	312.90	313.20	313.20	0.00	0.00%
Revenue from the Federal Government	42.96	42.58	43.97	40.73	40.24	40.24	0.00	0.00%
Recovered Costs/Other Revenue	16.92	17.41	18.61	15.70	16.23	16.64	0.41	2.50%
Total Revenue	\$4,058.97	\$4,146.27	\$4,341.83	\$4,459.76	\$4,616.71	\$4,732.07	\$115.36	2.50%
Transfers In	\$10.17	\$10.07	\$10.17	\$9.08	\$8.71	\$8.71	\$0.00	0.00%
Total Available	\$4,235.23	\$4,369.15	\$4,586	\$4,737	\$4,810	\$4,926	\$115.48	2.40%
County Disbursements								
County Debt Service	\$136.75	\$146.04	\$147.05	\$131.76	\$131.04	\$135.18	\$4.14	3.16%
Capital	37.07	50.69	51.06	39.12	19.67	29.67	10.00	50.85%
Contributories/Grants	18.78	18.90	20.08	18.90	17.61	17.61	0.00	0.00%
Legislative-Executive Functions/ Central Services	144.40	147.73	171.20	157.84	159.00	162.55	3.55	2.23%
Judicial Administration	38.66	39.40	41.60	45.05	46.46	47.75	1.29	2.77%
Public Safety	472.03	480.52	505.14	548.42	559.91	587.18	27.27	4.87%
Public Works	74.90	76.47	78.45	81.85	81.00	82.10	1.10	1.36%
Health and Welfare	446.65	452.86	468.83	512.53	513.39	548.19	34.81	6.78%
Parks and Libraries	51.64	53.76	55.67	59.61	61.02	69.08	8.06	13.22%
Community Development	99.29	100.17	115.83	146.79	167.61	180.76	13.15	7.85%
Nondepartmental (Fringe Benefits)	363.43	375.14	391.53	421.20	422.41	439.19	16.78	3.97%
Subtotal County	\$1,883.61	\$1,941.68	\$2,046.45	\$2,163.06	\$2,179.11	\$2,299.26	\$120.15	5.51%
Schools Transfers								
School Operating	\$1,913.52	\$1,966.92	\$2,051.66	\$2,136.02	\$2,221.53	\$2,351.51	\$129.98	5.85%
School Construction	13.10	13.10	15.60	13.10	13.10	13.10	0.00	0.00%
School Debt Service	189.87	189.13	193.38	197.98	198.18	202.34	4.16	2.10%
Subtotal Schools	\$2,116.49	\$2,169.15	\$2,260.64	\$2,347.10	\$2,432.82	\$2,566.95	\$134.14	5.51%
Reserve Contributions	\$22.32	\$24.26	\$10.48	\$37.29	\$13.37	\$15.38	\$2.00	14.99%
Total Disbursements	\$4,022.41	\$4,135.09	\$4,317.57	\$4,547.45	\$4,625.30	\$4,881.59	\$256.29	5.54%
Total Ending Balance	\$212.81	\$234.06	\$268.48	\$189.87	\$185.01	\$44.20	(\$140.81)	(76.11%)
Less:								
Managed Reserve	\$106.47	\$126.03	\$168.04	\$184.89	\$185.01	\$194.63	\$9.62	5.20%
Other Reserves	0.24	0.12	1.57	4.98	0.00	0.00	0.00	-
Total Available	\$106.10	\$107.90	\$98.88	\$0.00	\$0.00	(\$150.43)	(\$150.43)	-

Strategic Linkages



FY 2021

Advertised Budget Plan

Strategic Linkages

Context and Background

Over the past two decades, a number of initiatives have strengthened decision-making and continued to infuse a more strategic approach into the way business is performed. These initiatives include developing an employee Leadership Philosophy and Vision Statement, developing Vision Elements for what successful service looks like, identifying the priorities of the Board of Supervisors, incorporating Performance Measurement and benchmarking into the budget process, implementing a countywide Workforce Planning initiative, increased transparency and a review and inventory of County programs and services (Lines of Business Review), among other things. Strategic decision-making is an ongoing process and the County continues to seek opportunities to improve the results and efficiency of County services and programs through strategic planning and coordination. Currently, a new Countywide Strategic Plan is being developed which will drive organization level decision-making and inform the budget process starting in FY 2022. The goal of these efforts is to foster a high-performing government in Fairfax County which is responsive and accountable to the community's vision, forward-thinking and better able to meet the current and future needs of all county residents through data-driven, strategic decision-making.

Strategic Planning

In order to help the community and County staff shape the future for the next decade and beyond, a new Countywide Strategic Plan is being developed. The Strategic Planning process re-affirms County's commitment to high performance by helping agencies focus resources and services on the most strategic needs. The County process directs all agencies to strengthen the linkage between their individual missions and goals and the County and the community's vision of the future.

In late 2018, the County embarked on a new countywide strategic planning effort. The Countywide Strategic Plan is intended to be a living document which will establish a framework for decision-making for many years and is intended to integrate existing departmental plans so all efforts are aligned, coordinated and in context. Based on input gathered through a community engagement process, nine Priority Areas have been identified. Staff strategy teams have refined key performance indicators and prioritized key strategies to address these priorities. The Countywide Strategic Plan integrates other planning efforts, such as the Economic Success Strategic Plan, the Fairfax County Public Schools Strategic Plan and the One Fairfax Policy.



A draft Strategic Plan will be presented to the Board of Supervisors on February 25, 2020, along with the [FY 2021 Advertised Budget Plan](#). Once the Countywide Strategic Plan is adopted by the Board of Supervisors, it will serve as a decision-making tool and inform the annual budget process, beginning in FY 2022. Existing program performance measures and benchmarking will be updated to align data gathering, data utilization and reporting across the organization with the Strategic Plan metrics. More information regarding the strategic planning efforts can be found at www.fairfaxcounty.gov/strategicplan.

One Fairfax Policy

One Fairfax is a joint social and racial equity policy adopted by the Fairfax County Board of Supervisors and the Fairfax County School Board. It commits the County and the school system to intentionally consider equity when making policies or delivering programs and services. One Fairfax is a framework or lens which will be used to consider equity in decision-making and in the development and delivery of future policies, programs and services. The policy is intended to help county and school leaders to look intentionally comprehensively and systematically at barriers that may be creating gaps in opportunity. Agencies are currently developing plans to address equity through trainings and service provision.

Lines of Business (LOBs)

The County last completed a comprehensive Lines of Business (LOBs) initiative in 2016. The County budget includes a vast array of programs and services to support the diverse population of more than one million people, and LOBs is one way in which to inventory, catalog and examine all these programs and services. In the 2016 inventory, County had 390 Lines of Business covering all funding sources. The Lines of Business discussion focused on the approximately 47 percent of the General Fund that is non-school, as well as all other non-General Fund services. The complete list of LOBs from #1-390, as well as completed LOBs documents, are available at <https://www.fairfaxcounty.gov/budget/lines-business-lobs-2016>. This information is typically organized by County department; however, it is also accessible in a number of different ways to attempt to customize access to a variety of readers.

Economic Success Strategic Plan

The Board of Supervisors' Economic Advisory Commission (EAC) worked collaboratively with County executive leadership and staff to develop The Strategic Plan to Facilitate the Economic Success of Fairfax County, an update of the 2011 EAC Strategic Plan. In March 2015 a broad spectrum of stakeholders in the community participated in validating the Economic Success Strategic Plan goals and strategies, including representatives in business, higher education, transportation, land development, housing, tourism, arts, health, human services, the Fairfax County Economic Development Authority, among others.

Fairfax boasts one of the strongest and largest economies in the region. However, the County needs to maintain, diversify, and enhance a strong and vital community in order to sustain and grow economic prosperity. The vision of economic success is a community where businesses, residents, and employees of a variety of ages, abilities, and experiences want to live, work, play, learn, and thrive.

The Economic Success Strategic Plan focuses on six policy recommendation goal areas to support economic vibrancy:

- Further diversifying our economy
- Creating places where people want to be
- Improving the speed, consistency, and predictability of the County's development review process
- Investing in natural and physical infrastructure
- Achieving economic success through education and social equity
- Increasing the agility of county government

Both County agencies and external stakeholders have created initiatives in support of the goals of the ESSP and information on these initiatives can be found at <https://www.fairfaxcounty.gov/economic-success/>. Metrics and indicators have been developed for measurement toward success and to drive the strategies and goals of internal and external partners. <https://www.fairfaxcounty.gov/economic-success/indicators-performance-measures>. Similar to other plans, the Economic Success plan will be integrated into the Countywide Strategic Plan.

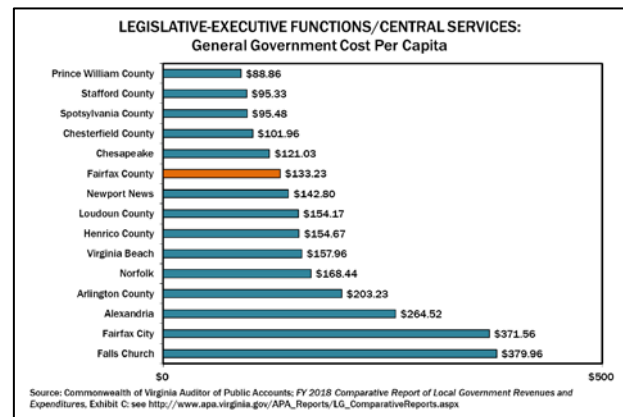
Performance Measurement

Since 1997, Fairfax County has used performance measurement to gain insight into, and make judgments about, the effectiveness and efficiency of its programs, processes and employees. While performance measures do not in and of themselves produce higher levels of effectiveness, efficiency and quality, they do provide data that can help to reallocate resources or realign strategic objectives to improve services. Each Fairfax County agency decides which indicators will be used to measure progress toward strategic goals and objectives, gathers and analyzes performance measurement data, and uses the results to drive improvements in the agency.

In 2019, Fairfax County was one of only 27 jurisdictions to receive ICMA's highest recognition for performance measurement, the "Certificate of Excellence."



Fairfax County also uses benchmarking, the systematic comparison of performance with other jurisdictions, in order to discover best practices that will enhance performance. Cost per capita data for each program area, (e.g., public safety, health and welfare, community development) has also been included at the beginning of each program area summary in Volume 1 of the FY 2021 Advertised Budget Plan. The Auditor of Public Accounts for the Commonwealth of Virginia collects this data and publishes it annually. The jurisdictions selected for comparison are the Northern Virginia localities, as well as those with a population of 100,000 or more elsewhere in the state. In prior years, the County has participated in the International City/County Management Association's (ICMA) benchmarking effort to find comparable data annually for several service areas. Due to the decline in participation amongst comparable jurisdictions, and format changes within the data set, this data is not included for FY 2021. In service areas that are not covered by ICMA's effort, agencies rely on various sources of comparative data prepared by the state, professional associations and/or nonprofit/research organizations. It is anticipated each year that benchmarking presentations will be enhanced based on the availability of information.



Once the Countywide Strategic Plan is adopted by the Board of Supervisors, performance measurement and benchmarking programs will be updated to align data gathering, utilization and presentation across the organization with the Strategic Plan metrics.

Workforce Planning

The County's workforce planning effort began in FY 2002 to anticipate and integrate the human resources response to agency strategic objectives. Changes in agency priorities such as the opening of a new facility, increased demand for services by the public, the receipt of grant funding, or budget reductions can greatly affect personnel needs. Given these varying situations, workforce planning helps agency leadership to retain employees and improve employee skill sets needed to accomplish the strategic objectives of the agency. Effective workforce planning is a necessary

component of an organization's strategic plan, to provide a flexible and proficient workforce able to adapt to the changing needs of the organization.

In FY 2008, Fairfax County added a Succession Planning component to workforce planning. The Succession Planning process provides managers and supervisors with a framework for effective human resources planning in the face of the dramatic changes anticipated in the workforce over the next five to ten years. It is a method for management to identify and develop key employee competencies, encourage professional development and contribute to employee retention. Over 12 percent of current employees will be eligible for retirement by the end of FY 2021, and nearly 30 percent will be eligible within the next five years. To address this challenge, the County plans to re-tool and strengthen existing succession planning and knowledge transfer efforts—to build the capacity to support a “promote from within” when appropriate philosophy.

The County will recruit externally when strategically advantageous and will strengthen recruitment effectiveness by encouraging employee referrals and deepening the County Executive's leadership team's engagement with executive level recruitments. Shifting the performance evaluation focus from “the amount of the pay increase” to better communication and employee development will also help the County address the exit of many tenured County employees.

Information Technology Initiatives

The County is committed to providing the necessary investment in information technology (IT), realizing the critical role it plays in improving business processes and customer service. Fund 10040, Information Technology Fund, was established to accelerate the redesign of business processes to achieve large-scale improvements in service quality and to provide adequate enterprise-wide technological infrastructure. Consequently, the County is consolidating its investments to accommodate and leverage technological advancements and growth well into the 21st century. Constrained funding will impact the number of new IT projects that can be undertaken in the next year. However, the County continues to explore and monitor all areas of County government for IT enhancements and/or modifications which will streamline operations and support future savings.

FY 2021 funding of \$250,000 for investments in IT projects is supported by interest income in Fund 10040. The initiatives meet one or multiple priorities established by the Senior Information Technology Steering Committee and include a mix of projects that benefits both citizens and employees and the need for securing and strengthening the County's technology infrastructure. It should be noted, based on limited fiscal resources, most projects have not received funding as part of the FY 2021 Advertised Budget Plan. The decision to not fund these projects was based on a thorough review of available balances and upcoming requirements. It is anticipated that these projects will be funded with one-time balances and/or agency savings as part of a future quarterly review. Funding projects incrementally at quarterly reviews is an effective strategy that enables the County to optimize use of available dollars and align project funding with project budgets, plans and schedules.

Strategic Planning Links to the Budget

The annual budget includes links to the comprehensive strategic initiatives described above. To achieve these links, agency budget narratives include discussions of agency strategic planning efforts; program area summaries include cross-cutting efforts and benchmarking data; and the Key County Indicator presentation in this section demonstrates how the County is performing as a whole. As a result, the budget information is presented in a user-friendly format and resource decisions are more clearly articulated to Fairfax County residents.

- ▶ **Agency Narratives:** Individual agency narratives identify strategic issues, which were developed during the agency strategic planning efforts, link core services to the Vision Elements and expand the use of performance measures to clearly define how well the agency is delivering a specific service. Agency narratives are included in budget Volumes 1 and 2.
- ▶ **Program Area Summaries:** Summaries by Program Area (such as Public Safety, Health and Welfare, Judicial Administration) provide a broader perspective of the strategic direction of several related agencies and how they are supporting the County Vision Elements. This helps to identify common goals and programs that may cross over departments. In addition, benchmarking information is included on program area services to demonstrate how the County performs in relation to other comparable jurisdictions. Program area summaries are included in budget Volumes 1 and 2.
- ▶ **Key County Indicators:** The Key County Indicator presentation provides several performance measurement indicators for each Vision Element. The presentation gives the reader a high-level perspective on how the County is doing as a whole to reach its service vision. The presentation of Key County Indicators will continue to be refined to ensure that the measures best represent the needs of the community. A detailed presentation and discussion of the Key County Indicators is included following this discussion on the next page.
- ▶ **Schools:** The Fairfax County Public Schools provide an enormous contribution to the community and in an effort to address the County's investment in education and the benefits it provides, a list of Fairfax County School Student Achievement Goals are included following the Key County Indicator presentation.

Next Steps

The development of the County's leadership philosophy and emphasis on strategic planning is an ongoing process that will continue to be refined in the coming years. The County budget is extremely well-received within the County and nationally. As a measure of the quality of its budget preparation, Fairfax County was awarded the Government Finance Officers Association's Distinguished Budget Presentation Award by meeting rigorous criteria for the budget as a policy document, financial plan, operations guide, and communications device for the 34th consecutive year. The County will continue to build on this success for future budget documents in order to enhance the accountability, transparency, and usefulness of the budget documents.

Vision Elements

The current strategic framework sets a direction for the organization through seven "Vision Elements" for the County which describe what success will look like as a result of the County's efforts to protect and enrich the quality of life for the people, neighborhoods, and diverse communities of Fairfax County. Once a new Countywide Strategic Plan is adopted by the Board of Supervisors, the priorities it includes will replace the current framework in setting a direction for the future of the County.



Maintaining Safe and Caring Communities: The needs of a diverse and growing community are met through innovative public and private services, community partnerships and volunteer opportunities. As a result, residents feel safe and secure, capable of accessing the range of services and opportunities they need and are willing and able to give back to their community.



Building Livable Spaces: Together, we encourage distinctive "built environments" that create a sense of place, reflect the character, history, and natural environment of the community, and take a variety of forms – from identifiable neighborhoods, to main streets, to town centers. As a result, people throughout the community feel they have unique and desirable places to live, work, shop, play, and connect with others.



Connecting People and Places: Transportation, technology, and information effectively and efficiently connect people and ideas. As a result, people feel a part of their community and have the ability to access places and resources in a timely, safe, and convenient manner.



Maintaining Healthy Economies: Investments in the workforce, jobs, and community infrastructure and institutions support a diverse and thriving economy. As a result, individuals are able to meet their needs and have the opportunity to grow and develop their talent and income according to their potential.



Practicing Environmental Stewardship: Local government, industry and residents seek ways to use all resources wisely and to protect and enhance the County's natural environment and open space. As a result, residents feel good about their quality of life and embrace environmental stewardship as a personal and shared responsibility.



Creating a Culture of Engagement: Individuals enhance community life by participating in and supporting civic groups, discussion groups, public-private partnerships, and other activities that seek to understand and address community needs and opportunities. As a result, residents feel that they can make a difference and work in partnership with others to understand and address pressing public issues.



Exercising Corporate Stewardship: Fairfax County government is accessible, responsible, and accountable. As a result, actions are responsive, providing superior customer service and reflecting sound management of County resources and assets.

Key County Indicators

The Key County Indicator presentation communicates the County's progress on each of the Vision Elements through key measures. The Indicators were compiled by a diverse team of Fairfax County senior management and agency staff through a series of meetings and workshops. Indicators were chosen if they are reliable and accurate, represent a wide array of County services, and provide a strong measure of how the County is performing in support of each Vision Element. The County also compiles Benchmarking data, providing a high-level picture of how Fairfax County is performing compared to other jurisdictions of its size. Benchmarking data is presented within the program area summaries in budget Volumes 1 and 2.

The following presentation lists the Key County Indicators for each of the Vision Elements, provides actual data from FY 2016, FY 2017, and FY 2018, and includes a discussion of how the Indicators relate to their respective Vision Elements. In addition, the Corporate Stewardship Vision Element includes FY 2019 and FY 2020 estimates in order to present data related to the current budget. For some indicators, FY 2017 is the most recent year in which data are available, and FY 2018 Actuals will be included in the following year's budget document. All of the indicator data are for Fairfax County only, listed by Fiscal Year, unless otherwise noted in the text. The County plans to improve its benchmarking initiative in the coming years.

Key County Indicators

How is Fairfax County performing on its seven Vision Elements?

- ✓ Maintaining Safe and Caring Communities
- ✓ Practicing Environmental Stewardship
- ✓ Building Livable Spaces
- ✓ Maintaining Healthy Economies
- ✓ Connecting People and Places
- ✓ Creating a Culture of Engagement
- ✓ Exercising Corporate Stewardship

Maintaining Safe and Caring Communities

The needs of a diverse and growing community are met through innovative public and private services, community partnerships and volunteer opportunities. As a result, residents feel safe and secure, capable of accessing the range of services and opportunities they need and are willing and able to give back to their community.



Key County Indicators	FY 2017 Actual	FY 2018 Actual	FY 2019 Actual
Ratio of Crimes Against Persons Offenses to 100,000 County Population (Calendar Year)	715.3	687.1	714.5
Clearance rate of Crimes Against Persons Offenses (Calendar Year)	53.2%	52.3%	50.9%
Percent of time Advanced Life Support (ALS) transport units on scene within 9 minutes	89.4%	88.2%	87.5%
Fire suppression response rate for engine company within 5 minutes, 20 seconds	50.9%	48.8%	50.9%
Percent of low birth weight babies (under 5 lbs 8 oz) ¹	NA	NA	NA
Immunizations: completion rates for 2 year olds	62%	63%	67%
Virginia Department of Education (VDOE) On-Time Graduation Rate	91.4%	91.5%	91.3%
Children in foster care per 1,000 in total youth population ²	0.61	NA	NA
Percent of seniors, adults with disabilities and/or family caregivers who express satisfaction with community-based services that are provided by Fairfax County to help them remain in their home/community	91%	88%	95%

Key County Indicators	FY 2017 Actual	FY 2018 Actual	FY 2019 Actual
Percent of food service establishments found to be in compliance, at the completion of the inspection cycle, with control measures that reduce the occurrence of foodborne illness	95%	95%	97%

¹ Prior year actuals on the percent of low birth weight babies are provided by the Virginia Department of Health, and 2016 is the most recent data available in time for budget publication. For 2016, 7.1% of babies had a low birth weight.

² Prior year actuals on Children in foster care per 1,000 in total youth population are provided by the American Community Survey (ACS) of the United States Census Bureau, and 2017 is the most recent data available in time for budget publication.

Fairfax County is one of the nation's safest jurisdictions in which to live and work. In CY 2019, the Fairfax County **ratio of 714.5 Crimes Against Persons Offenses** per 100,000 residents reflected one of the lowest rates of any large jurisdiction in the United States. It is important to note that Crimes Against Persons Offenses includes all Forcible and Non-Forcible Sex Offenses, Kidnappings/Abductions, Homicides and Assaults that were reported to the Police Department. Additional information can be found in the Fairfax County Police Department's annual report on Group A Offenses: <https://www.fairfaxcounty.gov/police/chief/crimestatistics>

In CY 2019, the case **clearance rate of Crimes Against Persons Offenses** was 50.9 percent. This rate remained high when compared to similar jurisdictions across the nation.

The Fairfax County Fire and Rescue Department Advanced Life Support (ALS) and fire unit measures are standards set by the National Fire Protection Association (NFPA). The **five minute and 20 seconds fire suppression response standard** of the NFPA was met 50.9 percent of the time in FY 2019. **Advanced Life Support transport units arrived on the scene within 9 minutes** 87.5 percent of the time in FY 2019.

The health and well-being of children in Fairfax County is evident in the low percentage of children born with **low birth weight** and the high **immunization completion rates** for two-year-olds. The County's 2016 incidence rate of 7.1 percent of low birth weight babies compares favorably against the state average of 7.8 percent. The FY 2019 immunization completion rate of 67 percent for two-year-olds was slightly higher than in FY 2018. It is important to note that by the time of school entry, many children are adequately immunized, although they may have lacked these immunizations at the age of two.

Fairfax County also funds numerous programs to help children stay in school and provides recreational activities in after-school programs. These services contributed to the County's FY 2018 **Virginia Department of Education (VDOE) On-Time Graduation rate** of 91.3 percent. In FY 2017, the **ratio of children in foster care per 1,000** in the total population of children 0–18 years old was 0.61. Fairfax County remains committed to further decreasing the number of children in foster care as well as reducing the time spent in foster care through intensive prevention and early intervention efforts and a stronger emphasis on permanent placements of children in foster care who are unable to return safely to their families.

The County continues to be successful in **caring for older adults and persons with disabilities by helping them stay in their homes** as indicated by the 95 percent combined satisfaction rating for two support programs: Adult Day Health Care (ADHC) and Congregate Meals programs. ADHC satisfaction was 94 percent in FY 2018. Department of Family Services staff regularly solicits input from Congregate Meal clients, including the growing ethnic client population, and constantly works

with food vendors to revise food options accordingly. Client satisfaction increased significantly in FY 2019 to 95 percent.

In FY 2016, the Fairfax County Health Department (FCHD) implemented a new process to categorize food establishments and conduct inspections on a risk and performance-based frequency. Depending on its assigned risk category, food establishments were inspected one, two, or three times. In FY 2017, inspections were conducted based on both risk and performance. Based on the compliance history of each food establishment, FCHD provided tailored services (e.g., inspection, onsite training, and risk control plan) to help the establishment achieve long-term compliance with the regulations. In FY 2019, FCHD found that **97 percent of all food establishments were in compliance with FDA risk factor control measures to reduce foodborne illness.**

Building Livable Spaces

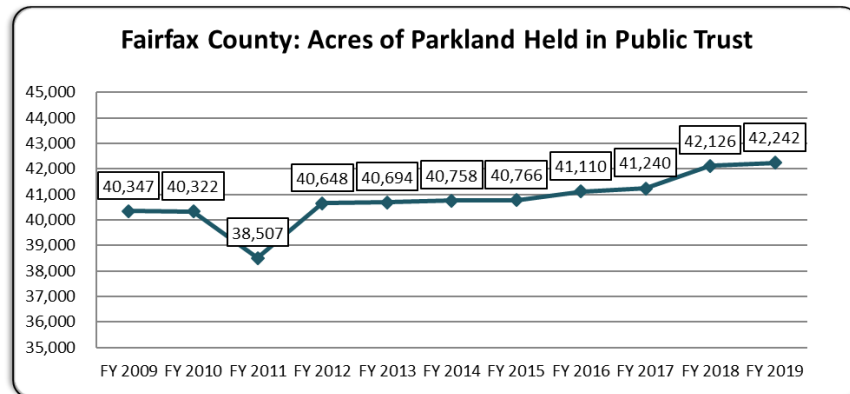
Together, we encourage distinctive “built environments” that create a sense of place, reflect the character, history, and natural environment of the community, and take a variety of forms – from identifiable neighborhoods, to main streets, to town centers. As a result, people throughout the community feel they have unique and desirable places to live, work, shop, play, and connect with others.



Key County Indicators	FY 2017 Actual	FY 2018 Actual	FY 2019 Actual
Acres of parkland held in public trust	41,240	42,126	42,242
Miles of trails and sidewalks maintained by the County	665	668	672
Annual number of visitations to libraries, park facilities and recreation and community centers	11,013,129	11,045,568	10,412,274
Value of construction authorized on existing residential units	\$130,298,774	\$132,900,228	\$147,982,001
Annual percent of new dwelling units within business or transit centers as measured by zoning approvals	97%	94%	99%
Percent of people in the labor force who both live and work in Fairfax County	54.5%	54.6%	54.6%
Number of affordable rental senior housing units ¹	3,113	3,113	2,672

¹ The FY 2019 Actual number of committed affordable rental senior housing units does not include properties that may be market affordable (ones that are privately-owned, do not receive a subsidy and do not have a restriction on their rent).

Many of the indicators above capture some aspect of quality of life for Fairfax County residents and focus on the sustainability of neighborhoods and the community. The amount of **acres of parkland held in public trust** is a preservation of open space that enhances the County's appeal as an attractive place to live. This indicator measures parkland in the County held by the Fairfax County Park Authority, the Northern Regional Park Authority, state and federal governments, and other localities. In FY 2019, there was a net increase in acres due to revised calculations related primarily to Fairfax County, National Park Service, Northern Virginia Conservation Trust and Bureau of Land Management parkland. This adjustment brought the FY 2019 total acreage to 42,242.



In addition, the availability of trails and sidewalks supports pedestrian friendly access, and accessibility for non-motorized traffic. This indicator is measured by the **miles of trails and sidewalks** that are maintained by the Department of Public Works and Environmental Services (DPWES). A GIS-based walkway inventory now provides a more accurate estimate of miles. In FY 2019, DPWES maintained 672 miles of trails and sidewalks. In addition to miles maintained by the County, approximately 1,692 miles are maintained by the Virginia Department of Transportation (VDOT) and approximately 328 miles are contained within County parks. In addition, approximately 1,134 miles of walkway are maintained by private homeowners' associations. The number of walkways in the County contributes to the sense of community and connection to places. The County will continue to improve pedestrian access and develop walkways through the use of funding support from a variety of sources, including bond funding and the commercial and industrial real estate tax for transportation.

Availability and **use of libraries, parks and recreation facilities** is often used as a "quality-of-life" indicator and is cited as a major factor in a family's decision for home location and a company's decision for site location. In the fall of 2012, the voters approved a bond referendum in the amount of \$25 million to renovate four priority library facilities. These libraries include Pohick, Tysons Pimmit, Reston and John Marshall. The renovations provide upgrades to all of the building systems, including roof and HVAC replacement, which outlived their useful life and are designed to accommodate current operations and energy efficiency. In addition, the renovations provide a more efficient use of the available space, meet customers' technological demands and better serve students and young children. The quiet study areas and group study rooms are improved, the space to accommodate a higher number of public computers is increased, and wireless access is enhanced. In FY 2019, the number of visits to all libraries, parks and recreation facilities decreased slightly to 10,412,274.

Resident investment in their own residences reflects the perception of their neighborhood as a "livable community." The **value of construction authorized on existing residential units** in FY 2019 increased 11.0 percent over FY 2018 (in contrast with the 2.0 percent increase from FY 2017 to FY 2018). Based on permit applications and the various economic indicators, staff projects this rate of growth to continue into FY 2020.

The measure for the **percent of dwelling units within business or transit centers as measured by zoning approvals** provides a sense of the quality of built environments in the County and the County's annual success in promoting mixed use development. The Comprehensive Plan encourages built environments suitable for work, shopping and leisure activities. The County encourages Business Centers to include additional residential development to facilitate an

appropriate mix of uses. In FY 2019, 99 percent or 10,294 dwelling units were approved within business or transit centers throughout the County.

The **percentage of employed people who both live and work in Fairfax County** is currently above 54 percent and may be linked to both quality of life and access to mixed use development in the County. Additional residential development in business centers also increases the potential for the members of the workforce to live in proximity to their place of work. In addition, the County is actively promoting the creation and preservation of affordable dwelling units to support those who both live and work within the County.

Continued production of affordable senior housing by the Fairfax County Redevelopment and Housing Authority (FCRHA) and others, as well as FCRHA preservation efforts, are helping to offset the loss of affordable senior rental units on the market. As of the close of FY 2018, there was an inventory of 3,113 affordable senior housing units, including both publicly and privately-owned rental apartment complexes.

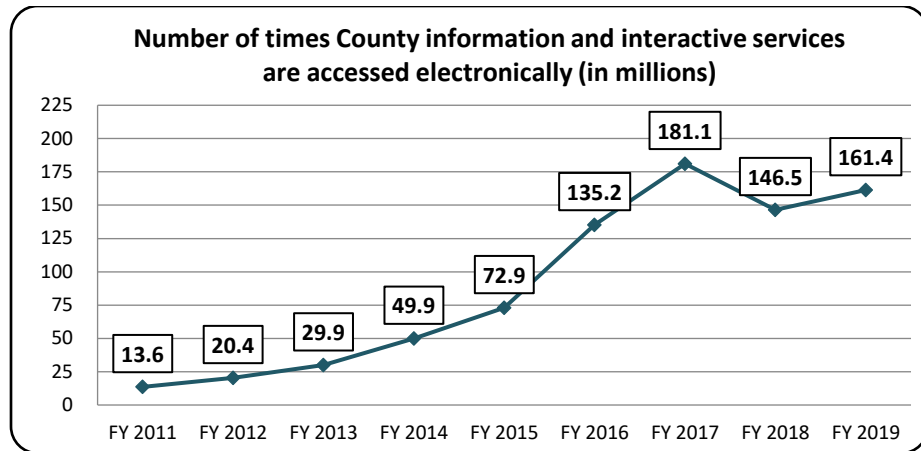
Connecting People and Places

Transportation, technology, and information effectively and efficiently connect people and ideas. As a result, people feel a part of their community and have the ability to access places and resources in a timely, safe and convenient manner.



Key County Indicators	FY 2017 Actual	FY 2018 Actual	FY 2019 Actual
Number of times County information and interactive services are accessed electronically (millions)	181.1	146.5	161.4
Library materials circulation per capita	9.8	9.5	9.3
Percent of library circulation represented by materials in languages other than English	1.3%	1.3%	1.3%
Percent change in transit passengers (Metrobus and Metrorail)	(9.02%)	0.82%	(4.6%)

Fairfax County has a robust and nationally known social media program that encourages interaction with and sharing of County information so residents can serve as information ambassadors to friends, neighbors and co-workers who may not otherwise have access (this is especially important during emergencies). By using tools like Facebook, Twitter, Nextdoor, YouTube and an emergency blog, Fairfax County delivers a high-quality experience for residents on those platforms with relevant, timely and actionable information. The County also interacts directly with residents and reaches people in ways that were not possible a few short years ago. These efforts are paying dividends both for the exchange of information and improving awareness of County resources. For example, ongoing surveys of County Facebook page fans and County Twitter followers showed that more than 80 percent of respondents said Fairfax County's use of those tools has helped them learn more about their local government, programs and services. Evidence of the County's success in providing useful and convenient access to information and services can also be found in the FY 2019 measure of 161.4 million **total interactions with key County online platforms** (website visits, emergency blog views, Facebook daily total reach, Twitter impressions, YouTube video views, and SlideShare presentation views).



For residents of Fairfax County who do not have access to a computer at home or at work, or who do not possess the technical skills or are not able to utilize technology due to language barriers, the County utilizes other methods and media to connect them with information and services. Libraries, for example, are focal points within the community and offer a variety of brochures, flyers and announcements containing information on community activities and County services. One indicator of used by the library industry to demonstrate utilization of libraries is **library materials circulation per capita**, which was 9.3 in FY 2019. This high circulation rate demonstrates the availability of an extensive selection of materials and a desire for library resources among Fairfax County residents. In addition, interest in library resources can be seen in the number of unique visitors to the Library's website, which totaled 3,033,900 in FY 2019. For additional information on benchmarks, please refer to the Parks and Libraries Program Area Summary in Volume 1.

As previously mentioned, Fairfax County is becoming an increasingly diverse community in terms of culture and language. As of 2017, 38.3 percent of Fairfax County residents spoke a language other than English at home. In an attempt to better serve the non-English speaking population, the Fairfax County Public Library has dedicated a portion of its holdings to language appropriate materials for this portion of the community. With a circulation of nearly 11 million items by Fairfax County Public Library (FCPL) in FY 2019, the 1.3 percent reported for **the circulation of non-English materials** represents a significant number of materials being used by a multi-language population.

Another important aspect of connecting people and places is actually moving them from one place to another. The County operates the Fairfax Connector bus service; provides FASTRAN services to seniors; and contributes funding to Metro and the Virginia Railway Express (VRE). The **percent change in transit passengers** measures the impact of County efforts as well as efforts of Metro and the VRE. The County experienced a decrease of 4.6 percent in Fairfax County transit passengers (Metrorail, Metrobus) in FY 2019, down from 30.8 million in FY 2018 to 29.4 million in FY 2019. The decline was observed in Metrorail ridership, which declined due to partial line shutdowns for platform maintenance. A portion of these riders used Metrobus or Fairfax Connector as an alternative; Metrobus ridership increased over 15 percent in FY 2019 and Connector ridership increased slightly by 0.3 percent in FY 2019. All transit options in the County are affected by a number of shared factors:

- Metrorail capital maintenance program
- Low average fuel prices that encourage automobile use
- Impact of other transportation alternatives such as private network companies e.g. Uber, Lyft
- Increases in teleworking and alternative work schedules

In FY 2021, the County will continue its support of Metro Operations and Construction, Connector bus service, and the VRE subsidy. For more information, please see Fund 30000, Metro Operations and Construction, and Fund 40000, County Transit Systems, in Volume 2.

While transportation funding and improvements has historically been primarily a state function, the County also has supported a large portion of local transportation projects in an effort to reduce congestion and increase safety. The County continues to broaden its effort to improve roadways, enhance pedestrian mobility, and support mass transit through funding available from the 2014 Transportation Bond Referendum and from the commercial and industrial real estate tax for transportation. This tax was first adopted by the Board of Supervisors in FY 2009, pursuant to the General Assembly's passage of the Transportation Funding and Reform Act of 2007 (HB 3202). Commercial and Industrial (C&I) real estate tax revenue is posted to Fund 40010, County and Regional Transportation Projects, and then a portion is transferred to the County Transit Systems budget. In FY 2021, this amount totals \$38.4 million. Beginning in FY 2014, the County benefits from approximately \$119 million annually in regional revenues dedicated to transportation as a result of the State Transportation funding plan approved during the 2013 Session by the General Assembly (HB 2313). During the 2018 Virginia General Assembly session, a bill was passed (HB 1539/SB 856) to support Washington Metropolitan Area Transit Authority (WMATA) capital funding requirements. As a result of the Metro funding bill, Grantors and Transient Occupancy Tax revenues in HB 2313 have been redirected to fund Metro Capital needs. Fund 40010, County and Regional Transportation Projects, provides funding and support for the implementation of projects and services funded with the State Transportation funding plan (HB 2313) and the C&I tax.

Maintaining Healthy Economies

Investments in the work force, jobs, and community infrastructure and institutions support a diverse and thriving economy. As a result, individuals are able to meet their needs and have the opportunity to grow and develop their talent and income according to their potential.



Key County Indicators	FY 2017 Actual	FY 2018 Actual	FY 2019 Actual
Total employment (Total All Industries, All Establishment Sizes, equaling the total number of jobs in Fairfax County)	610,491	620,442	629,749
Growth rate	1.2%	1.6%	1.5%
Unemployment rate (not seasonally adjusted)	3.0%	2.4%	2.3%
Commercial/Industrial percent of total Real Estate Assessment Base	18.89%	19.12%	19.43%
Percent change in Gross County Product (adjusted for inflation)	1.8%	3.1%	2.2%
Percent of persons living below the federal poverty level (Calendar Year)	5.9%	6.8%	5.9%
Percent of homeowners that pay 30.0 percent or more of household income on housing (Calendar Year)	25.3%	26.4%	26.1%
Percent of renters that pay 30.0 percent or more of household income on rent (Calendar Year)	45.6%	47.3%	46.1%

Key County Indicators	FY 2017 Actual	FY 2018 Actual	FY 2019 Actual
Direct (excludes sublet space) office space vacancy rate (Calendar Year)	15.5%	14.9%	13.9%

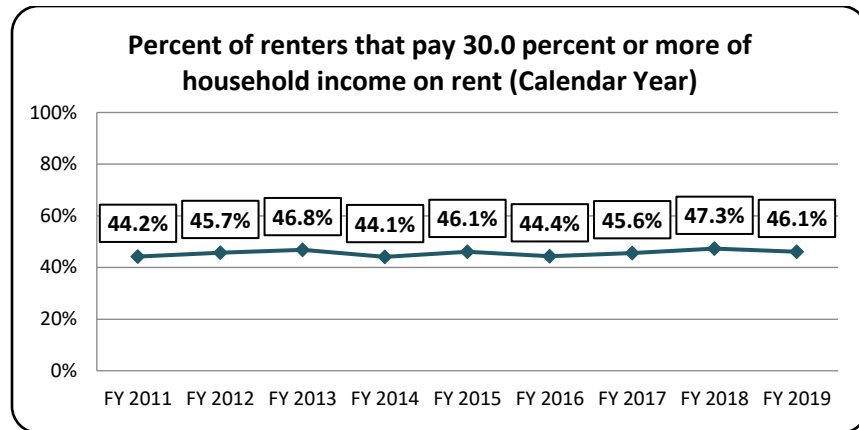
Maintaining a healthy economy is critical to the sustainability of any community. In addition, many jurisdictions have learned that current fiscal health does not guarantee future success. Performance in this area affects how well the County can respond to the other six Vision Elements. The above nine indicators shown for the Healthy Economies Vision Element were selected because they are perceived as providing the greatest proxy power for gauging the overall health of Fairfax County's economy.

Total employment illustrates the magnitude of Fairfax County's jobs base. In FY 2019, the number of jobs increased for the fourth straight year. In June 2019, employment was 1.5 percent above the June 2018 level. While related to the number of jobs, the **unemployment rate** is also included because it shows the proportion of the County's population out of work. The County's unemployment rate was 2.3 percent in 2019, down from 2.4 percent in 2018.

The **Commercial/Industrial percent of total Real Estate Assessment Base** is a benchmark identified by the Board of Supervisors, which places priority on a diversified real estate revenue base. The target is 25 percent of the assessment base. From FY 2001 to FY 2007, the Commercial/Industrial percentage declined from 25.37 percent to 17.22 percent, in part due to vacant office space early in this period and further exacerbated by the booming housing market attributable to record low mortgage rates that resulted in double-digit residential real estate assessment increases for several consecutive years. This imbalance increased the burden on the residential component to finance government services. Starting in FY 2008, when the housing market began to slow down, the Commercial/Industrial percentage increased for three consecutive years, reaching 22.67 percent in FY 2010 as a result of declining residential values. From its peak in FY 2010, the Commercial/Industrial percentage decreased to a low of 18.67 percent in FY 2016, mainly because of a steep decline in nonresidential values in the early part of the decade, and the gradual recovery of the residential real estate market. Since then, the percentage has increased for five straight years, and the Commercial/Industrial percentage of the County's FY 2021 Real Estate Tax base is 19.72 percent, an increase of 0.06 percentage points over the FY 2020 level. Commercial/Industrial property values as a percentage of the Real Estate Tax base increased in FY 2021 as a result of new office construction and a slower increase experienced in the residential portion of the Real Estate Tax base.

Gross County Product (GCP) is an overall measure of the County's economic performance. The percentage change in the GCP indicates whether the economy is expanding or contracting. Based on estimates from IHS Markit, Gross County Product (GCP), adjusted for inflation, increased 2.2 percent in 2019 after increasing 3.1 percent in 2018.

While it was recognized that **percent of persons living below the federal poverty line** is an imperfect measure due to the unrealistic level set by the federal government, i.e., \$25,701 for a family of four, it is a statistic that is regularly collected and presented in such a way that it can be compared to other jurisdictions, as well as tracked over time to determine improvement. In relative terms, Fairfax County's 5.9 percent poverty rate in FY 2019 is better than most, yet it still translates to over 68,000 persons living below the federal poverty level. *(Note: Census data are reported based upon the calendar year (CY) rather than the fiscal year and are typically available on a one-year delay. FY 2019 data represent CY 2018 data.)*



The next two measures, **percent of homeowners that pay 30 percent or more of household income on housing** and **percent of renters that pay 30 percent or more of household income on rent**, relate the cost of housing to income and provide an indication of the relative affordability of living in Fairfax County. That capacity has an effect on other aspects of the County's economy. For example, if housing is so expensive that businesses cannot attract employees locally, they may choose to relocate from Fairfax County, thus resulting in a loss of jobs. In FY 2019, 26.1 percent of homeowners paid 30 percent or more of their household income on housing, while a substantially greater number of renters, 46.1 percent, paid 30 percent or more of their household income on rent. *(Note: Census data are reported based upon the calendar year rather than the fiscal year and are typically available on a one-year delay. FY 2019 data represent CY 2018 data.)*

Finally, the **direct (excludes sublet space) office space vacancy rate** reflects yet another aspect of the health of the business community. The direct office vacancy rate decreased from 14.9 percent in 2018 to 13.9 percent as of year-end 2019. Including sublet space, the overall office vacancy rate as of year-end 2018 was 14.4 percent, a decrease from the 15.5 percent recorded as of year-end 2018. The amount of empty office space stood at approximately 17.1 million square feet. Industry experts anticipate vacancy rates to remain relatively stable through 2020 as tenants monitor economic conditions and the direction of the federal budget. Total office leasing activity during 2019 exceeded 9.0 million square feet, compared to 9.6 million square feet leased in 2018. Lease rates for new space are adjusting to market conditions as many tenants are taking advantage of favorable rates, and others are looking to capitalize on market conditions by consolidating operations in newer space near Metro stations.

Fairfax County devotes considerable resources to attracting and maintaining businesses that will contribute to the revenue base through income and jobs, which helps to ensure a healthy local economy. It should be noted that income growth does not affect Fairfax County tax revenues directly because localities in Virginia do not tax income; however, revenues are indirectly affected because changes in income impact the County's economic health.

Practicing Environmental Stewardship

Local government, industry and residents seek ways to use all resources wisely and to protect and enhance the County's natural environment and open space. As a result, residents feel good about their quality of life and embrace environmental stewardship as a personal and shared responsibility.



Key County Indicators	FY 2017 Actual	FY 2018 Actual	FY 2019 Actual
Unhealthy Air Days as reported by Metropolitan Washington Council of Governments (Calendar Year)	8	9	10
Overall Level of Stream Quality as a weighted index of overall watershed/ stream conditions on a scale of 5 (Excellent) to 1 (Very Poor)	2.6	2.6	2.4
Percent of Tree Coverage in County ¹	54%	54%	54%
Number of homes that could be powered as a result of County alternative power initiatives ²	27,542	28,080	65,000
Solid Waste Recycled as a percentage of the waste generated within the County (Calendar Year) ³	49%	48.7%	NA

¹ Prior estimates of 50% tree cover in FY 2016 was revised based on an analysis of satellite imagery

² The Energy-from-Waste Facility was shut down for 5 months during FY 2017 and 6 months during FY 2018, impacting alternative energy generation

³ The final recycling rate for 2019 is not yet available and will be included with the Adopted Budget

The Environmental Stewardship Vision Element demonstrates the County's continued commitment to the environment. The Board adopted an updated Environmental Vision on June 20, 2017. As articulated in the preface, the updated Environmental Vision document establishes, *"an overarching vision to attain a quality environment that provides for a high quality of life and is sustainable for future generations. These aspects of a quality of environment are essential for everyone living and working in Fairfax County. No matter what income, age, gender, ethnicity, or address, everyone has a need and a right to breathe clean air, to drink clean water and to live and work in a quality environment."*

The updated Environmental Vision is premised on two principles. First, that "conservation of our limited resources must be interwoven into all government decisions", and, second, that "the Board must be committed to providing the necessary funds and resources to protect and improve our environment for better quality of life now and for future generations."

The Vision includes sections on Land Use, Transportation, Water, Waste Management, Parks and Ecological Resources, Climate and Energy, and Environmental Stewardship. The Environmental Vision is available online at: <https://www.fairfaxcounty.gov/environment/environmental-vision>.

In support of the regional goal of attaining the federal ambient air quality standard for ozone levels, Fairfax County is committed to minimizing **unhealthy air days** as measured and defined by all criteria pollutants. Fairfax County has implemented air quality improvement strategies that include reducing County vehicle emissions through the purchase of hybrid vehicles, diesel retrofits and the use of ultra-low sulfur fuel, not allowing refueling of County vehicles except emergency vehicles on Code Red Days, encouraging County residents to use the Fairfax Connector bus on Code Red Days, teleworking, not allowing mowing of grass at County properties on Code Red Days, use of low Volatile Organic Compound (VOC) paints, promoting County building energy efficiency programs, tree canopy and planting activities, green building actions, community outreach and maintaining

standards and procedures that promote healthy air. In addition, the Fairfax County Department of Transportation has a number of initiatives supporting transit and other forms of alternative transportation in Fairfax County, including transportation demand management strategies, ridesharing incentives, and infrastructure improvements to improve pedestrian and bicycle safety and connectivity. Please see Agency 40, Department of Transportation, Fund 40000, County Transit Systems, and Fund 40010, County and Regional Transportation Projects, for additional information.

Air quality monitoring in the County is conducted by the Virginia Department of Environmental Quality (DEQ). The EPA calculates the Air Quality Index (AQI) for five major air pollutants regulated by the Clean Air Act: ground-level ozone, particulate matter, carbon monoxide, sulfur dioxide, and nitrogen dioxide. The Air Quality Index for the criteria pollutants assigns colors to levels of health concern, code orange indicating unhealthy for sensitive groups; code red – unhealthy for everyone and purple - very unhealthy. The County uses the same color indicator on unhealthy air days. Air quality, although reported as a key County indicator, should be distinguished in a regional context. The number of unhealthy air days in the Metropolitan area in calendar year 2019 was 10, up from 9 in calendar year 2018, as reported by Metropolitan Washington Council of Governments (MWCOG). The County continues to work with MWCOG and the Clean Air Partners, a volunteer, non-profit organization chartered by the MWCOG, and the Baltimore Metropolitan Council (BMC) to examine the adequacy of current air pollution control measures and practices, education and notification processes, and codes and regulations to make further progress.

Stream quality in Fairfax County may affect residents' recreational use of streams and other water bodies as well as the quality of drinking water. Monitoring the health of waterways and preparing watershed management plans provide a head start for the County in satisfying the federal and state regulatory requirements as dictated by the County's MS4 (stormwater discharge) permit and the established Total Maximum Daily Loads (TMDLs) for pollutants in several County streams. Since 2006, significant resources have been expended towards the watershed improvement program which implements water quality improvement projects such as retrofits to existing stormwater management facilities, new stormwater management facilities, low impact development (LID) practices and stream restorations. Fairfax County has taken significant steps toward meeting the goal of improving stream conditions countywide and contributing to the restoration of the Chesapeake Bay.

Since 2004, a stratified random selection procedure has been used to identify monitoring sites used for assessing and reporting the overall ecological condition of the County's streams each year. Benthic macroinvertebrates are the aquatic organisms such as crayfish, clams and mayfly nymphs that live on the stream bottom are excellent indicators of stream health. A stream quality indicator (SQI) was developed from the annual benthic macroinvertebrate monitoring data to establish overall watershed/stream conditions countywide. The SQI is an index value ranging from 5 to 1, with the following qualitative interpretations associated with the index values: 5 (Excellent), 4 (Good), 3 (Fair), 2 (Poor) to 1 (Very Poor). The SQI had fluctuated over the last eleven years between 2.0 at its low and 2.9 at its highest level as the County strives to meet the goal of a future average stream quality index value of 3 or greater (Fair to Good stream quality). Fluctuations in the SQI score are to be expected as sites are selected randomly and could result in higher numbers of better or worse sites being selected year to year. Variability in annual weather patterns (i.e. drought or snowfall) may also affect these fluctuations. In FY 2018, the SQI dropped slightly from the previous year (2.6) to 2.4.

Fairfax County's urban forest is critical to enhancing the livability and sustainability of our community. Tree canopy (**Tree Coverage**) improves air quality, water quality, stormwater management, carbon sequestration, energy conservation and human health and well-being. Management of the trees within urban forests to maximize the multitude of benefits they provide to residents is an essential

step in successfully reaching the commitments and goals of the Board of Supervisor's Environmental Vision, the One Fairfax Policy, the Tree Action Plan, the Cool Counties Climate Stabilization Initiative, and other County public health, livability and sustainability initiatives and programs. Tree coverage in the County is expressed as the percent of the County's land mass covered by the canopies of trees.

Tree cover data is not collected each year; high resolution satellite imagery studies were conducted in 2011 and 2015 and analyzed by the University of Vermont's Geospatial Laboratory. Analysis published in March of 2017 which utilized state-of-the-art urban tree canopy detection techniques estimated that the County has a tree canopy level of approximately 54 percent and estimated that the actual increase in tree canopy between 2011 and 2015 to be about 1 percent. Please note that prior conservative estimates of 50 percent tree cover for FY 2015 and FY 2016 have been revised to 54 percent tree cover based on the University of Vermont analysis. Similarly, tree cover is projected to remain at approximately 54 percent in FY 2020 and beyond. These estimates will be revised following the next data collection and analysis cycle, tentatively planned for calendar 2020.

Alternative power initiatives highlight County efforts to contribute to pollution prevention through the use of cleaner, more efficient energy sources. These initiatives are expressed through the actions of the Fairfax County Solid Waste Management Program (SWMP) by its ability to generate or harness energy from municipal solid waste (MSW). Electrical energy generated by combusting MSW in an Energy-from-Waste Facility (EfW) and combusting landfill gas captured by decomposing MSW in reciprocating internal combustion engines can be expressed as the equivalent number of homes that could be powered by energy realized from alternative sources. In FY 2019, the equivalent number of homes powered by alternatively generated electrical energy was 65,000 homes, according to Covanta Fairfax. The EfW was shutdown with no electric generation from February 2017 through December 2017 due to a catastrophic fire that occurred in February 2017. EfW operation resumed in January 2018, so FY 2017 reported electric generation represents seven months of operation and FY 2018 reported electric generation represents six months of operation. Landfill gas is also used as an alternative fuel to natural gas to generate heat for several County facilities and to operate pollution control equipment at the Noman Cole Pollution Control Plant. In FY 2019, that use was the equivalent of 450,000 therms of natural gas.

Solid waste management is a key environmental responsibility of Fairfax County. Fairfax County manages trash and **recycling** according to a solid waste hierarchy that prefers reduction, reuse and recycling over incineration or landfilling. The County's Solid Waste Management Program (SWMP) has responsibility for providing a system for municipal solid waste management as shown in the 20-Year Solid Waste Management Plan updated and approved by the Board of Supervisors in May 2015. This plan, mandated by state law and administered by the Virginia Department of Environmental Quality (DEQ), documents the County's integrated management system and provides long-range planning for waste disposal and recycling for the next 20 years. The County's solid waste program provides opportunities for both residents and businesses to properly manage waste that they generate. Residents can recycle bottles, cans, paper, cardboard, motor oil, antifreeze, and used cooking oil at the County's two solid waste management complexes. Fairfax County continues to administer and enforce requirements to recycle paper, cardboard, glass, plastic and metal food and beverage containers from all residential properties. Non-residential properties are required to have paper and cardboard recycling. The County's recycling rate is calculated on a calendar year basis according to a procedure defined by state regulations and is due to the Virginia Department of Environmental Quality on April 30 of each calendar year. The annual countywide recycling rate, as reported to the Department of Environmental Quality, was 49.5% for calendar year 2018, lower than previous years due to reduced export markets and increased rejection of lower grade commodities.

Creating a Culture of Engagement

Individuals enhance community life by participating in and supporting civic groups, discussion groups, public-private partnerships, and other activities that seek to understand and address community needs and opportunities. As a result, residents feel that they can make a difference and work in partnership with others to understand and address pressing public issues.



Key County Indicators	FY 2017 Actual	FY 2018 Actual	FY 2019 Actual
Volunteerism for Public Health and Community Improvement (Medical Reserve Corps and Volunteer Fairfax)	16,666	14,139	15,472
Volunteer hours leveraged by the Consolidated Community Funding Pool	383,738	365,279	440,902
Total Volunteer Hours Reported in the Volunteer Management System (VMS)	1,499,642	1,658,255	1,839,685
Residents completing educational programs about local government (includes Citizens Police Academy and Fairfax County Youth Leadership Program)	214	151	156
Percent of registered voters who voted in general and special elections	76.0%	56.0%	65.8%
Percent of Park Authority, Fairfax County Public Schools, and Community and Recreation Services athletic fields adopted by community groups ¹	29.2%	29.2%	13.8%

¹ In FY 2017 and in FY 2018, the share of athletic fields adopted by community groups included fields adopted by the Fairfax County Public Schools Friends of Fields and Gyms. This program was discontinued for FY 2019 and fields previously supported through this program are no longer included for FY 2019.

Volunteerism provides a measure of community engagement and is strongly evident across a wide range of volunteer activities, including Public Health and Community Improvement in the Medical Reserve Corps (MRC) and Volunteer Fairfax, volunteer programs in the Police Department, Fire and Rescue and Sheriff's Office, the Citizen Emergency Response Team (CERT) with the Office of Emergency Management, Meals on Wheels, the Volunteer Income Tax Assistance (VITA) program, support for victims of domestic and sexual violence, mentoring, tutoring and parent education classes, advocacy for residents of assisted living and nursing facilities, teaching at community centers, parks, and libraries, and efforts to protect and enhance natural resources. Fairfax County benefits greatly from citizens who are knowledgeable about and actively involved in community programs and initiatives.

Nationally, the **Medical Reserve Corps (MRC)** consists of approximately 170,000 volunteers organized into 841 individual units, whose purpose is to build strong, healthy, and prepared communities. At the local level, 741 medical and non-medical volunteers serve in the Fairfax MRC. Volunteers participate in trainings, exercises and response activities to augment local resources that serve Fairfax residents prior to, during, and after a public health emergency, and support the daily operations of the Health Department. To be classified as an "active" MRC volunteer, individuals must complete three mandatory trainings (total time commitment is about 10 hours) – MRC orientation, Introduction to the National Incident Management System (NIMS), and Introduction to the Incident Command System (ICS) in their first year with the program. In addition, they must participate in at least one activity in subsequent years to maintain "active" status.

During FY 2019, there were 36 training and exercise opportunities provided to Fairfax MRC volunteers for a total of 1,963 training hours. Training opportunities included Adult Mental Health

Training, Introduction to American Sign Language, Communication Challenges for Individuals who are Deaf or Hard of Hearing, Point of Dispensing (POD) Training, CPR/First Aid Training, Vector Borne Illnesses Training, Safety Officer Training, REVIVE Training, and Pediatric Disaster Response and Emergency Preparedness. Volunteers served in several emergency drills and a variety of Health Department support functions. 42 volunteers dedicated 429 hours supporting Fairfax County Public Schools by conducting vision and hearing screenings at various schools across the county; 6 medical volunteers contributed 48 hours during regional deployments in support of our federal partners by staffing first aid tents for the 4th of July Celebration in DC and the Tour de Cure event organized by the American Diabetes Association; 13 volunteers provided medical and non-medical support to children during the FREE Physicals Clinic by assisting with language interpretation, greeting, flow control and physicals; 20 MRC volunteers assisted the Northern Region Tuberculosis (TB) Taskforce by visiting pre-designated businesses and community centers to distribute posters and flyers to raise awareness about the risks of TB and the services available to treat it; implementing Phase 2 of the TB Media Campaign, for a total of 104 volunteer hours, 19 MRC volunteers conducted surveys at approximately 30 pre-identified locations throughout Fairfax County including faith based organizations, ethnic markets, and libraries; the Health Department conducted a Skilled Nursing Facility (SNF) Flu Vaccination Exercise at SNFs throughout the County. 9 facilities participated, 5 of which received immunizations from Health Department staff, George Mason University (GMU) student nurses, and 6 Medical Reserve Corps (MRC) volunteers working as Mobile Dispensing Teams (MDTs). In total, 632 vaccinations were provided, and 14 medical and non-medical MRC volunteers contributed a total of 143 hours to the exercise. During FY 2019, Fairfax MRC volunteers contributed 3,797 hours for a total value of \$104,245. Current and future efforts are focused on enhancing volunteer skills and capabilities by increasing the number of volunteers that have completed the required training, providing more emergency preparedness and response-related opportunities as well as routine public health and outreach activities to engage and retain volunteers, conducting background investigations to align with state and county policies and diversifying the program to better represent the Fairfax communities. The Fairfax MRC will continue to engage volunteers with training and exercise opportunities to better prepare them to support the Fairfax County Health Department in responding to natural and man-made disasters and emergencies.

Volunteer Fairfax, a private, nonprofit corporation (created in 1975) to promote volunteerism through a network of over 500 nonprofit agencies, has mobilized people and other resources to meet regional community needs. Volunteer Fairfax connects individuals, youth, seniors, families and corporations to volunteer opportunities, honors volunteers for their hard work and accomplishments, and educates the nonprofit sector on best practices in volunteer and nonprofit management. Volunteer Fairfax continually tracks the types and degree of need in Fairfax County communities. Current areas of focus include food security, affordable housing counseling, aging in place for seniors, mental health and Diversion First, educational equity and One Fairfax.

To make volunteering easy and accessible for all who wish to serve, Volunteer Fairfax uses an easy-to-use online database that provides immediate information and referral to individuals, civic groups, and corporations. People of all ages can access between 250 and 400 active volunteer opportunities by searching by mission type and geographic location as well as requested skills. They also offer board member matching through this system.

Volunteer Fairfax is also active in disaster preparation and response. In Fairfax County's Emergency Operation Plan they are responsible for the Volunteer and Donation Management annexes coordinating spontaneous volunteers in a disaster situation. Over the past five years they have worked to make Fairfax County a more resilient community by bringing together faith communities, homeowner and civic associations, nonprofits, businesses and the county government to create district-specific Community Resiliency Groups (CRGs). These CRGs have been trained and

conducted exercises to further enhance pre-disaster preparation. Volunteer Fairfax is one of 250 local volunteer centers affiliated with the national Points of Light.

Through various programs and services, Volunteer Fairfax has referred or connected 14,731 individuals in FY 2019 which equates to 54,240 hours volunteers contributed to Fairfax County. Volunteer Fairfax recognized 182 volunteers who have given outstanding service to the County during their annual Volunteer Service Awards program.

Volunteerism not only reflects a broad-based level of engagement with diverse organizations and residents throughout Fairfax County, but also greatly benefits County residents through the receipt of expertise and assistance at minimal cost to the County. As indicated by the number of volunteer hours garnered by the **Consolidated Community Funding Pool (CCFP)**, there is a strong nucleus and core of invested volunteers who participate in vital community programs, and they make a difference in the community. Numbers fluctuate from year to year since new and revamped programs are funded every two years.

Fairfax County has a Volunteer Management System (VMS) – accessible at volunteer.fairfaxcounty.gov - that provides a single, searchable database of volunteer opportunities with County agencies. Volunteers complete a single application form for all agencies and answers a few supplemental questions depending on the opportunity to which they apply. Volunteer engagement leads to greater civic involvement and provides ways for residents from our diverse communities to engage and integrate. Research shows that volunteer engagement builds resilience, strengthens economic wellbeing, leads to better health and builds the capacity of agencies. Annual surveys of County volunteers indicate that 89% of volunteers feel more connected to their community and 95% feel they made a difference and would recommend volunteers to others.

In FY 2019, **volunteers recorded 1,839,685 hours of service** which is a value of \$50,591,331 to the county based on data captured in VMS. Both the number of volunteers registered in VMS and the total hours have risen steadily since FY 2015. Data reported in VMS includes data for several of the volunteer functions reported in this section.

In addition to its many volunteer opportunities, Fairfax County has designed several programs to educate citizens about local government. The **Citizens Police Academy (CPA)** is an educational outreach program designed to provide a unique “glimpse behind the badge” as participants learn about police department policies, procedures, and the men and women who compose an organization nationally recognized as a leader in the law enforcement community. Participants learn about the breadth of resources involved in preventing and solving crime and the daily challenges faced by Fairfax County police officers. The Fairfax County Police Department hosts four programs under the CPA concept. Academies for adults are held twice a year and are ten weeks in duration. Classes meet one night a week for 3.5 hours and are a combination of lecture, tour, and hands-on activities. The FCPD also hosts three programs for young adults each summer. Police Leaders of Tomorrow is a week-long program for young adults (18-24 years of age) of ethnic and racial diversity who are interested in law enforcement careers. The Teen Police Academy is a week-long program for high school students enrolled in criminal justice classes and provides scenario-based training. Future Women Leaders in Law Enforcement is a week-long program for high school girls who are interested in exploring careers in law enforcement. The Fairfax County Citizens Police Academy was selected “best in the nation” in 2009 by the National Citizens Police Academy Association (NCPAA). In FY 2019, 128 residents completed a CPA course

The **Fairfax County Youth Leadership Program** is designed to educate and motivate high school students to become engaged citizens and leaders in the community. This is a very selective program with students from each of the County's 25 high schools represented. The students are chosen

based on a range of criteria including student activities and awards, written essays and recommendations. During a one-year period, the program includes a series of monthly sessions about County government, work assignments related to each session, a summer internship in a County agency and a presentation to 8th grade civics students. The goal of this initiative is to inspire young people to become citizens who will share their ideas and bring their energy to local government.

Fairfax County has a civic-minded population. Voter participation levels in Fairfax County reflect a community that is well-informed, engaged, and involved with local government to address community needs and opportunities. The percent of Fairfax County residents voting in recent elections generally exceeds state averages. **Turnout for the November 2018 General Election** for federal offices (FY 2019) was 65.8 percent; the increase in voter turnout is typical for federal offices compared to the preceding state election. The County's 65.8 percent turnout represents 404,588 citizens who voted at the polls on Election Day and 85,702 voters who cast absentee ballots.

Another aspect of an engaged community is the extent to which residents take advantage of opportunities to improve their physical surroundings and to maintain the facilities they use. Community groups have adopted 13.8 percent of athletic fields. In FY 2017 and in FY 2018, **the share of athletic fields adopted by community groups** included fields adopted by the Fairfax County Public Schools Friends of Fields and Gyms. This program was discontinued for FY 2019 and fields previously supported through this program are no longer included for FY 2019. Athletic field adoptions reduce the County's financial burden to maintain these types of public facilities and improve their quality. Analysis indicates that organizations in Fairfax County annually provide over \$4 million in support for facility maintenance and development. In addition to natural turf field maintenance, community organizations continue to develop synthetic turf fields by partnering with the County and funding the development independently. New incentives have recently been put into place to encourage groups to maintain and increase adoptions despite the current economic climate. The Department of Neighborhood and Community Services, Fairfax County Park Authority (FPCA), and Fairfax County Public Schools (FCPS) continue to work with a very involved athletic community to design and implement the FCPS diamond field maintenance plan. This plan established an enhanced level of consistent and regular field maintenance at school softball and baseball fields. This benefits both scholastic users as well as community groups that are reliant upon use of these fields to operate their sports programs throughout the year.

Exercising Corporate Stewardship

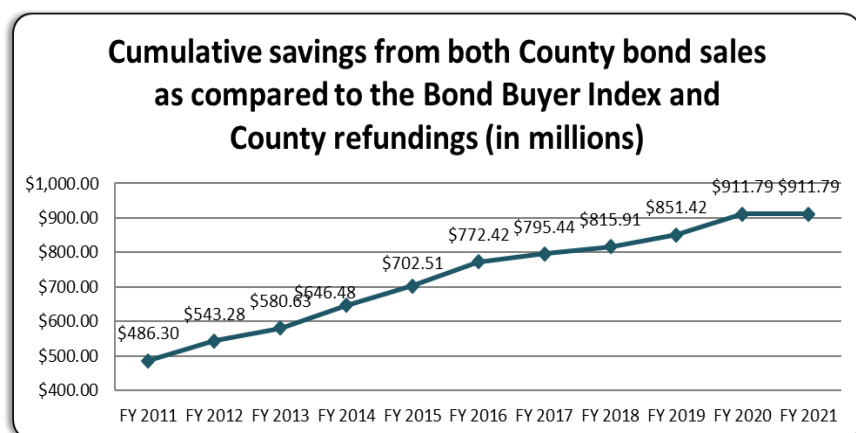
Fairfax County government is accessible, responsible, and accountable. As a result, actions are responsive, providing superior customer service and reflecting sound management of County resources and assets. Estimates for FY 2020 and for FY 2021 are provided for this element to allow comparison with prior years and show trends.



Key County Indicators	FY 2017 Actual	FY 2018 Actual	FY 2019 Actual	FY 2020 Estimate	FY 2021 Estimate
Average tax collection rate for Real Estate Taxes, Personal Property Taxes and Business, Professional, and Occupational License Taxes	99.58%	99.71%	99.68%	99.49%	99.49%
County direct expenditures per capita	\$1,276	\$1,286	\$1,338	\$1,443	\$1,433
Percent of household income spent on residential Real Estate Tax	5.06%	5.01%	5.03%	5.06%	5.17%
County (merit regular) positions per 1,000 citizens	10.97	10.92	10.98	11.21	11.30

Key County Indicators	FY 2017 Actual	FY 2018 Actual	FY 2019 Actual	FY 2020 Estimate	FY 2021 Estimate
Number of consecutive years receipt of highest possible bond rating from major rating agencies (Aaa/AAA/AAA)	39	40	41	42	43
Cumulative savings from both County bond sales as compared to the Bond Buyer Index and County refundings (in millions)	\$795.44	\$815.91	\$851.42	\$911.79	\$911.79
Number of consecutive years receipt of unqualified audit	36	37	38	39	40

The Corporate Stewardship Vision Element is intended to demonstrate the level of effort and success that the County has in responsibly and effectively managing the public resources allocated to it. The County is well regarded for its strong financial management as evidenced by its long history of high quality financial management and reporting (see chart above for “**number of consecutive years receipt of highest possible bond rating**” and “**unqualified audit**”). The Board of Supervisors adopted *Ten Principles of Sound Financial Management* on October 22, 1975, to ensure prudent and responsible allocation of County resources. These principles, which are reviewed, revised and updated as needed to keep County policy and practice current, have resulted in the County receiving and maintaining a Aaa bond rating from Moody's Investors Service since 1975, AAA from Standard and Poor's Corporation since 1978 and AAA from Fitch Investors Services since 1997. Maintenance of the highest rating from the major rating agencies has resulted in significant flexibility for the County in managing financial resources generating **cumulative savings from County bond sales and refundings** of \$911.79 million since 1978. This savings was achieved as a result of the strength of County credit compared to other highly rated jurisdictions on both new money bond sales and refundings of existing debt at lower interest rates. This means that the interest costs that need to be funded by County revenues are significantly lower than they would have been if the County was not so highly regarded in financial circles as having a thoughtful and well implemented set of fiscal policies.



Recent recognitions of sound County management include continuing annual recognition by the Government Finance Officers Association (GFOA) for excellence in financial reporting and budgeting, and receipt of the International City/County Management Association (ICMA) 2019 Certificate of Excellence for the County's use of performance data from 15 different government service areas (such as police, fire and rescue, libraries, etc.) to achieve improved planning and decision-making, training, and accountability. Only 27 jurisdictions participating in ICMA's Center for Performance Measurement earned this prestigious award in 2019.

The success in managing County resources has been accompanied by the number of **merit regular positions per 1,000 citizens** being managed very closely. Since FY 1992 the ratio has declined from 13.57 to 11.30 in FY 2021. The ratio has remained relatively stable since FY 2013 due to limited position growth while the County population, and demand for services, has also increased. The long-term trend shows a decline in the positions to citizen ratio, indicating the benefit of a number of efficiencies and approaches - success in utilizing technology, best management processes and success in identifying public-private partnerships and/or contractual provision of service.

The County consistently demonstrates success in maintaining high **average tax collection rates**, which results in equitable distribution of the burden of local government costs to fund the wide variety of County programs and services beneficial to all residents.

County direct expenditures per capita of \$1,433 in FY 2021 represent a slight decrease from FY 2020. Recent budgets have accommodated operating adjustments for new facilities, critical infrastructure requirements, population growth and workload increases with modest expenditure increases by enduring significant budget reductions in recognition of the delicate balance between providing an appropriate level of services to residents while minimizing the financial impact to taxpayers. More cost per capita data, including data showing how much Fairfax County spends in each of the program areas, is included at the beginning of each program area section in Volume 1 of the FY 2021 Advertised Budget Plan. The jurisdictions selected for comparison are the Northern Virginia localities as well as those with a population of 100,000 or more elsewhere in the state (the Auditor of Public Accounts for the Commonwealth of Virginia collects this data and publishes it annually). Fairfax County's cost per capita in each of the program areas is highly competitive with others in the state.

The **percent of household income spent on residential Real Estate Tax** reflects an increase from FY 2020 primarily reflecting the change in the Real Estate Tax rate, as well as a slight increase in growth in the mean assessed value of residential properties which that outpaced the growth of "typical" household income in the County. Fairfax County continues to rely heavily on the Real Estate Tax at least in part due to the lack of tax diversification options for counties in Virginia. In FY 2021, real property taxes represent **66.2** percent of total General Fund revenues.

Ignite: Fairfax County Public Schools (FCPS) Strategic Plan

The School Board's Strategic Plan was prepared to Ignite the hearts and minds of the community to ensure that every student receives the best possible education, preparing them for their best possible futures. Each year, the School Board is updated on the four Ignite goals, which include:

Ignite Goals

- Student Success
- Caring Culture
- Premier Workforce
- Resource Stewardship

Mission

Fairfax County Public Schools, a world-class school system, inspires and empowers students to meet high academic standards, lead healthy ethical lives, and be responsible and innovative global citizens.

Vision

- Looking to the Future
- Commitment to Opportunity
- Community Support
- Achievement
- Accountability

Portrait of a Graduate

1. Communicator
2. Collaborator
3. Ethical and Global Citizen
4. Creative and Critical Thinker
5. Goal-Directed and Resilient Individual

School system performance is monitored regularly throughout the year by the School Board to assure that reasonable progress is being made toward achieving the student achievement goals and that the system is complying with the Board's operational expectations.



FCPS Overview

- In FY 2020, FCPS' total approved membership is 188,414; nation's 10th largest school district.
- 198 schools and centers.
- Full-day kindergarten at all elementary schools.
- Needs-based staffing at all schools.
- Over 92% of FCPS graduates plan to continue to post-secondary education.
- In 2019, Thomas Jefferson High School of Science and Technology was ranked by *U.S. News and World Report* as the #4 Best High School and also #4 for the best STEM school in the nation.

FCPS is Efficient

FCPS ranks 5th when compared to other local districts in average cost per pupil (FY 2020 WABE Guide).

FCPS students scored an average of 1212 on the SAT, exceeding both the state and national average for 2017-2018 school year:

FCPS	1212
VA	1110
Nation	1049



1742

General Fund Statement



FY 2021

Advertised Budget Plan

FY 2021 ADVERTISED FUND STATEMENT
FUND 10001, GENERAL FUND

	FY 2019 Actual	FY 2020 Adopted Budget Plan	FY 2019 Carryover	Other Actions July-January	FY 2020 Revised Budget Plan	FY 2021 Advertised Budget Plan	Inc/(Dec) Over Revised	% Inc/(Dec) Over Revised
Beginning Balance	\$234,056,305	\$169,603,702	\$98,878,193	\$908	\$268,482,803	\$184,890,694	(\$83,592,109)	(31.13%)
Revenue ¹								
Real Property Taxes	\$2,796,959,177	\$2,890,593,420	\$0	\$4,106,101	\$2,894,699,521	\$3,054,277,725	\$159,578,204	5.51%
Personal Property Taxes ²	421,826,913	429,180,913	0	8,318,569	437,499,482	442,467,835	4,968,353	1.14%
General Other Local Taxes	528,245,784	537,425,572	0	6,843,356	544,268,928	547,921,558	3,652,630	0.67%
Permit, Fees & Regulatory Licenses	55,874,600	53,559,013	1,250,000	63,071	54,872,084	54,973,621	101,537	0.19%
Fines & Forfeitures	12,258,740	12,583,545	0	(787,881)	11,795,664	11,795,664	0	0.00%
Revenue from Use of Money & Property	71,181,118	82,283,249	0	(21,386,628)	60,896,621	48,452,270	(12,444,351)	(20.44%)
Charges for Services	85,476,153	83,305,683	0	3,090,655	86,396,338	87,154,390	758,052	0.88%
Revenue from the Commonwealth ²	307,422,013	311,982,618	0	920,304	312,902,922	313,196,918	293,996	0.09%
Revenue from the Federal Government	43,970,037	39,350,986	1,309,877	71,262	40,732,125	40,235,797	(496,328)	(1.22%)
Recovered Costs/Other Revenue	18,610,536	16,934,540	0	(1,238,809)	15,695,731	16,234,444	538,713	3.43%
Total Revenue	\$4,341,825,071	\$4,457,199,539	\$2,559,877	\$0	\$4,459,759,416	\$4,616,710,222	\$156,950,806	3.52%
Transfers In								
Fund 40030 Cable Communications	\$3,877,319	\$2,785,414	\$0	\$0	\$2,785,414	\$2,411,781	(\$373,633)	(13.41%)
Fund 40080 Integrated Pest Management	141,000	141,000	0	0	141,000	141,000	0	0.00%
Fund 40100 Stormwater Services	1,125,000	1,125,000	0	0	1,125,000	1,125,000	0	0.00%
Fund 40130 Leaf Collection	0	54,000	0	0	54,000	54,000	0	0.00%
Fund 40140 Refuse Collection and Recycling Operations	548,000	494,000	0	0	494,000	494,000	0	0.00%
Fund 40150 Refuse Disposal	626,000	626,000	0	0	626,000	626,000	0	0.00%
Fund 40170 I-95 Refuse Disposal	186,000	186,000	0	0	186,000	186,000	0	0.00%
Fund 69010 Sewer Operation and Maintenance	2,850,000	2,850,000	0	0	2,850,000	2,850,000	0	0.00%
Fund 80000 Park Revenue	820,000	820,000	0	0	820,000	820,000	0	0.00%
Total Transfers In	\$10,173,319	\$9,081,414	\$0	\$0	\$9,081,414	\$8,707,781	(\$373,633)	(4.11%)
Total Available	\$4,586,054,695	\$4,635,884,655	\$101,438,070	\$908	\$4,737,323,633	\$4,810,308,697	\$72,985,064	1.54%
Direct Expenditures ¹								
Personnel Services	\$832,939,992	\$911,373,918	\$1,711,077	(\$1,620,129)	\$911,464,866	\$950,192,443	\$38,727,577	4.25%
Operating Expenses	373,896,407	370,420,896	32,161,319	(1,118,994)	401,463,221	353,870,144	(47,593,077)	(11.85%)
Recovered Costs	(37,026,057)	(37,367,094)	(205,032)	0	(37,572,126)	(35,687,226)	1,884,900	(5.02%)
Capital Equipment	3,155,889	466,734	1,760,829	2,739,123	4,966,686	504,565	(4,462,121)	(89.84%)
Fringe Benefits	378,582,572	404,522,195	2,690,870	0	407,213,065	416,333,451	9,120,386	2.24%
Total Direct Expenditures	\$1,551,548,803	\$1,649,416,649	\$38,119,063	\$0	\$1,687,535,712	\$1,685,213,377	(\$2,322,335)	(0.14%)
Transfers Out								
Fund S10000 School Operating ³	\$2,051,659,207	\$2,136,016,697	\$0	\$0	\$2,136,016,697	\$2,221,533,075	\$85,516,378	4.00%
Fund S31000 School Construction	15,600,000	13,100,000	0	0	13,100,000	13,100,000	0	0.00%
Fund 10010 Revenue Stabilization ⁴	10,481,305	0	3,369,035	0	3,369,035	1,392,102	(1,976,933)	(58.68%)
Fund 10015 Economic Opportunity Reserve ⁵	0	0	33,921,880	0	33,921,880	11,981,088	(21,940,792)	(64.68%)
Fund 10020 Community Funding Pool	11,698,785	11,698,785	0	0	11,698,785	12,283,724	584,939	5.00%
Fund 10030 Contributory Fund	14,590,942	14,368,492	100,000	0	14,468,492	13,122,836	(1,345,656)	(9.30%)
Fund 10040 Information Technology	23,574,990	0	0	0	0	0	0	-
Fund 20000 County Debt Service	147,052,944	131,759,616	0	0	131,759,616	131,040,472	(719,144)	(0.55%)
Fund 20001 School Debt Service	193,381,033	197,982,182	0	0	197,982,182	198,182,333	200,151	0.10%
Fund 30000 Metro Operations and Construction	20,695,098	43,950,424	0	0	43,950,424	46,743,779	2,793,355	6.36%
Fund 30010 General Construction and Contributions	21,955,055	17,443,691	6,803,029	0	24,246,720	17,665,805	(6,580,915)	(27.14%)

FY 2021 ADVERTISED FUND STATEMENT

FUND 10001, GENERAL FUND

	FY 2019 Actual	FY 2020 Adopted Budget Plan	FY 2019 Carryover	Other Actions July-January	FY 2020 Revised Budget Plan	FY 2021 Advertised Budget Plan	Inc/(Dec) Over Revised	% Inc/(Dec) Over Revised
Fund 30015 Environmental and Energy Program	0	0	0	0	0	1,300,000	1,300,000	-
Fund 30020 Infrastructure Replacement and Upgrades	26,685,901	0	11,251,187	0	11,251,187	0	(11,251,187)	(100.00%)
Fund 30030 Library Construction	0	0	1,530,000	0	1,530,000	0	(1,530,000)	(100.00%)
Fund 30050 Transportation Improvements	\$45,000	\$0	\$0	\$0	\$0	\$0	\$0	-
Fund 30060 Pedestrian Walkway Improvements	2,376,718	700,000	1,091,125	0	1,791,125	700,000	(1,091,125)	(60.92%)
Fund 30070 Public Safety Construction	0	0	300,000	0	300,000	0	(300,000)	(100.00%)
Fund 30300 Affordable Housing Development and Investment	5,000,000	0	0	0	0	0	0	-
Fund 40000 County Transit Systems	36,151,131	40,633,472	0	0	40,633,472	42,555,146	1,921,674	4.73%
Fund 40040 Community Services Board	135,334,383	146,575,985	0	0	146,575,985	154,088,802	7,512,817	5.13%
Fund 40045 Early Childhood Birth to 5	0	0	0	0	0	34,376,405	34,376,405	-
Fund 40330 Elderly Housing Programs	1,862,722	1,885,995	0	0	1,885,995	1,913,396	27,401	1.45%
Fund 50000 Federal/State Grants	5,486,978	4,432,654	0	0	4,432,654	4,490,584	57,930	1.31%
Fund 60000 County Insurance	24,236,650	24,291,320	0	0	24,291,320	24,349,405	58,085	0.24%
Fund 60020 Document Services Division	3,941,831	3,941,831	0	0	3,941,831	3,941,831	0	0.00%
Fund 60030 Technology Infrastructure Services	3,037,500	0	1,539,898	0	1,539,898	0	(1,539,898)	(100.00%)
Fund 73030 OPEB Trust	10,490,000	10,490,000	0	0	10,490,000	4,490,000	(6,000,000)	(57.20%)
Fund 83000 Alcohol Safety Action Program	684,916	741,768	0	0	741,768	832,664	90,896	12.25%
Total Transfers Out	\$2,766,023,089	\$2,800,012,912	\$59,906,154	\$0	\$2,859,919,066	\$2,940,083,447	\$80,164,381	2.80%
Total Disbursements	\$4,317,571,892	\$4,449,429,561	\$98,025,217	\$0	\$4,547,454,778	\$4,625,296,824	\$77,842,046	1.71%
Total Ending Balance	\$268,482,803	\$186,455,094	\$3,412,853	\$908	\$189,868,855	\$185,011,873	(\$4,856,982)	(2.56%)
Less:								
Managed Reserve ⁶	\$168,039,302	\$184,890,694	\$0		\$184,890,694	\$185,011,873	\$121,179	0.07%
Reserve for Potential One-Time Requirements ⁷	1,564,400	1,564,400	3,412,853		4,977,253		(4,977,253)	(100.00%)
FY 2019 Audit Adjustments ¹	908			908	908		(908)	(100.00%)
Total Available	\$98,878,193	\$0	\$0	\$0	\$0	\$0	\$0	-

¹ In order to appropriately reflect actual revenues and expenditures in the proper fiscal year, FY 2019 revenues are increased \$1,269,947.15 and FY 2019 expenditures are increased \$1,269,039.51 to reflect audit adjustments as included in the FY 2019 Comprehensive Annual Financial Report (CAFR). As a result, the FY 2020 Revised Budget Plan Beginning Balance reflects a net increase of \$908. Details of the FY 2019 audit adjustments will be included in the FY 2020 Third Quarter package. This one-time funding is expected to be utilized as part of the FY 2020 Third Quarter Review and, as a result, is not carried forward into FY 2021.

² Personal Property Taxes of \$211,313,944 that are reimbursed by the Commonwealth as a result of the Personal Property Tax Relief Act of 1998 are included in the Revenue from the Commonwealth category in accordance with guidelines from the State Auditor of Public Accounts.

³ The proposed County General Fund transfer for school operations in FY 2021 totals \$2,221,533,075, an increase of \$85,516,378, or 4.0 percent, over the FY 2020 Adopted Budget Plan. The Fairfax County Public Schools Superintendent's Proposed Budget reflects a General Fund transfer increase of \$89,700,781, or 4.2 percent, over the FY 2020 Adopted Budget Plan.

⁴ Target funding for the Revenue Stabilization Fund is 5.00 percent of total General Fund disbursements, consistent with the County's *Ten Principles of Sound Financial Management* as updated by the Board of Supervisors on April 21, 2015. As a result of reserve adjustments included in the FY 2021 Advertised Budget Plan, the FY 2021 projected balance in the Revenue Stabilization Reserve is \$231.26 million, or 5.00% of total General Fund disbursements.

⁵ Target funding for the Economic Opportunity Reserve is 1.00 percent of total General Fund disbursements, consistent with the County's *Ten Principles of Sound Financial Management* as updated by the Board of Supervisors on April 21, 2015. As a result of reserve adjustments included in the FY 2021 Advertised Budget Plan, the FY 2021 projected balance in the Economic Opportunity Reserve Reserve is \$46.25 million, or 1.00% of total General Fund disbursements.

⁶ Target funding for the Managed Reserve is 4.00 percent of total General Fund disbursements, consistent with the County's *Ten Principles of Sound Financial Management* as updated by the Board of Supervisors on April 21, 2015. As a result of reserve adjustments included in the FY 2021 Advertised Budget Plan, the FY 2021 projected balance in the Managed Reserve is \$185.01 million, or 4.00 percent of total General Fund disbursements.

⁷ As part of the FY 2020 Adopted Budget Plan, an amount of \$1,564,400 was set aside in reserve to address potential one-time requirements. As part of the FY 2019 Carryover Review, an amount of \$3,412,853 was added to the reserve for a total of \$4,977,253.

FY 2021 ADVERTISED SUMMARY GENERAL FUND DIRECT EXPENDITURES

Agency	FY 2019 Actual	FY 2020 Adopted Budget Plan	FY 2019 Carryover	Other Actions July - January	FY 2020 Revised Budget Plan	FY 2021 Advertised Budget Plan	Inc/(Dec) Over Revised	% Inc/(Dec) Over Revised
Legislative-Executive Functions / Central Services								
01 Board of Supervisors ¹	\$5,320,888	\$5,517,094	\$0	\$0	\$5,517,094	\$6,768,143	\$1,251,049	22.68%
02 Office of the County Executive ^{1,2,3}	6,925,329	5,560,836	102,433	0	5,663,269	6,118,458	455,189	8.04%
03 Department of Clerk Services ¹	0	1,817,896	1,073	0	1,818,969	1,862,855	43,886	2.41%
06 Department of Finance	8,864,916	8,987,135	215,925	0	9,203,060	9,324,191	121,131	1.32%
11 Department of Human Resources	7,637,612	8,164,738	106,994	0	8,271,732	8,528,803	257,071	3.11%
12 Department of Procurement and Material Management	7,195,503	7,476,149	973,317	0	8,449,466	7,773,696	(675,770)	(8.00%)
13 Office of Public Affairs	1,539,248	1,790,052	133,148	0	1,923,200	1,858,814	(64,386)	(3.35%)
15 Office of Elections	4,362,730	4,460,159	860,604	0	5,320,763	5,090,904	(229,859)	(4.32%)
17 Office of the County Attorney	7,501,490	8,105,981	978,820	0	9,084,801	8,397,788	(687,013)	(7.56%)
20 Department of Management and Budget	5,369,399	5,516,999	496,867	0	6,013,866	6,070,912	57,046	0.95%
37 Office of the Financial and Program Auditor	268,581	413,868	0	0	413,868	428,403	14,535	3.51%
41 Civil Service Commission	394,141	468,731	36	0	468,767	484,131	15,364	3.28%
42 Office of the Independent Police Auditor	317,379	328,198	100,000	0	428,198	342,434	(85,764)	(20.03%)
57 Department of Tax Administration	25,310,705	27,910,356	246,494	0	28,156,850	28,750,641	593,791	2.11%
70 Department of Information Technology	35,405,844	36,832,280	497,567	0	37,329,847	38,905,473	1,575,626	4.22%
Total Legislative-Executive Functions / Central Services	\$116,413,765	\$123,350,472	\$4,713,278	\$0	\$128,063,750	\$130,705,646	\$2,641,896	2.06%
Judicial Administration								
80 Circuit Court and Records	\$11,681,719	\$12,432,661	\$129,387	\$0	\$12,562,048	\$13,037,122	\$475,074	3.78%
82 Office of the Commonwealth's Attorney	3,939,548	4,340,028	722,832	0	5,062,860	6,126,493	1,063,633	21.01%
85 General District Court	3,903,874	4,385,501	347,446	0	4,732,947	5,185,743	452,796	9.57%
91 Office of the Sheriff	21,387,613	20,633,109	1,321,631	0	21,954,740	21,278,406	(676,334)	(3.08%)
Total Judicial Administration	\$40,912,754	\$41,791,299	\$2,521,296	\$0	\$44,312,595	\$45,627,764	\$1,315,169	2.97%
Public Safety								
04 Department of Cable and Consumer Services	\$771,763	\$760,719	\$0	\$0	\$760,719	\$786,807	\$26,088	3.43%
31 Land Development Services	13,826,548	12,634,338	12,216	(225,013)	12,421,541	14,045,213	1,623,672	13.07%
81 Juvenile and Domestic Relations District Court	24,195,433	25,825,193	170,739	0	25,995,932	26,798,013	802,081	3.09%
90 Police Department	203,408,784	215,438,279	5,547,448	0	220,985,727	225,962,139	4,976,412	2.25%
91 Office of the Sheriff	49,107,686	52,493,261	933,548	0	53,426,809	54,454,386	1,027,577	1.92%
92 Fire and Rescue Department	205,305,971	218,989,964	5,407,644	0	224,397,608	228,088,603	3,690,995	1.64%
93 Office of Emergency Management	1,769,631	1,947,864	813,584	0	2,761,448	1,996,116	(765,332)	(27.71%)
96 Department of Animal Sheltering	2,302,336	2,749,929	131,269	0	2,881,198	2,827,102	(54,096)	(1.88%)
97 Department of Code Compliance	4,454,539	4,791,825	132	0	4,791,957	4,948,491	156,534	3.27%
Total Public Safety	\$505,142,691	\$535,631,372	\$13,016,580	(\$225,013)	\$548,422,939	\$559,906,870	\$11,483,931	2.09%
Public Works								
08 Facilities Management Department	\$59,609,373	\$58,665,484	\$2,200,820	\$0	\$60,866,304	\$59,935,401	(\$930,903)	(1.53%)
25 Business Planning and Support	1,030,131	1,009,322	19,208	0	1,028,530	1,122,280	93,750	9.11%
26 Office of Capital Facilities	13,652,449	15,345,436	644,361	0	15,989,797	15,998,269	8,472	0.05%
87 Unclassified Administrative Expenses	4,154,968	3,948,694	16,508	0	3,965,202	3,948,694	(16,508)	(0.42%)
Total Public Works	\$78,446,921	\$78,968,936	\$2,880,897	\$0	\$81,849,833	\$81,004,644	(\$845,189)	(1.03%)

FY 2021 ADVERTISED SUMMARY GENERAL FUND DIRECT EXPENDITURES

Agency	FY 2019 Actual	FY 2020 Adopted Budget Plan	FY 2019 Carryover	Other Actions July - January	FY 2020 Revised Budget Plan	FY 2021 Advertised Budget Plan	Inc/(Dec) Over Revised	% Inc/(Dec) Over Revised
Health and Welfare								
67 Department of Family Services ⁴	\$208,647,459	\$146,183,279	\$5,337,107	\$0	\$151,520,386	\$151,968,884	\$448,498	0.30%
71 Health Department	62,302,806	65,550,276	1,280,498	0	66,830,774	68,496,602	1,665,828	2.49%
73 Office to Prevent and End Homelessness ⁵	14,125,965	14,899,466	647,101	0	15,546,567	0	(15,546,567)	(100.00%)
77 Office of Strategy Management for Health and Human Services	3,070,055	3,524,055	248,390	0	3,772,445	3,490,858	(281,587)	(7.46%)
79 Department of Neighborhood and Community Services ⁴	31,791,417	117,183,923	(2,489,840)	0	114,694,083	86,766,418	(27,927,665)	(24.35%)
Total Health and Welfare	\$319,937,702	\$347,340,999	\$5,023,256	\$0	\$352,364,255	\$310,722,762	(\$41,641,493)	(11.82%)
Parks and Libraries								
51 Fairfax County Park Authority	\$26,076,879	\$27,753,330	\$386,626	\$0	\$28,139,956	\$28,822,420	\$682,464	2.43%
52 Fairfax County Public Library	29,596,605	30,294,136	1,172,512	0	31,466,648	32,195,442	728,794	2.32%
Total Parks and Libraries	\$55,673,484	\$58,047,466	\$1,559,138	\$0	\$59,606,604	\$61,017,862	\$1,411,258	2.37%
Community Development								
16 Economic Development Authority	\$7,990,613	\$8,791,483	\$350,000	\$0	\$9,141,483	\$8,995,726	(\$145,757)	(1.59%)
30 Department of Economic Initiatives ³	0	1,216,480	32,071	0	1,248,551	1,255,895	7,344	0.59%
31 Land Development Services ³	15,998,443	16,129,247	1,123,095	225,013	17,477,355	16,600,915	(876,440)	(5.01%)
35 Department of Planning and Development ²	12,069,361	13,733,875	1,410,938	0	15,144,813	14,291,239	(853,574)	(5.64%)
36 Planning Commission ¹	833,400	0	0	0	0	0	0	--
38 Department of Housing and Community Development ⁵	6,805,129	7,500,907	228,040	0	7,728,947	25,950,646	18,221,699	235.76%
39 Office of Human Rights and Equity Programs	1,660,154	1,859,931	19,323	0	1,879,254	1,915,686	36,432	1.94%
40 Department of Transportation	8,629,374	8,944,137	639,923	0	9,584,060	9,296,421	(287,639)	(3.00%)
Total Community Development	\$53,986,474	\$58,176,060	\$3,803,390	\$225,013	\$62,204,463	\$78,306,528	\$16,102,065	25.89%
Nondepartmental								
87 Unclassified Administrative Expenses	\$1,159,101	\$200,000	\$1,637,912	\$0	\$1,837,912	\$200,000	(\$1,637,912)	(89.12%)
89 Employee Benefits	379,875,911	405,910,045	2,963,316	0	408,873,361	417,721,301	8,847,940	2.16%
Total Nondepartmental	\$381,035,012	\$406,110,045	\$4,601,228	\$0	\$410,711,273	\$417,921,301	\$7,210,028	1.76%
Total General Fund Direct Expenditures	\$1,551,548,803	\$1,649,416,649	\$38,119,063	\$0	\$1,687,535,712	\$1,685,213,377	(\$2,322,335)	(0.14%)

¹ As part of the FY 2020 Advertised Budget Plan, the functions performed by the Office of the Clerk and support staff in Agency 01, Board of Supervisors, and Agency 02, Office of the County Executive, as well as staff in Agency 36, Planning Commission, were consolidated into a new agency, Agency 03, Department of Clerk Services.

² As part of the FY 2020 Adopted Budget Plan, the Office of Community Revitalization in Agency 02, Office of the County Executive, was transferred to Agency 35, Department of Planning and Zoning, and Agency 35 was renamed to the Department of Planning and Development.

³ As part of the FY 2020 Adopted Budget Plan, a new agency, Agency 30, Department of Economic Initiatives, was established to consolidate the Office of Public Private Partnerships, previously in Agency 02, Office of the County Executive, with funding and positions supporting the Economic Success Strategic Plan in other agencies.

⁴ As part of the FY 2020 Advertised Budget Plan, the Office for Children was transferred from Agency 67, Department of Family Services, to Agency 79, Department of Neighborhood and Community Services.

⁵ As part of the FY 2021 Advertised Budget Plan, Agency 73, Office to Prevent and End Homelessness, is consolidated with Agency 38, Department of Housing and Community Development.

General Fund Revenue Overview



FY 2021

Advertised Budget Plan

General Fund Revenue Overview

Summary of General Fund Revenue and Transfers In

Category	FY 2019 Actual	FY 2020 Adopted Budget Plan	FY 2020 Revised Budget Plan ¹	FY 2021 Advertised Budget Plan	Change from Revised	
					Increase/ (Decrease)	% Change
Real Estate Taxes - Current and Delinquent	\$2,796,959,177	\$2,890,593,420	\$2,894,699,521	\$3,054,277,725	\$159,578,204	5.5%
Personal Property Taxes - Current and Delinquent ²	633,140,857	640,494,857	648,813,426	653,781,779	4,968,353	0.8%
Other Local Taxes	528,245,784	537,425,572	544,268,928	547,921,558	3,652,630	0.7%
Permits, Fees and Regulatory Licenses	55,874,600	53,559,013	54,872,084	54,973,621	101,537	0.2%
Fines and Forfeitures	12,258,740	12,583,545	11,795,664	11,795,664	0	0.0%
Revenue from Use of Money/Property	71,181,118	82,283,249	60,896,621	48,452,270	(12,444,351)	(20.4%)
Charges for Services	85,476,153	83,305,683	86,396,338	87,154,390	758,052	0.9%
Revenue from the Commonwealth and Federal Government ²	140,078,106	140,019,660	142,321,103	142,118,771	(202,332)	(0.1%)
Recovered Costs / Other Revenue	18,610,536	16,934,540	15,695,731	16,234,444	538,713	3.4%
Total Revenue	\$4,341,825,071	\$4,457,199,539	\$4,459,759,416	\$4,616,710,222	156,950,806	3.5%
Transfers In	10,173,319	9,081,414	9,081,414	8,707,781	(373,633)	(4.1%)
Total Receipts	\$4,351,998,390	\$4,466,280,953	\$4,468,840,830	\$4,625,418,003	156,577,173	3.5%

¹ FY 2020 revenue estimates were increased a net \$2.6 million as part of the *FY 2019 Carryover Review* and the fall 2019 review of revenues. Explanations of these changes can be found in the following narrative. The *FY 2020 Third Quarter Review* may contain further adjustments as necessary.

² The portion of the Personal Property Tax reimbursed by the Commonwealth as a result of the Personal Property Tax Relief Act of 1998 is included in the Personal Property Tax category for the purpose of discussion in this section.

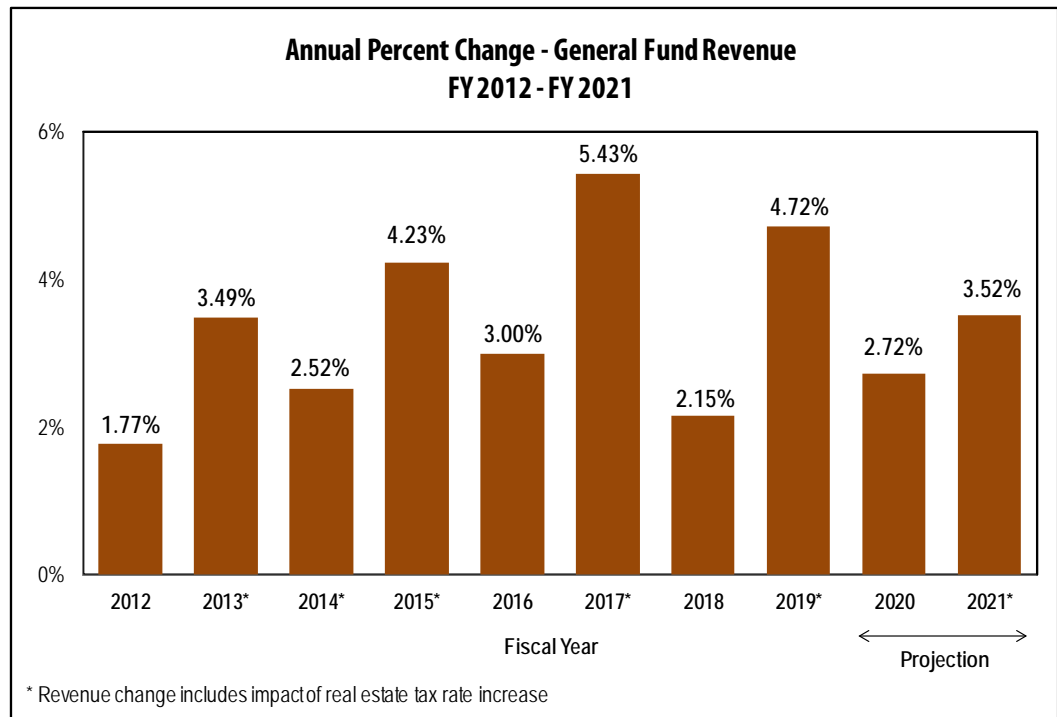
As reflected in the preceding table, FY 2021 General Fund revenues are projected to be \$4,616,710,222, an increase of \$159,510,683 or 3.6 percent over the FY 2020 Adopted Budget Plan. FY 2020 revenue estimates were increased a net \$2.6 million in a number of revenue categories as part of the *FY 2019 Carryover Review* and the fall 2019 review of revenues. As a result, the FY 2021 General Fund revenue reflects an increase of \$156,950,806 or 3.5 percent over the *FY 2020 Revised Budget Plan*, which contains the latest FY 2020 revenue estimates. The revenue increase in FY 2021 is primarily the result of a 3.8 percent rise in the Real Estate assessment base and a \$0.03 increase in the proposed Real Estate tax rate from \$1.15 to \$1.18 per \$100 of assessed value. It should be noted that Real Estate tax revenue reflects the allocation of the projected value of one and one-half pennies of the Real Estate tax rate (\$39.74 million) to Fund 30300, Affordable Housing Development and Investment. In addition, Personal Property Taxes are projected to increase \$5.0 million due to an increase in vehicle and business levy; and Other Local Taxes are expected to increase \$3.7 million on projected growth in Local Sales Tax, Transient Occupancy Tax, and Business, Professional, and Occupational License Tax. Partially offsetting these increases is a projected \$12.4 million decrease in Revenue from Use of Money and Property because of declining interest rates.

Incorporating Transfers In, FY 2021 General Fund receipts are anticipated to be \$4,625,418,003. The Transfers In to the General Fund total \$8.7 million and reflect \$2.4 million from Fund 40030, Cable Communications, \$2.9 million from Fund 69010, Sewer Operation and Maintenance, \$1.1 million from Fund 40100, Stormwater Services, and \$2.3 million from various other funds for indirect support provided by the County's General Fund agencies.

The following chart shows General Fund revenue growth since FY 2012. Revenues rose at an average annual growth rate of 3.3 percent in the period from FY 2012 to FY 2016. General Fund

General Fund Revenue Overview

revenue in FY 2017 increased 5.43 percent primarily as a result of a 2.98 percent rise in real estate assessments and a 4-cent increase in the Real Estate tax rate. FY 2018 revenue increased 2.15 percent as a result of a 1.89 percent rise in real estate assessments, as well as modest growth in other revenue categories. In FY 2019, General Fund revenue increased 4.72 percent primarily as a result of a 3.59 percent rise in real estate assessments and a 2-cent increase in the Real Estate tax rate. Revenue growth of 2.72 percent is projected in FY 2020. In FY 2021, General Fund revenue is expected to increase 3.52 percent.



Economic Indicators

The current economic expansion, which began more than a decade ago, is the longest in U.S. history. The U.S. economy expanded at a rate of 2.1 percent in the fourth quarter of 2019. In the third quarter, real Gross Domestic Product (GDP) also grew 2.1 percent. For all of 2019, real GDP increased 2.3 percent, which underperformed the 2.9 percent growth experienced in 2018. The FY 2021 General Fund revenue forecast assumes that the U.S. economy will continue to expand in 2020 and 2021, albeit at lower rates.

During 2019, the economy continued to add jobs at a healthy pace. By the end of the year, the unemployment rate at 3.5 percent stood at a level not seen since December 1969. Sustained job growth drove wages up throughout 2019 and early 2020, with January average hourly earnings 3.1 percent higher year-over-year, marking the 18th consecutive month of 3 percent or more of wage gains. Wages are rising even faster at the lower end of the income spectrum. This bodes well for consumer spending, which has been the bright spot of the economic expansion. In fact, higher consumer spending accounted for roughly 80 percent of real GDP growth in 2019.

Following four increases in the federal funds rate in 2018, the Federal Reserve decreased the target range three times during 2019 as part of what Fed Chairman Jerome Powell has described as a "midcycle adjustment" in a maturing economic expansion. Powell has characterized the U.S. economy as strong, led by solid consumer spending but vulnerable to exogenous factors and uncertainties such as global economic weakness and tensions related to the U.S.-China trade war.

The Federal Open Market Committee signaled that the moves to ease policy could be nearing a pause, with Powell saying that Federal Reserve officials “see the current stance of monetary policy as likely to remain appropriate.”

The FY 2021 General Fund revenue forecast assumes that the local economy will continue to expand in 2020 and 2021. Employment gains in the Washington region were solid and even accelerated towards the end of 2019. The majority of the new jobs were created in Northern Virginia. The increase in federal government contract spending as a result of the Bipartisan Budget Agreement of 2018 and the federal budget appropriations agreements from December 2019 for the current fiscal year have reduced the uncertainty around federal policy that the region had experienced in recent years. In Fairfax County, employment in the first half of 2019 was approximately 1.5 percent higher than in the first half of 2018. The County's annual unemployment rate fell to 2.3 percent, the lowest in 12 years. According to estimates from IHS Markit, the County's Gross County Product (GCP), adjusted for inflation, increased at a rate of 3.1 percent in 2018 and another 2.2 percent in 2019.

Factors that could impact the region's economic outlook are the uncertainties related to the November 2020 U.S. election, as well as the direction of the expected “Phase Two” trade negotiations with China.

Local Housing Market

Based on information from Bright MLS, the average sales price of homes sold in Fairfax County rose 3.9 percent from \$578,723 in 2018 to \$601,506 in 2019. Home prices continue to increase primarily as a result of the tight inventory of homes for sale and low mortgage rates. Since 2009, the average home sales price has risen 44.2 percent, or an average annual growth rate of 3.7 percent.

Bright MLS also reported that 16,144 homes sold in the County in 2019, up 2.9 percent compared to 2018. Homes that sold during 2019 were on the market for an average of 24 days, down from 52 days in 2018.

Local Nonresidential Market

According to the Fairfax County Economic Development Authority, the direct office vacancy rate at year-end 2019 was 13.9 percent, down from 14.9 percent at year-end 2018. The overall office vacancy rate, which includes empty sublet space, was 14.4 percent at year-end 2019, down from 15.5 percent recorded at year-end 2018. The amount of empty office space fell to 17.1 million square feet. Industry experts expect vacancy rates to remain relatively stable through 2020 as tenants monitor economic conditions and the direction of the federal budget.

At year-end 2019, office development continued around Metro stations in the Silver Line corridor and in other areas of the County as well. Eight office buildings, totaling more than 2.7 million square feet, were under construction in three submarkets as of December 2019. The amount of new space delivered in 2019 was slightly more than 600,000 square feet, with an expectation of 1.2 million square feet of deliveries in 2020.

Office leasing activity totaled over 9 million square feet at the end of 2019. As has been the case for the past several years, most of the leasing activity during 2019 involved government renewals and metro-adjacent relocations. Lease rates for new space are adjusting to market conditions as many tenants are taking advantage of favorable rates, and others are looking to capitalize on market conditions by consolidating operations in newer space near Metro stations. Submarkets along and near the Silver Line – Tysons, Reston and the Herndon area – are especially well-positioned to take advantage of this trend. More than 56 million square feet of new office space is in the development pipeline countywide.

General Fund Revenue Overview

Revenue

In FY 2021, current and delinquent Real Estate Tax revenue comprises 66.2 percent of total County General Fund revenues. FY 2021 Real Estate property values were established as of January 1, 2020 and reflect market activity through calendar year 2019. The Real Estate Tax base is projected to increase 3.76 percent in FY 2021 and is made up of a 2.71 percent increase in total equalization (reassessment of existing residential and nonresidential properties), and an increase of 1.05 percent for new construction.

The FY 2020 and FY 2021 General Fund revenue estimates discussed in this section are based on a review of Fairfax County economic indicators, actual FY 2019 receipts, and FY 2020 year-to-date collection trends. Forecasts of economic activity in the County are provided by IHS Markit and a variety of national economic forecasts are considered. Based on analysis of projected trends, revenue categories are expected to experience moderate growth through FY 2021.

Major Revenue Sources

The following major revenue categories discussed in this section comprise 99.1 percent of total FY 2021 General Fund revenue. Unless otherwise indicated, comparative data are presented relative to the *FY 2020 Revised Budget Plan*. The revenue estimates for all General Fund Revenue categories are shown in the Summary Schedule of General Fund Revenues in the section of this volume titled "Financial, Statistical and Summary Tables."

Category	FY 2019 Actual	FY 2020 Adopted Budget Plan	FY 2020 Revised Budget Plan ¹	FY 2021 Advertised Budget Plan	Change from Revised	
					Increase / (Decrease)	% Change
Real Estate Tax - Current	\$2,786,854,901	\$2,881,632,405	\$2,884,588,506	\$3,044,015,045	\$159,426,539	5.5%
Personal Property Tax - Current ²	616,124,197	625,254,378	631,672,947	636,384,193	4,711,246	0.7%
Paid Locally	404,810,253	413,940,434	420,359,003	425,070,249	4,711,246	1.1%
Reimbursed by	211,313,944	211,313,944	211,313,944	211,313,944	0	0.0%
Local Sales Tax	187,037,828	193,194,909	197,708,570	202,651,284	4,942,714	2.5%
Recordation/Deed of Conveyance	30,729,364	28,488,338	34,471,875	31,212,155	(3,259,720)	(9.5%)
Bank Franchise Tax	23,699,652	23,654,317	23,654,317	23,890,860	236,543	1.0%
Gas & Electric Utility Taxes	45,838,073	45,533,698	45,639,081	45,867,276	228,195	0.5%
Communications Sales Tax	6,911,547	5,399,506	3,492,634	1,415,924	(2,076,710)	(59.5%)
Vehicle License Fee	27,426,110	27,464,107	27,464,107	27,601,428	137,321	0.5%
Transient Occupancy Tax	22,918,266	23,249,668	23,491,223	24,078,504	587,281	2.5%
Cigarette Tax	5,787,235	5,916,915	5,477,039	5,422,269	(54,770)	(1.0%)
Permits, Fees and Regulatory Licenses	55,874,600	53,559,013	54,872,084	54,973,621	101,537	0.2%
Investment Interest	69,032,333	80,017,523	58,630,895	46,118,088	(12,512,807)	(21.3%)
Charges for Services	85,476,153	83,305,683	86,396,338	87,154,390	758,052	0.9%
Fines and Forfeitures	12,258,740	12,583,545	11,795,664	11,795,664	0	0.0%
Recovered Costs/ Other Revenue	18,610,536	16,934,540	15,695,731	16,234,444	538,713	3.4%
Revenue from the Commonwealth and Federal Government ²	140,078,106	140,019,660	142,321,103	142,118,771	(202,332)	(0.1%)
Total Major Revenue Sources	\$4,301,813,485	\$4,419,591,001	\$4,419,497,419	\$4,575,641,101	\$156,143,682	3.5%

¹ FY 2020 revenue estimates were increased a net \$2.6 million as part of the *FY 2019 Carryover Review* and the fall 2019 review of revenues. Explanations of these changes can be found in the following narrative. The *FY 2020 Third Quarter Review* may contain further adjustments as necessary.

² The portion of the Personal Property Tax reimbursed by the Commonwealth as a result of the Personal Property Tax Relief Act of 1998 is included in the Personal Property Tax category for the purpose of discussion in this section.

Real Estate Taxes

REAL ESTATE TAX-CURRENT

FY 2019 Actual	FY 2020 Adopted	FY 2020 Revised	FY 2021 Advertised	Increase/ (Decrease)	Percent Change
\$2,786,854,901	\$2,881,632,405	\$2,884,588,506	\$3,044,015,045	\$159,426,539	5.5%

The FY 2021 Advertised Budget Plan estimate for Current Real Estate Taxes is \$3,044,015,045 and represents an increase of \$159,426,539 or 5.5 percent over the *FY 2020 Revised Budget Plan* estimate. The increase is the result of a 3.76 percent increase in the FY 2021 valuation of real property, as compared to the FY 2020 Real Estate Land Book and a \$0.03 increase in the proposed Real Estate tax rate from \$1.15 to \$1.18 per \$100 of assessed value. In addition, FY 2021 Real Estate Tax revenue reflects the allocation of the projected value of one and one-half pennies of the Real Estate Tax rate (\$39.74 million) to Fund 30300, Affordable Housing Development and Investment.

The FY 2021 Advertised Budget Plan includes a proposed Real Estate Tax rate increase of \$0.03 to \$1.18 per \$100 of assessed value in FY 2021 from the \$1.15 per \$100 of assessed value in FY 2020. The overall revenue increase associated with the proposed \$0.03 increase in the Real Estate tax rate is \$79,482,306, of which \$26,494,000 is allocated to Fund 30300, Affordable Housing Development and Investment. It should be noted that the Real Estate Tax rate impacts two classes of personal property: mobile homes and non-vehicle Public Service Corporation property. The total General Fund impact of the \$0.03 increase is \$52,988,306. The FY 2021 value of assessed real property represents an increase of 3.76 percent, as compared to the FY 2020 Real Estate Land Book, and is comprised of an increase in equalization of 2.71 percent and an increase of 1.05 percent associated with new construction. The FY 2021 figures reflected in this document are based on final assessments for Tax Year 2020 (FY 2021), which were established as of January 1, 2020.

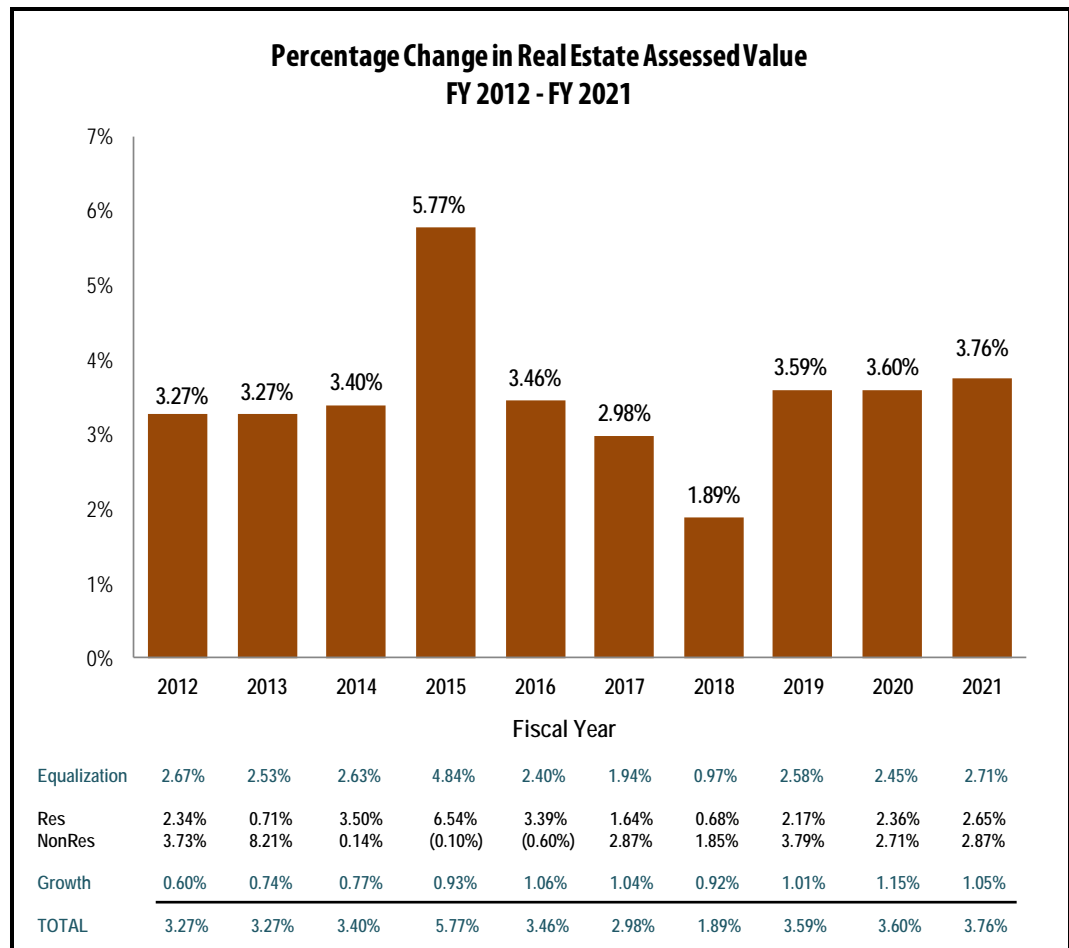
In addition to the revenue shown in the table above, the projected value of one and one-half pennies on the Real Estate Tax rate (\$39.74 million) is allocated to Fund 30300, Affordable Housing Development and Investment, and \$5.7 million is allocated to Fund 70040, Mosaic District Community Development Authority. Throughout FY 2021, Real Estate Tax revenues will be adjusted as necessary to reflect changes in exonerations, tax abatements, and supplemental assessments, as well as any differences in the projected collection rate of 99.70 percent.

The FY 2021 Main Assessment Book Value is \$264,793,644,730 and represents an increase of \$9,601,689,780, or 3.76 percent, over the FY 2020 main assessment book value of \$255,191,954,950.

From FY 2005 through FY 2007, the assessment base experienced double-digit advances. Deceleration began in FY 2008, when the assessment base rose just 4.15 percent, and continued in FY 2009 with a modest increase of 0.51 percent. Following the financial crisis and a general decline in economic conditions, the FY 2010 assessment base declined 9.95 percent, which was the largest drop on record. The assessment base decreased for a second consecutive year in FY 2011, declining 9.20 percent. Since FY 2012, the assessment base has experienced an average annual growth of 3.52 percent through FY 2021.

General Fund Revenue Overview

The following chart shows changes in the County's assessed value base from FY 2012 to FY 2021.



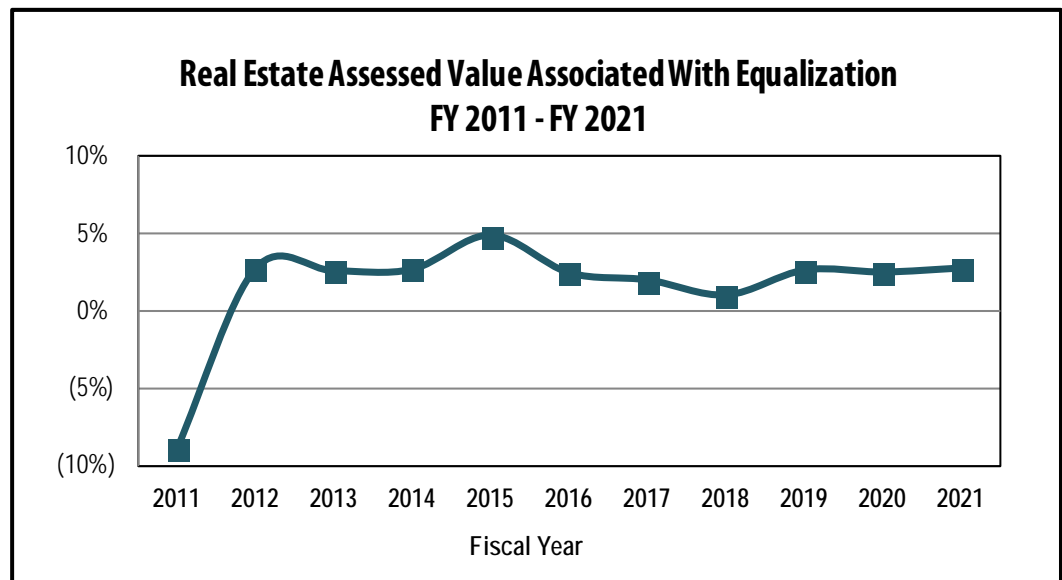
The overall change in the assessment base is comprised of equalization and normal growth. For reporting purposes, individual properties are identified as being in either the equalization category or the growth category, but not both. Equalization properties are those whose values change due to market fluctuations. Growth is a category of properties whose value changes are also influenced by new construction, remodeling or rezonings. Once growth factors are identified, the entire property value is shown in the growth category, even though the property is also influenced by equalization. The FY 2021 assessment base reflects a total equalization increase of 2.71 percent and an increase of 1.05 percent associated with the growth component. As a result of changes in equalization and growth, the residential portion of the total assessment base decreased from 73.30 percent in FY 2020 to 72.88 percent in FY 2021. The following table reflects changes in the Real Estate Tax assessment base from FY 2015 through FY 2021.

General Fund Revenue Overview

Main Real Estate Assessment Book Value and Changes (in millions)

Assessed Base Change Due To:	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019	FY 2020	FY 2021
Equalization	\$10,026.1	\$5,269.7	\$4,401.5	\$2,269.9	\$6,140.1	\$6,032.5	\$6,908.6
% Change	4.84%	2.40%	1.94%	0.97%	2.58%	2.45%	2.71%
Residential	6.54%	3.39%	1.64%	0.68%	2.17%	2.36%	2.65%
Nonresidential	(0.10%)	(0.60%)	2.87%	1.85%	3.79%	2.71%	2.87%
Normal Growth	\$1,922.0	\$2,318.0	\$2,362.6	\$2,148.1	\$2,403.1	\$2,825.1	\$2,693.0
% Change	0.93%	1.06%	1.04%	0.92%	1.01%	1.15%	1.05%
Residential	0.51%	0.51%	0.56%	0.36%	0.57%	0.68%	0.67%
Nonresidential	2.13%	2.74%	2.54%	2.61%	2.29%	2.47%	2.10%
Total Change	\$11,948.1	\$7,587.7	\$6,764.2	\$4,418.0	\$8,543.2	\$8,857.6	\$9,601.7
% Change	5.77%	3.46%	2.98%	1.89%	3.59%	3.60%	3.76%
Total Book	\$219,021.3	\$226,609.0	\$233,373.1	\$237,791.1	\$246,334.3	\$255,192.0	\$264,793.6

Equalization, or reassessment of existing residential and nonresidential property, represents an increase in value of \$6,908,637,840, or 2.71 percent, in FY 2021. Both residential and non-residential property values rose in FY 2021. Growth in non-residential equalization has been higher than that of residential equalization in the last five years. Overall, residential equalization reflects a 2.65 percent increase in FY 2021, compared to a 2.36 percent increase in FY 2020. Nonresidential equalization rose 2.87 percent in FY 2021, compared to a 2.71 percent increase in FY 2020. Changes in the assessment base as a result of equalization are shown in the following graph.



Residential equalization rose at double digit rates from FY 2002 through FY 2007 due to high demand but a limited supply of housing. Strong job growth, the easy availability of credit and profit-led speculation contributed to price appreciation in the local housing market. This rapid appreciation in home values was followed by several years of declines from FY 2008 through FY 2011 during the

General Fund Revenue Overview

Great Recession and the housing market crisis, as the inventory of homes for sale grew and home prices dropped in the County, as they did throughout the Northern Virginia area. Since FY 2012, the value of residential properties in the County has increased every year. The total value of residential properties including new construction in FY 2021 is \$193.6 billion.

The County's median assessment to sales ratio is in the mid-90 percent range, well within professional standards that assessments should be between 90 percent to 110 percent of the sales prices experienced in a neighborhood.

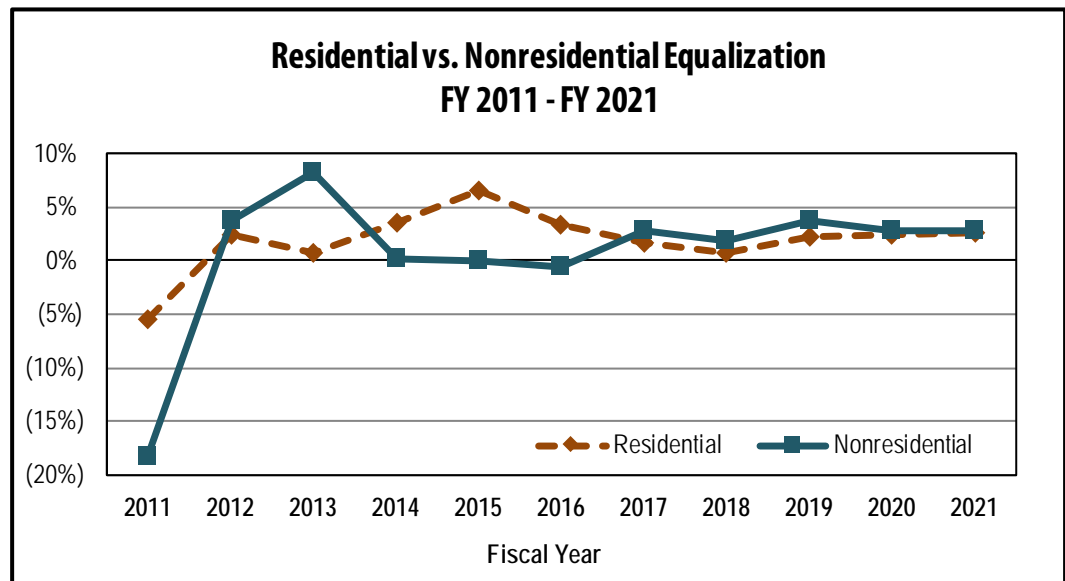
Overall, single family property values increased 2.36 percent in FY 2021. The value of single family homes has the most impact on the total residential base because they represent 71.3 percent of the total. The value of townhouse properties increased 3.43 percent in FY 2021, while that of condominium properties increased 4.36 percent. Changes in residential equalization by housing type since FY 2016 are shown in the following table. Changes represented in this chart are for the category as a whole. Individual neighborhoods and properties may have increased or decreased by different percentages based on neighborhood selling prices.

Residential Equalization Changes

Housing Type/ (Percent of Base)	FY 2016	FY 2017	FY 2018	FY 2019	FY 2020	FY 2021
Single Family (71.3%)	3.27%	1.69%	0.62%	2.11%	2.17%	2.36%
Townhouse/Duplex (20.1%)	3.81%	2.05%	1.37%	2.86%	3.12%	3.43%
Condominiums (8.1%)	4.48%	0.73%	(0.32%)	1.68%	2.98%	4.36%
Vacant Land (0.4%)	3.03%	0.92%	0.03%	2.01%	3.11%	1.89%
Other (0.1%) ¹	2.56%	6.42%	9.52%	9.70%	1.67%	0.35%
Total Residential Equalization (100%)	3.39%	1.64%	0.68%	2.17%	2.36%	2.65%

¹ Includes, for example, affordable dwelling units, recreational use properties, and agricultural and forestal land use properties.

As a result of the increase in residential equalization, the mean assessed value of all residential property in the County is \$580,272. This is an increase of \$14,980 over the FY 2020 value of \$565,292. At the proposed Real Estate tax rate of \$1.18 per \$100 of assessed value, the typical residential annual tax bill will rise, on average, \$346.35 in FY 2021 to \$6,847.21.



General Fund Revenue Overview

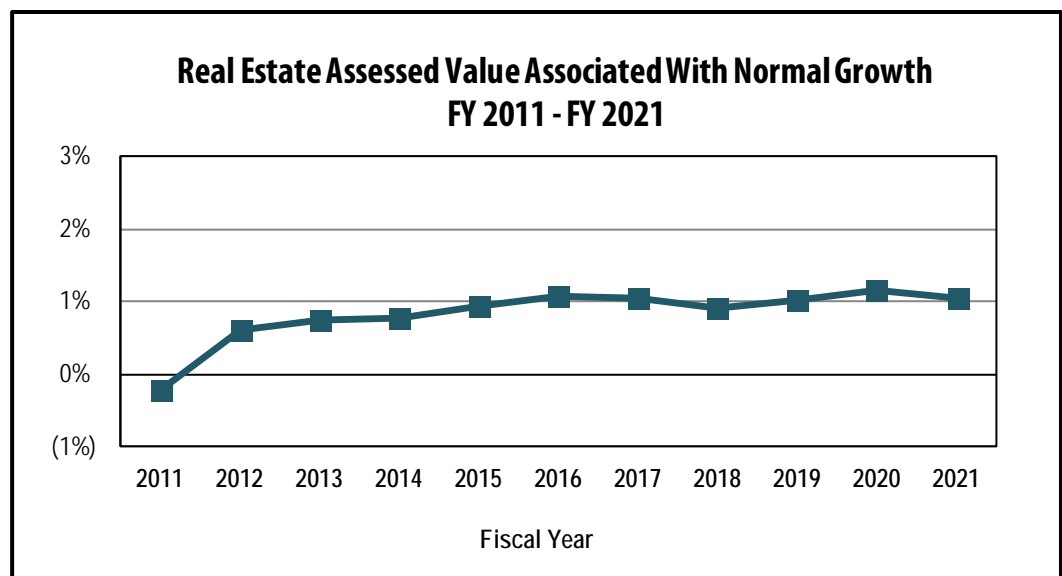
After experiencing a record decline of 18.29 percent in FY 2011, nonresidential equalization rebounded 3.73 percent in FY 2012, and a strong 8.21 percent in FY 2013. In FY 2014, nonresidential values stayed essentially level with FY 2013, increasing only 0.14 percent. In FY 2015 and FY 2016, nonresidential values decreased a slight 0.10 percent and another 0.60 percent, respectively. In the last five years since FY 2017, growth in non-residential equalization has been higher than that of residential equalization. The total value of nonresidential properties including new construction in FY 2021 is \$71.2 billion.

Office Elevator properties (mid- and high-rises), the largest component of the nonresidential tax base at 31.2 percent, experienced an increase of 4.01 percent in FY 2021 after increasing 3.32 percent in FY 2020. Apartment values, which represent 25.5 percent of the total nonresidential base, rose 4.37 percent in FY 2021. Retail properties increased 2.59 percent in FY 2021 after a 1.66 percent rise in FY 2020. Nonresidential equalization changes by category since FY 2016 are presented in the following table.

Nonresidential Equalization Changes

Category (Percent of Base)	FY 2016	FY 2017	FY 2018	FY 2019	FY 2020	FY 2021
Apartments (25.5%)	1.20%	2.92%	3.37%	2.40%	2.13%	4.37%
Office Condominiums (3.6%)	0.58%	1.86%	0.49%	1.19%	1.77%	0.43%
Industrial (6.8%)	5.83%	7.43%	(0.26%)	9.61%	5.90%	2.01%
Retail (17.3%)	2.46%	1.60%	7.39%	7.00%	1.66%	2.59%
Office Elevator (31.2%)	(4.67%)	3.42%	(1.39%)	2.82%	3.32%	4.01%
Office - Low Rise (2.7%)	(5.00%)	1.73%	1.39%	1.11%	2.75%	1.77%
Vacant Land (3.2%)	(4.62%)	1.50%	(1.17%)	(0.35%)	4.28%	(0.13%)
Hotels (3.5%)	0.26%	3.61%	(0.12%)	8.13%	6.62%	2.23%
Other (6.2%)	5.26%	3.70%	6.73%	6.13%	2.80%	1.52%
Nonresidential Equalization (100%)	(0.60%)	2.87%	1.85%	3.79%	2.71%	2.87%

The Growth component increased the FY 2021 assessment base by \$2,693,051,940, or 1.05 percent, over the FY 2020 assessment book value. New construction increased the residential property base by 0.67 percent and nonresidential properties by 2.10 percent.



General Fund Revenue Overview

In addition to the final equalization and normal growth adjustments in the Main Assessment Book, the following projected adjustments were made to the FY 2021 Real Estate Tax revenue estimate:

Exonerations, Certificates and Tax Abatements are anticipated to reduce the Real Estate assessment base by \$1,022.7 million in FY 2021, resulting in a reduction in levy of \$12.1 million.

Additional Assessments expected to be included in the new Real Estate base total \$585.0 million, or a levy increase of \$6.9 million, and include both prorated assessments and additional supplemental assessments. Prorated assessments are supplemental assessments that include assessments which are made during the year for new construction that is completed subsequent to finalizing the original assessment book.

The Real Estate Tax Relief Program is projected to reduce the Real Estate assessment base in FY 2021 by \$2,877.0 million. The reduction in tax levy due to the Tax Relief program is approximately \$33.9 million at the proposed Real Estate tax rate of \$1.18 per \$100 of assessed value. In FY 2021, the income limits of the Tax Relief program provide 100 percent exemption for elderly and disabled taxpayers with incomes up to \$52,000; 50 percent exemption for eligible applicants with income between \$52,001 and \$62,000; and 25 percent exemption if income is between \$62,001 and \$72,000. The allowable asset limit in FY 2021 is \$340,000 for all ranges of tax relief. Veterans, who have a 100 percent permanent and total disability related to military service, or their surviving spouse, are eligible for full Real Estate Tax relief regardless of income or assets. In addition, the surviving spouse of a veteran who has been killed in action may be eligible for a full or partial exemption of real estate taxes for their principal residence and up to one acre of land. For tax years beginning on or after January 1, 2017, a surviving spouse of a first responder killed in the line of duty may be eligible for a full or partial exemption of real estate taxes for their principal residence and up to one acre of land. The following table shows FY 2021 income and asset thresholds for the Real Estate Tax Relief Program.

FY 2021 Real Estate Tax Relief Program

	Income Limit	Asset Limit	Percent Relief
Elderly and Disabled	Up to \$52,000	\$340,000	100%
	Over \$52,000 to \$62,000		50%
	Over \$62,000 to \$72,000		25%
100% Disabled Veterans or Surviving Spouse	No Limit	No Limit	100%
Surviving Spouse of Veteran Killed in Action or First Responder Killed in the Line of Duty	No Limit	No Limit	Full or partial based on mean assessed value

The FY 2021 local assessment base of \$261,478,924,730 is derived from the main assessment book and subsequent adjustments discussed above. From this local assessment base, a local tax levy of \$3,085,451,311 is calculated using the proposed Real Estate Tax rate of \$1.18 per \$100 of assessed value. Based on an expected local collection rate of 99.70 percent, revenue from local assessments is estimated to be \$3,076,194,957. In FY 2021, every 0.01 percentage point change in the collection rate on the locally assessed Real Estate Tax levy yields a revenue change of \$0.3 million, while every penny on the tax rate yields \$26.5 million in revenue.

Added to the local assessment base is an estimated \$1,120,820,980 in assessed value for Public Service Corporations (PSC) property. Using the proposed Real Estate tax rate of \$1.18 per \$100 of

assessed value, the tax levy on PSC property is \$13,225,688. The collection rate on PSC property is expected to be 100.0 percent.

The total assessment base, including Public Service Corporations, is \$262,599,745,710, with a total tax levy of \$3,098,676,999 at the proposed Real Estate Tax rate of \$1.18 per \$100 of assessed value. Estimated FY 2021 revenue from the Real Estate Tax, including receipts from Public Service Corporations totals \$3,089,420,645. Of this amount, the approximate value of one and one-half cents on the Real Estate Tax rate, \$39,741,000, has been directed to Fund 30300, Affordable Housing Development and Investment, and \$5,664,600 has been directed to Fund 70040, Mosaic District Community Development Authority.

Mosaic District Community Development Authority (CDA) was created to assist commercial investment in the Merrifield area of the County. The Mosaic CDA issued bonds, the proceeds from which are to be used to finance certain public infrastructure improvements within the Mosaic District to support mixed-use development within the District. The CDA bonds are payable primarily from certain incremental real estate tax revenues collected by the County in the District. The Mosaic District Tax Increment Financing (TIF) assessed value is based on the difference between the 2007 Base Assessed Value and the Current Assessed Value, which in FY 2021 is \$634,327,000, with a tax levy of \$7,485,059 at the proposed Real Estate Tax rate of \$1.18 per \$100 of assessed value. Based on an expected collection rate of 99.70 percent, revenue from the Mosaic TIF tax assessment is estimated to be \$7,462,604. Per the bond documents, the County is to transfer to the CDA only those tax increment revenues required for debt service payments, which equates to \$5,664,600 in FY 2021. Accordingly, the difference of \$1,798,004 will be retained in the General Fund. For more information, see Fund 70040, Mosaic District Community Development Authority, in Volume 2 of the budget.

General Fund Revenue Overview

FY 2021 Estimated Real Estate Assessments and Tax Levy

	Assessed Value	FY 2021 Tax Levy at \$1.18/\$100 of Assessed Value
FY 2020 Real Estate Book	\$255,191,954,950	\$3,011,265,068
FY 2021 Equalization	6,908,637,840	81,521,926
FY 2021 Growth	2,693,051,940	31,778,013
TOTAL FY 2021 REAL ESTATE BOOK	\$264,793,644,730	\$3,124,565,007
Exonerations	(\$1,000,000,000)	(\$11,800,000)
Certificates	(11,000,000)	(129,800)
Tax Abatements	(11,720,000)	(138,296)
Subtotal Exonerations	(\$1,022,720,000)	(\$12,068,096)
Supplemental Assessments	\$585,000,000	\$6,903,000
Tax Relief	(2,877,000,000)	(33,948,600)
Local Assessments	\$261,478,924,730	\$3,085,451,311
Public Service Corporation	\$1,120,820,980	\$13,225,688
TOTAL¹	\$262,599,745,710	\$3,098,676,999

¹ Includes the Mosaic District Tax Increment Financing (TIF) assessed value based on the difference between the 2007 Base Assessed Value and the Current Assessed Value, which in FY 2021 is \$634,327,000, with a tax levy of \$7,485,059.

Total General Fund revenue from the Real Estate Tax is \$3,044,015,045. The total local collection rates experienced in this category since FY 2006 are shown in the following table:

Real Estate Tax Local Collection Rates

Fiscal Year	Collection Rate	Fiscal Year	Collection Rate
2006	99.62%	2014	99.74%
2007	99.64%	2015	99.77%
2008	99.66%	2016	99.75%
2009	99.66%	2017	99.79%
2010	99.71%	2018	99.74%
2011	99.67%	2019	99.75%
2012	99.69%	2020 (estimated) ¹	99.70%
2013	99.71%	2021 (estimated) ¹	99.70%

¹ In FY 2021, every 0.1 percentage point change in the collection rate yields a revenue change of \$3.1 million.

The Commercial/Industrial percentage of the County's FY 2021 Real Estate Tax base is 19.72 percent, an increase of 0.06 percentage point over the FY 2020 level of 19.66 percent. Commercial/Industrial property values as a percentage of the Real Estate Tax base increased in

General Fund Revenue Overview

FY 2021 as a result of new office construction and a slightly slower increase experienced in the residential portion of the Real Estate Tax base. The Commercial/Industrial percentage is based on Virginia land use codes and includes all nonresidential property except multi-family rental apartments, which make up 7.40 percent of the County's Real Estate Tax base in FY 2021. Fairfax County's historical Commercial/Industrial percentages are detailed in the following table:

Commercial/Industrial Percentages

Fiscal Year	Percentage	Fiscal Year	Percentage
2006	17.36%	2014	19.96%
2007	17.22%	2015	19.01%
2008	19.23%	2016	18.67%
2009	21.06%	2017	18.89%
2010	22.67%	2018	19.12%
2011	19.70%	2019	19.43%
2012	19.64%	2020	19.66%
2013	20.77%	2021	19.72%

FY 2020 Current Real Estate Tax Revenue

As part of the fall 2019 revenue review, the FY 2020 Real Estate Tax revenue estimate was increased a net \$3.0 million compared to the FY 2020 Adopted Budget Plan estimate. The increase is due to higher supplemental assessments and PSC levy, as well as lower than expected exonerations and tax relief.

Personal Property Taxes

PERSONAL PROPERTY TAX-CURRENT

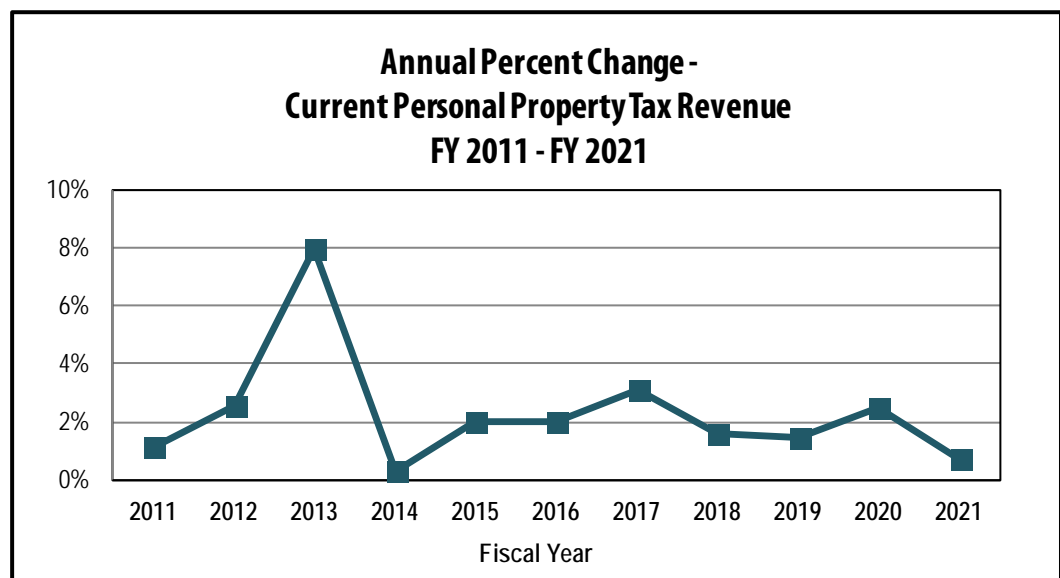
	FY 2019 Actual	FY 2020 Adopted	FY 2020 Revised	FY 2021 Advertised	Increase/ (Decrease)	Percent Change
Paid Locally	\$404,810,253	\$413,940,434	\$420,359,003	\$425,070,249	\$4,711,246	1.1%
Reimbursed by State	211,313,944	211,313,944	211,313,944	211,313,944	0	0.0%
Total	\$616,124,197	\$625,254,378	\$631,672,947	\$636,384,193	\$4,711,246	0.7%

The FY 2021 Advertised Budget Plan estimate for Personal Property Tax revenue of \$636,384,193 represents an increase of \$4,711,246 or 0.7 percent over the FY 2020 Revised Budget Plan estimate. The increase is due to a projected higher vehicle volume and average vehicle levy based on a preliminary analysis of vehicles currently in the County valued with information from the National Automobile Dealers Association, as well as an increase in the Business Personal Property levy. In addition, the proposed \$0.03 increase in the Real Estate Tax rate to \$1.18 per \$100 of assessed value impacts two classes of personal property: mobile homes and non-vehicle Public Service Corporation property resulting in a revenue increase of \$0.9 million.

The Personal Property Tax on vehicles represents 76.6 percent of the total assessment base in FY 2021. The vehicle component is comprised of two parts, that which is paid locally and that which is reimbursed by the Commonwealth of Virginia to the County as a result of the Personal Property Tax Relief Act (PPTRA) of 1998. The PPTRA reduces the Personal Property Tax paid on the first \$20,000 of the value for vehicles owned by individuals. In FY 1999, the first year of implementation, taxpayers were billed for the entire amount of tax levy and received a refund of 12.5 percent of the tax on the first \$20,000 of the value of their personal vehicle from the Commonwealth of Virginia. Vehicles valued less than \$1,000 were refunded 100 percent. From FY 2000 to FY 2002, the PPTRA

reduced the Personal Property Taxes paid by citizens by 27.5 percent, 47.5 percent, and 70 percent, respectively, with an offsetting reimbursement paid to the County by the Commonwealth. Under the original approved plan, taxes paid by individuals were to be reduced by 100 percent in FY 2003. However, due to the Commonwealth's lower than anticipated General Fund revenue growth, the reimbursement rate remained at 70 percent in FY 2003 through FY 2006. The 2004 General Assembly approved legislation that capped statewide Personal Property Tax reimbursements at \$950 million in FY 2007 and beyond. Fairfax County's allocation has been set at \$211.3 million based on the County's share of statewide tax year 2004 collections. Each year County staff must determine the reimbursement percentage based on the County's fixed reimbursement from the state and an estimate of the number and value of vehicles that will be eligible for tax relief. Due to a continued increase in vehicle volume in the County and increasing average vehicle levy, the reimbursement percentage has been declining in recent years. Based on an estimate of the number and value of vehicles that will be eligible for tax relief in FY 2021, the reimbursement percentage is anticipated to be set at 58.5 percent, down from 59.0 percent in FY 2020.

Annual percentage changes in total Personal Property Tax revenues are shown in the following graph.



From FY 2011 through FY 2019, annual growth in Personal Property Tax receipts has averaged 2.6 percent. During this period, as illustrated in the chart above, a sharp increase of 7.9 percent occurred in FY 2013. A reduction in the supply of new vehicles increased prices of both new and used automobiles. The decrease in supply was a result of a decline in U.S. auto production due to the slowdown in the economy and the earthquake and tsunami in Japan, which not only impacted Japanese automakers but also U.S. automakers that rely on parts from Japan. This situation caused the value of many used vehicles to depreciate less than what traditionally has been experienced and resulted in some vehicles actually appreciating over the year. This was not unique to Fairfax County, but was experienced nationwide. Personal Property Tax receipts are expected to increase 2.5 percent in FY 2020, and growth of 0.7 percent is projected in FY 2021. The vehicle component, which comprises 76.6 percent of total Personal Property levy, is expected to increase 0.5 percent based on a preliminary analysis of vehicles in the County valued with information from the National Automobile Dealers Associations (NADA). Total vehicle volume is forecast to remain stable in FY 2020 and FY 2021.

General Fund Revenue Overview

Changes in vehicle volume and average vehicle levy since FY 2011 are shown in the following table.

Fairfax County Personal Property Vehicles

Fiscal Year	% Change in Vehicle Volume	Average Vehicle Levy	% Change in Average Levy
FY 2011	0.9%	\$397	2.6%
FY 2012	0.7%	\$411	3.5%
FY 2013	0.7%	\$437	6.3%
FY 2014	0.9%	\$445	1.8%
FY 2015	0.0%	\$451	1.3%
FY 2016	0.0%	\$457	1.3%
FY 2017	0.7%	\$468	2.4%
FY 2018	0.8%	\$469	0.1%
FY 2019	0.0%	\$478	2.0%
FY 2020 (est.)	(0.1%)	\$495	3.5%
FY 2021 (est.)	0.2%	\$496	0.3%

Business Personal Property is primarily composed of assessments on furniture, fixtures and computer equipment. Business levy is impacted by the number of new businesses and whether existing businesses are expanding or contracting. As government contractors cut back employment due to lower federal procurement spending, they delayed business expansions. Business levy rose a modest 0.8 percent in FY 2014 and 1.0 percent in FY 2015. Growth accelerated in FY 2016 to 1.2 percent and a strong 4.4 percent in FY 2017. Business levy decreased a slight 0.2 percent in FY 2018, likely due to depreciating value of newly acquired business personal property one year after acquisition, particularly given the strong growth experienced in FY 2017. Federal procurement spending in the County has continued to increase after the decline experienced due to the sequester, along with employment growth in Professional and Business Services jobs. As a result, business personal property levy grew 0.6 percent in FY 2019 and is anticipated to increase 3.4 percent in FY 2020. Growth of 1.0 percent is projected for FY 2021.

In accordance with assessment principles and the Code of Virginia, which require that property is taxed at fair market value, the Department of Tax Administration (DTA) reviews the depreciation rate schedule for computer hardware due to the speed with which computer values change. The current schedule depreciates computer equipment 50 percent, one year after acquisition. In subsequent years, the percent of the original purchase price taxed is 35 percent, 20 percent, and 10 percent, in year two, three and four, respectively. After five or more years, computer equipment is valued at 2 percent of its original acquisition price.

Personal Property Tax revenue estimates are based on a tax rate of \$4.57 per \$100 of valuation for vehicles and business property, and a tax rate of \$1.18 per \$100 of valuation for mobile homes and non-vehicle Public Service Corporations properties. The following table details the estimated assessed value and associated levy for components of the Personal Property Tax.

General Fund Revenue Overview

FY 2021 Estimated Personal Property Assessments and Tax Levy

Category	FY 2021 Assessed Value	Tax Rate (per \$100)	FY 2021 Tax Levy	Percent of Total Levy
Vehicles				
Privately Owned	\$10,271,325,460	\$4.57	\$410,767,970	63.8%
Business Owned	608,118,802	4.57	24,505,209	3.8%
Leased	1,450,691,509	4.57	58,427,868	9.1%
Subtotal	\$12,330,135,771		\$493,701,047	76.6%
Business Personal Property				
Furniture and Fixtures	\$2,102,775,395	\$4.57	\$96,681,220	15.0%
Computer Equipment	791,329,720	4.57	36,309,195	5.6%
Machinery and Tools	32,890,520	4.57	1,506,875	0.2%
Research and Development	235,908	4.57	10,781	0.0%
Subtotal	\$2,927,231,543		\$134,508,071	20.8%
Other Personal Property				
Boats, Trailers, Miscellaneous	\$20,537,654	\$4.57	\$938,571	0.1%
Mobile Homes	14,949,405	1.18	176,403	0.1%
Subtotal	\$35,487,059		\$1,114,974	0.2%
Exonerations	(\$119,608,122)	\$4.57	(\$28,319,584)	(4.4%)
Omitted Assessments	290,058,158	4.57	6,293,241	1.0%
Total Local Assessed Value and Levy	\$15,463,304,409		\$607,297,749	94.3%
Public Service Corporations				
Equalized	\$3,110,960,815	\$1.18	\$36,709,338	5.7%
Vehicles	6,494,139	4.57	296,782	0.0%
Subtotal	\$3,117,454,954		\$37,006,120	5.7%
TOTAL	\$18,580,759,363		\$644,303,869	100.0%

FY 2021 Personal Property Tax assessments including Public Service Corporations are \$18,580,759,363, with a total tax levy of \$644,303,869. Personal Property Tax revenue collections are projected to be \$636,384,193, of which \$211.3 million will be reimbursed from the state. The collection rate associated with the taxpayer's share is estimated to be 98.0 percent. Total collection rates experienced in this category since FY 2006 are shown in the following table:

General Fund Revenue Overview

Personal Property Tax Collection Rates

Fiscal Year	Collection Rate	Fiscal Year	Collection Rate
2006	98.1%	2014	97.4%
2007	98.3%	2015	98.4%
2008	98.0%	2016	98.5%
2009	97.9%	2017	98.4%
2010	97.8%	2018	98.3%
2011	97.9%	2019	98.0%
2012	98.2%	2020 (estimated) ¹	98.0%
2013	98.4%	2021 (estimated) ¹	98.0%

¹ Each 0.1 percentage point change in the collection rate on the local tax levy will impact revenues by approximately \$0.4 million, and each penny on the tax rate yields a revenue change of \$1.3 million.

FY 2020 Current Personal Property Tax Revenue

Since the adoption of the FY 2020 budget, the FY 2020 Personal Property Tax estimate has been increased a net \$6.4 million primarily due to a higher projected vehicle and business levy.

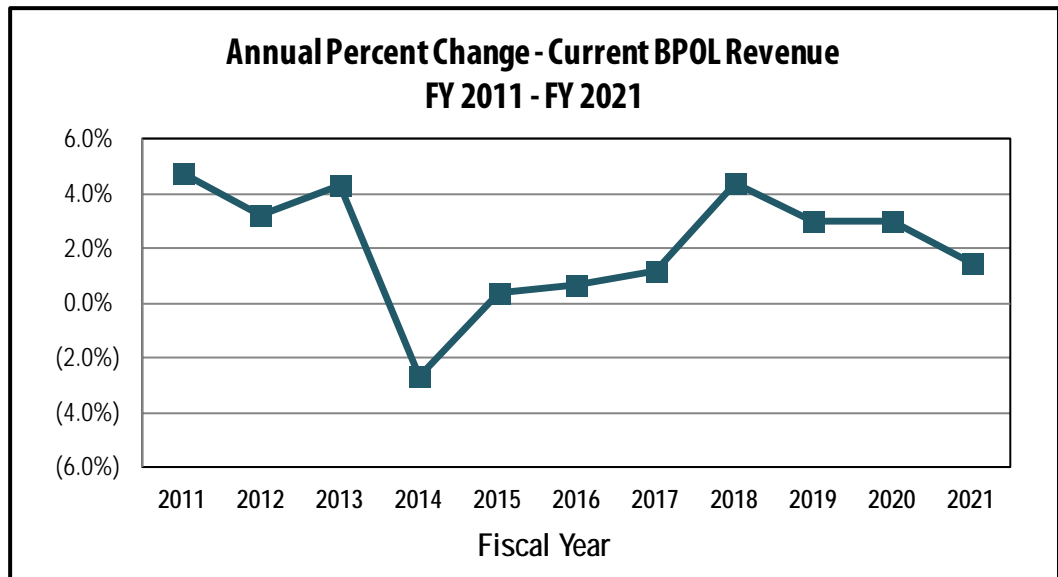
Business, Professional and Occupational License Tax

BUSINESS, PROFESSIONAL AND OCCUPATIONAL LICENSE TAX-CURRENT

FY 2019 Actual	FY 2020 Adopted	FY 2020 Revised	FY 2021 Advertised	Increase/ (Decrease)	Percent Change
\$167,155,844	\$173,382,796	\$172,125,305	\$174,707,185	\$2,581,880	1.5%

The FY 2021 Advertised Budget Plan estimate for Business, Professional, and Occupational License Taxes (BPOL) of \$174,707,185 reflects an increase of \$2,581,880 or 1.5 percent over the *FY 2020 Revised Budget Plan*. As shown in the following chart, FY 2011 BPOL receipts, which were based on the gross receipts of businesses in calendar year 2010, reflected the improvement in local economic conditions after the Great Recession and increased 4.7 percent. Receipts increased a moderate 3.2 percent in FY 2012, and 4.3 percent in FY 2013, but decreased 2.7 percent in FY 2014 likely due to lower federal government procurement spending. Due to anemic job growth, BPOL receipts were essentially flat in FY 2015, increasing only 0.4 percent over FY 2014. BPOL receipts increased 0.7 percent in FY 2016 and 1.2 percent in FY 2017 as job growth resumed. Actual FY 2018 receipts increased 4.4 percent over the FY 2017 level, which was the strongest growth rate since FY 2011. FY 2019 grew 3.0 percent. The combined Consultant and Business Service Occupations categories, which represent over 42 percent of total BPOL receipts, increased 3.0 percent over the FY 2018 level. The Retail category, which represents over 19 percent of total BPOL receipts, also rose 3.0 percent in FY 2019.

General Fund Revenue Overview



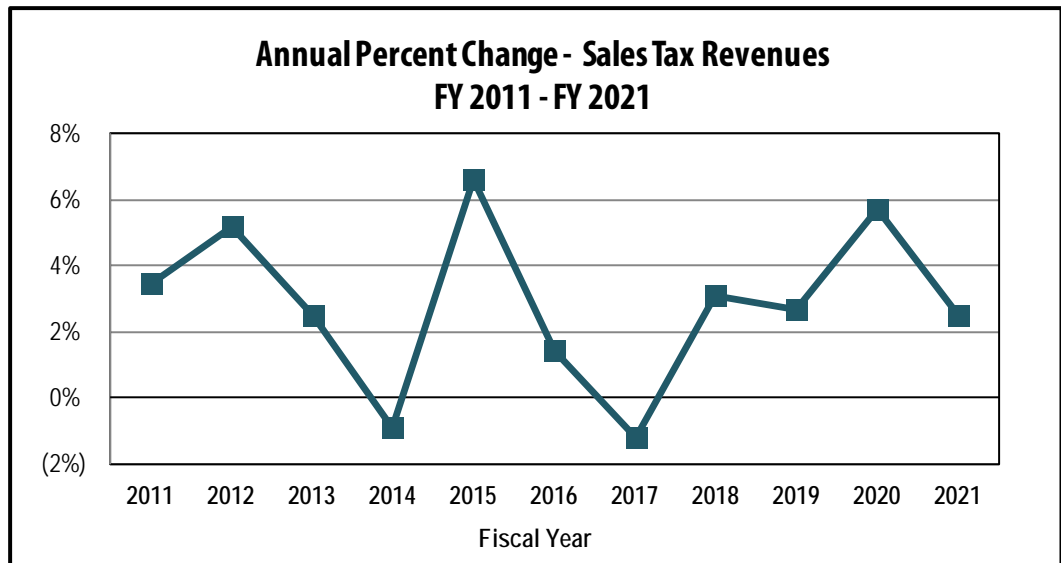
Since County businesses file and pay their BPOL taxes simultaneously on March 1 each year based on their gross receipts during the previous calendar year, there is limited actual data available throughout the fiscal year. Based on actual FY 2019 receipts, which were slightly lower than projected, the FY 2020 BPOL estimate was decreased \$1.3 million from the FY 2020 Adopted Budget Plan level during the fall 2019 revenue review. Receipts are expected to increase 3.0 percent in FY 2020, the same rate as the one experienced in FY 2019. Growth of 1.5 percent is projected for FY 2021.

Local Sales Tax

LOCAL SALES TAX

FY 2019 Actual	FY 2020 Adopted	FY 2020 Revised	FY 2021 Advertised	Increase/ (Decrease)	Percent Change
\$187,037,828	\$193,194,909	\$197,708,570	\$202,651,284	\$4,942,714	2.5%

The FY 2021 Advertised Budget Plan estimate for Sales Tax receipts of \$202,651,284 reflects an increase of \$4,942,714 or 2.5 percent over the *FY 2020 Revised Budget Plan*. The following chart illustrates that the level of Sales Tax receipts has varied with economic conditions.



After two consecutive years of decline due to the Great Recession, FY 2011 Sales Tax receipts rose 3.5 percent. Growth continued in FY 2012 with Sales taxes rising 5.2 percent, the strongest rate of growth since FY 2005. In FY 2013, Sales Tax receipts continued to grow but at a more modest rate of 2.5 percent. Total FY 2014 Sales Tax receipts were down 0.9 percent, the first decline in four years. The decline was primarily due to the severe winter weather, as well as federal sequestration and refunds for prior year's receipts totaling \$2.0 million. After increasing a strong 6.6 percent in FY 2015, Sales Tax receipts in FY 2016 grew a modest 1.4 percent. Growth would have been weaker absent a transfer of \$2.2 million that the County received in FY 2016 as the result of a state audit. FY 2017 receipts ended the fiscal year 1.2 percent down from FY 2016. The decline was primarily due to a \$2.5 million refund during the year and the \$2.2 million audit increase received in FY 2016, which made the annual comparison less favorable. Actual FY 2018 collections increased 3.1 percent and 2.7 percent in FY 2019. During the fall 2019 revenue review, the FY 2020 estimate was increased \$4.5 million based on year-to-date collections, which were up 6.4 percent through December. It is likely that a significant part of the increase is due to a new law passed by the Virginia General Assembly and signed by the Governor requiring the collection of state and local sales taxes from remote internet sellers in response to the provisions of the U.S. Supreme Court decision in the South Dakota v. Wayfair, Inc. case. The law went into effect on July 1. The revised FY 2020 estimate reflects a growth rate of 5.7 percent over the FY 2019 actual receipts. Sales Tax receipts in FY 2021 are projected to rise 2.5 percent over the FY 2020 estimate based on the anticipation that consumer spending will increase moderately throughout FY 2021.

Recordation/Deed of Conveyance Taxes

RECORDATION/DEED OF CONVEYANCE TAXES

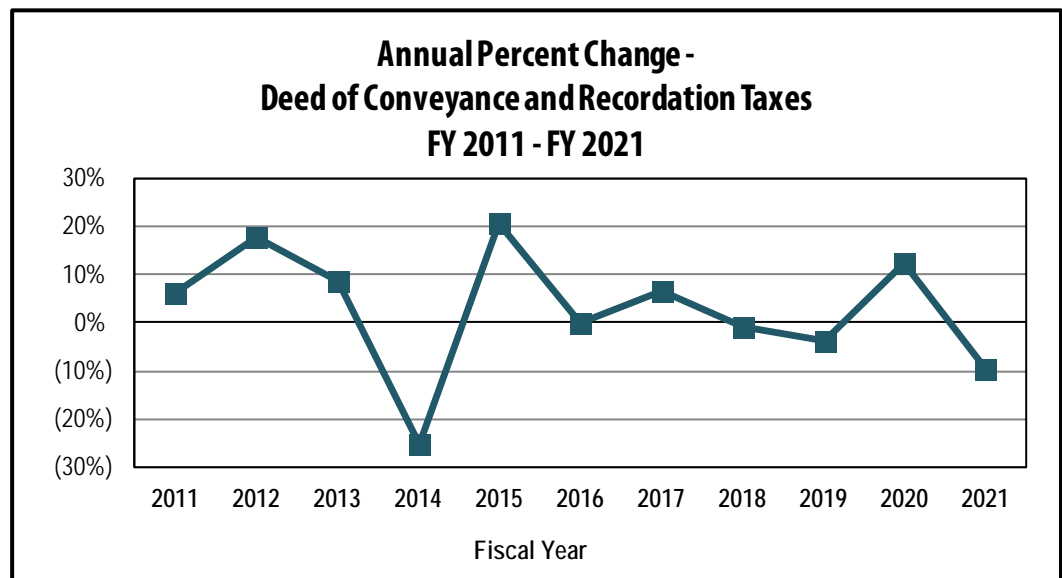
FY 2019 Actual	FY 2020 Adopted	FY 2020 Revised	FY 2021 Advertised	Increase/ (Decrease)	Percent Change
\$30,729,364	\$28,488,338	\$34,471,875	\$31,212,155	(\$3,259,720)	(9.5%)

The FY 2021 Advertised Budget Plan estimate for Recordation and Deed of Conveyance Taxes of \$31,212,155 represents a decrease of \$3,259,720 from the *FY 2020 Revised Budget Plan*. The FY 2021 estimate is comprised of \$23,540,000 in Recordation Tax revenues and \$7,672,155 in Deed of Conveyance Tax revenues. Recordation and Deed of Conveyance Taxes are levied in association

with the sale or transfer of real property located in the County. Recordation Taxes are also levied when mortgages on property located in the County are refinanced, making Recordation Tax revenues more sensitive to interest rate fluctuations than Deed of Conveyance Taxes. Home values and interest rate projections are used in an econometric model that assists in developing estimates for these categories.

Fairfax County's Deed of Conveyance Tax is assessed at a rate of \$0.05 per \$100. Local Recordation Taxes are set at one-third the State's Tax rate. From September 2004 through FY 2012, the State Recordation Tax was \$0.25 per \$100 of value. The rate was lowered on mortgage refinancing transactions to \$0.18 per \$100 of value effective July 1, 2012; however, all refinancing transactions are now taxable, whereas previously refinancing with the same lender was exempt from the tax. The State Recordation Tax rate on home purchases was not reduced and remained at \$0.25 per \$100. Therefore, as of FY 2013, the County's Recordation Tax rate on home purchases is \$0.0833 per \$100 of value, while the tax rate on mortgage refinancing is \$0.06 per \$100 of value.

Primarily due to increased mortgage refinancing activity as a result of historically low mortgage interest rates, revenues increased 6.1 percent in FY 2011, 17.6 percent in FY 2012, and 8.5 percent in FY 2013. FY 2014 receipts declined a combined 25.4 percent due to a decline in mortgage refinancing as a result of higher interest rates, as well as a decline in the number of home sales. After increasing a strong 20.5 percent in FY 2015, receipts in FY 2016 remained level. FY 2017 collections grew 6.4 percent over the FY 2016 level. As a result of increasing mortgage interest rates and declining volume of mortgage refinancing activity, FY 2018 receipts were down a combined 0.7 percent; FY 2019 collections decreased another 3.9 percent. Through the first half of FY 2020, combined receipts are up over 60 percent as a result of sharply lower mortgage interest rates, which spurred a significant increase in refinancing activity. The FY 2020 estimate for Recordation and Deed of Conveyance Tax revenue was increased \$6.0 million as part of the fall 2019 revenue review, reflecting an increase of 12.2 percent. FY 2021 receipts are projected to decrease a combined 9.5 percent based on the anticipation that refinancing activity will be lower compared to FY 2020.



Consumer Utility Taxes

CONSUMER UTILITY TAXES - GAS AND ELECTRIC

FY 2019 Actual	FY 2020 Adopted	FY 2020 Revised	FY 2021 Advertised	Increase/ (Decrease)	Percent Change
\$45,838,073	\$45,533,698	\$45,639,081	\$45,867,276	\$228,195	0.5%

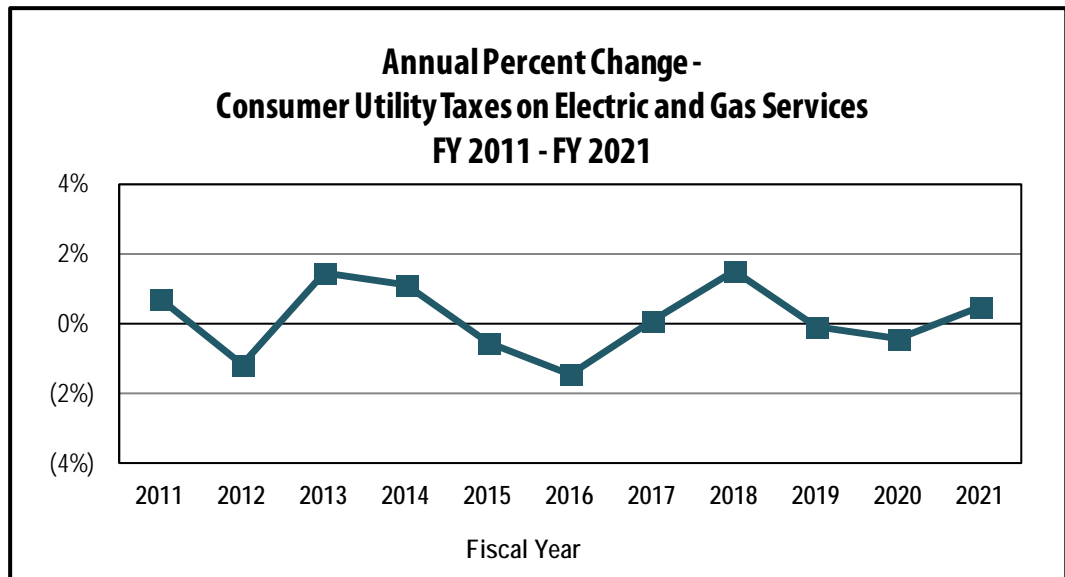
The FY 2021 Advertised Budget Plan estimate for Consumer Utility Taxes on gas and electric services of \$45,867,276 represents an increase of \$228,195 or 0.5 percent over the FY 2020 Revised Budget Plan. The FY 2021 estimate is comprised of \$36,199,484 in taxes on electric service and \$9,667,792 in taxes on gas service. County residents and businesses are subject to Consumer Utility Taxes based on their consumption of electricity and gas services. Tax rates by customer class are shown in the following table.

Consumer Utility Taxes on Electricity and Natural Gas

Electricity		Natural Gas	
Electric Power Customer Class	Monthly Tax FY 2001-FY 2021	Natural Gas Customer Class	Monthly Tax FY 2001-FY 2021
Residential	\$0.00605 per kWh	Residential	\$0.05259 per CCF
Minimum	+\$0.56 per bill	Minimum	+\$0.56 per bill
Maximum	\$4.00 per bill	Maximum	\$4.00 per bill
Master Metered Apartments	\$0.00323 per kWh	Master Metered Apartments	\$0.01192 per CCF
Minimum	+\$0.56 / dwelling unit	Minimum	+\$0.56 / dwelling unit
Maximum	\$4.00 / dwelling unit	Maximum	\$4.00 / dwelling unit
Commercial	\$0.00594 per kWh	Nonresidential	\$0.04794 per CCF
Minimum	+ \$1.15 per bill	Minimum	+ \$0.845 per bill
Maximum	\$1,000 per bill	Maximum	\$300 per bill
Industrial	\$0.00707 per kWh	Nonresidential Interruptible	\$0.00563 per CCF
Minimum	+\$1.15 per bill	Minimum	+\$4.50 per meter
Maximum	\$1,000 per bill	Maximum	\$300 per meter

Revenues from Consumer Utility Taxes on gas and electric services from FY 2011 to FY 2019 have remained stable, growing at an average annual rate of just 0.1 percent. The FY 2020 revenue estimate reflects a slight decrease of 0.4 percent from the FY 2019 level. Growth of 0.5 percent is projected in FY 2021.

General Fund Revenue Overview



Communication Sales Tax

COMMUNICATIONS SALES TAX

FY 2019 Actual	FY 2020 Adopted	FY 2020 Revised	FY 2021 Advertised	Increase/ (Decrease)	Percent Change
\$6,911,547	\$5,399,506	\$3,492,634	\$1,415,924	(\$2,076,710)	(59.5%)

The FY 2021 Advertised Budget Plan estimate for the General Fund portion of the Communications Sales Tax of \$1,415,924 reflects a decrease of \$2,076,710 or 59.5 percent from the FY 2020 Revised Budget Plan due to a change in the distribution of revenue among funds within the County in order to cover all the expenses of Fund 40090, E-911. The Communications Tax is a statewide tax that was first implemented in January 2007, after the 2006 Virginia General Assembly session approved legislation that changed the way in which taxes are levied on communications services. Based on this legislation, local taxes on land line and wireless telephone services were replaced with a 5 percent statewide Communication Sales Tax. In addition to the communications services previously taxed, the 5 percent Communication Sales Tax applies to satellite television and radio services, internet calling and long-distance telephone charges. As part of this legislation, local E-911 fees were repealed and replaced with a statewide \$0.75 per line fee. These rates were meant to provide revenue neutrality with FY 2006 receipts, which were \$85.5 million for Fairfax County. All communications taxes are remitted to the state for distribution to localities based on the locality's share of total statewide FY 2006 collections of these taxes. Fairfax County's share is determined by the state and is set at 18.89 percent. Of the total tax, the Cable Franchise portion is directed to Fund 40030, Cable Communications. Prior to FY 2015, the percentage of the remaining revenue was directed to Fund 40090, E-911 and the General Fund based on their relative share of the tax in FY 2006. However, to cover all the expenses in the E-911 Fund, a transfer from the General Fund was still required. To eliminate the need for a General Fund transfer, beginning in FY 2015, more Communications Sales Tax revenue is directed to Fund 40090, E-911. The FY 2020 General Fund estimate was reduced \$1.9 million as part of the fall 2019 revenue review based on actual receipts during FY 2019 and collection trends during FY 2020. In FY 2021, total Communications Sales Taxes are projected to be \$64.9 million. Of the total tax, Cable Franchise Fees of \$14.4 million will

General Fund Revenue Overview

be directed to Fund 40030, Cable Communications. Of the remaining tax, \$49.1 million will be posted in Fund 40090, E-911 and \$1.4 million to the General Fund in FY 2021.

The distribution of the tax since FY 2019 is shown below. The table illustrates that this tax has eroded significantly over the years compared to the \$85.5 million collected by the County in FY 2006.

Communications Sales Tax Revenue

Fund	FY 2019 Actual	FY 2020 Projected	FY 2021 Projected
Fund 10001, General Fund	\$6,911,547	\$3,492,634	\$1,415,924
Fund 40030, Cable Communications	16,403,475	15,130,806	14,374,266
Fund 40090, E-911	44,450,304	46,986,272	49,062,982
Total	\$67,765,326	\$65,609,712	\$64,853,172

Vehicle Registration License Fee

VEHICLE REGISTRATION LICENSE FEE

FY 2019 Actual	FY 2020 Adopted	FY 2020 Revised	FY 2021 Advertised	Increase/ (Decrease)	Percent Change
\$27,426,110	\$27,464,107	\$27,464,107	\$27,601,428	\$137,321	0.5%

The FY 2021 Advertised Budget Plan estimate for Vehicle Registration Fee revenue of \$27,601,428 reflects an increase of \$137,321 or 0.5 percent over the *FY 2020 Revised Budget Plan* based on the assumption that vehicle volume in the County will increase modestly throughout the year. Fairfax County levies the fee at \$33 for passenger vehicles that weigh 4,000 pounds or less and \$38 on passenger vehicles that weigh more than 4,000 pounds. In addition, fees are \$18 for motorcycles and \$25 for buses used for transportation to and from church. The County does not require the display of a decal on the vehicle. The net FY 2020 estimate remains unchanged based on actual collections year-to-date. Payment of Vehicle Registration License Fees is linked to the payment of Personal Property Taxes on October 5 each year. Vehicles owned by disabled veterans, members of volunteer fire departments and auxiliary police officers are exempt from the fee.

Transient Occupancy Tax

TRANSIENT OCCUPANCY TAX

FY 2019 Actual	FY 2020 Adopted	FY 2020 Revised	FY 2021 Advertised	Increase/ (Decrease)	Percent Change
\$22,918,266	\$23,249,668	\$23,491,223	\$24,078,504	\$587,281	2.5%

The FY 2021 Advertised Budget Plan estimate for Transient Occupancy Tax of \$24,078,504 reflects an increase of \$587,281 or 2.5 percent over the *FY 2020 Revised Budget Plan*. Transient Occupancy Taxes are charged as part of a hotel bill and remitted by the hotel to the County. The Transient Occupancy Tax has been levied at 4 percent since the Virginia General Assembly permitted the Board of Supervisors to levy an additional 2.0 percent Transient Occupancy Tax in FY 2005. A portion, 25 percent, of the additional 2.0 percent must be appropriated to a nonprofit

General Fund Revenue Overview

convention and visitors' bureau located in the County. The remaining 75 percent must be used by the County to promote tourism.

During FY 2013 and FY 2014, business travel was reported to have been down in the region due to federal spending reductions and Transient Occupancy Tax revenue declined for two consecutive years. After rising a robust 9.3 percent in FY 2015, Transient Occupancy receipts increased 2.3 percent in FY 2016. FY 2017 collections increased a strong 6.6 percent, partially due to the Presidential Inauguration in January 2017. Actual FY 2018 receipts were down 2.0 percent, the first decline since FY 2014. FY 2019 collections increased 3.6 percent. During the fall 2019 revenue review, the FY 2020 estimate was increased \$0.2 million, reflecting growth of 2.5 percent over the FY 2019 level. FY 2021 estimate reflects the same growth rate of 2.5 percent.

Cigarette Tax

CIGARETTE TAX

FY 2019 Actual	FY 2020 Adopted	FY 2020 Revised	FY 2021 Advertised	Increase/ (Decrease)	Percent Change
\$5,787,235	\$5,916,915	\$5,477,039	\$5,422,269	(\$54,770)	(1.0%)

The FY 2021 Advertised Budget Plan estimate for Cigarette Tax of \$5,422,269 reflects a decrease of \$54,770 or 1.0 percent from the *FY 2020 Revised Budget Plan*. Fairfax County and Arlington County are the only counties in Virginia authorized to levy a tax on cigarettes. The maximum rate authorized is the greater of 5.0 cents per pack or the rate levied by the Commonwealth. The County's rate is 30 cents per pack, the same as the state rate.

Cigarette Tax receipts fell for a seventh consecutive year, decreasing 11.0 percent in FY 2019. During the fall 2019 revenue review, the FY 2020 estimate was decreased \$0.4 million, reflecting a decline of 5.4 percent, based on actual receipts during FY 2019 and year-to-date collections trends. FY 2021 Cigarette Tax receipts are anticipated to decline 1.0 percent.

Bank Franchise Tax

BANK FRANCHISE TAX

FY 2019 Actual	FY 2020 Adopted	FY 2020 Revised	FY 2021 Advertised	Increase/ (Decrease)	Percent Change
\$23,699,652	\$23,654,317	\$23,654,317	\$23,890,860	\$236,543	1.0%

The FY 2021 Advertised Budget Plan estimate for Bank Franchise Tax of \$23,890,860 reflects an increase of \$236,543 or 1.0 percent over the *FY 2020 Revised Budget Plan*. Billing for the Bank Franchise Tax is done by the Department of Tax Administration in the middle of March, with payment of the FY 2020 bills due by June 1. As a result, little actual data is available during the fall 2019 revenue review in order to revise the FY 2020 estimate, which remains at the adopted level.

Permits, Fees and Regulatory Licenses

PERMITS, FEES AND REGULATORY LICENSES

FY 2019 Actual	FY 2020 Adopted	FY 2020 Revised	FY 2021 Advertised	Increase/ (Decrease)	Percent Change
\$55,874,600	\$53,559,013	\$54,872,084	\$54,973,621	\$101,537	0.2%

The FY 2021 Advertised Budget Plan estimate for Permits, Fees, and Regulatory Licenses of \$54,973,621 reflects an increase of \$101,537 or 0.2 percent over the *FY 2020 Revised Budget Plan*. This increase is primarily due to a modest increase in Fire Marshal Fees and various other fees. It should be noted that revenue from Home Childcare Permits in the amount of \$15,353 is transferred from the General Fund to Fund 40045, Early Childhood Birth to 5.

Land Development Service (LDS) fees for building permits, site plans, and inspection services make up over three-quarters of the Permits, Fees, and Regulatory Licenses category. Changes in LDS fee revenue typically track closely to the current condition of the real estate market, as well as the size and complexity of projects submitted to LDS for review. The revised FY 2020 estimate for LDS fee revenue of \$41.7 million was increased \$1.3 million during the *FY 2019 Carryover Review* due to increased building permit and elevator inspection fees. It should be noted that the increase in LDS fee revenue was offset by a corresponding expenditure increase, for no net impact to the General Fund. Staff will continue to monitor permitting activity and revenue collections and any necessary FY 2020 revenue adjustments will be included as part of the *FY 2020 Third Quarter Review*. The FY 2021 estimate for LDS fee revenue remains at the FY 2020 level.

During the fall 2019 revenue review, various permits and fees were reviewed and, based on actual FY 2019 receipts and year-to-date collections, FY 2020 estimates were increased a net \$0.1 million.

Investment Interest

INVESTMENT INTEREST

FY 2019 Actual	FY 2020 Adopted	FY 2020 Revised	FY 2021 Advertised	Increase/ (Decrease)	Percent Change
\$69,032,333	\$80,017,523	\$58,630,895	\$46,118,088	(\$12,512,807)	(21.3%)

The FY 2021 Advertised Budget Plan estimate for Investment Interest of \$46,118,088 reflects a decrease of \$12,512,807 or 21.3 percent from the *FY 2020 Revised Budget Plan*. Revenue from this category is a function of the amount invested, the prevailing interest rates earned on investments, and the percentage of the total pooled investment portfolio attributable to the General Fund.

Revenue from Interest on Investments is highly dependent on Federal Reserve actions. From 2004 to 2006, the Federal Reserve increased interest rates from 1.0 percent to 5.25 percent in an effort to stem inflation. As a result of higher rates, the annual average yield on County investments was 5.1 percent in FY 2007, and revenue from Interest on Investments was a record high of \$92.1 million. The federal funds rate remained unchanged from the end of 2008 to December 2015. During this period, it was set at 0.0 to 0.25 percent, its lowest in history, "to promote the resumption of sustainable economic growth" in the wake of the Great Recession. As a result, the Investment Interest revenue trended down for several years and dropped to as little as \$10.7 million in FY 2015, with an average annual yield of 0.43 percent.

General Fund Revenue Overview

In December 2015, the Federal Reserve raised the target range for the federal funds rate by a quarter-percentage point for the first time in almost a decade as policy makers cited the improved labor market conditions and the solid pace of economic activity. As a result, FY 2016 Interest on Investments increased \$5.5 million to \$16.2 million at an annual yield of 0.66 percent. The Fed raised the interest rate again in December 2016 and continued raising it at a gradual pace throughout 2017. FY 2017 revenue was \$27.5 million at an average annual yield of 1.14 percent. The FY 2018 Interest on Investments revenue was \$41.4 million with an annual yield of 1.61 percent.

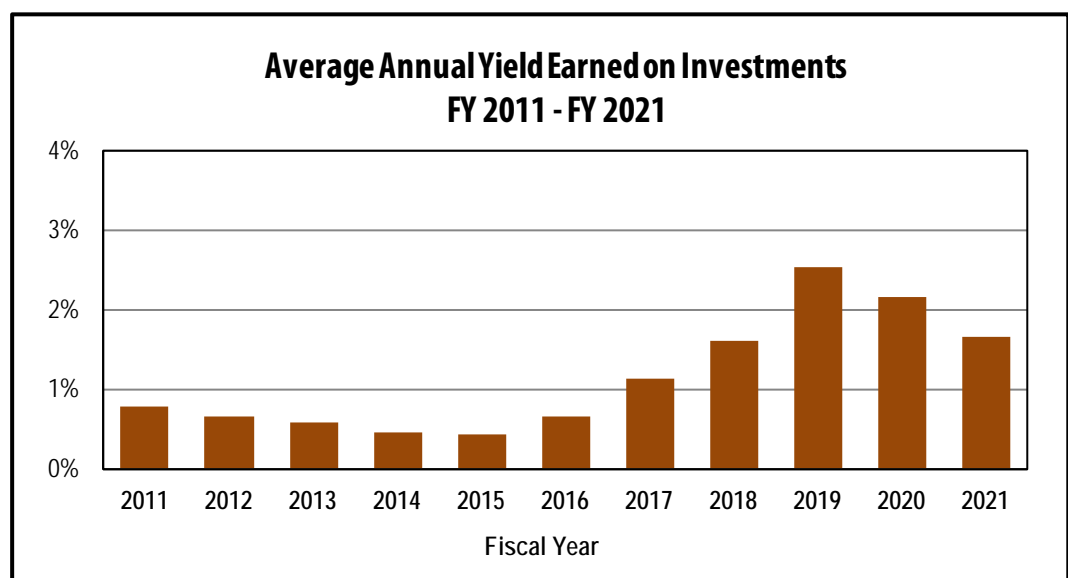
The federal funds rate was increased four times throughout 2018 and FY 2019 revenue was \$69.0 million at an average annual yield 2.53 percent.

This revenue category required a substantial adjustment during the fall 2019 revenue review of FY 2020 estimates. At the time of the preparation of the FY 2020 Adopted Budget Plan revenue estimate, the Fed had indicated that two interest rate hikes were possible in 2019. Staff expected that the annual yield on the investment portfolio will be 3.00 percent in FY 2020. The Federal Reserve did not raise rates in its March and June 2019 meetings and downgraded its expected rate path to signal that no rate increases were likely in 2019. However, in July, September, and October 2019, the Fed reduced the rate by quarter percentage point at each meeting, bringing it to 1.50-1.75 percent range. Based on the actions of the Fed, the FY 2020 revenue estimate was decreased a total of \$21.4 million. The FY 2020 estimate assumes a yield of 2.16 percent.

The FY 2021 Advertised Budget Plan estimate for Investment Interest of \$46.1 million is based on a projected average yield of 1.67 percent, a portfolio size of \$3.6 billion and a General Fund percentage net of administrative fees of 77.7 percent. It assumes no further rate cuts by the Fed. All available resources are pooled for investment purposes and the net interest earned is distributed among the various County funds, based on the average dollars invested from each fund as a percentage of the total pooled investment.

Staff will continue to monitor the impact of the Fed actions on County investment earnings.

The following table shows the yield earned on investments since FY 2011.



General Fund Revenue Overview

Charges for Services

CHARGES FOR SERVICES

FY 2019 Actual	FY 2020 Adopted	FY 2020 Revised	FY 2021 Advertised	Increase/ (Decrease)	Percent Change
\$85,476,153	\$83,305,683	\$86,396,338	\$87,154,390	\$758,052	0.9%

The FY 2021 Advertised Budget Plan estimate for Charges for Services revenue of \$87,154,390 reflects an increase of \$758,052 or 0.9 percent over the *FY 2020 Revised Budget Plan*. This increase is primarily the result of projected increases in School Age Child Care (SACC) fee revenue.

SACC fees, which comprise over 54 percent of the total Charges for Services category, are projected to increase \$0.8 million or 1.7 percent to \$47.2 million in FY 2021.

The estimate for SACC fee revenue was increased by \$2.9 million during the fall 2019 revenue review based on actual FY 2019 receipts and year-to-date collection trends. Various other revenue estimates for Charges for Services revenue have been increased a net \$0.2 million based on a review of actual FY 2019 receipts and year-to-date collections.

Fines and Forfeitures

FINES AND FORFEITURES

FY 2019 Actual	FY 2020 Adopted	FY 2020 Revised	FY 2021 Advertised	Increase/ (Decrease)	Percent Change
\$12,258,740	\$12,583,545	\$11,795,664	\$11,795,664	\$0	0.0%

The FY 2021 Advertised Budget Plan estimate for Fines and Forfeitures of \$11,795,664 reflects no change from the *FY 2020 Revised Budget Plan*.

The FY 2020 estimate for Fines and Forfeitures was decreased a net \$0.8 million during the fall 2019 revenue review. The decrease is primarily the result of adjusting the estimate for General District Court fines, as well as Parking Violations revenue based on actual FY 2019 receipts and year-to-date collection trends in FY 2020.

Recovered Costs/Other Revenue

RECOVERED COSTS / OTHER REVENUE

FY 2019 Actual	FY 2020 Adopted	FY 2020 Revised	FY 2021 Advertised	Increase/ (Decrease)	Percent Change
\$18,610,536	\$16,934,540	\$15,695,731	\$16,234,444	\$538,713	3.4%

The FY 2021 Advertised Budget Plan estimate for Recovered Costs/Other Revenue of \$16,234,444 reflects an increase of \$538,713 or 3.4 percent over the *FY 2020 Revised Budget Plan*. During the fall 2019 revenue review, the revenue estimate for Recovered Costs/Other Revenue was decreased a net \$1.2 million from the FY 2020 Adopted Budget Plan estimate. The decrease is associated with adjusting the estimate for the City of Fairfax Shared Governmental Expenses reimbursement, which was reduced \$1.2 million as a result of the reconciliation of the City's share of expenses based on actual utilization and expenses during FY 2019.

General Fund Revenue Overview

The FY 2021 estimate for the City of Fairfax reimbursement for governmental services is expected to be level with FY 2020 absent the adjustment described above, resulting in an increase of \$0.7 million. Revenue from Child Care Services for Other Jurisdictions in the amount of \$155,918 is transferred from the General Fund to Fund 40045, Early Childhood Birth to 5.

Revenue from the Commonwealth/Federal Government

REVENUE FROM THE COMMONWEALTH/FEDERAL GOVERNMENT¹

FY 2019 Actual	FY 2020 Adopted	FY 2020 Revised	FY 2021 Advertised	Increase/ (Decrease)	Percent Change
\$140,078,106	\$140,019,660	\$142,321,103	\$142,118,771	(\$202,332)	(0.1%)

¹ Excludes Personal Property Taxes that are reimbursed by the Commonwealth as a result of the Personal Property Tax Relief Act of 1998. See the "Personal Property Tax - Current" heading in this section.

The FY 2021 Advertised Budget Plan estimate for Revenue from the Commonwealth and Federal Government of \$142,118,771 reflects a decrease of \$202,332 or 0.1 percent from the *FY 2020 Revised Budget Plan* estimate. A decrease of \$350,000 is based on actual experience with state and federal revenues received in recent years associated with the Adoption Subsidy program. In addition, Revenue from the Federal Government in the amount of \$44,689 supporting school readiness activities is transferred from the General Fund to Fund 40045, Early Childhood Birth to 5. It is also anticipated that FY 2021 federal funding for the Criminal Alien Assistance Program will be \$0.3 million lower than the actual funding already received in FY 2020. Partially offsetting these decreases is an increase of \$0.4 million associated with contract rate increases for the providers of mandated services. The revenue increase is completely offset by an expenditure increase. An increase of \$0.1 million is associated with state reimbursement for a position to provide intensive, specialized support to families challenged with parental substance abuse. The revenue increase is completely offset by an expenditure increase.

The *FY 2020 Revised Budget Plan* estimate for Revenue from the Commonwealth and Federal Government represents an increase of \$2.3 million over the FY 2020 Adopted Budget Plan estimate as a result of adjustments made during the *FY 2019 Carryover Review* and the fall 2019 revenue review.

The *FY 2019 Carryover Review* included an increase of \$1.3 million associated with state and federal reimbursement funding for additional positions in the Public Assistance program. The positions will continue to address the increase in caseloads and compliance issues in the Adult and Aging Division and the Self-Sufficiency Division within the Department of Family Services. The revenue increase is fully offset by an expenditure increase for no net impact to the General Fund.

During the fall 2019 review, the salary reimbursements from the Commonwealth for the Sheriff's Office, the Department of Tax Administration, the Department of Finance, and the Commonwealth's Attorney were increased a net \$0.3 million based on actual FY 2019 experience and FY 2020 year-to-date collections. In addition, the state reimbursement for the County's Health Department was increased \$0.1 million based on the approved amount in the Commonwealth's budget. An increase of \$0.8 million in Revenue from the Federal Government is associated with actual federal funding received in FY 2020 for the Criminal Alien Assistance Program.

General Fund Disbursement Overview



FY 2021

Advertised Budget Plan

General Fund Disbursement Overview

Summary of General Fund Direct Expenditures

Category	FY 2019 Actual	FY 2020 Adopted Budget Plan	FY 2020 Revised Budget Plan	FY 2021 Advertised Budget Plan	Inc/(Dec) Over Revised	% Inc/(Dec) Over Revised
Expenditures						
Personnel Services	\$832,943,872	\$911,373,918	\$911,464,866	\$950,192,443	\$38,727,577	4.25%
Operating Expenses	373,896,406	370,420,896	401,463,221	353,870,144	(47,593,077)	(11.85%)
Recovered Costs	(37,026,057)	(37,367,094)	(37,572,126)	(35,687,226)	1,884,900	(5.02%)
Capital Equipment	3,155,889	466,734	4,966,686	504,565	(4,462,121)	(89.84%)
Fringe Benefits	378,578,693	404,522,195	407,213,065	416,333,451	9,120,386	2.24%
Total Direct Expenditures	\$1,551,548,803	\$1,649,416,649	\$1,687,535,712	\$1,685,213,377	(\$2,322,335)	(0.14%)
Positions						
Positions	10,079	10,161	10,377	10,445	68	0.66%
Full-Time Equivalents	9,954.70	10,035.20	10,253.20	10,316.28	63.08	0.62%

Details of program and staffing adjustments are provided in the individual agency narratives in Volume 1. Major changes are summarized by category in the narrative description. Additional information is provided in the *Financial, Statistical and Summary Tables* section of this Overview volume.

The FY 2021 Advertised Budget Plan direct expenditure level of \$1,685,213,377 represents a decrease of \$2,322,335 or 0.14 percent from the FY 2020 Revised Budget Plan direct expenditure level of \$1,687,535,712. The FY 2021 funding level reflects an increase of \$35,796,728, or 2.17 percent, over the FY 2020 Adopted Budget Plan direct expenditure level of \$1,649,416,649.

Personnel Services

In FY 2021, funding for Personnel Services totals \$950,192,443, an increase of \$38,727,577 or 4.25 percent over the FY 2020 Revised Budget Plan funding level of \$911,464,866. Personnel Services increased \$38,818,525, or 4.26 percent, over the FY 2020 Adopted Budget Plan funding level of \$911,373,918. The net FY 2021 General Fund agency positions represent an increase of 68/66.58 FTE positions over the FY 2020 Revised Budget Plan. For agency-level detail, the FY 2021 Advertised Personnel Services by Agency chart in the Overview Volume under the *Financial, Statistical and Summary Tables* tab breaks out Personnel Services funding by each agency. The changes for each category of Personnel Services expenditures are provided as follows:

Regular Salaries funding (net of Position Turnover) of \$863,717,590 reflects a net increase of \$36,222,818 or 4.38 percent over the FY 2020 Adopted Budget Plan. This increase primarily reflects funding for a 2.06 percent market rate adjustment for all employees and performance-based and longevity increases for non-uniformed merit employees, both effective July 2020; merit and longevity increases (including the full-year impact of FY 2020 increases) for uniformed employees awarded on the employees' anniversary dates.

Limited-Term position funding (temporary and non-merit benefits-eligible employees) reflects an increase of \$303,677 or 1.32 percent over the FY 2020 Adopted Budget Plan. This increase primarily reflects funding for a 2.06 percent market rate adjustment for all employees.

Overtime Pay funding reflects an increase of \$2,292,030 or 3.91 percent over the FY 2020 Adopted Budget Plan primarily due to compensation adjustments in Public Safety agencies, effective July 2020.

General Fund Disbursement Overview

Position Adjustments in the FY 2021 Advertised Budget Plan reflect a net increase of 68/63.08 FTE positions over the *FY 2020 Revised Budget Plan* due to the following:

- An increase of 25/25.0 FTE positions in the Fire and Rescue Department to support staffing the new Scotts Run Fire Station.
- An increase of 13/10.0 FTE positions in Fairfax County Public Libraries: 12/9.0 FTE positions to support phase one of a three-phase plan to make regional and community branch library hours consistent and 1/1.0 FTE position to support user engagement with populations in need of health, housing and human services assistance.
- An increase of 13/13.0 FTE positions is required to support the workload resulting from the implementation of a Body-Worn Camera Program, which is a multiagency collaboration: 9/9.0 FTE positions to the Commonwealth's Attorney, 2/2.0 FTE positions to the Department of Information Technology, and 2/2.0 FTE positions to the Police Department.
- An increase of 11/10.13 FTE positions in the Health Department: 7/7.0 FTE positions to support the Public Health Nursing shortage in the school setting, 3/2.13 FTE positions for school health aides at North West County Elementary School and Mountain View High School, and 1/1.0 FTE position to support the Epidemiology and Population Health program.
- An increase of 10/10.0 FTE positions in Capital Facilities to support growing workload requirements associated with the planned projects in the Capital Improvement Program (CIP).
- An increase of 8/8.0 FTE positions in the Police Department to support staffing in the South County Police Station.
- An increase of 8/8.0 FTE positions is required to support the fifth year of the County's Diversion First initiative, which is a multiagency collaboration: 3/3.0 FTE positions to the General District Court, 2/2.0 FTE positions to the Sheriff's Office, 1/1.0 FTE position to the Commonwealth's Attorney, 1/1.0 FTE position to the Police Department, and 1/1.0 FTE position to the Fire and Rescue Department.
- An increase of 6/6.0 FTE positions is required to support the efforts recommended by the Opioid Task Force, which is a multiagency collaboration: 2/2.0 FTE positions to the Police Department, 2/2.0 FTE positions to the Sheriff's Department, 1/1.0 FTE position to the Department of Family Services, and 1/1.0 FTE position to the Juvenile and Domestic Relations District Court.
- An increase of 3/3.0 FTE positions in Housing and Community Development to support the creation, rehabilitation, and preservation of affordable housing throughout Fairfax County with an emphasis on the recommendations of the Affordable Housing Resource Panel and Phase II of the Communitywide Housing Strategic Plan to produce 5,000 units of affordable housing over the next fifteen years.
- An increase of 3/3.0 FTE positions in the Department of Transportation to support transit asset management, public transportation agency safety planning, and coordination of the Student Bus Pass Program.
- An increase of 2/2.0 FTE positions in the Office of the County Executive to support the Office of Environmental and Energy Coordination with environmental policy and legislative issues, organization-wide energy use and community engagement, and education on environmental and sustainability issues.

General Fund Disbursement Overview

- An increase of 2/2.0 FTE positions in the Department of Family Services: 1/1.0 FTE position to support prevention and outreach activities specific to human trafficking and stalking, 1/1.0 FTE position to address the increase in workload related to child care eligibility due to the additional slots added in the Early Childhood Development and Learning Program.
- An increase of 1/1.0 FTE position in the Office of Elections to support the increase in information technology workload requirements required to carry out elections.
- An increase of 1/1.0 FTE position in the Department of Planning and Development to support current and projected workloads in the Environmental and Development Review Branch.
- An increase of 1/1.0 FTE position in the Fairfax County Park authority to manage the synthetic turf field maintenance program.
- An increase of 1/1.0 FTE position in the Department of Tax Administration to oversee the Audit Section in response to anticipated growth in the number of businesses in redevelopment areas and increases in the number and complexity of appeals.
- A net decrease of 40/41.05 FTE positions in Neighborhood and Community Services is the result of a decrease of 48/48.0 FTE positions associated with the transfer of school readiness activities to the new Fund 40045, Early Childhood Birth to 5. This decrease is partially offset by increases of 4/3.2 FTE positions to support the opening of three new School-Age Child Care (SACC) Rooms, 3/2.75 FTE positions to support increased workload requirements associated with the consolidation of services for children within the Health and Human Services system, and 1/1.0 FTE position to support the continued expansion of the Opportunity Neighborhood (ON) initiative into the Centreville/Chantilly area of Human Services Region 4.

It should be noted that position movements between General Fund agencies are not included above.

Fringe Benefits

In FY 2021, funding for Fringe Benefits totals \$416,333,451, an increase of \$9,120,386 or 2.2 percent over the *FY 2020 Revised Budget Plan* level of \$407,213,065 and an increase of \$11,811,256 or 2.9 percent over the FY 2020 Adopted Budget Plan level of \$404,522,195. The increase over the FY 2020 Adopted Budget Plan is primarily due to the following increases, offset by savings in other areas, primarily health insurance and social security.

- An increase of \$14,370,406 reflects the impact of employee compensation adjustments, including a 2.06 percent market rate adjustment (MRA) for all employees and performance-based and longevity increases for non-uniformed merit employees, both effective July 2020; merit and longevity increases (including full-year impact of FY 2020 increases) for uniformed employees awarded on the employees' anniversary dates; as well as for the fringe benefit impact of changes resulting from the reviews of the compensation and organizational structures of the Police Department and Fire and Rescue Department. These increases impact Social Security and Retirement.
- A decrease of \$590,380 in employer contributions to the retirement systems is due to savings based on year-to-date FY 2020 experience. Based on the results of the annual actuarial valuation, and County policy to not reduce employer contributions until each system reaches 100 percent funded status, there is no change in the employer contribution rates for any of the three retirement systems. The required contribution rates are lower than the FY 2020 adopted contribution rates. Therefore, the employer contribution rates are maintained at the FY 2020

level as a result of the County's commitment to not reduce the contribution rates until the systems reach 100 percent funded status.

- An increase of \$3,068,548 in Fringe Benefits is based on funding for new positions added in FY 2021 and funding required for the full-year impact of positions added in FY 2020. This increase impacts Health, Dental and Life Insurance, Social Security, and Retirement.
- These increases are partially offset by savings in several fringe benefit categories, including savings as the result of a concerted educational campaign that has resulted in the migration out of the County's high-cost copay plan into other more cost-effective coinsurance and consumer-directed health plans.

Operating Expenses

In FY 2021, Operating Expenses total \$353,870,144, a decrease of \$47,593,076 or 11.85 percent from the *FY 2020 Revised Budget Plan* funding level of \$401,463,220. Operating Expenses decreased by \$16,550,752 or 4.47 percent from the FY 2020 Adopted Budget Plan funding level of \$370,420,896. Major adjustments from the FY 2020 Adopted Budget Plan are as follows:

- An increase of \$3,011,319 in the Police Department is primarily the result of increases for Department of Vehicle Services charges, Electronic Control Weapons, and operating expenses associated with the new positions for the South County Police Station, the Body-Worn Camera Program, Opioid Task Force, and Diversion First Initiative.
- A net increase of \$1,147,304 in the Facilities Management Department is primarily associated with increases for FY 2021 lease requirements, utility, custodial, repair/maintenance, and landscaping associated with new or expanded facilities, elevator repair and maintenance contracts, HVAC maintenance contracts, and the transfer of funding for the continuance of maintenance efforts at the Workhouse Arts Foundation at the Laurel Hill property from Agency 51, Fairfax County Park Authority.
- An increase of \$849,270 in the Department of Information Technology is primarily associated with increases to baseline operating system requirements resulting from a recent system process audit and Technology Infrastructure support and compensation related to chargebacks for staff supporting Fund 60020, Document Services, and Fund 60030, Technology Infrastructure Services.
- An increase of \$642,300 in the Fire and Rescue Department is primarily the result of increases for Department of Vehicle Services charges and operating expenses associated with the new positions for the Scotts Run Fire Station and Diversion First Initiative.
- An increase of \$443,000 in the Office of Elections is associated with increases for the maintenance and upgrades of licenses and software necessary for election activities and the PC Replacement Program to support computers necessary to carry out election functions.
- An increase of \$327,499 in Fairfax County Public Libraries is primarily associated with phase one of a three-phase plan to make regional and community branch library hours consistent.
- A net increase of \$280,508 in the Fairfax County Health Department is primarily associated with contract rate increases and the increase in one-on-one nursing services for medically fragile students enrolled in Fairfax County Public Schools, partially offset by a decrease resulting from

General Fund Disbursement Overview

a change in how the Fairfax County Health Department is dispensing anti-parasitic medication to clients in the refugee program.

- An increase of \$200,000 in Circuit Court and records is due to increases supporting the Body-Worn Camera Program and the Diversion First Initiative.
- A net increase of \$199,200 in the Fairfax County Park Authority is due to an increase of \$500,000 in operational support for scholarship assistance to support the County's mission for advancing racial and social equity in Fairfax County, partially offset by a decrease of \$300,800 to transfer the funding for the continuance of maintenance efforts at the Workhouse Arts Foundation at the Laurel Hill property to Agency 8, Facilities Management Division.
- An increase of \$120,000 in the Office of the Commonwealth's Attorney is due to increases supporting the Body-Worn Camera Program and the Diversion First Initiative.
- A net decrease of \$25,820,053 is primarily associated with the transfer of school readiness activities to the new Fund 40045, Early Childhood Birth to 5. This decrease is partially offset by increases for contract rate adjustments and the expansion of the Opportunity Neighborhood (ON) Initiative into the initiative into the Centreville/Chantilly area of Human Services Region 4.

Capital Equipment

In FY 2021, Capital Equipment funding for General Fund agencies totals \$504,565, a decrease of \$4,462,121 or 89.84 percent from the *FY 2020 Revised Budget Plan* funding level of \$4,966,686. Capital Equipment funding increased by \$37,831 over the FY 2020 Adopted Budget Plan funding level of \$466,734. Major adjustments are primarily associated with the Fire and Rescue Department as a result of capital equipment required to open the new Scotts Run Fire Station.

Recovered Costs

In FY 2021, Recovered Costs total \$35,687,226, a decrease of \$1,679,868 or 4.50 percent from the FY 2020 Adopted Budget Plan level of \$37,367,094, and a decrease of \$1,884,900 or 5.02 percent from the *FY 2020 Revised Budget Plan* level of \$37,572,126. This is primarily associated with Business Planning and Support automating their cost distribution methodology to directly charge back costs to other components of the Department of Public Works and Environmental Services rather than budgeting for manually billed recovered costs.

General Fund Disbursement Overview

Summary of General Fund Transfers

The FY 2021 Transfers Out from the General Fund total \$2,940,083,447, an increase of \$80,164,381, or 2.8 percent, over the *FY 2020 Revised Budget Plan* Transfers Out of \$2,859,919,066. These transfers support programs and activities that reflect the Board of Supervisors' priorities.

Adjustments are summarized below.

	Increase/ (Decrease) Over FY 2020 Revised
Fund S10000, Public School Operating	\$85,516,378
Fund 10010, Revenue Stabilization Fund	(1,976,933)
Fund 10015, Economic Opportunity Reserve	(21,940,792)
Fund 10020, Community Funding Pool	584,939
Fund 10030, Contributory Fund	(1,345,656)
Funds 20000 and 20001, Consolidated Debt Service	(518,993)
Fund 30000, Metro Operations and Construction	2,793,355
Fund 30010, General Construction and Contributions	(6,580,915)
Fund 30015, Environmental and Energy Program	1,300,000
Fund 30020, Infrastructure Replacement and Upgrades	(11,251,187)
Fund 30030, Library Construction	(1,530,000)
Fund 30060, Pedestrian Walkway Improvements	(1,091,125)
Fund 30070, Public Safety Construction	(300,000)
Fund 40000, County Transit Systems	1,921,674
Fund 40040, Fairfax-Falls Church Community Services Board	7,512,817
Fund 40045, Early Childhood Birth to 5	34,376,405
Fund 40330, Elderly Housing Programs	27,401
Fund 50000, Federal-State Grant Fund	57,930
Fund 60000, County Insurance Fund	58,085
Fund 60030, Technology Infrastructure Services	(1,539,898)
Fund 73030, OPEB Trust	(6,000,000)
Fund 83000, Alcohol Safety Action Program	90,896
Total	\$80,164,381

Fund S10000, Public School Operating

The FY 2021 General Fund transfer to Fund S10000, Public School Operating, is \$2,221,533,075, an increase of \$85,516,378, or 4.0 percent, over the *FY 2020 Revised Budget Plan* transfer of \$2,136,016,697. The greatest share of the County budget is dedicated to Fairfax County Public Schools (FCPS), which underscores that education continues to be the highest priority. The transfer to Public School Operating, the School Construction Fund, and School Debt Service represents 52.7 percent of total General Fund Disbursements.

Fund 10010, Revenue Stabilization Fund

The FY 2021 General Fund transfer to Fund 10010, Revenue Stabilization, is \$1,392,102, a decrease of \$1,976,933, or 58.7 percent, from the *FY 2020 Revised Budget Plan* transfer of \$3,369,035. The *FY 2020 Revised Budget Plan* includes one-time funding adjustments as approved by the Board of Supervisors as part of the *FY 2019 Carryover Review*. FY 2021 funding, combined with retained

interest earnings, should allow the fund to remain at its target level of 5.0 percent of General Fund disbursements.

Fund 10015, Economic Opportunity Reserve

The FY 2021 General Fund transfer to Fund 10015, Economic Opportunity Reserve, is \$11,981,0881, a decrease of \$21,940,792, or 64.7 percent, from the *FY 2020 Revised Budget Plan* transfer of \$33,921,880. The *FY 2020 Revised Budget Plan* includes one-time funding adjustments as approved by the Board of Supervisors as part of the *FY 2019 Carryover Review*. FY 2021 funding, combined with retained interest earnings, should allow the fund to remain at its target level of 1.0 percent of General Fund disbursements.

Fund 10020, Community Funding Pool

The FY 2021 General Fund transfer to Fund 10020, Community Funding Pool, is \$12,283,724, an increase of \$584,939, or 5.0 percent, from the *FY 2020 Revised Budget Plan* transfer of \$11,698,785. FY 2021 funding is associated with performance and leverage requirements for non-profit organizations and provides additional funding to community organizations to meet human services needs in the County.

Fund 10030, Contributory Fund

The FY 2021 General Fund transfer to Fund 10030, Contributory Fund, is \$13,122,836, a decrease of \$1,345,656, or 9.3 percent, from the *FY 2020 Revised Budget Plan* transfer of \$14,468,492. More detail on the Contributory Fund is included later in this section.

Funds 20000 and 20001, Consolidated Debt Service

The FY 2021 General Fund transfer to Funds 20000 and 20001, Consolidated Debt Service, is \$329,222,805, a decrease of \$518,993, or 0.16 percent, from the *FY 2020 Revised Budget Plan* transfer of \$329,741,798. This decrease takes into account lower than anticipated bond sales and savings associated with refinancings.

Fund 30000, Metro Operations and Construction

The FY 2021 General Fund transfer to Fund 30000, Metro Operations and Construction, is \$46,743,779, an increase of \$2,793,355, or 6.4 percent, over the *FY 2020 Revised Budget Plan* transfer of \$43,950,424, based on anticipated subsidy requirements from local jurisdictions in FY 2020 and the cost of debt service associated with opting in to WMATA issued debt in FY 2018.

Fund 30010, General Construction and Contributions

The FY 2021 General Fund transfer to Fund 30010, General Construction and Contributions, is \$17,665,805, a decrease of \$6,580,915, or 27.1 percent, from the *FY 2020 Revised Budget Plan* transfer of \$24,246,720. The *FY 2020 Revised Budget Plan* includes one-time funding adjustments as approved by the Board of Supervisors as part of the *FY 2019 Carryover Review*. FY 2021 funding is limited to only the most critical priority projects.

Fund 30015, Environmental and Energy Program

The FY 2021 General Fund transfer to Fund 30015, Environmental and Energy Program, is \$1,300,000, an increase of \$1,300,000, or 100.0 percent, from the *FY 2020 Revised Budget Plan* transfer of \$0. Fund 30015 is being created in FY 2021 to consolidate all projects associated with the Environmental and Energy Strategy Programs. Some of these programs were previously funded in Fund 30010, General Contributions and Contributions.

Fund 30030, Library Construction

The FY 2021 General Fund transfer to Fund 30030, Library Construction, is \$0, a decrease of \$1,530,000, or 100 percent, from the *FY 2020 Revised Budget Plan* transfer of \$1,530,000. The

General Fund Disbursement Overview

FY 2020 Revised Budget Plan includes one-time funding adjustments as approved by the Board of Supervisors as part of the *FY 2019 Carryover Review*.

Fund 30020, Infrastructure Replacement and Upgrades

The FY 2021 General Fund transfer to Fund 30020, Infrastructure Replacement and Upgrades, is \$0, a decrease of \$11,251,187, or 100 percent, from the *FY 2020 Revised Budget Plan* transfer of \$11,251,187. The *FY 2020 Revised Budget Plan* includes one-time funding adjustments as approved by the Board of Supervisors as part of the Carryover Review. In recent years, it has been the Board's practice to fund some or all of the infrastructure replacement and upgrade projects using one-time funding as available as part of quarterly reviews. Due to budget constraints, there is no funding included as part of the FY 2021 Advertised Budget Plan.

Fund 30060, Pedestrian Walkway Improvements

The FY 2021 General Fund transfer to Fund 30060, Pedestrian Walkway Improvements, is \$700,000, a decrease of \$1,091,125, or 60.9 percent, from the *FY 2020 Revised Budget Plan* transfer of \$1,791,125. The *FY 2020 Revised Budget Plan* includes one-time funding adjustments as approved by the Board of Supervisors as part of the *FY 2019 Carryover Review*. FY 2021 funding is limited to only the most critical priority projects.

Fund 30070, Public Safety Construction

The FY 2021 General Fund transfer to Fund 30070, Public Safety Construction, is \$0, a decrease of \$300,000, or 100.0 percent, from the *FY 2020 Revised Budget Plan* transfer of \$300,000. The *FY 2020 Revised Budget Plan* includes one-time funding adjustments as approved by the Board of Supervisors as part of the *FY 2019 Carryover Review*.

Fund 40000, County Transit Systems

The FY 2021 General Fund transfer to Fund 40000, County Transit Systems, is \$42,555,146, an increase of \$1,921,674, or 4.7 percent, over the *FY 2020 Revised Budget Plan* transfer of \$40,633,472, for the County share of the subsidy for commuter rail services operating by the Virginia Railway Express.

Fund 40040, Fairfax-Falls Church Community Services Board

The FY 2021 General Fund transfer to Fund 40040, Fairfax-Falls Church Community Services Board, is \$154,088,802, an increase of \$7,512,817, or 5.1 percent, over the *FY 2020 Revised Budget Plan* transfer of \$146,575,985. This net increase is primarily due to a 2.06 market rate adjustment (MRA) for all employees and performance-based and longevity increases for non-uniformed merit employees; additional funding and positions to combat the opioid use epidemic; additional funding and positions to support the Diversion First initiative; additional funding to support contract and lease rate adjustments; additional funding and positions to provide support coordination services; additional funding and positions to support healthcare business operations; additional funding and positions to support ARTS; and additional funding and positions to support the Self-Directed Services program. Detailed information can be found in the Fund 40040, Fairfax-Falls Church Community Services Board, narrative in Volume 2 of the FY 2021 Advertised Budget Plan.

Fund 40045, Early Childhood Birth to 5

The FY 2021 General Fund transfer to Fund 40045, Early Childhood Birth to 5, is \$34,376,405, an increase of \$34,376,405, or 100.0 percent, over the *FY 2020 Revised Budget Plan* transfer of \$0. This net increase is associated with additional positions and transfer of school readiness activities from Agency 79, Department of Neighborhood and Community Services, and Agency 89, Employee Benefits, to the new Fund 40045, Early Childhood Birth to 5 Fund. Detailed information can be found in the Fund 40045, Early Childhood Birth to 5, narrative in Volume 2 of the FY 2021 Advertised Budget Plan.

Fund 40330, Elderly Housing Programs

The FY 2021 General Fund transfer to Fund 40330, Elderly Housing Programs, is \$1,913,396, an increase of \$27,401, or 1.5 percent, over the *FY 2020 Revised Budget Plan* transfer of \$1,885,995. This increase is due to a 2.06 percent MRA for all employees and performance-based and longevity increases for non-uniformed merit employees, both effective July 2020. Detailed information can be found in the Fund 40330, Elderly Housing Programs, narrative in Volume 2 of the FY 2021 Advertised Budget Plan.

Fund 50000, Federal-State Grant Fund

The FY 2021 General Fund transfer to Fund 50000, Federal-State Grant Fund, is \$4,490,584, an increase of \$57,930, or 1.3 percent, from the *FY 2020 Revised Budget Plan* transfer of \$4,432,654. The transfer reflects the anticipated Local Cash Match needed to maximize the County's ability to leverage Federal and State grant funding. The Reserve for Local Cash Match is a projection of the County contributions required for anticipated and unanticipated grant awards.

Fund 60000, County Insurance Fund

The FY 2021 General Fund transfer to Fund 60000, County Insurance, is \$24,349,405, an increase of \$54,085, or 0.2 percent, over the *FY 2020 Revised Budget Plan* transfer of \$24,291,320. This increase is due to a 2.06 percent MRA for all employees and performance-based and longevity increases for non-uniformed merit employees, both effective July 2020. Detailed information on the County Insurance Fund can be found in the Fund 60000, County Insurance, narrative in Volume 2 of the FY 2021 Advertised Budget Plan.

Fund 60030, Technology Infrastructure Services

The FY 2021 General Fund transfer to Fund 60030, Technology Infrastructure Services, is \$0, a decrease of \$1,539,898, or 100.0 percent, over the *FY 2020 Revised Budget Plan* transfer of \$1,539,898. The *FY 2020 Revised Budget Plan* includes one-time funding adjustments as approved by the Board of Supervisors as part of the *FY 2019 Carryover Review*.

Fund 73030, OPEB Trust

The FY 2021 General Fund transfer to Fund 73030, OPEB Trust, is \$4,490,000, a decrease of \$6,000,000, or 57.2 percent, over the *FY 2020 Revised Budget Plan* transfer of \$10,490,000. This decrease is primarily due to the significant decrease in the annual required contribution (ARC) due to actual retiree claims experience.

Fund 83000, Alcohol Safety Action Program

The FY 2021 General Fund transfer to Fund 83000, Alcohol Safety Action Program, is \$832,664, an increase of \$90,896 or 12.3 percent over the *FY 2020 Revised Budget Plan* transfer of \$741,768. This increase is due to a 2.06 percent MRA for all employees and performance-based and longevity increases for non-uniformed merit employees, both effective July 2020, as well as additional support for fringe benefits.

Summary of Contributory Agencies

Fund 10030, Contributory Fund, was established in FY 2001 to reflect General Fund support for agencies or organizations that receive County contributions. Beginning in FY 2021, the County Executive is recommending the implementation of an Admissions Tax, with the new revenue deposited into the Contributory Fund and utilized for arts, cultural, and tourism activities. The local Admissions Tax is authorized in §58.1-3818 of the Code of Virginia. The County is permitted to levy an Admissions Tax of up to 10 percent of the admission price to almost any event. At this time, an Admissions tax rate of 4.0 percent on the sale of movie, theater, and concert tickets is recommended. In FY 2021, the Admissions Tax revenue will be used to fund contributions to ARTSFAIRFAX, the Fairfax Symphony Orchestra and Wolf Trap, as well as to increase funding to the Convention and Visitors Corporation, also known as Visit Fairfax. The new revenue alleviates pressure on the General Fund to support these activities and allows the County to redirect funding to expand Library Hours and increase scholarship assistance to Fairfax County Park Authority programs.

FY 2021 contributory funding totals \$15,432,962 and reflects an increase of \$1,063,759 or 7.4 percent over the FY 2020 Adopted Budget Plan funding level of \$14,369,203. The required Transfer-In from the General Fund is \$13,122,836, a decrease \$1,245,656 from the FY 2020 Adopted Budget Plan level. Admissions Tax revenue of \$2,309,415 is projected to be generated during FY 2021, assuming an October 1, 2020, implementation of the new tax. Individual contributions are described in detail in the narrative of Fund 10030, Contributory Fund, in Volume 2 of the FY 2021 Advertised Budget Plan.

Contributory funding is in compliance with the Board of Supervisors' policy to make General Fund appropriations of specified amounts to various nonsectarian, nonprofit, or quasi-governmental entities for the purpose of promoting the general health and welfare of the community. Since public funds are being appropriated, contributions provided to designated agencies are currently made contingent upon submission and review of quarterly, semiannual and/or annual reports. This oversight activity includes reporting requirements prescribed by the County Executive, which require designated agencies to accurately describe the level and quality of services provided to County residents. Various County agencies may be tasked with oversight of program reporting requirements. Contributory agencies that do not file reports as requested, may, at the discretion of the County Executive, have payments withheld until appropriate reports are filed and reviewed.

The following chart summarizes the funding for the various contributory organizations.

Category	FY 2019 Actual	FY 2020 Adopted Budget Plan	FY 2020 Revised Budget Plan	FY 2021 Advertised Budget Plan
Legislative-Executive Functions/Central Service Agencies:				
Dulles Area Transportation Association	\$15,000	\$15,000	\$15,000	\$15,000
Metropolitan Washington Council of Govts.	1,064,441	1,203,241	1,203,241	1,231,388
National Association of Counties	21,635	21,635	21,635	21,635
Northern Virginia Regional Commission	739,381	743,197	743,197	744,711
Northern Virginia Transportation Comm.	169,598	164,451	164,451	163,471
Virginia Association of Counties	240,120	244,922	244,922	245,469
Washington Airports Task Force	50,000	50,000	50,000	50,000
Subtotal Legislative-Executive	\$2,300,175	\$2,442,446	\$2,442,446	\$2,471,674
Public Safety:				
NOVARIS	\$9,577	\$9,577	\$9,577	\$9,577
NVERS	10,000	10,000	10,000	10,000
Subtotal Public Safety	\$19,577	\$19,577	\$19,577	\$19,577

General Fund Disbursement Overview

Category	FY 2019 Actual	FY 2020 Adopted Budget Plan	FY 2020 Revised Budget Plan	FY 2021 Advertised Budget Plan
Health and Welfare:				
Health Systems Agency of Northern Virginia	\$108,200	\$108,200	\$108,200	\$108,200
Legal Representation for Immigrants	0	0	200,000	0
Medical Care for Children	237,000	237,000	237,000	237,000
Northern Virginia Healthcare Center/ Birmingham Green Adult Care Residence	2,700,168	2,808,377	2,808,377	2,867,393
Volunteer Fairfax	405,772	405,772	405,772	405,772
Subtotal Health and Welfare	\$3,451,140	\$3,559,349	\$3,759,349	\$3,618,365
Parks, Recreation and Cultural:				
ARTSFAIRFAX	\$922,719	\$1,104,445	\$1,104,445	\$1,572,445
Dulles Air and Space Museum	100,000	100,000	100,000	100,000
Fairfax Symphony Orchestra	357,032	261,032	261,032	261,032
Fort Belvoir Army Museum	150,000	150,000	150,000	150,000
Korean Community Center	0	0	500,000	0
Northern Virginia Regional Park Authority	2,152,052	2,193,507	2,193,507	2,244,050
Reston Historic Trust	16,150	16,150	16,150	16,150
Town of Herndon	40,000	40,000	40,000	40,000
Town of Vienna Teen Center	32,300	32,300	32,300	32,300
Wolf Trap Foundation for the Performing Arts	125,938	125,938	125,938	125,938
Subtotal Parks, Recreation & Cultural	\$3,896,191	\$4,023,372	\$4,523,372	\$4,541,915
Community Development:				
Architectural Review Board	\$8,200	\$8,200	\$8,200	\$8,500
Commission for Women	6,916	6,916	6,916	6,916
Convention and Visitors Corporation	2,937,241	3,012,470	3,112,470	3,469,972
Earth Sangha	16,150	16,150	16,150	16,150
Fairfax County History Commission	21,013	21,013	21,013	21,013
Fairfax ReLeaf	41,990	41,990	41,990	41,990
Greater Reston Incubator	24,225	24,225	24,225	24,225
Inova Fairfax County Longitudinal Study	500,000	500,000	500,000	500,000
Northern Virginia 4-H Education Center	15,000	15,000	15,000	15,000
Northern Virginia Community College	86,594	114,742	114,742	113,912
Northern Virginia Conservation Trust	227,753	227,753	227,753	227,753
Southeast Fairfax Development Corporation	183,320	183,320	183,320	183,320
Women's Center of Northern Virginia	27,023	27,023	27,023	27,023
Subtotal Community Development	\$4,095,425	\$4,198,802	\$4,298,802	\$4,655,774
Nondepartmental:				
Employee Advisory Council	\$33,000	\$33,000	\$33,000	\$33,000
Fairfax Public Law Library	92,657	92,657	92,657	92,657
Subtotal Nondepartmental	\$125,657	\$125,657	\$125,657	\$125,657
Total County Contributions	\$13,888,165	\$14,369,203	\$15,169,203	\$15,432,962



1742

Other Funds Overview



FY 2021

Advertised Budget Plan

Other Funds Overview

Overview

Other Funds reflect programs, services, and projects funded from non-General Fund revenue sources or a mix of General Fund and non-General Fund sources. These sources include federal or state grants, specific tax districts, proceeds from the sale of bonds, and user fees and charges. Included are the following categories of Other Funds:

- General Fund Group
- Debt Service Funds
- Special Revenue Funds
- Internal Service Funds
- Enterprise Funds
- Custodial and Trust Funds

Other Funds expenditures are supported through a total available balance of \$12,387,834,904 (excluding the General Fund) and total revenues of \$4,675,510,653 (excluding the General Fund). The revenues are a decrease of \$1,116,813,711, or 19.28 percent, from the *FY 2020 Revised Budget Plan* and an increase of \$265,060,708, or 6.01 percent, over the *FY 2020 Adopted Budget Plan*. The decrease from the *FY 2020 Revised Budget Plan* is primarily the result of the carryover of authorized but unissued bonds for capital construction projects, County and regional transportation project revenue, anticipated grant revenue, and various other changes rather than the result of changes in the revenue stream for Other Funds. The increase in revenues from the *FY 2020 Adopted Budget Plan* is due primarily to increased County and Fairfax County Public Schools (FCPS) retirement fund-related revenues, Stormwater Services and Sewer revenues, anticipated grant revenue, and various other revenue changes. Details concerning significant changes in revenue growth are discussed for each specific fund in Volume 2, Capital Construction and Other Operating Funds, in the *FY 2021 Advertised Budget Plan*. Also, the FY 2021 revenues for Other Funds are summarized by revenue type and by fund type in the *Financial, Statistical and Summary Tables* section of this Overview Volume.

FY 2021 expenditures for Other Funds total \$7,151,482,454 (excluding General Fund direct expenditures), and reflect a decrease of \$2,242,508,175, or 23.87 percent, from the *FY 2020 Revised Budget Plan* funding level of \$9,393,990,629. This decrease is primarily due to the effect of significant carryover for capital construction projects, stormwater projects, sewer construction projects, County and regional transportation projects, and grant-funded projects, and should not be perceived as a major change to programs or operations. Excluding adjustments in FY 2020, expenditures increased \$375,114,997, or 5.54 percent, over the *FY 2020 Adopted Budget Plan* total of \$6,776,367,457. Of this increase, an amount of \$167,802,327 reflects an increase to the Public School Operating Fund, \$34,592,365 reflects an increase to the new Early Childhood Birth to 5 Fund, and \$69,227,825 reflects an increase in Sewer Bond Construction.

The following is a brief summary of the various funds types. Not included in these discussions are Capital Projects Funds, which are presented in the Capital Projects Overview of this Overview Volume. A complete discussion of funding and program adjustments for all Other Funds is found in Volume 2, Capital Construction and Other Operating Funds in the *FY 2021 Advertised Budget Plan*. Summary information is provided in the *Financial, Statistical and Summary Tables* section of this Overview Volume. It should be noted that Special Revenue funding for the FCPS is discussed in further detail in the *Fairfax County School Board's FY 2021 Advertised Budget*.

General Fund Group

The General Fund Group consists of five funds in addition to the General Fund and accounts for revenue and expenditures for the Revenue Stabilization, Economic Opportunity Reserve, Consolidated Community Funding Pool, Contributory, and Information Technology Funds. Prior to the FY 2014 Adopted Budget Plan, all of these funds, with the exception of the Economic Opportunity Reserve, were part of Special Revenue Funds. In FY 2021, General Fund Group expenditures total \$27,966,686 (excluding the General Fund), a decrease of \$81,818,656, or 74.53 percent, from the *FY 2020 Revised Budget Plan* funding level of \$109,785,342 due primarily to the carryover of ongoing IT project funds as well as no appropriated funding in the FY 2021 Advertised Budget Plan for the Economic Opportunity Reserve because its full balance will be appropriated as part of the *FY 2020 Carryover Review*. Excluding adjustments in FY 2020, expenditures increased \$1,448,698, or 5.46 percent, from the FY 2020 Adopted Budget Plan level of \$26,517,988.

Debt Service Funds

The Consolidated Debt Service Fund accounts for the general obligation bond debt service of the County as well as general obligation bond debt for the FCPS. In addition, debt service expenditures are included for the Economic Development Authority Lease Revenue bonds associated with County government and School facilities and payments for Fairfax County Redevelopment and Housing Authority (FCRHA) Lease Revenue bonds. Revenues for the debt service funds are derived principally from a transfer from the General Fund. Debt service on sewer revenue bonds is reflected in the Enterprise Funds. FY 2021 Debt Service expenditures total \$336,676,960.

Special Revenue Funds

Special Revenue Funds account for the proceeds from specific sources that are legally restricted to expenditures for a specific purpose. These proceeds include state and federal aid, income derived through activities performed by the Division of Solid Waste, special levies, program activity revenue, and operation of the public school system. In FY 2021, Special Revenue Fund expenditures total \$4,134,352,331, a decrease of \$814,882,164, or 16.46 percent, from the *FY 2020 Revised Budget Plan* funding level of \$4,949,234,495 due primarily to the effect of significant carryover of unexpended project balances in the County and Regional Transportation Projects Fund, the Metrorail Parking System Pledged Revenues Fund, and the Stormwater Services Fund as well as the carryover of unexpended grant balances previously approved by the Board of Supervisors in the Federal/State Grant Fund. Excluding adjustments in FY 2020, expenditures increased \$247,039,404, or 6.36 percent, over the FY 2020 Adopted Budget Plan level of \$3,887,312,927.

Internal Service Funds

Internal Service Funds account for services commonly used by most agencies, and for which centralized organizations have been established in order to achieve economies of scale necessary to minimize costs. These internal agencies provide services to other agencies on a cost reimbursement basis. Such services consist of vehicle operations, maintenance, and replacement; insurance coverage (health, workers compensation, automobile liability, and other insurance); data communications and processing; and document services. Where possible, without degradation of quality, joint County and School service delivery (printing and vehicle maintenance) or joint procurement (health insurance) activities are conducted in order to achieve economies of scale and to minimize costs. FY 2021 Internal Service expenditures total \$890,419,054, a decrease of \$62,905,198, or 6.60 percent, from the *FY 2020 Revised Budget Plan* level of \$953,324,252 primarily due to decreases in the County Insurance and Health Benefits Funds. Excluding adjustments in FY 2020, expenditures decreased \$7,217,247, or 0.80 percent, from the FY 2020 Adopted Budget Plan level of \$897,636,301.

Enterprise Funds

Fairfax County's Enterprise Funds consist of five funds within the Wastewater Management Program (WWM) which account for the construction, maintenance, and operational aspects of the countywide sewer system. The cost of providing sewer service to County citizens and businesses is financed or recovered primarily from user charges. FY 2021 Enterprise Funds expenditures for sewer operation and maintenance and sewer debt service total \$446,376,666, a decrease of \$14,306,184, or 3.11 percent,

from the *FY 2020 Revised Budget Plan* total of \$460,682,850 primarily due to the carryover of unexpended project balances in the Sewer Construction Improvement Fund to provide funding for future treatment plant requirements. Excluding adjustments in FY 2020, expenditures increased \$92,648,967, or 26.19 percent, over the FY 2020 Adopted Budget Plan level of \$353,727,699.



Custodial and Trust Funds

Custodial and Trust Funds account for assets held by the County in a trustee or custodial capacity and include the four pension trust funds administered by the County and Schools, as well as County and Schools trust funds to pre-fund other post-employment benefits. FY 2021 Custodial and Trust Funds combined expenditures total \$960,166,488, a decrease of \$1,806,240, or 0.19 percent, from the *FY 2020 Revised Budget Plan* funding level of \$961,972,728. This decrease is primarily due to a net decrease in the four existing retirement funds based on actual experience and a decrease in refunds, partially offset by a higher number of retirees and higher individual payment levels. Excluding adjustments in FY 2020, combined Custodial and Trust Funds expenditures decreased \$3,746,847, or 0.39 percent, from the FY 2020 Adopted Budget Plan level of \$963,913,335.



1742

Capital Projects Overview



FY 2021

Advertised Budget Plan

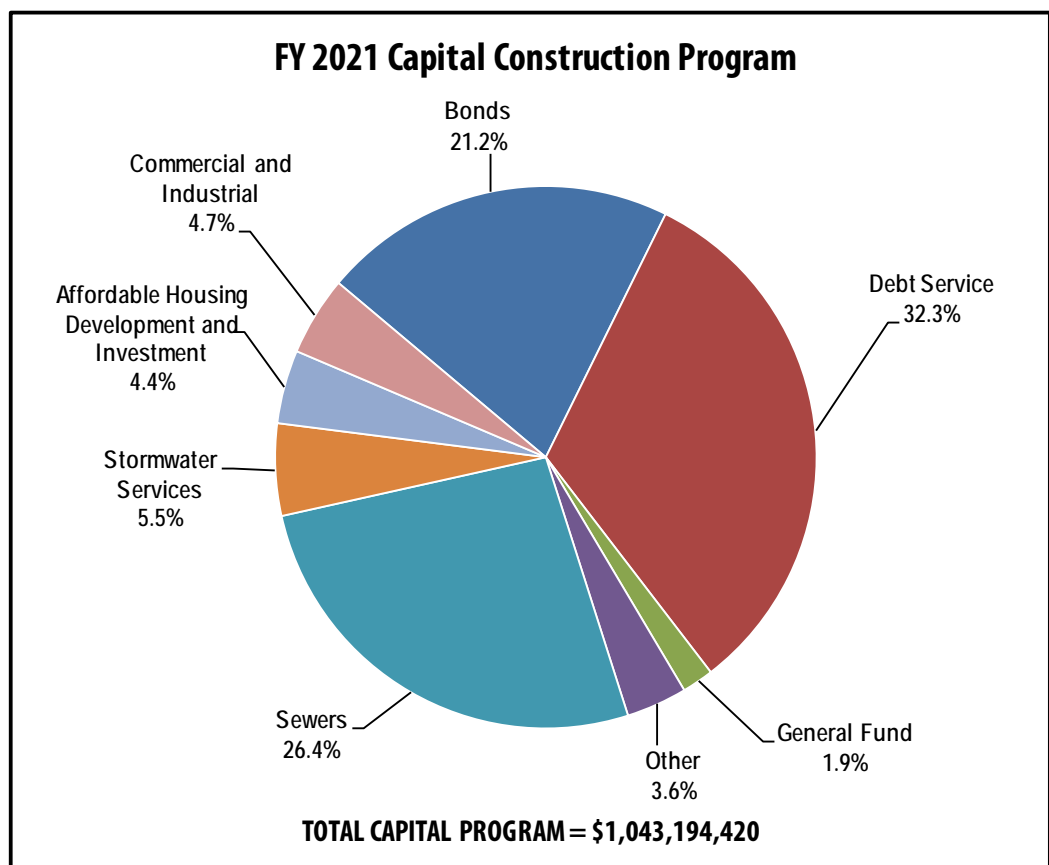
Capital Projects Overview

Summary of Capital Construction Program

The Capital Construction Program of Fairfax County is organized to meet the existing and anticipated future needs of the citizens of the County and to enable the County government to provide necessary services. The Capital Construction Program (other than sanitary sewer construction and resource recovery projects) is primarily financed through transfers from the General Fund and the sale of General Obligation Bonds. Supplementing the General Fund and General Obligation Bond monies are additional funding sources including federal and state grants, contributions, and tax revenues from special revenue districts.

The Fairfax County Capital Construction Program includes, but is not limited to construction of both new and renovated school facilities, park facilities, transportation facilities, libraries, trails/sidewalks, fire stations, government centers with police substations, stormwater management facilities, athletic fields, housing units to provide affordable housing opportunities to citizens, commercial revitalization initiatives and infrastructure replacement and upgrades at County facilities. In addition, the Program includes contributions and obligations in support of the capital construction.

Funding in the amount of \$1,043,194,420 is included in FY 2021 for the County's Capital Construction Program. Of this amount, \$336,676,960 is included for debt service and \$706,517,460 is included for capital expenditures. The source of funding for capital expenditures includes: \$19,665,805 from the General Fund; \$221,000,000 in General Obligation Bonds; \$275,727,825 in sewer system revenues; \$45,741,000 in revenues supporting the Affordable Housing Program; \$57,264,200 in Stormwater Services revenue; \$49,214,458 in Commercial and Industrial tax revenues; and \$37,904,172 in financing from various other sources. Other sources of financing include, but are not limited to, transfers from other funds, pro rata share deposits, user fees, developer contributions and/or payments.



General Fund Support

In FY 2021, an amount of \$19,665,805 is supported by the General Fund for capital projects. This includes an amount of \$13,875,805 for commitments, contributions and facility maintenance and \$5,790,000 for Paydown projects. The Paydown program has been redesigned at the request of the Board of Supervisors to exclude those projects that are on-going maintenance projects or annual contributions. Paydown now includes infrastructure replacement and upgrades, ADA compliance, athletic field improvements and other capital improvements. The FY 2021 General Fund Capital Program represents an increase of \$1,522,114 from the FY 2020 Adopted Budget Plan primarily due to increased support for Environmental Improvement Program projects and increased annual funding for athletic fields maintenance associated with an additional 44 FCPS synthetic turf fields. Due to budget constraints, there is no funding included for infrastructure replacement and upgrade projects in FY 2021, however, an amount of \$8,980,000 is proposed to be funded as part of the *FY 2020 Third Quarter Review*. Also, an additional amount of \$100,000 for revitalization maintenance as well as \$100,000 for walkway projects are proposed to be funded as part of the *FY 2020 Third Quarter Review*. In recent years, it has been the Board of Supervisors' practice to fund some or all of the infrastructure replacement and upgrade projects using one-time funding as available as part of quarterly reviews.

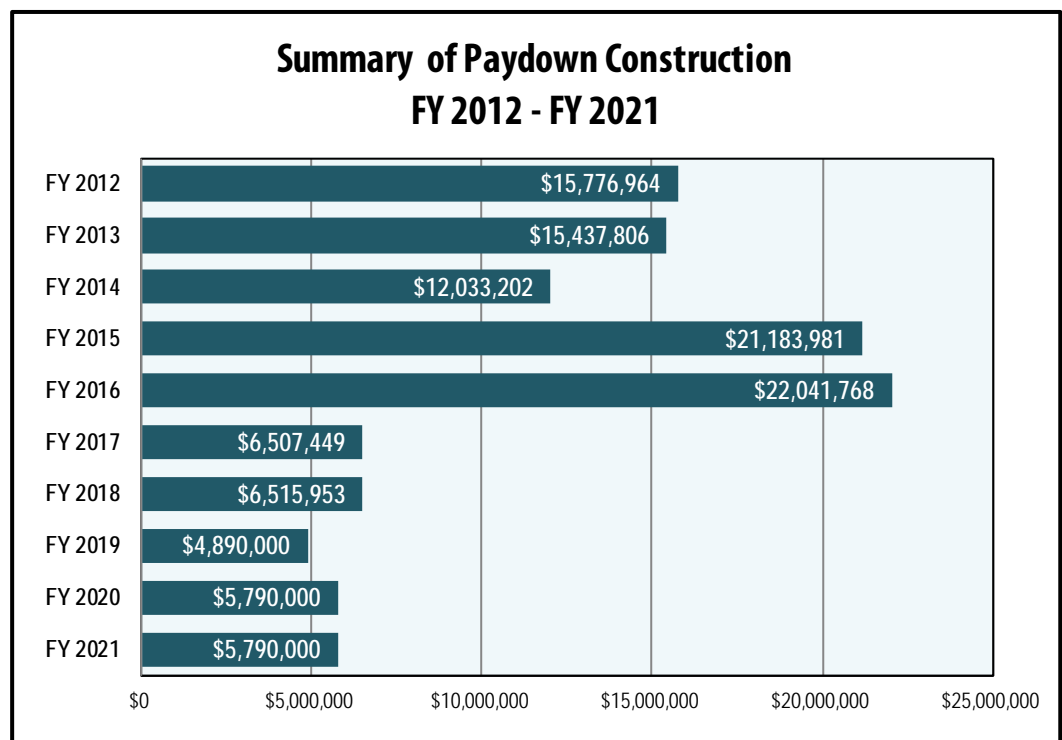
The FY 2021 General Fund Supported Program is illustrated below:

FY 2021 Capital Construction/Paydown Summary*			
	Commitments, Contributions, and Facility Maintenance	Paydown	Total General Fund Support
Athletic Field Maintenance and Sports Projects	\$5,644,713	\$1,700,000	\$7,344,713
Park Authority Inspections, Maintenance, and Infrastructure Upgrades	\$960,000	\$1,740,000	\$2,700,000
Environmental Initiatives	\$1,300,000	\$0	\$1,300,000
Revitalization Maintenance	\$1,410,000	\$0	\$1,410,000
Payments and Contributions/On-going Development Efforts	\$4,561,092	\$0	\$4,561,092
County Infrastructure Replacement and Upgrades	\$0	\$0	\$0
ADA Improvements	\$0	\$650,000	\$650,000
Reinvestment, Repair and Emergency Maintenance of County Roads and Walkways	\$0	\$1,500,000	\$1,500,000
Developer Defaults	\$0	\$200,000	\$200,000
Total General Fund Support	\$13,875,805	\$5,790,000	\$19,665,805

* Reflects General Fund support. Other funding sources such as dedicated revenue and bond funding are not included in these totals.

It should be noted that in recent years, the Board of Supervisors has approved additional one-time funds for the Paydown Program as part of both the Third Quarter and Carryover Reviews. In addition, to funding approved at quarterly reviews, the Board has allocated available year-end funds to the Capital Sinking Fund. The Capital Sinking Fund is populated each year as part of the Carryover Review based on 20 percent of the available year-end balances. Funding provides for infrastructure replacement and upgrades, such as facility roofs, electrical systems, HVAC and reinvestment in trails, pedestrian bridges and other infrastructure requirements. When taking into account the allocation of these available one-time funds, the FY 2020 Paydown Program funding totaled over \$56 million. This trend is expected to continue in FY 2021.

The graph below depicts the level of Paydown funding between FY 2012 and FY 2021. The decrease beginning in FY 2017 is associated with the revised definition of the Paydown program.



Specifics of the FY 2021 General Fund Supported Program include:

Athletic Field Maintenance and Sports Projects

FY 2021 funding in the amount of \$8,819,713 has been included for the athletic field maintenance and sports program, representing an increase of \$1,209,375 from the FY 2020 Adopted Budget Plan funding level. This level of funding is supported by a General Fund transfer of \$7,344,713 and revenue generated from the Athletic Services Fee in the amount of \$1,475,000. Of the Athletic Services Fee total, \$800,000 will be dedicated to the turf field replacement program, \$275,000 will be dedicated to custodial support for indoor sports organizations, \$250,000 will be dedicated to maintenance of school athletic fields, \$75,000 will be dedicated to synthetic turf field development, and \$75,000 will partially fund the Youth Sports Scholarship Program. The Athletic Service Fee revenue is based a rate of \$5.50 per participant per season and \$15 for tournament team fees for diamond field users and indoor gym users and a rate of \$8.00 per participant per season and \$50 tournament team fees for rectangular fields users. The rate for rectangular field users is specifically to support the turf field replacement fund. Specific funding levels in FY 2021 include:

- An amount of \$2,069,713 provides for contracted services to improve the condition of athletic fields scheduled for community use at FCPS elementary schools, middle schools, high schools and centers. Maintenance responsibilities include mowing, annual aeration/over-seeding, grooming and synthetic field maintenance. FY 2021 funding represents an increase of \$1,209,375 to support the full year impact associated with an additional 44 FCPS synthetic turf fields as well as one merit position to manage the field inventory. The Park Authority currently maintains all other Park Authority and Fairfax County Public Schools rectangular fields and the vast majority of diamond fields in their athletic field maintenance program. The transfer of maintenance responsibilities to FCPA for the remaining 44 FCPS synthetic turf fields is designed to improve continuity, equity in maintenance and bring the school fields into an established field safety testing program. With this change, the Park Authority will assume maintenance responsibilities of FCPS turf fields at all high school locations. This effort is supported entirely by the General Fund and is managed by the Park Authority.
- An amount of \$1,000,000 is dedicated to the maintenance of diamond fields at Fairfax County Public Schools and is partially supported by revenue generated by the Athletic Services Fee. This funding supports contracted maintenance aimed at High School sites, athletic field renovations, and irrigation maintenance of non-Park Authority athletic fields. All field maintenance is coordinated between the Park Authority and the Department of Neighborhood and Community Services. Of the total funding, an amount of \$250,000 is included for this program based on the FY 2021 projection of revenue generated from the Athletic Services Fee and \$750,000 is supported by the General Fund.
- An amount of \$250,000 is included to continue the replacement and upgrading of FCPS athletic field lighting systems at middle and high schools used by many County organizations. Funding supports a replacement and repair schedule, as well as improvements to bring existing lighting systems up to new standards. FY 2021 funding supports the replacement and repair for one field's existing lighting system. This project is supported entirely by the General Fund and coordinated by the Department of Neighborhood and Community Services.
- An amount of \$50,000 is included for routine maintenance of girls' softball field amenities on select FCPS sites. These amenities, such as dugouts, fencing and irrigation systems, were added or constructed by the County based on recommendations from the citizen-led Action Plan Review Team (APRT) in order to reduce disparities in the quality of fields assigned to boys' baseball and girls' softball organizations. Routine maintenance is necessary both to maintain equity and to ensure safety. For five years, funding of \$200,000 was provided to support Girls' Fast Pitch Field Maintenance improvements to various girls' softball fields throughout the County as requested by the Fairfax Athletic Inequities Reform (FAIR). FY 2021 funding will provide maintenance to the improvements and amenities previously made to girls' softball fields. This project is supported entirely by the General Fund and coordinated by the Department of Neighborhood and Community Services.

- An amount of \$75,000 is included to support the development of synthetic turf fields. Fields are chosen through a review process based on the need in the community, projected community use and the field location and amenities. This effort is coordinated between the Park Authority and the Department of Neighborhood and Community Services and funding is provided from revenue generated from the Athletic Services Fee.
- An amount of \$2,250,000 is included for the turf field replacement program in FY 2021. Funding of \$800,000 is supported by Athletic Service Fee revenue and \$1,450,000 is supported by the General Fund. There are a total of 95 synthetic turf fields throughout the County, of which 24 are FCPS stadium fields and 71 are County Parks/FCPS non-stadium fields. There are over 130,000 youth and adult participants annually that benefit from rectangular turf fields. Funding is required to address the growing need for field replacement and to support a replacement schedule over the next 10 years. If turf fields are not replaced when needed, they may need to be closed for safety reasons. Most manufacturers provide an 8-year warranty for a properly maintained synthetic turf field; however, it is a generally accepted practice to assume a life expectancy of the synthetic turf field of no more than 10 years. For planning purposes, the County adopted an annual budget estimate of a little more than half of the installation funding, which is a generally accepted practice for the industry. The current projected replacement cost per field is approximately \$450,000. Based on a projected 10-year replacement cycle and the current 71 County field inventory, replacement funding requires a regular financial commitment. Therefore, staff developed a 10-year replacement plan for the current inventory which requires revenue from the Athletic Fee and the General Fund support.
- An amount of \$2,700,000 is included for athletic field maintenance and repairs, irrigation repairs, lighting repairs, turf maintenance, utility costs, and capital equipment replacement costs. The Park Authority is responsible for full-service maintenance on 263 athletic fields, of which 43 are synthetic turf and 220 are natural turf. In addition, the field inventory includes 116 lighted and 114 irrigated fields. The fields are used by more than 200 youth and adult sports organizations as well as Fairfax County citizens. This effort is supported entirely by the General Fund and is managed by the Park Authority.
- An amount of \$275,000 is included for custodial support for indoor gyms used by sports organizations. The use of FCPS indoor facilities on the weekend requires FCPS to schedule a school system employee to open and close the facility and provide custodial support. Revenue generated from the Athletic Services Fee is used to provide payment for FCPS staff, eliminating the need for indoor sports organizations to pay the hourly rate previously charged. This project is entirely supported by revenue generated from the Athletic Services Fee and is managed by the Department of Neighborhood and Community Services.
- An amount of \$150,000 is included for the Youth Sports Scholarship Program. The Youth Sports Scholarship Program provides support to youth from low-income families who want to participate in community-based sports programs. Of the total funding, an amount of \$75,000 is included for this program based on the FY 2021 projection of revenue generated from the Athletic Services Fee, and \$75,000 is supported by the General Fund.

Park Inspections, Maintenance and Infrastructure Upgrades

FY 2021 funding in the amount of \$2,700,000 has been included for Park facilities and grounds, consistent with the FY 2020 Adopted Budget Plan. The Park facilities maintained with General Fund monies include but are not limited to rental properties, historic properties, nature centers, maintenance facilities, sheds, shelters, and office buildings. Park priorities are based on the assessment of current repair needs including safety and health issues, facility protection, facility renewal and improved services. In addition, Park maintenance requirements are generated through scheduled preventative maintenance or from user requests for facility alterations. Without significant reinvestment in buildings and grounds, older facilities can fall into a state of ever decreasing condition and functionality, resulting in increased maintenance and repair costs in the future. Preventative maintenance and repair work is required for roofs, HVAC, electrical and lighting systems, fire alarm systems and security systems. Funding is essential to maintenance, repairs and building stabilization, including infrastructure replacement and upgrades at 556,771 square feet of non-revenue supported Park Authority structures and buildings. Specific Park maintenance funding in FY 2021 includes:

- An amount of \$476,000 is provided to fund annual requirements for Parks grounds at non-revenue supported parks. The Park Authority is responsible for the care of a total park acreage of 23,584 acres of land, with 427 park site locations. This funding is used for mowing and other grounds maintenance, as well as arboreal services. Arboreal services are provided in response to Park staff and citizens' requests and include pruning, removal and inspections of trees within the parks. There has been a rise in staff responses to requests for the inspection and removal of hazardous or fallen trees within the parks and those that may pose a threat to private properties.
- An amount of \$484,000 is included to provide corrective and preventive maintenance and inspections at over 556,771 square feet at non-revenue supported Park Authority structures and buildings. This maintenance includes the scheduled inspection and operational maintenance of HVAC, plumbing, electrical, security and fire alarm systems. This funding is critical in order to prevent the costly deterioration of facilities due to lack of preventative maintenance.
- An amount of \$925,000 is included for general park infrastructure replacement and upgrades at non-revenue supported Park facilities. Repairs and replacements support building systems at or beyond life expectancy which are experiencing significant annual maintenance. These requirements include: various roof replacements and/or major repairs to outdoor public restrooms and picnic shelters (\$225,000); replacement of fire and security systems at historic sites, nature centers, and maintenance facilities including the addition of freeze and water monitoring sensors to several historic sites (\$100,000); replacement of windows, doors, and siding at picnic shelters, outdoor restrooms, and historic sites (\$175,000); replacement of HVAC equipment at nature centers, visitor centers, and maintenance shops (\$225,000) and the stabilization or repairs of buildings at properties conferred to the Park Authority (\$200,000).
- An amount of \$815,000 is included to provide improvements and repairs to park facilities and amenities including playgrounds, trails and bridges, athletic courts, fences, picnic shelters, parking lots and roadways. In addition, funding will provide for annual reinvestment to 334 miles of trails and replacement of un-repairable wooden bridges with fiber glass bridges to meet County code.

Environmental Initiatives

FY 2021 funding of \$1,300,000 has been included for environmental initiatives, an increase of \$383,385 over the FY 2020 Adopted Budget Plan. FY 2021 projects were selected based on the project selection process supported by the Environmental Quality Advisory Council (EQAC). The selection process includes the application of specific project criteria, review of proposals from County agencies, and identification of projects for funding. Specific funding levels include:

- An amount of \$250,000 is included to continue the Invasive Management Area (IMA) Program. The Park Authority manages this volunteer program, which supports the restoration of hundreds of acres of important natural areas and protects the tree canopy. Currently more than 20,000 trained volunteer leaders have contributed 67,000 hours of service since the program's inception in 2005, improving over 1,000 acres of parkland. This funding level is consistent with the FY 2020 Adopted Budget Plan funding level and will continue to support the ecological integrity of natural areas and prevent further degradation of their native communities.
- An amount of \$75,000 is included for the Watershed Protection and Energy Conservation Matching Grant Program. This program, managed by the Northern Virginia Soil and Water Conservation District (NVSWCD), is intended to support energy education and outreach initiatives and promote community engagement regarding sustainability and conservation issues. The program will provide financial incentives to empower civic associations, places of worship and homeowners to implement sustainability projects. The initiative will build on current programs that provide technical assistance, hands-on support, outreach and education to homeowners and residents. Projects will improve water quality, reduce greenhouse gas emissions and conserve energy and water. This funding level will support printing and materials, matching grants and one limited term full-time position to conduct outreach and education, site assessments, and inspections.
- An amount of \$10,000 is included for the Green Purchasing Program. This program is designed to support limited term staff to assist in clearly specifying environmental attributes during the County's procurement process. Fairfax County maintains an electronic Contract Register of over 2,000 active contracts and emphasizing environmental attributes such as recycling, energy efficiency, durability and reduced toxicity during the procurement process can contribute to the purchase of green products, creating fiscal and environmental savings.
- An amount of \$7,115 is included for the award-winning spring outreach programs. These programs reach thousands of people and have a deep impact on many youth and adults. Programs supported include classroom presentations, outdoor learning experiences, outreach events and festivals, high school Envirothon competitions, rain barrel workshops, seedling sales, high school science fair project judging, stream monitoring, Enviroscope trainings, storm drain marking, the Sustainable Garden Tour and more.
- An amount of \$272,000 is included to fund the restoration of 12.5 acres of Parks meadows. The restorations will establish native plant diversity and provide support to pollinators and native birds by removing non-native invasive plants, remedying prior inappropriate management choices, and improving habitat. Funding will support the restoration of the Park Authority's highest-priority project, Poplar Ford Park, in its entirety.

- An amount of \$45,500 is included for Phase II of the Pollinator Meadow at the DVS Alban Road maintenance facility, a 5.5-acre site within the lower Accotink Creek watershed. This second phase will convert a 16,000 square foot area of highly compacted gravel surface to a pollinator meadow, thereby reducing stormwater run-off, sediment and other pollutants while extending the native habitat for birds and other pollinators. Phase 1 of this project received EIP funding in FY 2018.
- An amount of \$110,000 is included to fund the purchase and installation of heating, ventilation and air conditioning (HVAC) controls at Parks facilities that are not staffed. These controls will prevent heaters and ventilation fans from working at the same time, will establish set points for heating and cooling and will prevent the public and unauthorized employees from adjusting the settings. In FY 2019, a pilot installation of HVAC controls at Poplar Tree Park resulted in electricity use dropping by approximately 25 percent in the five-month period following installation.
- An amount of \$156,000 is included for a permeable basketball court at the Baileys Community Center. This outdoor basketball court is regularly used by Head Start students and community members. Replacing the existing worn and cracked court surface with a permeable asphalt surface will support stormwater planning goals, while also establishing an educational resource about watersheds and stormwater planning. The proposed funding supports all costs related to the court replacement, including the installation of the permeable surface and equipment for a full basketball court.
- An amount of \$130,000 is included for Phase I of a natural landscaping initiative at the Government Center. This project is envisioned as a multi-phase, multi-year demonstration project that reimagines the Government Center grounds while creating inviting, comfortable and aesthetically pleasing outdoor spaces with ample shade and a unifying plant palette. Phase I involves converting 5,600 square feet of mowed lawn to perennial beds, planting up to 40 canopy trees, and adding interpretative signage.
- An amount of \$91,385 is included for an Energy Masters Program at low-income housing facilities in Fairfax County. Energy Masters trains volunteers to perform simple energy efficiency upgrades in apartments and coordinates with volunteers to make these upgrades in low-income housing. In addition to making housing units more energy and water efficient, volunteers provide energy efficiency training for residents to help them continue saving energy and water in the future. The program also provides energy education to students with presentations and age-appropriate content.
- An amount of \$86,000 is included for 1.25 acres of wetland restoration at Green Springs Garden, specifically the restoration of a magnolia bog. This type of bog is a rare geologic feature known to occur only in Virginia, Maryland, and the District. The magnolia bog at Green Springs Garden is one of only 11 known occurrences in Virginia, making its restoration and preservation of particular significance. This bog is located adjacent to a pedestrian trail, offering unique interpretative and educational opportunities for visitors. Restoration activities will include the design and installation of rock structure to stabilize soil and protect the bog's hydrologic integrity, as well as the removal of non-native invasive plants and the installation of native plants.

- An amount of \$50,000 is included for efficiency improvements at certain vacant historic houses maintained by the Park Authority. These historic houses are among the 30 properties being considered for the Resident Curator Program. HVAC inefficiencies and building envelope issues in these houses are challenging for two reasons: they lead to excessive utility bills and increased maintenance needs while the houses remain unoccupied; and the cost of undertaking the energy improvements is expected to discourage potential curators from program participation. Making energy improvements in these houses prior to inclusion in the Resident Curator Program addresses both issues. Energy improvements could include upgraded HVAC and controls, added insulation to crawlspaces and attics, and/or weather-stripping and interior storm windows.
- An amount of \$12,000 is included for a Composting Pilot Program at Fairfax County government offices. This program will be managed by an employee volunteer group and each department participating in the pilot will receive a compost bin to place in its office kitchenette. On a weekly basis, a private composting company will remove the bins for off-site composting and provide clean bins.
- An amount of \$5,000 is included for a Zero Waste Certification for the Springfield Warehouse, a 63,000 square foot facility with a single source for waste disposal in the form of a roll-off dumpster. The certification process serves as a foundational element from which facilities can achieve cost avoidance, support sustainable initiatives, and improve material life cycles. The program is assessor-based and rates how well a facility minimizes its solid waste and maximizes resource management. Zero Waste Certification is a one-time effort that requires significant documentation and third-party certification. Preliminary analysis indicates that "Silver" certification could be earned at existing operational levels.

In addition, an amount of \$58,140 has been provided in Fund 10030, Contributory Fund, to continue partnering with two non-profit agencies to support tree planting efforts throughout the County.

Revitalization Area Maintenance

An amount of \$1,410,000 is included to continue routine and non-routine maintenance in five major commercial revitalization areas (Annandale, Route 1, Springfield, McLean and Baileys Crossroads) and provide landscaping maintenance associated with the Tyson's Corner Silver Line area. The goal of this program is to provide an enhanced level of infrastructure and right-of-way features in these urbanizing areas to facilitate pedestrian movements and create a "sense of place." Routine maintenance in the commercial revitalization areas currently includes grass mowing, trash removal, fertilization, mulching of plant beds, weed control, and plant pruning. Non-routine maintenance includes asset maintenance or replacement (e.g., trees, plants, bicycle racks, area signs, street furniture, bus shelter, drinking fountains) to sustain the overall visual characteristics of the districts. Maintenance along the Silver Line also includes the upkeep of 27 water quality swales under the raised tracks located in VDOT right-of-way. Typical maintenance for the swales includes litter and sediment removal, vegetation care, and structural maintenance. An increase of \$100,000 to the FY 2021 proposed funding level is anticipated to be included in the *FY 2020 Third Quarter Review* to support the costs associated with maintenance of Phase II of the Silver Line to include the new Innovation Station and Herndon parking garages.

Payments and Obligations

- Funding of \$787,642 is included for the annual payment associated with the Salona property based on the Board of Supervisors' approval of the purchase of this conservation easement on September 26, 2005. The total cost of the property is \$18.2 million with payments scheduled through FY 2026.
- Funding of \$1,000,000 is included for the County's annual contribution to offset school operating and overhead costs associated with School-Age Child Care (SACC) Centers.
- Funding of \$2,578,450 is included for Fairfax County's capital contribution to the Northern Virginia Community College (NVCC). FY 2021 funding is based on a rate of \$2.25 per capita and represents a slight increase of \$5,735 over the FY 2020 Adopted Budget Plan rate. This rate is applied to the population figure provided by the Weldon Cooper Center. Beginning in FY 2021, the NVCC has proposed, and Fairfax County is supportive of, redirecting \$0.50 of the capital contribution rate from the capital program to the operational program to support a new "Grow Our Own" skilled workforce initiative. This initiative is proposed to address the growing shortage of IT workers in the area. This redirection of funds is possible based on current and projected capital requirements and represents the first year of a three-year program. Future year funding beyond this initial FY 2021 investment will require significant increases to the operational budget and will need to be reviewed annually.

On-going Development Efforts

- An amount of \$100,000 is included to support payments to developers for interest earned on conservation bond deposits. The County requires developers to contribute funds to ensure the conservation of existing natural resources. Upon satisfactory completion of projects, the developer is refunded the deposit with interest.
- An amount of \$95,000 is included to support the maintenance of geodetic survey control points for the Geographic Information System (GIS). This funding level is based on actual requirements in recent years. This project also supports the development and maintenance of an interactive, GIS-based website that will provide convenient and cost effective monumentation information to the County's land development customers.
- Funding of \$300,000 is included to support the Developer Default program. This project is necessitated by economic conditions surrounding the construction industry that result in some developers not completing required public facilities, including acceptance of roads by the state, walkways and storm drainage improvements. FY 2021 funding is supported by \$200,000 in General Fund monies and \$100,000 in anticipated developer default revenue based on the trend of 2-3 default projects being received annually.

County Infrastructure Replacement and Upgrades

Infrastructure Replacement and Upgrades support the long-term needs of the County's capital assets to maximize the life of County facilities, avoid their obsolescence, and provide for planned repairs, improvements and restorations to make them suitable for organizational needs. Fairfax County will have a projected FY 2021 facility inventory of over 11.6 million square feet of space (excluding schools, parks and housing facilities). This inventory continues to expand with the addition of newly constructed facilities, the renovation and expansion of existing facilities and the acquisition of additional property. With such a large inventory, it is critical that a planned program of repairs and restorations be maintained. In addition, the age of a major portion of this inventory of facilities is reaching a point where major reinvestments are required in the building subsystems.

Each year, the Facilities Management Department (FMD) prioritizes and classifies infrastructure replacement and upgrade projects into five categories. Projects are classified as Category F: urgent/safety related, or endangering life and/or property; Category D: critical systems beyond their useful life or in danger of possible failure; Category C: life-cycle repairs/replacements where repairs are no longer cost effective; Category B: repairs needed for improvements if funding is available, and Category A: good condition.

The requirement for County infrastructure replacement and upgrades is estimated at \$26 million per year. This estimate is based on current assessment data, as well as industry standards (2 percent of the current replacement value). Based on current staffing levels, the complexity of many of the projects, and the timeline for completing replacement and upgrade projects, it is estimated that approximately \$15 million per year would be a good funding goal. Due to budget constraints, there is no funding included in FY 2021; however, an amount of \$8,980,000 is proposed to be funded as part of the *FY 2020 Third Quarter Review*. In recent years, it has been the Board of Supervisors' practice to fund some or all of the infrastructure replacement and upgrade projects using one-time funding as available as part of quarterly reviews.

Americans with Disabilities Act (ADA) Compliance

FY 2021 funding in the amount of \$650,000 has been included for the continuation of Americans with Disabilities Act (ADA) improvements, consistent with the FY 2020 Adopted Budget Plan. Specific funding levels in FY 2021 include:

- Funding in the amount of \$300,000 is included for FMD to provide ADA improvements at County owned facilities. As buildings and site conditions age, additional annual ADA compliance work is required. For example, walkways to County facilities may settle over time or erosion occurs changing the slope and creating gaps or obstructions, program usage changes can result in new physical barriers, or pedestrian entrance ramps can deteriorate based on heavy usage. FMD is continually reviewing building conditions and prioritizing projects to ensure the greatest needs are addressed.
- Funding in the amount of \$300,000 is included for the continuation of Park Authority ADA improvements. The Park Authority continues to work to improve ADA compliance including adjustments required to parking lots, curb cuts, restrooms, athletic field seating and picnic shelter access.
- Funding in the amount of \$50,000 is included for the continuation of ADA improvements at Housing facilities required as facilities age and change. Funding will provide flexibility to accommodate emerging needs.

Reinvestment and Repairs to County Roads and Walkways

- An amount of \$800,000 is included for the Reinvestment, Repair, and Emergency Maintenance of County Roads. The County is responsible for 38 miles of roadways not maintained by VDOT. In 2015, a Rinker Study was conducted in order to build an accurate inventory and condition assessment of County-owned roads and service drives and identified an amount of \$4 million in reinvestment funding required for the roadways with the most hazardous conditions. The Sinking Fund allocation has provided \$4.9 million to date for reinvestment in the most critical needs and continues to provide for roads that have been identified as deteriorating. In addition, a 5-year plan was developed identifying annual emergency funds to increase over time to a level of \$900,000 by FY 2021. Annual funding supports pothole repair, drive surface overlays, subgrade repairs, curb and gutter repairs, traffic and pedestrian signage repairs, hazardous tree removal, grading, snow and ice control, minor ditching and stabilization of shoulders, and drainage facilities. Based on the pace of spending to date and project requirements, funding of \$800,000, consistent with the FY 2020 Adopted Budget Plan, has been included in FY 2021.
- An amount of \$700,000 is included to meet emergency and critical infrastructure requirements for County trails, sidewalks and pedestrian bridges. The Department of Public Works and Environmental Services (DPWES) and the Fairfax County Department of Transportation are responsible for the infrastructure replacement and upgrades of 683 miles of walkways and 78 pedestrian bridges. In 2013, a Rinker Study was conducted in order to build an accurate inventory and condition assessment of County walkways and revealed that there were approximately 10 miles of trails in extremely poor condition requiring \$3 million in initial reinvestment. The Sinking Fund allocation has provided \$5.5 million to date for reinvestment in these most critical trail needs and continues to provide for trails that have since been identified as deteriorating. The Rinker Study did not include an assessment of pedestrian bridges and sinking fund allocations have enabled some progress in this area. In addition, a 5-year plan was developed identifying annual emergency funds to increase over time to a level of \$800,000 by FY 2021. Annual critical repairs include the correction of safety and hazardous conditions such as the damaged trail surfaces, retaining wall failures, handrail repairs, and the rehabilitation of bridges. It is anticipated that \$100,000 will be included for this program as part of the *FY 2020 Third Quarter Review*, to increase the FY 2021 program to \$800,000.

Capital General Obligation Bond Program

The Board of Supervisors annually reviews cash requirements for capital projects financed by General Obligation bonds to determine the ongoing schedule for construction of currently funded projects as well as those capital projects in the early planning stages. The bond capital program is reviewed annually by the Board of Supervisors in association with the Capital Improvement Program (CIP) and revisions are made to cashflow estimates and appropriation levels as needed. The CIP is designed to balance the need for public facilities as expressed by the countywide land use plan with the fiscal capability of the County to meet those needs. The CIP serves as a general planning guide for the construction of general purpose, school, and public facilities in the County. The County's ability to support the CIP is entirely dependent upon and linked to the operating budget. The size of the bond program in particular is linked to the approved General Fund disbursement level.

The Virginia Constitution requires that long-term debt pledged by the full faith and credit of the County can only be approved by voter referendum. There is no statutory limit on the amount of debt the voters can approve. It is the County's own policy to manage debt within the guidelines identified in the Ten Principles of Sound Financial Management. The Ten Principles specifically indicate that debt service expenditures as a percentage of General Fund disbursements should remain under 10

percent and that the percentage of debt to estimated market value of assessed property should remain under 3 percent. The County continues to maintain these debt ratios with debt service requirements as a percentage of General Fund disbursements at 8.03 percent, and net debt as a percentage of market value at 1.10 percent as of June 30, 2019.

In FY 2021, an amount of \$221,000,000 is included in General Obligation Bond funding. Specific funding levels in FY 2021 include:

- Funding in the amount of \$180,000,000 is included for various school construction projects financed by General Obligation Bonds. For details of the specific proposed school projects, see the [Fairfax County Public School's FY 2021 Advertised Budget](#).
- Funding in the amount of \$38,000,000 is included to support the 117-mile Metrorail system as well as to maintain and/or acquire facilities, equipment, railcars and buses.
- Funding of \$3,000,000 is included for the County's annual contribution to the Northern Virginia Regional Park Authority (NVRPA) Capital program. The NVRPA Park system includes 33 parks and over 12,884 acres of land, over 100 miles of trails, numerous historic sites, five waterparks, two family campgrounds, three golf courses, a nature center, botanical gardens, rental cabins and cottages, five marinas.

Stormwater Management Program

Stormwater Services are essential to protect public safety, preserve property values and support environmental mandates such as those aimed at protecting the Chesapeake Bay and the water quality of other local jurisdictional waterways. Projects include repairs to stormwater infrastructure, measures to improve water quality such as stream stabilization, rehabilitation, safety upgrades of state regulated dams, repair and rehabilitation of underground pipe systems, surface channels, flood mitigation, site retrofits and best management practices (BMP), and other improvements.

The Board of Supervisors approved a special service district to support the Stormwater Management Program as part of the [FY 2010 Adopted Budget Plan](#). This service district provides a dedicated funding source for both operating and capital project requirements, by levying a service rate per \$100 of assessed real estate value, as authorized by Code of Virginia Ann. Sections 15.2-2400. In FY 2014, a five-year spending plan was approved to gradually increase both funding and staffing for the Stormwater Program. The five-year plan was developed to support anticipated regulatory increases through a phased approach and was supported by increasing the service district rate by \$0.0025 per year, a little over \$1 per month for the median single-family house. The ultimate goal of a fully funded program was projected to be \$0.0400 per \$100 of assessed real estate value; however, staff is currently evaluating the long-term requirements for an expanded program. Some of the additional requirements under evaluation include debt service to support the Board's approval of the dredging of Lake Accotink, the anticipation of additional flooding mitigation requirements, and strengthening the role and financial support for the implementation of stormwater requirements associated with Fairfax County Public Schools sites under renovation. This enhanced program may require incremental changes to the rate over time and may result in a higher ultimate rate to fully support the program. Staff will be evaluating these requirements, as well as the staffing to support them, and analyzing the impact of increased real estate values and revenue projections. While staff continues to further evaluate the long-term requirements for the Stormwater Program, the FY 2021 rate is proposed to remain the same as the [FY 2020 Adopted Budget Plan](#) level of \$0.0325 per \$100 of assessed value.

FY 2021 funding will support \$57,264,200 for capital project implementation including, infrastructure reinvestment, regulatory requirements, dam safety, and contributory funding requirements. Specific funding levels in FY 2021 include:

- Funding in the amount \$4,000,000 is included for the Stormwater Regulatory Program. The County is required by federal law to operate under the conditions of a state issued MS4 Permit. Stormwater staff annually evaluates funding required to meet the increasing federal and state regulatory requirements pertaining to the MS4 Permit requirements, and State and Federal mandates associated with controlling water pollution delivered to local streams and the Chesapeake Bay. The MS4 Permit allows the County to discharge stormwater from its stormwater systems into state and federal waters. The County currently owns and/or operates approximately 15,000 regulated outfalls within the stormwater system that are governed by the permit. The current permit was issued to the County in April 2015. The permit requires the County to document the stormwater management facility inventory, enhance public outreach and education efforts, increase water quality monitoring efforts, provide stormwater management and stormwater control training to all County employees, and thoroughly document all of these enhanced efforts. The permit also requires the County to implement sufficient stormwater projects that will reduce the nutrients and sediment delivered to the Chesapeake Bay in compliance with the Chesapeake Bay TMDL implementation plan adopted by the State.
- Funding in the amount of \$11,000,000 is included for Dam Safety and Facility Rehabilitation, including \$5,000,000 for dam maintenance and \$6,000,000 for rehabilitation. There are currently more than 7,250 stormwater management facilities in service that range in size from small rain gardens to large state regulated flood control dams. The County is responsible for inspecting both County owned and privately-owned facilities and for maintaining County owned facilities. This inventory increases annually and is projected to continually increase as new development and redevelopment sites are required to install stormwater management controls. This program maintains the control structures and dams that control and treat the water flowing through County owned facilities. This initiative also includes the removal of sediment that occurs in both wet and dry stormwater management facilities to ensure that adequate capacity is maintained to treat the stormwater. The program results in approximately 50 projects annually that require design and construction management activities as well as contract management and maintenance responsibilities.
- Funding in the amount of \$9,000,000 is included for Conveyance System Inspections, Development and Rehabilitation in FY 2021, including \$2,000,000 for inspections and development and \$7,000,000 for rehabilitation and outfall restoration. The County owns and operates approximately 1,500 miles of underground stormwater pipes and improved channels with an estimated replacement value of over one billion dollars. The County began performing internal inspections of the pipes in FY 2006. The initial results showed that approximately 5 percent of the pipes were in complete failure and an additional 15 percent required immediate repair. MS4 Permit regulations require inspection and maintenance of these 1,500 miles of existing conveyance systems, 65,000 stormwater structures, and a portion of the immediate downstream channel at the 7,000 regulated pipe outlets. Acceptable industry standards indicate that one dollar reinvested in infrastructure saves seven dollars in the asset's life and 70 dollars if asset failure occurs. Once the initial internal inspections are complete, the goal of this program is to inspect pipes on a 20-year cycle and rehabilitate pipes and improved outfall channels before total failure occurs.

- Funding in the amount of \$26,737,251 is included for Stream and Water Quality Improvements. This program funds water quality improvement projects necessary to mitigate the impacts to local streams and the Chesapeake Bay resulting from urban stormwater runoff. This includes water quality projects such as construction of stormwater management ponds, implementation of low impact development techniques on stormwater facilities, stream restoration, and approximately 1,900 water quality projects identified in the completed Countywide Watershed Management Plans. In addition, TMDL requirements for local streams and the Chesapeake Bay are the regulatory process by which pollutants entering impaired water bodies are reduced. The Chesapeake Bay TMDL was established by the EPA and requires that MS4 communities as well as other dischargers implement measures to significantly reduce the nitrogen, phosphorous and sediment loads entering waters draining to the Chesapeake Bay by 2025. Compliance with the Chesapeake Bay TMDL requires that the County should undertake construction of new stormwater facilities, retrofit existing facilities and properties, and increase maintenance. The EPA is currently updating the Chesapeake Bay model and it is anticipated that the update will result in changes to both the assigned targets as well as how projects are credited, which will likely impact future compliance estimates. In addition to being required to meet the Chesapeake Bay TMDL targets, the current MS4 Permit requires the County to develop and implement action plans to address local impairments. Most of the 1,900 watershed management plan projects contribute toward achieving the Chesapeake Bay and local stream TMDL requirements.
- Funding in the amount of \$5,000,000 is included for the Emergency and Flood Control Program. This program supports flood control projects for unanticipated flooding events that impact storm systems and flood residential properties. The program provides annual funding for scoping, design, and construction activities related to flood mitigation projects.
- Funding in the amount of \$800,000 is included for the Stormwater Allocations to Towns project. On April 18, 2012, the State Legislature passed SB 227, which entitles the Towns of Herndon and Vienna to all revenues collected within their boundaries by Fairfax County's stormwater service district. An agreement was developed for a coordinated program whereby the Towns remain part of the County's service district and the County returns 25 percent of the revenue collected from properties within each town. This allows for the towns to provide services independently such as maintenance and operation of stormwater pipes, manholes, and catch basins. The remaining 75 percent remains with the County and the County takes on the responsibility for the Towns' Chesapeake Bay TMDL requirements as well as other TMDL and MS4 requirements. This provides for an approach that is based on watersheds rather than on jurisdictional lines.
- Lastly, FY 2021 funding of \$726,949 is included for County contributions. An amount of \$554,811 is provided for the Northern Virginia Soil and Water Conservation District (NVSWCD). The NVSWCD is an independent subdivision of the Commonwealth of Virginia that provides leadership in the conservation and protection of Fairfax County's soil and water resources. It is governed by a five-member Board of Directors - three members are elected every four years by the voters of Fairfax County and two members are appointed by the Virginia Soil and Water Conservation Board. Accordingly, the work of NVSWCD supports many of the environmental efforts set forth in the Board of Supervisors' Environmental Excellence 20-year Vision Plan. The goal of the NVSWCD is to continue to improve the quality of the environment and general welfare of the citizens of Fairfax County by providing them with a means of dealing with soil, water conservation and related natural resource problems. It provides County agencies with comprehensive environmental

evaluations for proposed land use changes with particular attention to the properties of soils, erosion potential, drainage and the impact on the surrounding environment. NVSWCD has consistently been able to create partnerships and leverage state, federal and private resources to benefit natural resources protection in Fairfax County. In addition, an amount of \$172,138 is provided for the Occoquan Watershed Monitoring Program (OWMP) to ensure that water quality is monitored and protected in the Occoquan Watershed. Given the many diverse uses of the land and water resources in the Occoquan Watershed (agriculture, urban residential development, commercial and industrial activity, water supply, and wastewater disposal), the OWMP plays a critical role as the unbiased interpreter of basin water quality information.

Affordable Housing Development and Investment Fund

Housing Development and Investment, formerly known as the Penny for Affordable Housing Fund, was established in FY 2006 and is designed to serve as a readily available local funding source with the flexibility to preserve and promote the development of affordable housing. 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 reduced annual funding to The Penny for Affordable Housing, by 50 percent in order to balance the budget. In FY 2021, the Board increased annual funding to Fund 30300 by 200 percent with total dedicated revenue now commensurate with the value of one and a half cents from the Real Estate tax rate. From FY 2006 through FY 2020, the fund has provided a total of \$258.58 million for affordable housing in Fairfax County

A total of 3,473 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 3,221 units are preserved for 20 years or longer. A variety of funding sources were used to preserve these units; however, Housing Development and Investment funds were critical for the preservation of several large multifamily complexes purchased by private nonprofits and for-profit organizations. These purchases represent a significant portion of the units: 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), 216 units in Madison Ridge in Centreville (Sully District), 74 units in Wexford Manor A and B (Providence District), and 113 units in Huntington Gardens (Lee 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 (Mason District). These projects were purchased by the County and are being managed by the Fairfax County Redevelopment and Housing Authority (FCRHA) as part of the low- and moderate-income rental program. Without the availability of Housing Development and Investment, both of these apartment complexes may have been lost as affordable housing.

In FY 2021, funding of \$45,741,000 is composed of \$39,741,000 in Real Estate Tax Revenue and \$6,000,000 in operating revenue from Wedgewood and Crescent Apartments. FY 2021 funding is allocated as follows: \$5,753,775 for Wedgewood for the annual debt service, \$2,629,188 for Crescent Apartments annual debt service, \$32,543,287 for the Housing Blueprint Project, \$1,223,750 for Affordable/Workforce Housing, \$3,000,000 for the Bridging Affordability Program and \$591,000 for Little River Glen IV.

Wastewater Management System

The Fairfax County Wastewater Management Program is operated, maintained, and managed within the Department of Public Works and Environmental Services (DPWES), and includes nearly 3,250 miles of sewer lines, 63 pumping stations, and 57 flow metering stations. Treatment of wastewater generated is provided primarily through six regional wastewater collection and treatment plants. One of the six regional plants is the County owned and operated Noman M. Cole, Jr. Pollution Control Plant (NCPCP), which is currently permitted to treat 67 million gallons per day (mgd) of flow. Other regional facilities where the County has purchased treatment capacity include the District of Columbia Water's Blue Plains Treatment Plant with 31 mgd capacity; Alexandria Renew Enterprises Treatment Plant with 32.4 mgd capacity; Upper Occoquan Service Authority's Treatment Plant with 22.1 mgd capacity; Arlington County's Treatment Plant with 3 mgd capacity; and Loudoun Water's Broad Run Plant with 1 mgd capacity. Fairfax County utilizes all of these facilities to accommodate a total capacity of 156.5 mgd.

Total FY 2021 funding is \$275,727,825, including support for the following projects:

- Funding in the amount of \$190,727,825 is included for upgrade and improvement projects at the Noman Cole, Jr. Pollution Control Plant. FY 2021 funding will provide for the reinvestment in the Noman Cole, Jr. Pollution Control Plant in order to maintain regulatory compliance requirements as they pertain to the Clean Water Act, Chesapeake Bay Preservation Program and Title V of the Clean Air Act as enforced by the Virginia Department of Environmental Quality. The renovation program follows the plant's Master Plan to evaluate and prioritize projects. This funding will be supported by anticipated sewer revenue bonds.
- Funding in the amount of \$10,379,000 is included for facility improvements to comply with nutrient discharge limits. Projects supporting the Enhanced Nitrogen Removal Program include providing an additional 40 million gallons of new anoxic reactor capacity for nitrogen removal, a new post aeration facility, pump station, and other new facilities to store and feed methanol and alternative sources of carbon. In addition, funding will also provide for the Clean Rivers Project to prevent combined storm and sanitary overflows during major storm events by storing the overflow in tunnels until the plant has capacity to fully treat the water. This project is currently under construction. The County is responsible for 31 mgd of the 370 mgd or 8.38 percent of the capacity at the Blue Plains Treatment Plant.
- Funding in the amount of \$878,000 is included for the planned replacement of sewer meters throughout the County. FY 2021 funding will support continuation of replacing sewer meters used for measuring wastewater flow to and from other jurisdictions for billing and monitoring purposes as well as portable meters used in infiltration and inflow studies to measure wet weather flows.
- Funding in the amount of \$5,707,000 will support the County's share of the upgrades to the Alexandria Renew Enterprises Treatment Plant (AlexRenew). Funding supports the design and construction of a State-of-the-Art Nitrogen Upgrade Program (SANUP) for nitrogen removal. FY 2021 funding will support for engineering design, construction management, landscape architecture and engineering services during construction to comply with the nutrient discharge limits. The County is responsible for 32.4 mgd of the 54 mgd or 60 percent of the capacity at the AlexRenew Treatment Plant.
- Funding in the amount of \$1,173,000 is included for plant upgrades at the Arlington Wastewater Treatment Plant. This funding will support annual repair and rehabilitation work for various facilities as scheduled in Arlington County's Capital Improvement Program. The

County is responsible for 3.0 mgd of the 40 mgd or 7.5 percent of the capacity at the Arlington Wastewater Treatment Plant.

- Funding in the amount of \$30,000,000 is included for the continuation of systematic rehabilitation of structures and equipment at the Noman M. Cole, Jr. Pollution Control Plant (NMCPCP). FY 2020 funding will provide for the rehabilitation and replacement of pumps, gates, and valves; stormwater runoff improvements, and continuation of the rehabilitation of the motor control centers/distribution centers (MCC/DC) and raw wastewater pump station facility.
- Funding in the amount of \$1,000,000 is included to satisfy the annual appropriation requirement for the County's Extension and Improvement (E&I) Program as approved by the Board of Supervisors on April 12, 2011. This policy adjusts the Connection Charges such that the future cost of the E&I Program is shared equally between the County's Sewer Fund and the property owners seeking public sewer service, when the Health Department determines the properties' septic systems have failed.
- Funding in the amount of \$200,000 is provided for the systematic rehabilitation of the County's 3,250 miles of sanitary sewer lines. Rehabilitation includes, among other things, the use of trenchless technology to rehabilitate approximately 20 miles of sewer per year.
- Funding in the amount of \$1,000,000 is included to complete the rehabilitation of force mains at Waynewood I and II, Mount Vernon Terrace, Wellington I, Langley School, Ravenwood, Riverwood, and Little Hunting Creek Force Mains.
- Funding in the amount of \$6,884,000 is included for the regularly scheduled repair, renovation, and replacement of pumping station equipment and facilities. There will be eight pumping stations in the design phase and five pumping stations in the construction phase in FY 2021.
- Funding in the amount of \$10,167,000 is included for the inspection, repair, and replacement of gravity sewers within the wastewater collection system. FY 2021 funding is provided for the closed-circuit television (CCTV) inspection of more than 200 miles of sewer and rehabilitation of over 35 miles of sewer using cured-in-place-pipe (CIPP). In addition, funding is provided for the repair and replacement of defective and aging gravity sewers, including emergency repair work. New initiatives for FY 2021 include detailed inflow and infiltration and creek bed investigations.
- Funding in the amount of \$1,000,000 is included for the condition assessment of 166 segments of 8 to 15-inch gravity sewer lines and provides recommendations for the rehabilitation and/or replacement alternatives. FY 2021 funding will provide for the next phase of this program, which includes construction work.
- Funding in the amount of \$1,000,000 is included for the condition assessment of 49 miles of sewer lines with a diameter of 15 inches or larger and provides recommendations for the rehabilitation and/or replacement alternatives. FY 2021 funding will provide for the next phase of this program which includes construction work.
- Funding in the amount of \$15,612,000 is included for the installation of sewer lines to provide the needed capacity to serve new development within the County. As areas develop, more strain is placed on the sanitary sewer system serving the area. FY 2021

funding will provide for increasing the size of the gravity sewer or installing parallel gravity sewers.

County and Regional Transportation Projects Fund

The County and Regional Transportation Projects Fund supports the County's implementation of new transportation projects and is funded by the commercial and industrial real estate tax for transportation and Northern Virginia Transportation Authority (NVTA) local tax revenues. The taxing authority for commercial and industrial real property was authorized under the Transportation Funding and Reform Act of 2007 (HB 3202), approved by the Virginia General Assembly on April 4, 2007, and implemented by the Board of Supervisors as part of the FY 2009 Adopted Budget Plan. This revenue helps accelerate the County's implementation of roadway, transit, and pedestrian projects. HB 3202 allows localities to assess a tax on the value of commercial and industrial real estate and to use the proceeds on new transportation improvements. The County's FY 2021 rate is \$0.125 per \$100 of assessed value (the maximum allowed per state code), which will generate approximately \$61.2 million in revenue. This estimate is based on current projections in the commercial real estate market.

On April 3, 2013, the Virginia General Assembly approved HB 2313, a transportation funding package. The bill included regional components for planning districts that meet certain thresholds (population, registered vehicles, and transit ridership). Northern Virginia meets these criteria for the imposition of increases on Sales, Grantors, and Transient Occupancy taxes. The bill mandated that 70 percent of this regional funding be allocated by NVTA, with the remaining 30 percent provided to the individual localities embraced within NVTA for their determination. In FY 2018, HB 2313 generated approximately \$328 million in funding for transportation projects in the Northern Virginia region.

FY 2021 funding of \$49,214,458 is included for capital projects and metro capital program contribution. Of this amount, funding of \$35,214,458 is included in FY 2021 for priority projects supported by commercial and industrial tax revenue and funding received from the Northern Virginia Transportation Authority (NVTA), consistent with the transportation priorities periodically updated and approved by the Board of Supervisors. This amount also includes portions of NVTA local funding allocated to the Towns of Herndon and Vienna. Funding in the amount of \$14,000,000 is included to address WMATA capital funding requirements through the redirection of Grantors Tax and Transient Occupancy Tax revenues under HB 1539/SB 856.

Other Financing

Funding in the amount of \$37,904,172 includes \$1,575,000 that is associated with projects discussed above including \$100,000 in developer default revenues and \$1,475,000 in athletic services fees. The remaining \$36,329,172 supports various other projects financed by other sources of revenue. Specific funding levels in FY 2021 include:

Special Revenue:

- Funding of \$3,545,000 is included for the County Transit Systems Fund for capital projects.
- Funding of \$302,000 is included for the Reston Community Center Fund for improvements at both the Hunters Woods and Lake Anne facilities. These improvements include replacement room dividers and the installation of A/V equipment and an assistive listening system at Hunters Woods, as well as a new customer service desk and floor replacement in the Wellness Studio at Lake Anne.

- Funding of \$500,000 is included Refuse Collection Fund for infrastructure improvements to the existing Newington Operations facility specifically for bathroom renovations, as well as mechanical and exterior repairs.
- Funding of \$1,750,000 is included Refuse Disposal Fund to support civil work and major site fixes at the I-66 Transfer Station, including the replacement of an aging and failing scale system as well as the recovery of methane gas.
- Funding of \$2,800,000 is included for I-95 Refuse Disposal Fund for capital improvement and environmental compliance projects at the I-95 Landfill Complex.

Housing:

- Funding of \$300,000 is included for the ADU Acquisition project for reallocation to specific projects when identified and approved by both the Redevelopment and Housing Authority (FCRHA) and Board of Supervisors.
- Funding of \$2,500,000 is included for the Moderate Income Direct Sales (MIDS) Resale Program to provide resources necessary to acquire properties that are offered for sale and, if necessary, rehabilitate them prior to reselling them in the First-Time Homebuyers Program (FTBH).
- Funding in the amount of \$211,782 is included for the Land/Unit Acquisition project for reallocation to specific projects when identified and approved by both the FCRHA and Board of Supervisors.
- Funding of \$500,000 is included for Rehabilitation of FCRHA Properties for reallocation to specific projects when identified and approved by both the FCRHA and Board of Supervisors.
- Funding of \$150,000 is included for the Undesignated Housing Trust Fund project for reallocation to specific projects when identified and approved by both the FCRHA and Board of Supervisors.

Other:

- Funding in the amount of \$23,770,390 is included for various school construction projects financed from a state construction grant, Parent Teachers Association/Parent Teacher Organization receipts, and transfers from Fund S31000, Public School Construction Fund. For more details, see the [Fairfax County Public School's FY 2021 Advertised Budget](#).

Capital Construction and Operating Expenditure Interaction

To maintain a balanced budget, annual revenues are projected, and operating and capital construction expenditures are identified to determine the County's overall requirements and funding availability. Funding levels for capital construction projects are based on the merits of a particular project together with the available funding from all financing sources, with primary reliance on General Obligation bonds. The Board of Supervisors annually reviews cash requirements for capital project financing. The County's capital program has a direct impact on the operating budget, particularly in association with the establishment and opening of new facilities. The Board of Supervisors continues to be cognizant of the effect of the completion of capital projects on the County's operating budget. The cost of operating new or expanded facilities or infrastructure is included in the fiscal year the facility becomes operational. However, in some cases, like the

construction of the expanded and renovated Courthouse, the operating impact may be absorbed gradually over several years. For example, costs associated with loose and systems furniture, moving expenses, providing for additional security and staffing, renovating existing courtrooms, implementing new courtroom technology, and setting up an Operations and Maintenance satellite shop with staff dedicated to the courthouse facility are all costs that can be phased in over time, thus spreading the operating impact over a number of years, rather than concentrating costs in the fiscal year the facility opens.

Capital projects can affect future operating budgets either positively or negatively due to an increase or decrease in maintenance costs, or by providing capacity for new programs or services. Such impacts vary widely from project to project and, as such, are evaluated individually. Operating costs resulting from the completion of a capital project differ greatly depending on the type of capital project and construction delays. A new facility, for example, will often require additional staff, an increase in utility costs, and increases in custodial, security and maintenance contracts. Conversely, a capital project that renovates an existing facility may reduce operating expenditures due to a decrease in necessary maintenance costs. For example, funding HVAC and electrical system repair or replacement projects has the potential to reduce operating expenditures by reducing costly maintenance and staff time spent addressing critical system repairs. The same is true for projects such as fire alarms, emergency generators, and carpet replacement, as well as roof repairs. Investing in aging and deteriorating building systems and components can alleviate the need for future expenditures, often resulting in significant cost avoidance. Additionally, if a system failure should occur, there is the potential that a County facility must shut down, suspending services to citizens and disrupting County business. The County's emphasis on capital renewal and preventative maintenance works to ensure these kinds of interruptions are avoided.

The opening of new County facilities results in a wide range of operating costs. For example, equipment and furniture, a book buy, additional staff, and an increase in utility costs may all be necessary to prepare for the opening of a new library or extensive library expansion/renovation. These costs are estimated as the project is developed and included in the appropriate agency budget in the year the facility becomes operational.

New, Renovated, or Expanded County Facilities in FY 2021

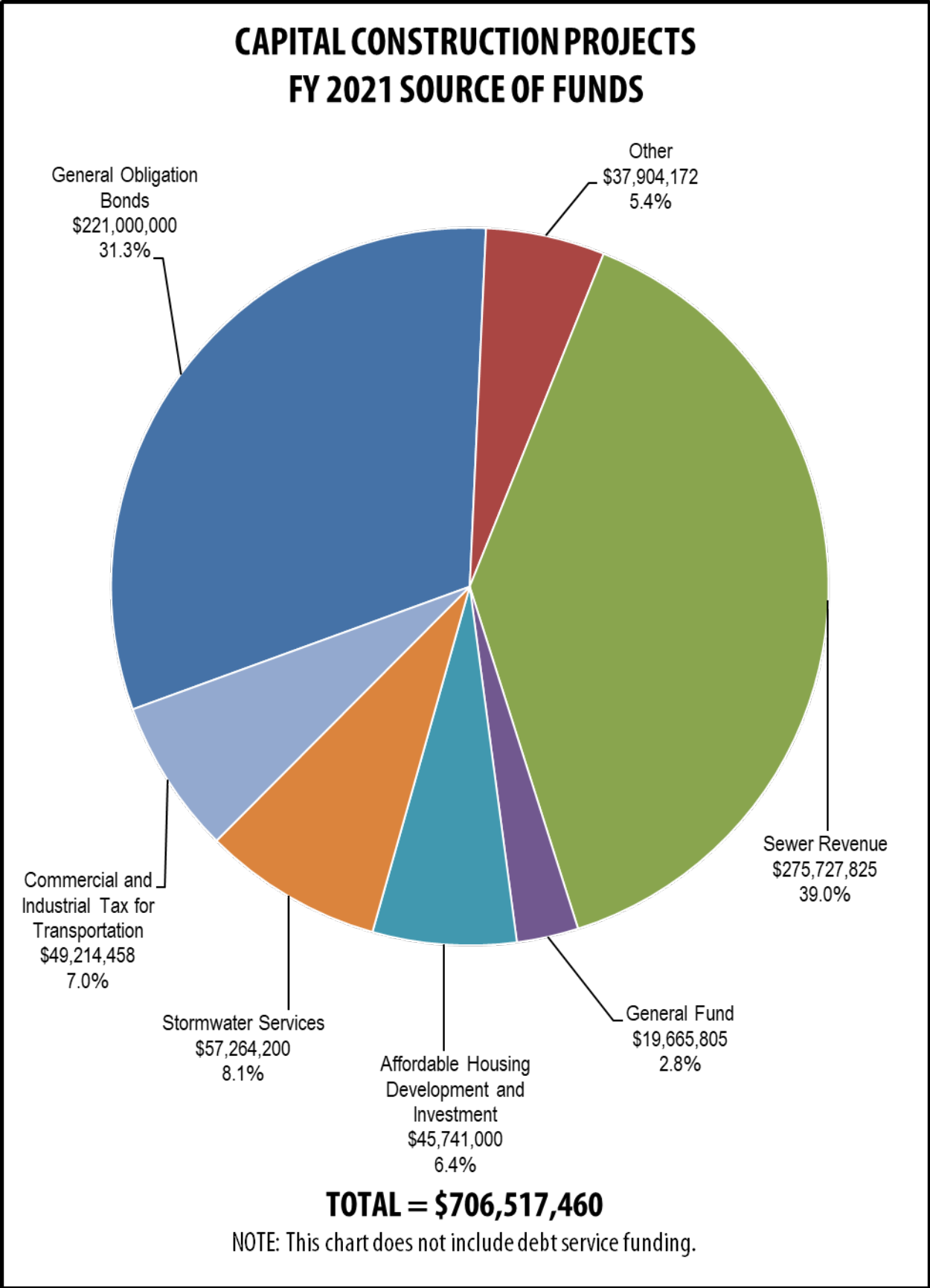
Facility	Fiscal Year Completion	Additional Positions	Estimated Net Operating Costs
FY 2021 New, Renovated, or Expanded Facilities			
Facilities Management Department (FMD) Operational Costs for New or Expanded Facilities	FY 2021	0/0.0 FTE	\$161,019
Three new SACC rooms	FY 2021	4/3.2 FTE	140,678
Scotts Run Fire Station	FY 2021	25/25.0 FTE	2,489,058
South County Police Station	FY 2021	8/8.0 FTE	1,494,539
Total FY 2021 Costs		37/36.2 FTE	\$4,285,294

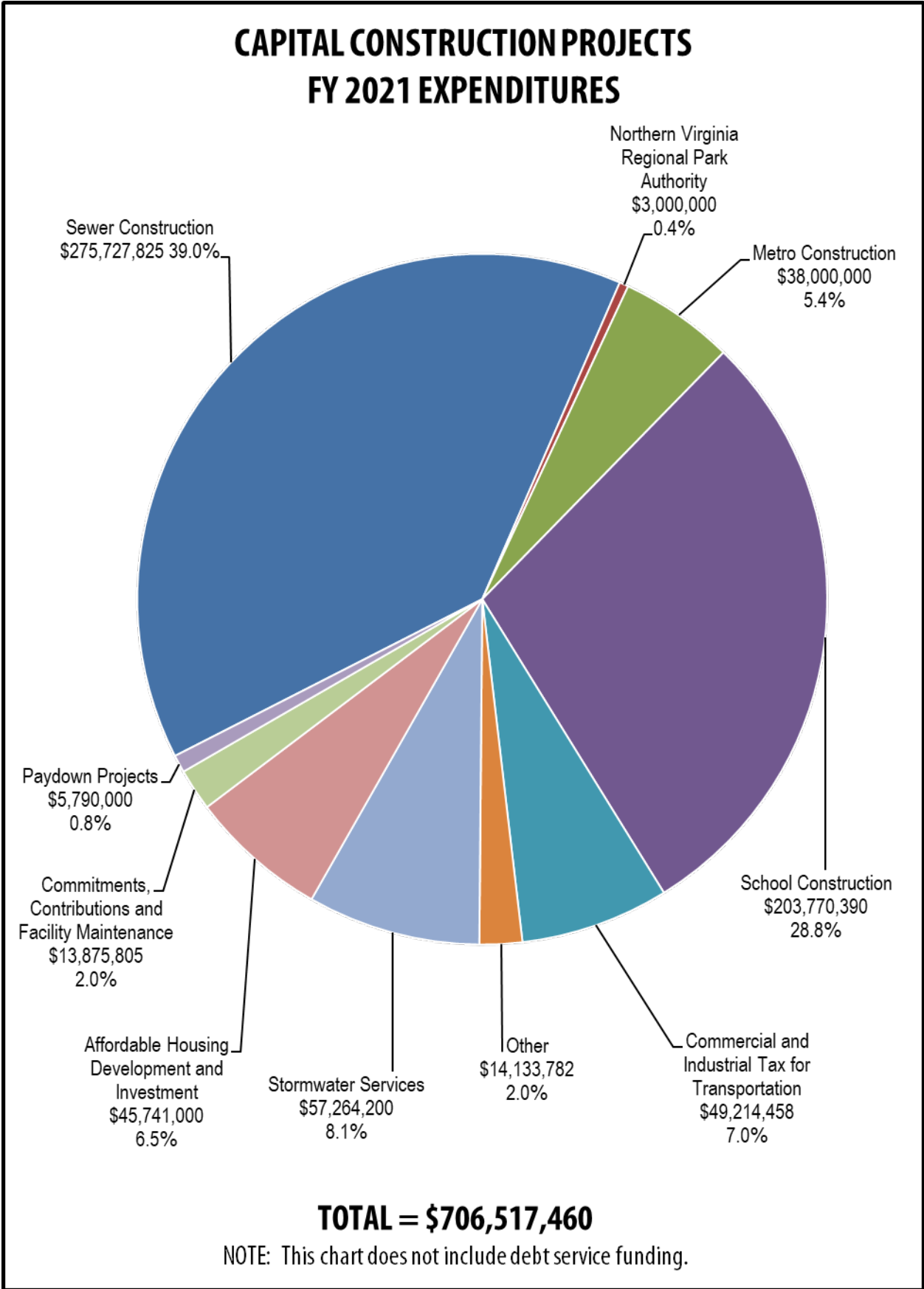
The following facilities are scheduled to open in the near future and may require additional staffing and operational costs through FY 2025. Requests for funding will be reviewed as part of the development of the annual budget in the year the facility becomes operational.

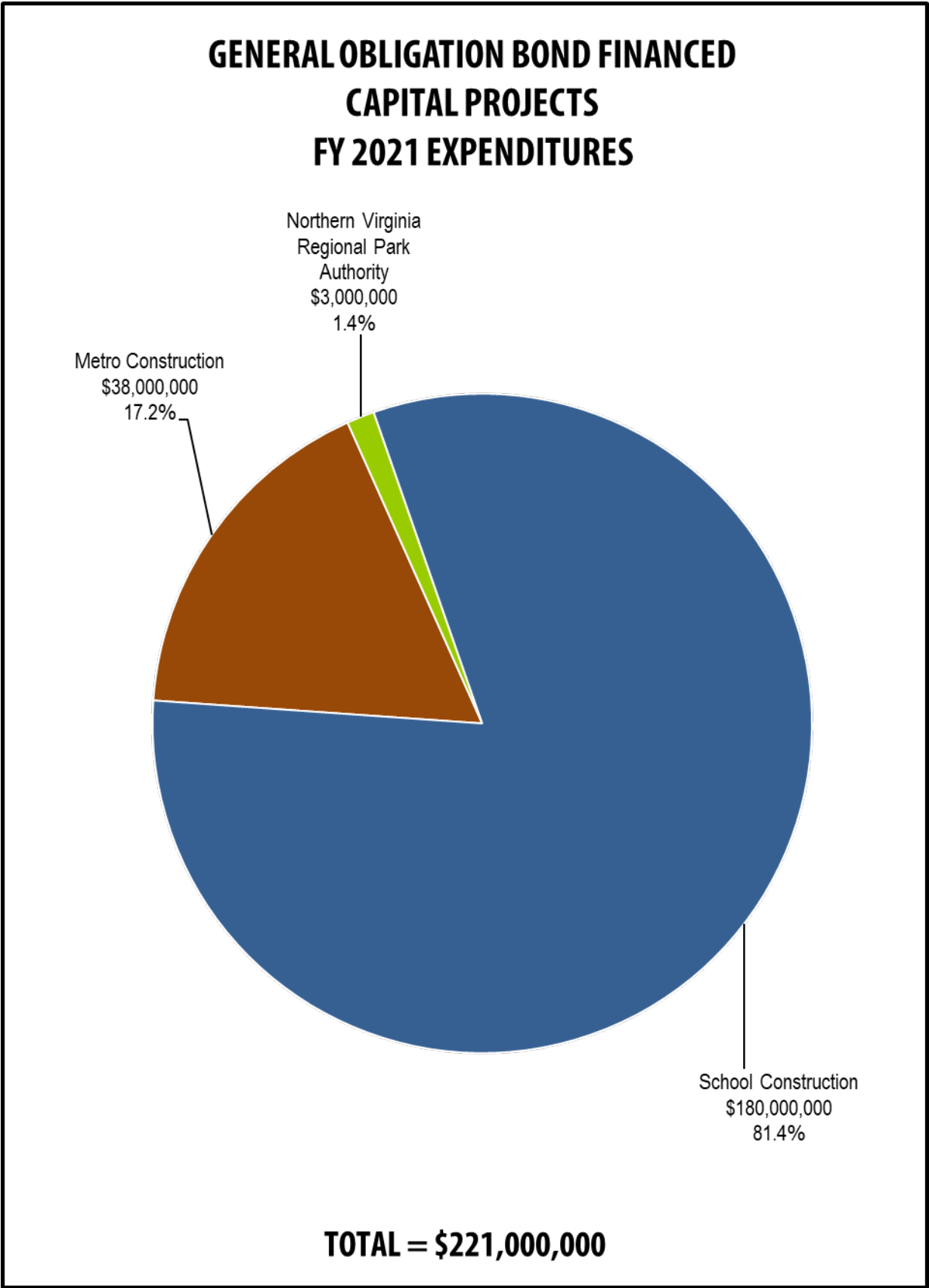
Facility	Fiscal Year Completion
Edsall Road Fire Station	FY 2022
Lorton Community Center	FY 2022
Lorton Community Library	FY 2022
Merrifield Fire Station	FY 2022
Police Heliport	FY 2022
Sully Community Center	FY 2022
Patrick Henry Shelter	FY 2022
South County Police Station/Animal Shelter	FY 2023
Springfield Commuter Parking garage	FY 2023
Adult Detention Center	FY 2024
Courtroom Renovations Phase III and IV	FY 2024
Eleanor Kennedy Shelter	FY 2024
Monument Drive Parking Garage	FY 2024
Penn Daw Fire Station	FY 2024
Police Tactical Operations Renovation (Pine Ridge)	FY 2024
Embry Rucker Shelter	FY 2025
Seven Corners Fire Station	FY 2025
Criminal Justice Academy	TBD
Emergency Vehicle Ops. and K9 Ctr	TBD
Fairview Fire Station	TBD
Franconia Police Station	TBD
Mason Police Station	TBD
Original Mt. Vernon High School Redevelopment	TBD
Police Evidence Storage Annex	TBD
Reston Regional Library	TBD
RTCN Shelter and Human Services Center	TBD

Summary of FY 2021 Capital Construction Program

Major segments of the County's FY 2021 Capital Construction Program are presented in several pie charts that follow to visually demonstrate the funding sources for capital expenditures. Capital construction expenditures by fund are shown in the Summary Schedule of FY 2021 Funded Capital Projects. In addition, a list of all projects funded in FY 2021 and their funding sources has been included in this section. For additional information, see the Capital Project Funds section of the Capital Construction and Other Operating Funds in Volume 2. Detailed information concerning capital projects in Fund S31000, Public School Construction, can be found in the [Fairfax County Public School's FY 2021 Advertised Budget](#).







SUMMARY SCHEDULE OF FY 2021 FUNDED CAPITAL PROJECTS

Fund/Title	FY 2019 Actual	FY 2020 Adopted Budget Plan	FY 2020 Revised Budget Plan	FY 2021 Advertised Budget Plan	FY 2021 FINANCING			
					General Obligation Bonds ¹	General Fund	Federal/ State Aid	Other ²
SPECIAL REVENUE FUNDS³								
40000 County Transit Systems	\$1,020,947	\$0	\$8,070,416	\$3,545,000	\$0	\$0	\$0	\$3,545,000
40010 County and Regional Transportation Projects	\$66,170,224	\$45,186,920	\$377,154,398	\$49,214,458	0	0	0	49,214,458
40050 Reston Community Center	2,253,006	226,000	4,836,696	302,000	0	0	0	302,000
40060 McLean Community Center	2,546,578	0	729,729	0	0	0	0	0
40100 Stormwater Services ⁴	45,160,215	56,382,403	139,505,811	57,264,200	0	0	0	57,264,200
40140 Refuse Collection	55,328	0	746,587	500,000	0	0	0	500,000
40150 Refuse Disposal	1,384,685	0	3,568,455	1,750,000	0	0	0	1,750,000
40170 I-95 Refuse Disposal	394,078	500,000	7,234,093	2,800,000	0	0	0	2,800,000
40300 Housing Trust Fund	2,662,436	798,265	13,027,293	3,661,782	0	0	0	3,661,782
Subtotal	\$121,647,497	\$103,093,588	\$554,873,478	\$119,037,440	\$0	\$0	\$0	\$119,037,440
DEBT SERVICE FUNDS								
20000 Consolidated County and Schools Debt Service Fund	\$346,635,593	\$337,211,783	\$338,090,466	\$336,676,960	\$0	\$333,648,960	\$0	\$3,028,000
Subtotal	\$346,635,593	\$337,211,783	\$338,090,466	\$336,676,960	\$0	\$333,648,960	\$0	\$3,028,000
CAPITAL PROJECTS FUNDS								
30000 Metro Operations and Construction ⁵	\$24,288,766	\$25,000,000	\$39,800,000	\$38,000,000	\$38,000,000	\$0	\$0	\$0
30010 General Construction and Contributions	57,028,183	22,018,691	192,080,464	22,240,805	3,000,000	17,665,805	0	1,575,000
30015 Environmental and Energy Program	0	0	0	1,300,000	0	1,300,000	0	0
30020 Infrastructure Replacement and Upgrades	13,361,883	0	56,312,677	0	0	0	0	0
30030 Library Construction	1,357,555	0	21,369,306	0	0	0	0	0
30040 Contributed Roadway Improvements	1,100,614	0	41,629,549	0	0	0	0	0
30050 Transportation Improvements	11,391,913	0	92,148,896	0	0	0	0	0
30060 Pedestrian Walkway Improvements	1,739,700	700,000	4,994,876	700,000	0	700,000	0	0
30070 Public Safety Construction	18,133,380	0	391,280,480	0	0	0	0	0
30080 Commercial Revitalization Program	933,365	0	909,979	0	0	0	0	0
30090 Pro Rata Share Drainage Construction	3,448,382	0	2,811,401	0	0	0	0	0
30300 Affordable Housing Development and Investment Fund	17,063,460	18,400,000	55,860,689	45,741,000	0	0	0	45,741,000
30310 Housing Assistance Program	545,943	0	5,084,935	0	0	0	0	0
30400 Park Authority Bond Construction	16,796,886	0	97,728,299	0	0	0	0	0
S31000 Public School Construction	230,328,846	202,818,308	565,654,615	203,770,390	180,000,000	0	0	23,770,390
Subtotal	\$397,518,876	\$268,936,999	\$1,567,666,166	\$311,752,195	\$221,000,000	\$19,665,805	\$0	\$71,086,390

SUMMARY SCHEDULE OF FY 2021 FUNDED CAPITAL PROJECTS

Fund/Title	FY 2019 Actual	FY 2020 Adopted Budget Plan	FY 2020 Revised Budget Plan	FY 2021 Advertised Budget Plan	FY 2021 FINANCING			
					General Obligation Bonds ¹	General Fund	Federal/ State Aid	Other ²
ENTERPRISE FUNDS								
69300 Sewer Construction Improvements	\$54,872,697	\$75,000,000	\$131,355,117	\$85,000,000	\$0	\$0	\$0	\$85,000,000
69310 Sewer Bond Construction	40,423,214	121,500,000	168,391,981	190,727,825	0	0	0	190,727,825
Subtotal	\$95,295,911	\$196,500,000	\$299,747,098	\$275,727,825	\$0	\$0	\$0	\$275,727,825
TOTAL	\$961,097,877	\$905,742,370	\$2,760,377,208	\$1,043,194,420	\$221,000,000	\$353,314,765	\$0	\$468,879,655

¹ The sale of bonds is presented here for planning purposes. Actual bond sales are based on cash needs in accordance with Board policy.

² Other financing includes developer contributions and payments, sewer system revenues, transfers from other funds, pro rata deposits, special revenue funds, and fund balances.

³ Reflects the capital construction portion of total expenditures.

⁴ As part of the FY 2010 Adopted Budget Plan, a service district was created to support stormwater management operating and capital requirements, as authorized by Code of Virginia Ann. sections 15.2-2400.

⁵ Reflects capital construction portion of Metro expenses net of State Aid.

FY 2021 FUNDED CAPITAL PROJECTS
(For additional information see referenced Fund narratives)

Fund	Project Name	Project	FY 2021 Advertised Total	General Fund	General Obligation Bonds	Athletic Services Fee	Sewer Revenues	Stormwater Revenues	Affordable Housing Development and Investment	Commercial and Industrial Revenues	Other Revenues
30000	Metro Operations and Construction Contribution	N/A	\$38,000,000		\$38,000,000						
30010	ADA Compliance - FMD	GF-000001	\$300,000	\$300,000							
30010	ADA Compliance - Housing	HF-000036	\$50,000	\$50,000							
30010	ADA Compliance - Parks	PR-000083	\$300,000	\$300,000							
30010	Athletic Field Maintenance	2G51-002-000	\$2,700,000	\$2,700,000							
30010	Athletic Fields – APRT Amenity Maintenance	2G79-220-000	\$50,000	\$50,000							
30010	Athletic Fields - FCPS Lighting	PR-000082	\$250,000	\$250,000							
30010	Athletic Fields - Park Maintenance at FCPS	2G51-001-000	\$2,069,713	\$2,069,713							
30010	Athletic Services Fee - Custodial Support	2G79-219-000	\$275,000			\$275,000					
30010	Athletic Services Fee - Diamond Field Maintenance	2G51-003-000	\$1,000,000	\$750,000		\$250,000					
30010	Athletic Services Fee - Sports Scholarships	2G79-221-000	\$150,000	\$75,000		\$75,000					
30010	Athletic Services Fee - Turf Field Development	PR-000080	\$75,000			\$75,000					
30010	Athletic Services Fee - Turf Field Replacement	PR-000097	\$2,250,000	\$1,450,000		\$800,000					
30010	Developer Defaults	2G25-020-000	\$300,000	\$200,000							\$100,000
30010	NOVA Community College Contribution	2G25-013-000	\$2,578,450	\$2,578,450							
30010	NVRPA Contribution	2G06-003-000	\$3,000,000		\$3,000,000						
30010	Parks - Building/Structures Reinvestment	PR-000109	\$925,000	\$925,000							
30010	Parks - Infrastructure/Amenities Upgrade	PR-000110	\$815,000	\$815,000							
30010	Parks - Ground Maintenance	2G51-006-000	\$476,000	\$476,000							
30010	Parks-Preventative Maintenance And Inspections	2G51-007-000	\$484,000	\$484,000							
30010	Payments Of Interest On Bond Deposits	2G06-002-000	\$100,000	\$100,000							
30010	Reinvestment and Repairs to County Roads	2G25-021-000	\$800,000	\$800,000							
30010	Revitalization Maintenance	2G25-014-000	\$1,410,000	\$1,410,000							
30010	SACC Contribution	2G25-012-000	\$1,000,000	\$1,000,000							
30010	Salona Property Payment	2G06-001-000	\$787,642	\$787,642							
30010	Survey Control Network Monumentation	2G25-019-000	\$95,000	\$95,000							
30015	Composting at Government Offices	2G02-027-000	\$12,000	\$12,000							
30015	Efficiency Improvements at Historic Houses	PR-000128	\$50,000	\$50,000							
30015	Energy Masters at Low-Income Properties	GF-000057	\$91,385	\$91,385							
30015	Environmental Outreach Program	2G02-030-000	\$7,115	\$7,115							
30015	Green Purchasing Program	2G02-028-000	\$10,000	\$10,000							
30015	HVAC Controls at Unstaffed Park Facilities	PR-000129	\$110,000	\$110,000							
30015	Magnolia Bog Restoration	PR-000130	\$86,000	\$86,000							
30015	Meadow Restorations	PR-000131	\$272,000	\$272,000							
30015	Natural Landscaping	GF-000058	\$130,000	\$130,000							

FY 2021 FUNDED CAPITAL PROJECTS
(For additional information see referenced Fund narratives)

Fund	Project Name	Project	FY 2021 Advertised Total	General Fund	General Obligation Bonds	Athletic Services Fee	Sewer Revenues	Stormwater Revenues	Affordable Housing Development and Investment	Commercial and Industrial Revenues	Other Revenues
30015	Parks Invasive Management Area Program	2G02-029-000	\$250,000	\$250,000							
30015	Permeable Athletic Court	GF-000059	\$156,000	\$156,000							
30015	Pollinator Meadow	GF-000060	\$45,500	\$45,500							
30015	Watershed and Energy Funding	2G02-031-000	\$75,000	\$75,000							
30015	Zero Waste Certification	2G02-032-000	\$5,000	\$5,000							
30060	Reinvestment and Repairs to County Walkways	2G25-057-000	\$700,000	\$700,000							
30300	Affordable/Workforce Housing	2H38-072-000	\$1,223,750						\$1,223,750		
30300	Bridging Affordability Program	2H38-084-000	\$3,000,000						\$3,000,000		
30300	Crescent Apartments Debt Service	2H38-075-000	\$2,629,188						\$2,629,188		
30300	Housing Blueprint Project	2H38-180-000	\$32,543,287						\$32,543,287		
30300	Little River Glen IV	HF-000116	\$591,000						\$591,000		
30300	Wedgewood Debt Service	2H38-081-000	\$5,753,775						\$5,753,775		
40000	Mid-Life Overhaul	TF-000040	\$2,875,000								\$2,875,000
40000	Shop Equipment	TF-000051	\$150,000								\$150,000
40000	Silver Line Snow Removal Equipment	TF-000050	\$160,000								\$160,000
40000	Springfield CBD Park-N-Ride Lot	TF-000022	\$150,000								\$150,000
40000	West Ox Maintenance Renovation	TF-000049	\$210,000								\$210,000
40010	Construction Reserve	2G40-001-000	\$16,611,127							\$16,611,127	
40010	Construction Reserve NVTA 30%	2G40-107-000	\$17,191,521							\$17,191,521	
40010	Herndon NVTA 30% Capital	2G40-105-000	\$847,460							\$847,460	
40010	Metro Capital Transfer NVTA 30%	2G40-164-000	\$14,000,000							\$14,000,000	
40010	Vienna NVTA 30% Capital	2G40-106-000	\$564,350							\$564,350	
40050	RCC-CenterStage Theatre Enhancements	CC-000008	\$150,000								\$150,000
40050	RCC-Facility Enhancements	CC-000002	\$80,000								\$80,000
40050	Reston Community Center Improvements	CC-000001	\$72,000								\$72,000
40100	Conveyance System Inspection/Development	2G25-028-000	\$2,000,000					\$2,000,000			
40100	Conveyance System Rehabilitation	SD-000034	\$7,000,000					\$7,000,000			
40100	Dam & Facility Maintenance	2G25-031-000	\$5,000,000					\$5,000,000			
40100	Dam Safety and Facility Rehabilitation	SD-000033	\$6,000,000					\$6,000,000			
40100	Emergency and Flood Response Projects	SD-000032	\$5,000,000					\$5,000,000			
40100	NVSWCD Contributory	2G25-007-000	\$554,811					\$554,811			
40100	Occoquan Monitoring Contributory	2G25-008-000	\$172,138					\$172,138			
40100	Stormwater Allocation to Towns	2G25-027-000	\$800,000					\$800,000			
40100	Stormwater Regulatory Program	2G25-006-000	\$4,000,000					\$4,000,000			
40100	Stream and Water Quality Improvements	SD-000031	\$26,737,251					\$26,737,251			

FY 2021 FUNDED CAPITAL PROJECTS
(For additional information see referenced Fund narratives)

Fund	Project Name	Project	FY 2021 Advertised Total	General Fund	General Obligation Bonds	Athletic Services Fee	Sewer Revenues	Stormwater Revenues	Affordable Housing Development and Investment	Commercial and Industrial Revenues	Other Revenues
40140	Newington Refuse Facility Enhancements	SW-000001	\$500,000								\$500,000
40150	I-66 Landfill Methane Gas Recovery	SW-000029	\$1,000,000								\$1,000,000
40150	I-66 Transport Study/Site Redevelopment	SW-000024	\$750,000								\$750,000
40170	Landfill Closure	SW-000019	\$600,000								\$600,000
40170	Landfill Environmental Compliance	SW-000016	\$500,000								\$500,000
40170	Landfill Leachate Facility	SW-000018	\$300,000								\$300,000
40170	Landfill Lot B Redesign	SW-000020	\$500,000								\$500,000
40170	Landfill New Service Road	SW-000027	\$500,000								\$500,000
40170	Methane Gas Recovery	SW-000014	\$50,000								\$50,000
40170	Operation Building Renovation	SW-000015	\$50,000								\$50,000
40170	Transfer/Materials Recovery Fac	SW-000022	\$300,000								\$300,000
40300	ADU Acquisitions	HF-000093	\$300,000								\$300,000
40300	Land/Unit Acquisition	2H38-066-000	\$211,782								\$211,782
40300	MIDS Resale	2H38-220-000	\$2,500,000								\$2,500,000
40300	Rehabilitation of FCRHA Properties	2H38-068-000	\$500,000								\$500,000
40300	Undesignated Housing Trust Fund	2H38-060-000	\$150,000								\$150,000
69300	Alexandria WWTP Upgrades and Rehabilitation	WW-000021	\$5,707,000				\$5,707,000				
69300	Arlington WWTP Rehabilitation	WW-000020	\$1,173,000				\$1,173,000				
69300	Blue Plains WWTP Upgrades and Rehabilitation	WW-000022	\$10,379,000				\$10,379,000				
69300	Collection System Replacement and Rehabilitation	WW-000007	\$200,000				\$200,000				
69300	Extension and Improvement Projects	WW-000006	\$1,000,000				\$1,000,000				
69300	Force Main Rehabilitation	WW-000008	\$1,000,000				\$1,000,000				
69300	Gravity Sewer Capacity Improvements	WW-000032	\$15,612,000				\$15,612,000				
69300	Gravity Sewers	WW-000028	\$10,167,000				\$10,167,000				
69300	Integrated Sewer Metering (WW-000005)	WW-000005	\$878,000				\$878,000				
69300	Large Diameter Pipe Rehabilitation and Replacement	WW-000026	\$1,000,000				\$1,000,000				
69300	Noman Cole Treatment Plant Renewal	WW-000009	\$30,000,000				\$30,000,000				
69300	Pumping Station Rehabilitation	WW-000001	\$6,884,000				\$6,884,000				
69300	Sewer Sag Program	WW-000024	\$1,000,000				\$1,000,000				
69310	Noman Cole Treatment Plant Renovations	WW-000017	\$150,000,000				\$150,000,000				
69310	Noman Cole Treatment Plant Upgrades	WW-000016	\$40,727,825				\$40,727,825				
S31000	Public School Construction	N/A	\$203,770,390		\$180,000,000						\$23,770,390
Total			\$706,517,460	\$19,665,805	\$221,000,000	\$1,475,000	\$275,727,825	\$57,264,200	\$45,741,000	\$49,214,458	\$36,429,172

Trends and Demographics



FY 2021

Advertised Budget Plan

Trends and Demographics

Household Tax Analyses

The following analyses illustrate the impact of selected County taxes on the "typical" household from FY 2015 to FY 2021. This period provides five years of actual data, estimates for FY 2020 based on year-to-date experience, and projections for FY 2021. Historical dollar amounts are converted to FY 2021 dollar equivalents for comparison purposes using the Consumer Price Index for All Urban Consumers (CPI-U) for the Washington-Arlington-Alexandria area. The Washington metropolitan area has experienced average annual inflation of 1.4 percent from FY 2015 to FY 2019. Using a forecast from the Congressional Budget Office, inflation is projected to be 2.5 percent in FY 2020 and 2.6 percent FY 2021.

Household Taxation Trends

Summary of Major Taxes Paid by Typical Households

The charts on the following pages show the trends in selected taxes (Real Estate Taxes, Personal Property Taxes, Sales Taxes and Consumer Utility Taxes) paid by the "typical" household in Fairfax County. The Real Estate Tax analysis includes the proposed FY 2021 Real Estate tax rate of \$1.18 per \$100 of assessed value. It is important to note that the following data are not intended to depict a comprehensive picture of a household's total tax burden in Fairfax County.

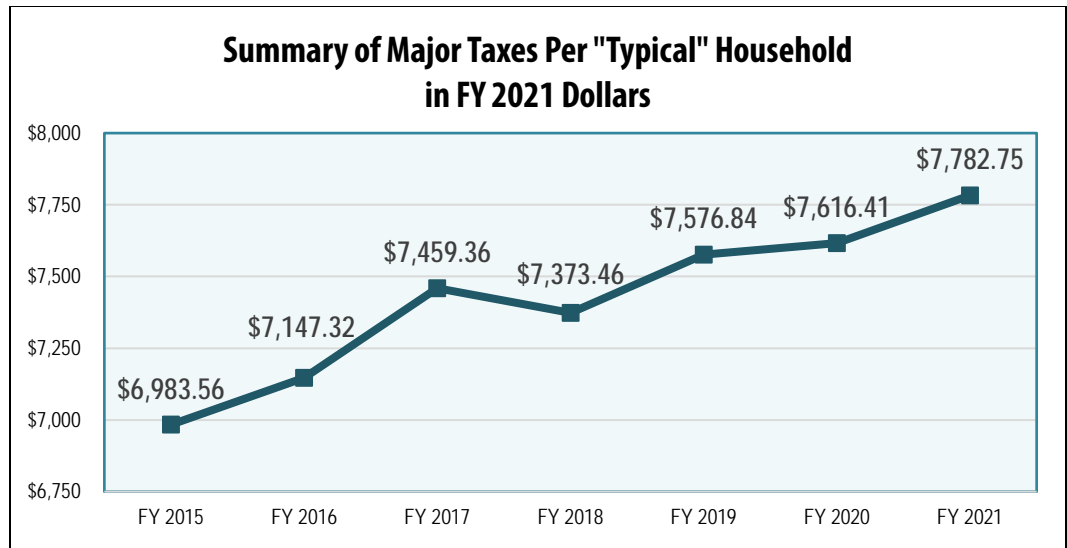
The "typical" household in Fairfax County is projected to pay \$7,782.75 in selected County General Fund taxes in FY 2021, \$166.34 more than in FY 2020 after adjusting for inflation. From FY 2015 to FY 2021, the inflation adjusted County taxes paid by the "typical" household have increased \$799.19. Note that taxes paid in FY 2015 through FY 2021 reflect the Commonwealth's Personal Property Tax Relief Act, which reduces an individual's Personal Property Tax liability on vehicles valued up to \$20,000 (see the section entitled "Personal Property Tax per Typical Household" for more information.)

Summary of Major Taxes per "Typical" Household

	Number of Households	Real Estate Tax in FY 2021 Dollars	Personal Property Tax in FY 2021 Dollars ¹	Sales Tax in FY 2021 Dollars	Consumer Utility Tax in FY 2021 Dollars	Total Taxes in FY 2021 Dollars ¹
FY 2015	403,900	\$6,057.02	\$379.26	\$485.18	\$62.10	\$6,983.56
FY 2016	402,400	\$6,205.07	\$394.48	\$487.35	\$60.42	\$7,147.32
FY 2017	405,800	\$6,530.91	\$393.82	\$475.06	\$59.57	\$7,459.36
FY 2018	409,563	\$6,441.47	\$399.74	\$473.40	\$58.85	\$7,373.46
FY 2019	415,270	\$6,647.22	\$398.75	\$473.66	\$57.21	\$7,576.84
FY 2020 ²	418,065	\$6,669.88	\$406.07	\$485.21	\$55.25	\$7,616.41
FY 2021 ²	420,638	\$6,847.21	\$399.99	\$481.77	\$53.78	\$7,782.75

¹ Personal Property Taxes paid incorporate reductions in Personal Property Tax bills sent to citizens under the state's Personal Property Tax Relief program. The reductions were 62.0 percent in FY 2015, FY 2016, and FY 2017, 60.5 percent in FY 2018, 60.0 percent in FY 2019, and 59.0 percent in FY 2020. The reduction in FY 2021 is anticipated to be set at 58.5 percent. The difference in revenue will be paid to the County by the Commonwealth.

² Estimated.



Real Estate Taxes

Real Estate Taxes per "typical" residence are projected to increase \$346.35 between FY 2020 and FY 2021 to \$6,847.21, not adjusting for inflation. This increase is the result of the 2.65 percent increase in the mean assessed value of residential properties within the County and an increase in the proposed General Fund Real Estate tax rate from \$1.15 to \$1.18 per \$100 of assessed value.

Since FY 2015, Real Estate Taxes have increased \$1,395.62, or an average annual increase of 3.9 percent per year, not adjusting for inflation. Adjusted for inflation, Real Estate Taxes per "typical" residence are \$790.19 more than in FY 2015, an average annual increase of 2.1 percent.

Real Estate Tax per "Typical" Residence

	Mean Assessed Value of Residential Property	Tax Rate per \$100	Typical Residential Real Estate Tax	Typical Residential Real Estate Tax in FY 2021 Dollars
FY 2015	\$500,146	\$1.090	\$5,451.59	\$6,057.02
FY 2016	\$519,134	\$1.090	\$5,658.56	\$6,205.07
FY 2017	\$529,567	\$1.130	\$5,984.11	\$6,530.91
FY 2018	\$535,597	\$1.130	\$6,052.25	\$6,441.47
FY 2019	\$549,630	\$1.150	\$6,320.75	\$6,647.22
FY 2020 ¹	\$565,292	\$1.150	\$6,500.86	\$6,669.88
FY 2021 ¹	\$580,272	\$1.180	\$6,847.21	\$6,847.21

¹ Estimated.

Personal Property Taxes

Personal Property Taxes paid by the "typical" household are shown in the chart below. Personal Property Taxes paid reflect the Commonwealth of Virginia's Personal Property Tax Relief Act (PPTRA), which reduces an individual's Personal Property Tax payment. In FY 2007, statewide reimbursements were capped at \$950 million, with each locality receiving a percentage allocation from this fixed amount determined by the locality's share of statewide tax year 2004 collections. Each year, County staff must determine the reimbursement percentage based on the County's fixed reimbursement of \$211.3 million and an estimate of the number and value of vehicles that will be eligible for tax relief. As the number and value of vehicles in the County vary, the percentage attributed to the state will fluctuate. Based on a County staff analysis, the effective state reimbursement percentage was 62.0 percent in FY 2015, FY 2016, and FY 2017, 60.5 percent in FY 2018, 60.0 percent in FY 2019, and 59.0 percent in FY 2020. The reimbursement percentage in FY 2021 is anticipated to be set at 58.5 percent.

The tax per household analysis shown below assumes that the "typical" household's vehicle(s) are valued at \$20,000 or less in order to qualify for a reduction under the PPTRA. Adjusted for inflation, Personal Property Taxes per "typical" household are projected to decrease \$6.08 between FY 2020 and FY 2021 to \$399.99. The FY 2021 Personal Property Tax per "typical" household is \$58.64 higher than what was paid in FY 2015, not adjusting for inflation. When adjustments are made for inflation, the "typical" household is projected to pay \$20.73 more in FY 2021 than FY 2015. There have been no changes to the Personal Property Tax rate of \$4.57 per \$100 of assessed value for individuals during the FY 2015 to FY 2021 period, except for mobile homes and boats which are taxed at the prevailing Real Estate Tax rate each fiscal year.

The [FY 2021 Advertised Budget Plan](#) also includes an annual Vehicle Registration Fee on motor vehicles. The fee will be levied at \$33 for passenger vehicles that weigh 4,000 pounds or less and \$38 on passenger vehicles that weight more than 4,000 pounds. The fee for motorcycles is \$18.

Personal Property Tax Per "Typical" Household

	Personal Property Taxes Attributed to Individuals	Number of Households	Tax per Household	Tax per Household in FY 2021 Dollars	After PPTRA	
					Adjusted Tax per Household ¹	Adjusted Tax per Household in FY 2021 Dollars ¹
FY 2015	\$362,819,728	403,900	\$898.29	\$998.05	\$341.35	\$379.26
FY 2016	\$380,942,855	402,400	\$946.68	\$1,038.11	\$359.74	\$394.48
FY 2017	\$385,350,570	405,800	\$949.61	\$1,036.38	\$360.85	\$393.82
FY 2018	\$389,434,193	409,563	\$950.85	\$1,012.00	\$375.59	\$399.74
FY 2019	\$393,639,253	415,270	\$947.91	\$996.87	\$379.16	\$398.75
FY 2020 ²	\$403,563,883	418,065	\$965.31	\$990.41	\$395.78	\$406.07
FY 2021 ²	\$405,427,986	420,638	\$963.84	\$963.84	\$399.99	\$399.99

¹ Personal Property Taxes paid incorporate reductions in Personal Property Tax bills sent to citizens under the state's Personal Property Tax Relief program. The reductions were 62.0 percent in FY 2015, FY 2016, and FY 2017, 60.5 percent in FY 2018, 60.0 percent in FY 2019, and 58.5 percent in FY 2020. The reduction in FY 2021 is anticipated to be set at 58.5 percent. The difference in revenue will be paid to the County by the Commonwealth.

² Estimated.

Sales Tax

FY 2021 Sales Tax paid per household is estimated to be \$481.77 or \$45.09 more than FY 2015, not adjusting for inflation. This represents an average annual increase of 1.7 percent since FY 2015. Adjusting for inflation, FY 2021 Sales Tax paid per household is estimated to be \$3.41 less than FY 2015, an average annual decrease of 0.1 percent.

Because this analysis assumes all Sales Taxes are paid by individuals living in Fairfax County, the impact on the typical household is somewhat overstated. A segment of the County's Sales Tax revenues are paid by businesses and non-residents who either work in the County or are visiting. As the County becomes more of a major employment hub in the region, the contribution of non-residents to the County's Sales Tax revenues will continue to expand.

Sales Tax Per "Typical" Household

	Total Sales Tax	Number of Households	Tax per Household	Tax per Household in FY 2021 Dollars
FY 2015	\$176,374,517	403,900	\$436.68	\$485.18
FY 2016	\$178,839,665	402,400	\$444.43	\$487.35
FY 2017	\$176,640,592	405,800	\$435.29	\$475.06
FY 2018	\$182,172,429	409,563	\$444.80	\$473.40
FY 2019	\$187,037,828	415,270	\$450.40	\$473.66
FY 2020 ¹	\$197,708,570	418,065	\$472.91	\$485.21
FY 2021 ¹	\$202,651,284	420,638	\$481.77	\$481.77

¹ Estimated.

Consumer Utility Taxes

Based on data from the utility companies, it is estimated that residential consumers pay approximately 43.0 percent of the Electric Taxes and 73.0 percent of the Gas Taxes received by the County. Utility Taxes per household decreased slightly from FY 2015 through FY 2021. In FY 2021, the "typical" household will pay an estimated \$53.78 in Consumer Utility Taxes, \$2.11 less than in FY 2015, without adjusting for inflation. From FY 2015 to FY 2021, the "typical" household has experienced an average annual decrease of 2.4 percent, or \$8.32 over the period, adjusted for inflation.

Consumer Utility Taxes – Gas & Electric Per "Typical" Household

	Total Consumer Utility Taxes Paid by Residential Consumers	Number of Households	Tax per Household	Tax per Household in FY 2021 Dollars
FY 2015	\$22,573,422	403,900	\$55.89	\$62.10
FY 2016	\$22,171,148	402,400	\$55.10	\$60.42
FY 2017	\$22,148,894	405,800	\$54.58	\$59.57
FY 2018	\$22,644,509	409,563	\$55.29	\$58.85
FY 2019	\$22,589,978	415,270	\$54.40	\$57.21
FY 2020 ¹	\$22,510,713	418,065	\$53.85	\$55.25
FY 2021 ¹	\$22,623,266	420,638	\$53.78	\$53.78

¹ Estimated.

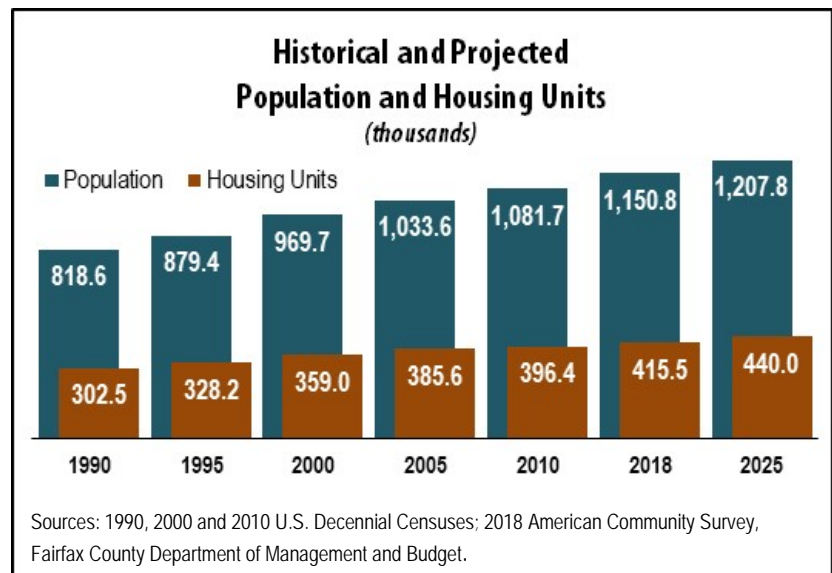
Demographic Trends

Demographic trends strongly influence Fairfax County's budget. Changing demographics or population characteristics affect both the cost of government services provided, as well as tax revenues. The descriptions and charts contained in this section provide some examples of how various demographic trends affect the Fairfax County budget. Although these trends are discussed separately, the interactions between these demographic trends ultimately influence the direction of expenditures and revenues. While certain demographic trends may suggest reduced expenditures in a program area, other demographic trends may increase program expenditures at the same time. The following information is based on the most recent data available at the time of publication.

Population and Housing

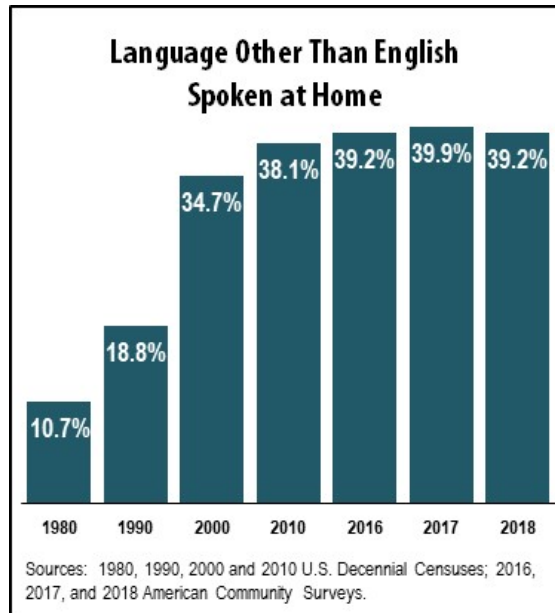
Some of the strongest demographic influences on Fairfax County expenditures and revenues are those associated with the growth in total population and housing units. From 1990 to 2000, the County added over 151,100 residents. This increase in Fairfax County's population between 1990 and 2000 is comparable to adding more than the entire population of the City of Alexandria to the County. The County's population growth decelerated, adding 112,000 residents between 2000 and 2010. Based on the 2018 American Community Survey, Fairfax County had a population of 1,150,795 residents in 2018. Between 2010 and 2025, the population of Fairfax County is expected to increase over 126,100 residents to 1,207,800.

Between 1990 and 2000, housing units grew 18.7 percent, just slightly above population growth of 18.5 percent. From 2000 to 2010, this trend reversed, with population growth at 11.5 percent, surpassing housing unit growth of 10.4 percent. From 2010 to 2025, population and housing units are anticipated to grow 11.7 percent and 11.0 percent, respectively. Many County programs, such as fire prevention, transit, water and sewer, are impacted by the number of housing units. Other program areas such as libraries, recreation, and schools, are impacted more by the growth in population.



Cultural Diversity

Fairfax County's population is rich in diversity. Based on the 2018 American Community Survey, the number of persons speaking a language other than English at home is estimated to be approximately

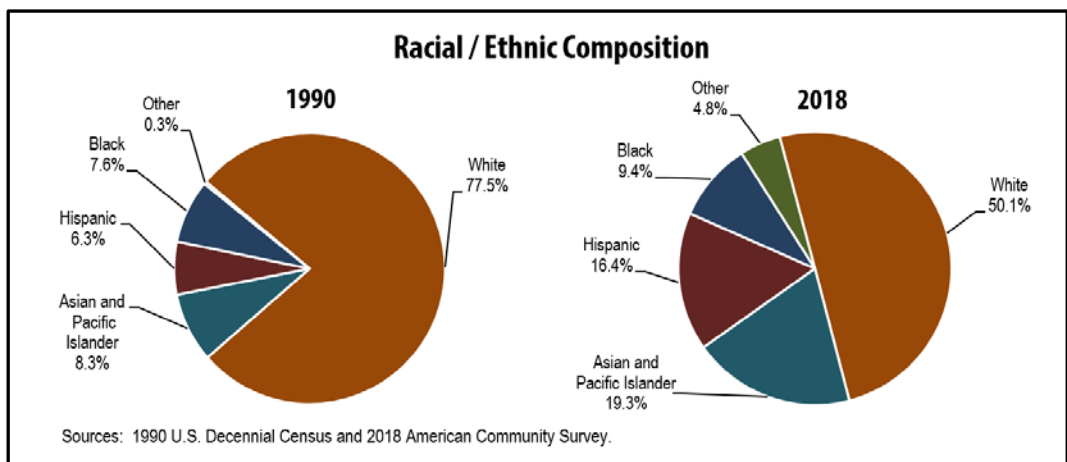


422,476 residents, or 39.2 percent of the County's population age five years or older. In 1980, less than 11 percent of residents age five years or older spoke a language other than English at home. This percentage rose to nearly 19 percent in 1990. By 2000, it was 34.7 percent. The most frequently spoken languages other than English include Spanish, Korean, Vietnamese and Chinese.

These language trends affect many County programs. For example, the Fairfax County Public Schools have experienced rapid growth in English for Speakers of Other Languages (ESOL) programs. Between FY 2000 and FY 2019, total public school membership increased 21.3 percent, while ESOL enrollment grew 163.9 percent. Also, general government services such as the

courts, police, fire and emergency medical services, as well as human service programs and tax related programs are impacted by the County's cultural and language diversity. The County continues to develop various means to effectively communicate with residents for whom English is not their native language.

In 1990, racial and ethnic minorities comprised less than a quarter of Fairfax County's population. In 2018, roughly half of the County's population consisted of ethnic minorities. The two fastest growing groups are Hispanics and Asians and Pacific Islanders, which have both more than doubled their share of the County's population between 1990 and 2018. These two minority groups are anticipated to remain the County's most rapidly expanding racial or ethnic groups during the next five years. As the County's population continues to become more diverse, the number of persons speaking a language other than English at home is anticipated to continue to grow and impact a wide range of services provided by the County.



Population Age Distribution

Fairfax County's population has grown steadily older since 1980. Between 1980 and 2019, the percentage of children age 19 years and younger became a smaller proportion of the total population, dropping from 32.4 percent to 25.7 percent in 2019. It is anticipated that the percentage of children will decrease somewhat through 2025, with the percentage of those 19 years old and younger decreasing slightly to 24.2 percent.

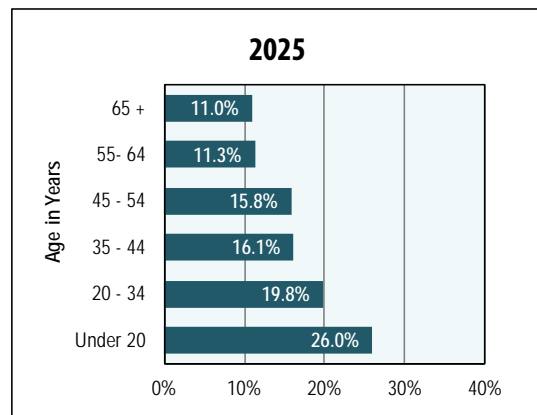
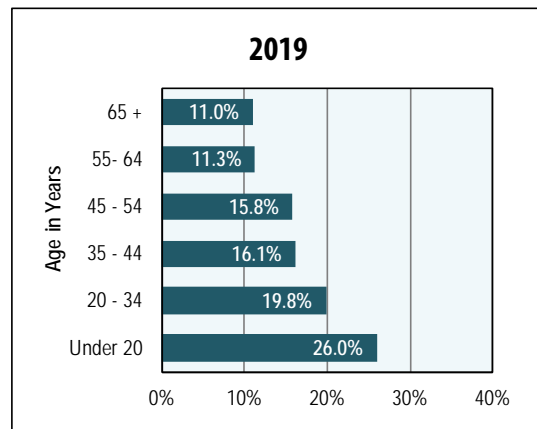
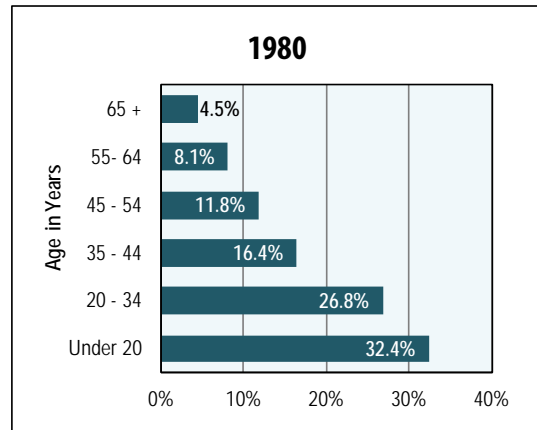
The number of adults age 45 to 54 years peaked in 2008, as the first "baby boomers" entered into their fifties. This age group's sharp growth trend has since reversed, as the "baby boomers" move to the next age groups.

Between 1980 and 2019, the seniors' population, those age 65 years and older, nearly tripled in size and was the fastest growing segment of County residents. This age group is expected to continue increasing in size, with its share of the population reaching 17.0 percent by 2025, up from 4.5 percent in 1980.

The age distribution of Fairfax County's population greatly impacts the demand and, therefore, the costs of providing many local government services. For example, the number, location, and size of school and day care facilities are directly affected by the number and proportion of children. Transportation expenditures for both street maintenance and public transportation are influenced by the number and proportion of driving age adults and their work locations. The growing number of persons age 65 years and older will influence expenditures for programs such as adult day care, senior centers, and health care.

Public safety programs also are impacted by age demographics. Crime rates, for example, are highest among persons age 15 to 34. In addition, the youngest and the oldest drivers have the greatest probability of being involved in traffic accidents.

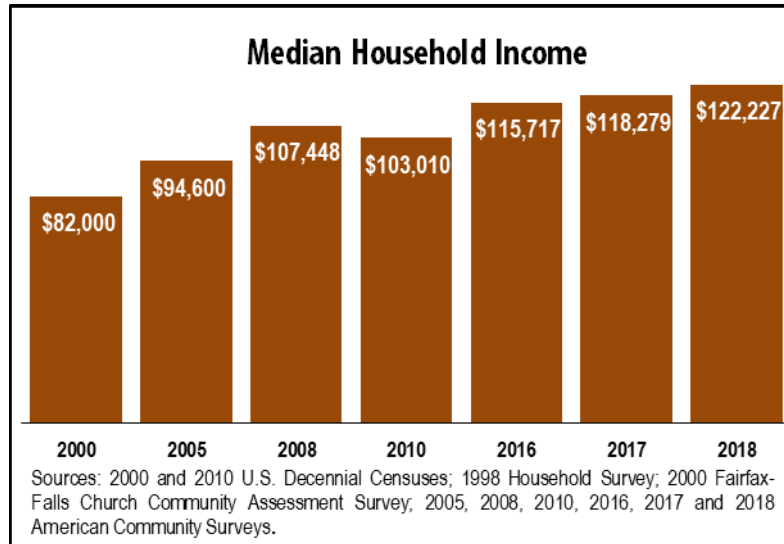
Population Age Distribution



Sources: 1980 U.S. Decennial Census and 2019 and 2025 estimates by the Fairfax County Department of Management and Budget.

Household Income

The median household income in Fairfax County was \$122,227 in 2018, one of the highest in the nation for counties with a population of 250,000 or more. Fairfax County's 2018 median household



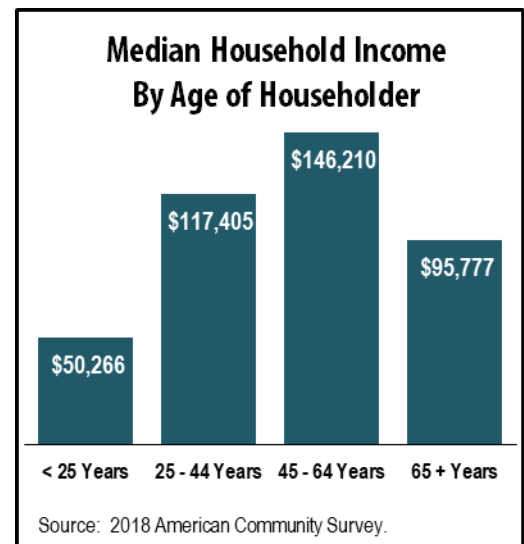
income increased 3.3 percent compared to 2017. Consequently, households in Fairfax County had more disposable income to spend or save. Since 2000, median household income in the County has risen at a rate of 2.1 percent per year.

Income growth does not directly impact Fairfax County tax revenues because

localities in Virginia do not tax income; however, revenues are indirectly affected because changes in income impact the County's economic health. Tax categories affected by income include Sales Tax receipts, Residential Real Estate Taxes and Personal Property Taxes.

Incomes peak among persons aged 45 to 64 years, who are in their prime earning years. As the number of households headed by this age group is projected to shrink during the next 10 years, various tax revenues may be impacted. Sales Tax revenues, for instance, may experience more modest growth. The median income for heads of households between the ages of 45 and 64 was \$146,210 in 2018.

The median household income of people age 65 or older drops to \$95,777. A population containing a larger number of seniors, age 65 and older, will put downward pressure on tax revenues. These senior households are typically on a fixed income and have less discretionary money to spend. In addition, persons in this age group own fewer motor vehicles and may qualify for Real Estate Tax Relief.



Economic Trends

Housing Market

In FY 2021, Real Estate Tax revenue is projected to comprise over 65 percent of all General Fund Revenues and residential properties make up the majority of the value of the Real Estate Tax base. As a result, the changes in the residential housing market have a very significant impact on Fairfax County's revenues.

Average Sales Price of Housing

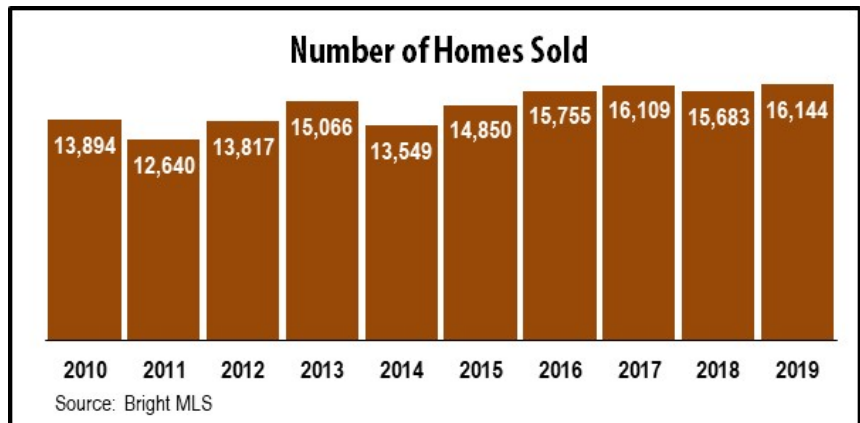
Based on data from Bright MLS, the average sales price for all types of homes sold in Fairfax County



increased 3.9 percent from \$578,723 in 2018 to \$601,506 in 2019. Due to the recession, home prices fell each year from 2006 through 2009. Since 2009, the average sales price of housing has risen 44.2 percent, for an average annual growth rate of 3.7 percent.

Homes Sold in Fairfax County

Based on data from Bright MLS, 16,144 homes were sold in Fairfax County during 2019, a 2.9 percent increase over the 15,683 sold in 2018. The number of homes sold peaked in 2004, when 25,717 homes were sold and hit a nine-year low of 12,640 in 2011. Including 2019, the number of homes sold has averaged 15,979 over the past three years. The average days on the market for active residential real estate listings in Fairfax County was 24 days for all of 2019, down from 52 days in 2018.

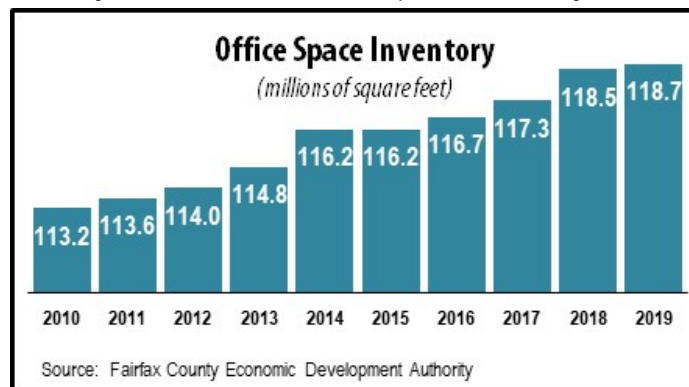


Office Market

Business activity has an effect on Real Estate Taxes, business Personal Property Tax revenues and Business, Professional and Occupational License (BPOL) revenues. Business expansion also influences expenditures for water and sewer services, transportation improvements, police and fire services, and refuse disposal. According to the Fairfax County Economic Development Authority, the commercial real estate market in 2020 is expected to be relatively stable.

Office Space Inventory

The largest component of non-residential space in the County is office space. The office space inventory exceeded 118.7 million square feet as of year-end 2019, an increase of more than 0.2 million square feet over 2018.



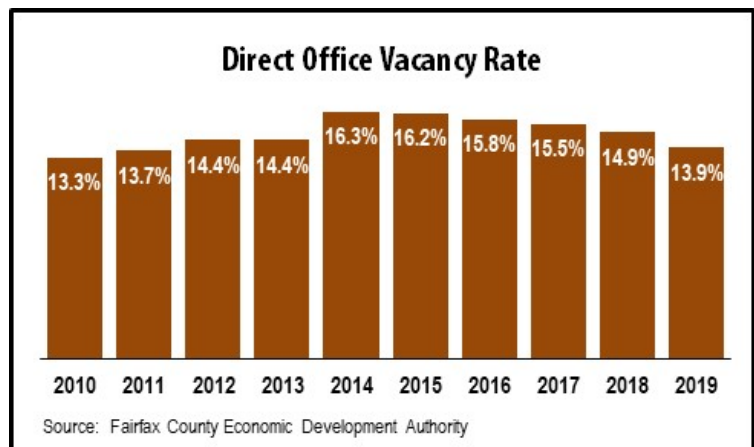
The increase is due in large part to the delivery of the two office buildings within the mixed-use development known as The Boro. Since 2010, the total inventory of office space in Fairfax County has risen about 5.5 million square feet. As of year-end 2019, more than 2.7 million square feet of space were under construction in the

County. Submarkets near Metro stations, especially Reston and Tysons on the Silver Line, have begun to see increased redevelopment activity as older buildings are demolished to make way for new development.

Office Vacancy Rates

The direct office vacancy rate decreased from 14.9 percent in 2018 to 13.9 percent as of year-end 2019. The rate has decreased for five years in a row. Demand for newer space, and space near Metro stations, remained strong while many older properties experienced increased vacancies.

Including sublet space, the overall office vacancy rate as of year-end 2019 was 14.4 percent, down from the 15.5 percent recorded as of year-end 2018. The amount of empty office space fell to 17.1 million square feet. Industry experts anticipate vacancy rates to remain relatively stable through 2020 as tenants monitor economic conditions and the



direction of the federal budget. New office space deliveries exceeded 0.6 million square feet in 2019. This compares to approximately 1.5 million square feet delivered in 2018. Total office leasing activity in 2019 was over 9.0 million square feet, compared to 9.6 million square feet leased in 2018.

Employment

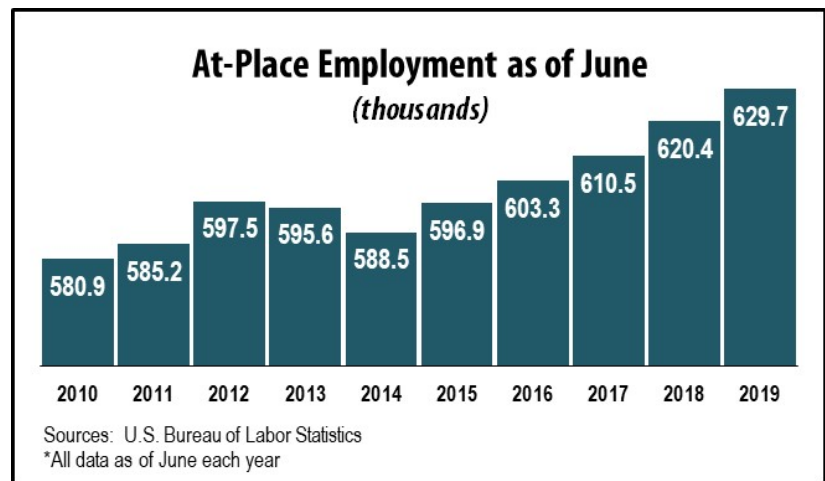
Employment serves as a gauge of the number of jobs created by businesses located in Fairfax County. Growth in both employment and the number of businesses generate increased tax revenues and additional expenditures for Fairfax County. Unemployment rates show the strength of the Fairfax County economy by indicating how many Fairfax County residents are actively seeking but are unable to obtain employment.

At-Place Employment

According to data from the Bureau of Labor Statistics, after the end of a steep recession, jobs in the County expanded at modest rates of 0.8 percent and 0.7 percent in 2010 and 2011, respectively. In

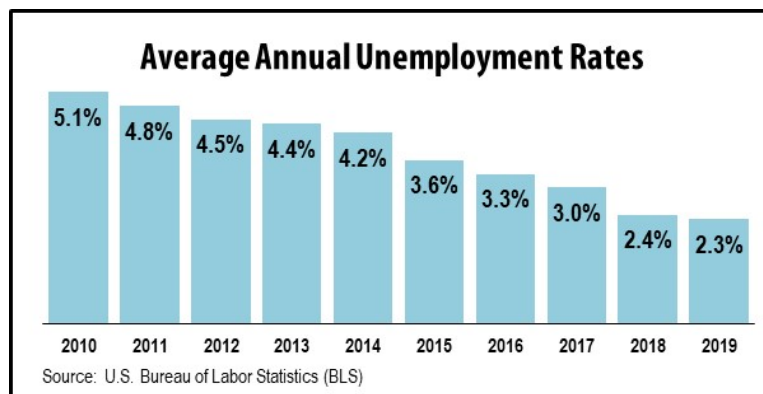
2012, employment growth rose by 12,400 jobs, or 2.1 percent, and the number of jobs exceeded its pre-recession peak. However, job losses occurred in 2013 and 2014 primarily due to federal spending cuts that reduced federal employment and professional

and business services employment. Employment fell 0.3 percent in 2013 and 1.2 percent in 2014. Employment has increased steadily since then; by 1.4 percent in 2015, 1.1 percent in 2016, 1.2 percent in 2017, and 1.6 percent in 2018. As of June 2019, the estimated number of jobs in the County totals 629,749. This represents an increase of about 9,300 jobs over June 2018, or 1.5 percent, and is the highest employment level ever in Fairfax County.



Unemployment Rates

During the last decade, residents of Fairfax County have experienced relatively low unemployment rates. In the aftermath of the great recession the unemployment rate has fallen each year since 2010. In 2019, the unemployment rate of 2.3 percent was the lowest in 12 years.





1742

Long-Term Financial Policies and Tools



FY 2021

Advertised Budget Plan

Long-Term Financial Policies and Tools

Overview

This section identifies some of the major policies, long-term financial management tools and planning documents that serve as guidelines for decisions, support the strategic direction of the County and contribute directly to the outstanding fiscal reputation of the County. Adherence to these policies has enabled the County to historically borrow funds at the lowest possible interest rates available in the municipal bond market.

The keystone to the County's ability to maintain its fiscal integrity is the continuing commitment of the County's Board of Supervisors. This commitment is evidenced by the Board of Supervisors' adoption of the *Ten Principles of Sound Financial Management (Ten Principles)* in 1975, which remain the policy context within financial decisions are considered and made. These principles relate primarily to the integration of capital planning, debt planning, cash management and productivity as a means of ensuring prudent and responsible allocation of the County's resources.

In addition to the *Ten Principles*, this section includes an overview of the County's long-term financial policies with a brief description of policies relating to the budget guidelines, reserves, internal financial controls, debt management, risk management, information technology, and investments. Long-term financial management tools and planning documents used by the County are also briefly described.

Ten Principles of Sound Financial Management

The *Ten Principles*, adopted by the Board of Supervisors on October 22, 1975, endorsed 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 debt service savings for the residents of Fairfax County now and in the future.

From time to time the Board of Supervisors amends the *Ten Principles* in order to address changing economic conditions and management practices. In FY 2016, as a response to concerns from the bond rating agencies, the Board committed to increasing the County's reserve policies to strengthen the County's financial position. As a result, the Managed Reserve target increased from 2 to 4 percent of General Fund Disbursements and the Revenue Stabilization Reserve target increased from 3 to 5 percent of General Fund Disbursements. In addition, a new Economic Opportunity Reserve was established at 1 percent of General Fund Disbursements (revising the total for these primary reserves from 5 to 10 percent), as well as funding other replacement reserves. Thus, the County reserve policy will be more in-line with other triple-A jurisdictions. The FY 2021 Advertised Budget Plan reflects full funding for the Managed Reserve, the Revenue Stabilization Fund and the Economic Opportunity Reserve at 4.0 percent, 5.0 percent and 1.0 percent, respectively.

In FY 2008, the Board authorized the use of variable rate debt. Variable rate obligations are debt obligations that are frequently used for short-term or interim debt financing and have an interest rate that is reset periodically, usually for periods of less than one year. Variable rate debt is typically used to take advantage of low short-term rates in anticipation of converting to longer-term fixed rate financing for complex projects or to mitigate the impact of volatile markets.

For the FY 2019 Adopted Budget Plan, the County agreed to sell an additional \$25 million in general obligation bonds for the Fairfax County Public Schools, thereby increasing their annual total from \$155 million to \$180 million. This bond sale took place in January 2019, with the debt service beginning in FY 2020. Discussions on this increase occurred with the Board of Supervisors as part of Budget Committee meetings in spring 2018. Annual County bond sale limits were increased by

\$25 million from \$275 million or \$1.375 billion over a five-year period to \$300 million or \$1.5 billion over a five-year period. These changes are reflected in the *Ten Principles of Sound Financial Management*, and the impact on the debt ratios with respect to capacity and affordability will continue to be monitored.

In addition to the more traditional methods of long-term financing through General Obligation Bonds, the County has been able to accomplish major capital improvements using alternative financing while maintaining the County's fiscal integrity as required by the *Ten Principles*. Accomplishments such as Metrorail station parking garages, construction of Route 28, the opening of a commuter rail and construction of government facilities have all been attained in addition to a robust bond construction program. In 2003, the County accelerated the construction of a new high school by three years through the creative use of revenue bonds in connection with the joint development of a senior care facility and a golf course. From 1999 through 2019, the County has approved \$5.10 billion of new debt via referendum, with \$3.30 billion for Schools and \$1.80 billion for the County.

Since 1975, the savings associated with the County's "triple-A" bond rating is estimated at \$579.52 million. Including savings of \$332.27 million from the various refunding sales, the total benefit to the County equates to \$911.79 million. Also, implementation of a Master Lease program and judicious use of short-term lease purchases for computer equipment, copier equipment, school buses and energy efficient equipment have permitted the County and Schools to maximize available technology while maintaining budgetary efficiency.

The *Ten Principles* full text is as follows:

Ten Principles of Sound Financial Management April 24, 2018

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. 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.
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 \$300 million per year, or \$1.5 billion over five years, with a technical limit of \$325 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.
9. **Underlying Debt and Moral Obligations.** The proliferation of 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.

Through the application of the *Ten Principles*, careful fiscal planning and sound financial management, Fairfax County has achieved a "triple A" bond rating from the three leading rating agencies. The County has held a Aaa rating from Moody's Investors Service since 1975, a AAA rating from Standard and Poor's Corporation since 1978, and a AAA rating from Fitch Investors Services since 1997. As of January 2020, Fairfax County is one of only 48 counties in the country with "triple A" bond ratings from all three rating agencies.

As of January 2020, only a limited number of jurisdictions, including Fairfax County, have received a "triple A" bond rating from Moody's Investors Service, Standard and Poor's Corporation, and Fitch Investors Services:

- **only 48 of the nation's 3,069 counties**
- **only 13 of the nation's 50 states**
- **only 34 of the nation's 35,000+ cities and towns**

Budget Guidance

Each year during budget adoption, the Board of Supervisors reaffirms and approves budget guidelines for the next budget year. These guidelines then serve as a future budget development tool.

Budget Guidance for FY 2020 and FY 2021

Strategic Planning

The Board endorses the current Strategic Planning process being undertaken by the County. Consistent with discussions at the March 26, 2019 joint meeting with the School Board, staff should proceed as planned with the next phases of the Strategic Plan. This will include continued opportunities for community engagement. The work that is underway, which will be guided by the One Fairfax policy, is designed to define the key challenges facing the County in each of the nine priority areas and identify core factors that influence the desired outcomes in each priority area. In addition, key metrics to measure and report progress will be defined to ensure that the plan is a living and flexible tool that enhances future performance management and decision-making. One of the critical elements of the Strategic Plan is recognition that new business models and organizational requirements will achieve greater collaboration across County agencies and FCPS to achieve priorities. Future capital and operating budgets will also be aligned with the Strategic Plan and its priorities. The Board commends the County Executive's initiative and anticipates the robust discussion which will ensue once the recommended Strategic Plan is presented.

Schools Operating Support and Board of Supervisors/School Board Collaboration

The Board appreciates the collaboration that has taken place over the past several years between the Board of Supervisors and the School Board, as well as between the management and staff of both organizations, particularly between the County Executive and School Superintendent. This spirit of cooperation will be important as the County and Schools continue to identify resources for their joint priorities in FY 2021 and beyond. The County Executive is encouraged to build his FY 2021 proposal assuming equal growth of County disbursements and School transfers, as has been done in recent years, while balancing spending with maintaining affordability for taxpayers. With the County and Schools working in partnership, this practice has allowed for a more positive and constructive budget development process. Continued joint discussions on important budget issues, including shared services and shared use capital opportunities, as well as initiatives examined through the new Joint Environmental Task Force, will help to inform all decision-makers and set the stage for productive discussions in the Fall when updated forecasts are presented to both boards. Issues for examination should include joint work by the Schools and Park Authority to develop a multi-year approach to fund the construction of permanent restroom facilities at major Schools fields and Park facilities.

SCYPT/School Readiness

One of the most effective collaborations between the County and Schools has been the Successful Children and Youth Policy Team (SCYPT). Strategies endorsed by SCYPT have led to the implementation of initiatives to improve the behavioral health system of care for children, expand school readiness opportunities, and address absenteeism in schools. For example, since FY 2015, the County has added just under \$6.5 million in funding and 234 early childhood education slots. Continuing the progress made to improve services for the County's youth is of paramount importance to the Board. Therefore, staff is directed to return to the Board in the Fall for a discussion and update on next steps to continue to reduce waiting lists and expand school readiness and childcare opportunities.

Affordable Housing

The Board commends the work of the community in response to the Board motion to develop a plan for meeting the long-term goals of affordable housing in Fairfax. The Affordable Housing Resources Panel (AHRP) responded with a thorough review of the issue and identified actionable recommendations to be incorporated into Budget Guidance so the Board could direct staff to include recommendations for FY 2021. The Board is pleased to be able to make a down payment on these longer-term commitments in the form of the FY 2019 Third Quarter Review one-time funding for the Housing Blueprint and the addition of a Housing in All Policies position for the Department of Housing and Community Development (DHCD) in FY 2020. In addition, staff is directed to facilitate the transfer of properties appropriate for affordable housing as soon as possible as opposed to waiting for FY 2021. This includes the West Ox/Route 50 property in Sully District.

The Board further directs the County Executive to focus on the five strategic areas identified by the AHRP:

- Need, new production goals, and resources
- Preservation of affordable units
- Land use policies and regulations
- Institutional capacity
- Community awareness and legislative priorities

Specifically, the Board recognizes the need for 15,000 new housing units over the next 15 years that are affordable to households earning 60 percent of Area Median Income (AMI) or less and endorses the AHRP recommendation that the County assist in the production of at least 5,000 new affordable units over the next 15 years using public financial resources. Staff is directed to develop a plan that identifies the equivalent of one additional cent on the Real Estate Tax rate (in addition to the current half-penny) for this purpose. It should be noted that the current half-penny does not reflect the County's total commitment to affordable housing. In FY 2020, including the \$5 million added as part of the FY 2019 Third Quarter Review, total resources in the budget for affordable housing will total more than \$140 million including County, federal and all other revenue sources.

The Board also reaffirms its commitment to no net loss of existing market affordable units to be achieved through public financing and land use policy, with the current funding of a half a penny in the Penny for Affordable Housing Fund prioritized to support preservation.

The approach to develop affordable housing is not limited to funding. Therefore, the Board directs the County Executive, the Deputy County Executive for Planning and Development, and staff to develop a package of innovative land use policies to further facilitate the development of affordable housing beyond the stated goal of 5,000 units. Additional investments in staff resources to facilitate these options should be identified for the Board.

The County should also fully explore all opportunities to better utilize all public space in the County in support of the goal of developing affordable housing. Exploring opportunities with other entities, such as houses of worship, and all public private partnership options should be a top priority of DHCD.

The Board anticipates that affordable housing will be a critical focus area in the Countywide Strategic Plan and therefore incorporated into long-term planning and budgeting for the County.

Staff should ensure that affordable housing has a prominent place in the Board's legislative program and promote community awareness of affordable housing needs and opportunities.

Finally, the Board additionally directs the County Executive and staff to refer to the Panel report (<https://www.fairfaxcounty.gov/housing/sites/housing/files/assets/documents/ahrp/ahrp%20recommendations%20final.pdf>), and return to the Board with a plan to respond to all the recommendations in the Fall of 2019, including incorporation into the FY 2021 budget discussion. This should include long-term options for community involvement and monitoring of progress and opportunities for providing ongoing advice and updates to the Board. The monitoring of progress should be based on metrics and a dashboard should be developed to track progress.

Retiree Health

Advances in medicine have led to new treatments and practices that increase our lifespans and provide better management of chronic diseases; but improved longevity and more expensive treatments have also increased the cost of health care. Rising health care costs impact retirees more than other groups, as retirees bear a greater share of health insurance premiums and incur more out of pocket health expenses. The health insurance landscape is also changing, with the availability of new approaches to the provision of enhanced Medicare coverage, the introduction of private and public health care exchanges, and the growing use of tax-advantaged vehicles such as health savings accounts to allow employees to save for future health expenses. Staff is directed to review the County's retiree health benefits and return to the Board at a future Personnel Committee meeting with recommendations to improve the retiree health program based on the evolving health care environment. This review should include the potential impact on the County's OPEB (Other Post-Employment Benefit) liability.

Uniformed Fire and Rescue Compensation

Based on Board direction, and on the heels of a similar study for Police and Sheriff, a consultant study of the uniformed Fire and Rescue compensation plan and organizational structure was undertaken, and results were presented at the Board's Personnel Committee meeting on April 2, 2019. Although some of the recommendations of the study were included in the FY 2020 Advertised Budget Plan for implementation, the Board feels that it is important to take the time to more fully understand the analysis and recommendations of the study before moving forward. Staff is directed to come back to the Board's Personnel Committee meeting before the August recess to provide a thorough briefing of the information included in the study. Before returning to the Board, it is imperative that staff engage with employee group representatives and work with leadership of the Fire and Rescue Department on the development of recommendations coming out of the report. Funding of \$2.68 million is available in the FY 2020 budget to support these recommendations.

Police Pay and Organizational Adjustments

Over the past years, a number of recommendations from the 2016 consultant study on Police compensation and the organizational structure have been implemented. This has included pay scale adjustments to make the increases between steps and grades more consistent, as well as adding Relief Sergeant positions. The last portion of funding for the Relief Sergeants is included in the FY 2020 budget. The County has been implementing recommendations over a multi-year period, and this is expected to continue in FY 2021. These issues include continuing to examine pay competitiveness relative to the market, looking at options related to supervisory pay levels, and addressing pay concerns for Animal Protection Police Officers. Although some of these issues may be addressed with additional resources in future budgets, the department is also

encouraged to look at options to address these issues, if possible, within current appropriation levels.

Body Worn Cameras

The Board is scheduled to receive an update on the results of the body worn camera pilot program at a July Public Safety Committee meeting. Direction to staff on next steps will follow this discussion. Consistent with the discussions that have occurred already concerning body worn cameras, the Board has identified non-recurring funding of \$5.57 million as the initial source of funding for implementation. This funding will accommodate any FY 2020 requirements determined by the Board for next steps. Any recurring funding requirements will be included in the FY 2021 budget.

Welcoming Inclusion Network Recommendations

The Board appreciates the excellent work by the Fairfax-Falls Church Community Services Board (CSB) and the Welcoming Inclusion Network (WIN) which resulted in the recommendations for expanded employment and day service options for adults with developmental disabilities presented to the Board at the December 11, 2018 Health, Housing and Human Services Committee meeting. While some of the recommendations, such as offering a transition to community-based older adult day services, should result in cost savings in the long-term, others may require additional resources. These include marketing incentives to increase group-supported employment options and expanding opportunities for self-directed services. Therefore, the County Executive is directed to include as part of the FY 2021 Advertised Budget Plan resources necessary to allow for the implementation of the CSB-supported WIN recommendations for employment and day services.

Diversion First

FY 2020 marks the fourth year of the County's Diversion First initiative, which was established to offer treatment options to individuals with mental illness, developmental disabilities or co-occurring substance abuse disorders rather than sending them to jail for low-level offenses. Since its inception in January 2016, over 1,300 individuals have been diverted to treatment rather than incarceration through the program. It is important that the County continue to implement the multi-year strategy for this successful initiative in future years, and the County Executive is directed to include Diversion First funding in his FY 2021 proposal.

Library Hours

The Fairfax County Public Library (FCPL) system is the educational institution at the center of many neighborhood communities across the County. FCPL has 22 branch locations: eight larger regional and 14 smaller community library branches. Significant public investments have been made in renovating and expanding these great facilities. However, due to operating budget restraints, the hours the community has access to these facilities, and the services and activities available in our libraries, are limited. The populations served by the libraries range from pre-school to older adults, as well as those with visual impairments and other physical disabilities, non-native English speakers, children with autism, and individuals of various economic means. Our library system is one of the most obvious and potentially productive tools for implementing the County's commitment to One Fairfax. Therefore, the County Executive is directed to work with Library staff to evaluate the service and fiscal impacts of various options for increasing library hours through additional funding in the FY 2021 budget. The County Executive should report

back to the Board with the results of this analysis to allow for discussion before the development of the FY 2021 Advertised Budget Plan.

State Employee Compensation Supplements

Board members continue to hear the concerns of state employees who believe that their state salaries are inadequate based on their responsibilities and the cost of living in northern Virginia. Providing appropriate compensation for these employees is the responsibility of the state. In some circumstances, however, the County has approved salary supplements for state employees who work in support of County activities, such as clerks in the General District Court and Juvenile and Domestic Relations District Court, employees in the Office of the Commonwealth's Attorney, and employees in the Office of the Public Defender. Before approving changes to current supplements – or the addition of new supplements – it is important for the Board to be provided with further information. Therefore, staff is directed to return to the Board in the Fall – for discussion at a Budget or Public Safety committee meeting – with more detail on supplements currently provided, supplements provided in other jurisdictions, legal limitations, and compensation comparisons with similar County staff. This information should specifically include data for Probation and Parole Officers, as well as Public Defenders. Additionally, this issue should be added to a Legislative Committee agenda for discussion.

Machinery and Tools Tax

As the County continues to focus on economic development opportunities, staff is directed to look at small-scale production and how County policies, practices, and taxing structures could be adjusted to encourage new businesses, as well as the expansion of current ones. As an example, the Machinery and Tools Tax (M&T) is higher than a number of surrounding jurisdictions and includes a less aggressive depreciation schedule. In addition, staff should analyze other components of the County's competitive position of attracting these businesses in the region. The results of this review and analysis should be provided to the Board in advance of the FY 2021 budget discussion to solicit Board guidance for possible actions which could be included in FY 2021.

Lake Accotink

The County Executive, the Park Authority, Stormwater Management and the Department of Management and Budget are directed to refine the options and timeline, and appropriate funding mechanisms, to address the critical environmental issues at Lake Accotink. The FY 2020 Capital Improvement Program identifies the current anticipated timeline and scope of the project. The updated staff recommendation, including a specific funding strategy and timeline, should be presented to the Board of Supervisors during the Fall of 2019 for action.

I now move the Budget Guidance that I just reviewed which will help direct the FY 2021 Budget process.

A Copy Teste:



Catherine A. Chianese,
Clerk to the Board of Supervisors

Reserve Policies

The reserve policies adopted by the County are complementary to the requirement for balanced budgets. Among the long-standing policies are that:

- Annual budgets be balanced between projected total funds available and total disbursements including funding for established reserves;
- It is imperative that positive cash balances exist in the General Fund at the end of each fiscal year; and
- 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 to end each fiscal year with a positive cash balance.

In FY 2016, the Board of Supervisors updated the *Ten Principles of Sound Financial Management* to increase the County's overall reserve target from 5 percent to 10 percent of General Fund Disbursements. Since the reserve targets were adjusted, the County has made significant progress in increasing reserve funding. As of the FY 2021 Advertised Budget Plan, total reserve funding is fully funded at 10 percent of General Fund Disbursements. Additional allocations to maintain the 10 percent target will be made through a combination of annual appropriations, by applying one-time resources such as bond refunding, and setting aside 40 percent of year-end balances after funding critical requirements.

There are three primary General Fund reserves:

Managed Reserve

- Policy of four percent of General Fund Disbursements.
- Per the FY 2021 Advertised Budget Plan, funding equates to 4.0 percent or \$185.01 million.
- From the *Ten Principles*: 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.

Revenue Stabilization Fund

- Policy of five percent of General Fund Disbursements.
- Per the FY 2021 Advertised Budget Plan, funding equates to 5.0 percent or \$231.26 million.
- From the *Ten Principles*: 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.

The RSF was used for the first and only time in FY 2009. A withdrawal of \$18.7 million was a small part of the total plan approved by the Board which included significant reductions, a furlough for employees and application of other balances to address a \$64.7 million shortfall at the *FY 2009 Third Quarter Review*. As a result of available balances at FY 2009 year-end, the reserve was fully replenished.

Economic Opportunity Reserve

- Policy of one percent of General Fund Disbursements.
- Per the FY 2021 Advertised Budget Plan, funding equates to 1.0 percent or \$46.25 million.
- From the *Ten Principles*: 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.

In addition to the Managed Reserve, the RSF, and the Economic Opportunity Reserve, the County has many reserves maintained within various funds. Among these reserves are those designated for replacement of equipment and facilities, identified for long-term liabilities, to meet debt service requirements and as operating/rate stabilization reserves. Staff identifies potential changes to funding levels and brings to the Board policy decisions which need to be made in relation to Reserve Policies as part of the annual budget process. In addition, during the Carryover process at year end, reserve balances are often reset as a result of actual fund balances and/or actuarial analyses. More detail about the size of the reserves and the specific use for them is available in each agency narrative, but the Board policies concerning reserves are summarized below.

Replacement Reserve Policies: The Board of Supervisors has repeatedly reaffirmed the policy that the County budget shall include funds for cyclic and scheduled replacement or rehabilitation of equipment and other property to minimize disruption of budgetary planning from irregularly scheduled monetary demands. These reserves are necessary to provide a source of funding for planned replacement of major equipment or infrastructure over several years. For example, the County maintains a vehicle replacement reserve within the Department of Vehicle Services to plan for vehicle replacement once age, mileage and condition criteria have been met. General Fund monies are set aside each year over the life of the existing vehicle to pay for its replacement. Helicopter, ambulance, and large apparatus replacement funds are also maintained for the Police and Fire and Rescue Departments. Fixed payments to these reserves are made annually to ensure funding is available at such time that the equipment must be replaced.

Outstanding Liability Policies: The Board of Supervisors has also consistently funded reserve requirements for outstanding liabilities as they are identified and in conformance with accounting standards and practices. It is important to note that contributions to these liability reserves have been sustained even as reductions in services have been made, demonstrating the commitment of the Board to meet its fiduciary responsibilities. An example of a liability reserve is the County's Self Insurance program, which is evaluated each year by an actuary and the liability for all self-insured

programs is identified. The accrued liability reserve identified as of year-end each year is funded during a subsequent quarterly review. An additional reserve is also currently identified by County policy for catastrophic loss above and beyond the identified accrued liability. Beginning in FY 2008, the County's financial statements were required to implement Governmental Accounting Standards Board (GASB) statements for other post-employment benefits. This standard addresses how local governments should account for and report their costs related to post-employment health care and other non-pension benefits. Therefore, an actuarially determined contribution (ADC) to meet the long-term liability is funded by both the County and Schools.

Debt Service Reserve Policies: The majority of debt service reserves are maintained by a trustee as stipulated by the terms of the bond documents for the bonds, which are being supported. However, as an Enterprise System of the County, Sewer Bond Debt Reserves were established in Funds: 69000, Sewer Revenue; 69030, Sewer Bond Debt Reserve; and 69040, Sewer Bond Subordinate Debt Reserve, to provide one year of principle and interest for the outstanding bond series as required by the Sewer System's General Bond Resolution.

Operating and Rate Stabilization Reserve Policies: The County has also identified reserves for potential operating adjustments that may be required and/or to help mitigate the need for significant shifts in tax rates or charges for services. The Boards of both the County and Schools have often approved set aside reserves to assist in budget development for the next year. These reserves have been established as the result of balances accumulated through expenditure savings and conservative revenue projections consistent with the policy that positive cash balances are available at year end.

In addition to its standard reserve policies, the Board regularly reviews the status of fund reserves and makes policy decisions to improve the County's reserve position based on availability and budget flexibility.

Third Quarter/ Carryover Reviews

The Department of Management and Budget conducts a Third Quarter Review on the current year Revised Budget Plan, which includes a detailed analysis of expenditure requirements. All agencies and funds are reviewed during the Third Quarter Review and adjustments are made to the budget as approved by the Board of Supervisors. Section 15.2-2507 of the Code of Virginia requires that a public hearing be held prior to Board action when the potential increases in the appropriation are greater than 1.0 percent of expenditures. The Board's Adopted Budget guidelines indicate that any balances identified throughout the fiscal year, which are not required to support expenditures of a legal or emergency nature, must be held in reserve.

Carryover Review represents the analysis of balances remaining from the prior year and provision for the appropriation of funds to cover the prior year's legal obligations (encumbered items) in the new fiscal year without loss of continuity in processing payments. Carryover extends the prior year funding for the purchase of specific items previously approved in the budget process, but for which procurement could not be obtained for various reasons. All agencies and funds are reviewed during the Carryover Review and adjustments are made to the budget as approved by the Board of Supervisors. Again, the Code of Virginia requires that a public hearing be held prior to Board action when the potential increases in the appropriation are greater than 1.0 percent of expenditures.

Cash Management/ Investments

Maintaining the safety of the principal of the County's public investment is the highest priority in the County's cash management policy. The secondary and tertiary priorities are the maintenance of liquidity of the investment and optimization of the rate of return within the parameters of the Code of Virginia, respectively. Funds held for future capital projects are invested in accordance with these objectives, and in such a manner to ensure compliance with U.S. Treasury arbitrage regulations. A senior interagency Investment Committee develops investment policies and oversees the effectiveness of portfolio management in meeting policy goals.

The County maintains cash and temporary investments in several investment portfolios. A general investment portfolio holds investments purchased by the County for the pooled cash and General Obligation Bond funds. Investments for this portfolio are held by a third-party custodian. Other portfolios are managed to meet the specific needs of County entities, such as, the Fairfax County Economic Development Authority Metrorail Parking System Project Revenue Bonds (the Herndon and Innovation Center Station Parking Garages), Sewer Revenue Bonds, and Fairfax County Redevelopment and Housing Authority Bonds. Investments for all portfolios are held by a third-party custodian.

Except where prohibited by statutory or contractual constraints, the General Fund is credited with interest earned in the general investment pool. Non-General Fund activities that earn interest through centralized investment management contribute to the cost of portfolio management by way of a market-based administrative charge that accrues to the General Fund.

Debt Management/ Capital Improvement Planning

The Commonwealth of Virginia Constitution requires that long-term debt pledged by the full faith and credit of the County can only be approved by voter referendum. There is no statutory limit on the amount of debt the voters can approve. It is the County's own policy to manage debt within the guidelines identified in the *Ten Principles of Sound Financial Management*. Specifically, debt service expenditures as a percentage of General Fund disbursements should remain under ten percent and the percentage of debt to estimated market value of assessed property should remain under three percent. The County continues to maintain these debt ratios, as shown in the following tables:

Debt Service Requirements as Percentage of Combined General Fund Disbursements

Fiscal Year	Debt Service Requirements ¹	General Fund Disbursements ²	Percentage
2017	\$313,389,406	\$4,005,844,810	7.82%
2018	337,076,503	4,112,554,168	8.20%
2019	345,310,490	4,300,483,841	8.03%
2020 (Est.)	348,935,780	4,547,454,778	7.67%
2021 (Est.)	349,903,999	4,625,296,824	7.57%

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. Sources: FY 2017 to FY 2019 Comprehensive Annual Financial Report; FY 2020 and FY 2021 Fairfax County Department of Management and Budget.

² Sources: FY 2017 to FY 2019 Comprehensive Annual Financial Report; FY 2020 and FY 2021 Fairfax County Department of Management and Budget.

Net Debt as a Percentage of Market Value of Taxable Property

Fiscal Year	Net Bonded Indebtedness ¹	Estimated Market Value ²	Percentage
2017	\$2,895,516,000	\$248,802,572,781	1.16%
2018	2,918,416,000	253,512,049,641	1.15%
2019	2,889,935,000	262,356,806,422	1.10%
2020 (Est.)	2,878,085,000	271,642,694,311	1.06%
2021 (Est.)	3,040,055,000	281,180,505,073	1.08%

¹ The amount includes outstanding General Obligation Bonds and other tax supported debt obligations. Sources: FY 2017 to FY 2019 Comprehensive Annual Financial Report and Fairfax County Department of Tax Administration; FY 2020 and FY 2021 Fairfax County Department of Management and Budget and Department of Tax Administration.

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

Per capita debt is also an important measure used in analyses of municipal credit. Fairfax County has historically had moderate to low per capita debt and per capita debt as a percentage of per capita income due to its steady population growth, growth in the assessed valuation of property and personal income of residents, combined with a record of rapid repayment of capital debt.

The *Ten Principles* establishes, 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* also express the intent of the Board of Supervisors to encourage a diversified economy 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 five-year Capital Improvement Program (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 stay within its self-imposed debt guidelines as articulated in the *Ten Principles*. 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.

Pay-as-you-go Financing

Although a number of options are available for financing the proposed CIP, 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 the *Ten Principles*, 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 show purposeful restraint in incurring 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 project in relation to an agreed upon set of criteria. It is the Board of Supervisors' policy that non-recurring revenues should not be used for recurring expenditures.

Risk Management

Continuing growth in County assets and operations perpetuates the potential for catastrophic losses resulting from inherent risks that remain unidentified and unabated. In recognition of this, the County has adopted a policy of professional and prudent management of risk exposures.

To limit the County's risk exposures, a Risk Management Steering Committee was established in 1986 to develop appropriate policies and procedures. The County Risk Manager is responsible for managing a countywide program. The program objectives are as follows:

- To protect and preserve the County's assets and workforce against losses that could deplete County resources or impair the County's ability to provide services to its citizens;
- To institute all practical measures to eliminate or control injury to persons, loss to property or other loss-producing conditions; and
- To achieve such objectives in the most effective and economical manner.

While the County's preference is to fully self-insure, various types of insurance such as workers' compensation, automobile, and general liability insurance remain viable alternatives when they are available at an affordable price.

Pension Plans

The County funds the retirement costs for three separate retirement systems, including the Police Officers Retirement System, the Fairfax County Employees' Retirement System and the Uniformed Retirement System, while the Fairfax County Public Schools funds the cost of the Educational Employees Supplementary Retirement System. These retirement systems are administered by the County and are made available to Fairfax County government and school employees to provide financial security when they become retirement eligible or cannot work due to disability. In addition, professional employees of the Fairfax County Public Schools participate in a plan sponsored and administered by the Virginia Retirement System. The Board of Supervisors reviews the three County retirement plans annually and takes action to fund the County's obligation.

The County is committed to strengthening the financial position of its retirement systems and has established a goal to reach a 90 percent funded status for all plans by FY 2025. In order to meet this goal, the Board of Supervisors approved, as part of the adoption of the FY 2016 Adopted Budget Plan, the following multi-year strategy:

- The employer contribution rates will be increased so that the County will include amortization of 100 percent of the unfunded liability in the actuarially determined contributions for all systems by FY 2020. The County will continue to use a conservative 15-year amortization period.
- Until each system reaches 100 percent funded status, employer contributions to that system will not be reduced. Various factors, such as the historical trend of the County's investment returns exceeding the assumed rate of return, could allow employer contribution rates to be reduced from current levels. However, the County is committed to maintaining the rates and redirecting any potential savings into further improvement in the systems' funded positions.
- Any additional unfunded liability created as a result of approved benefit enhancements, such as ad-hoc Cost-of-Living Adjustments (COLAs), will be fully funded. It is the intent that no adjustments to benefit levels will reduce the funded status of any of the systems.

In keeping with this strategy, the FY 2020 Adopted Budget Plan included the amortization of 100 percent of the unfunded liability in the actuarially determined contributions for all systems. In addition, the employer contribution rates to all three systems have been maintained or increased each year, and benefit enhancements, when approved by the Board, have been accompanied by one-time contributions to fully fund any associated increase in liability in the year that the benefit enhancement is approved.

The County has also taken multiple steps to limit increases in liabilities:

- In FY 2010, the requirements regarding the award of ad-hoc COLAs were tightened. Retirees are eligible to receive an annual base COLA which is the lesser of the Consumer Price Index (CPI) for the 12 months ending on the previous year's March 31, or 4.0 percent. If certain conditions are met, an additional 1.0 percent ad-hoc COLA can be awarded at the discretion of each retirement system's Board of Trustees. After a staff review at the Board of Supervisors' direction, the Fairfax County Code was changed to require that the retirement system must have an actuarial surplus, demonstrated by having a funding ratio exceeding 100 percent, before an ad-hoc COLA can be considered.
- In FY 2012, the Board of Supervisors adopted modifications to the retirement systems, which apply only to new employees who are hired on or after January 1, 2013. These changes include increasing the minimum retirement age for normal service retirement from 50 to 55 in the Employees' system; increasing the rule of 80 (age plus years of service) to the rule of 85 in the Employees' system; placing a cap on the use of sick leave for purposes of determining retirement eligibility and benefits at 2,080 hours for all three retirement systems; and, for the Deferred Retirement Option Plan (DROP), removing the pre-Social Security supplement from balances accumulated during the DROP period in the Employees' and Uniformed systems. No changes were made to benefits for current employees.
- In FY 2019, the Board of Supervisors adopted modifications to the retirement benefits provided to new employees hired on or after July 1, 2019. These changes included eliminating the pre-Social Security supplement for employees in the Employees' and Uniformed systems and repealing the additional retirement allowance that increases the calculated retirement annuity by 3 percent for all three retirement systems. No changes were made to benefits for current employees.

The School Board reviews the Educational Employees' Supplementary Retirement plan annually and takes action to fund the County's obligation based on actuarial valuations that are usually performed annually. Benefits are defined in each system according to the requirements of an ordinance of the Fairfax County Code. Each retirement system is governed by a Board of Trustees whose function is the general administration and operation of the system. Each Board has full power to invest and reinvest the accumulated monies created by the systems in accordance with the laws of the Commonwealth as they apply to fiduciaries investing such funds. Investment managers are hired by each Board and operate under the direction of the Boards' investment objectives and guidelines. Each Board meets once a month to review the financial management of the funds and to rule on retirement applications.

Other Post-Employment Benefits (OPEB)

Beginning in FY 2008, the County's financial statements were required to implement Governmental Accounting Standards Board (GASB) statements that address how local governments should account for and report their costs related to post-employment health care and other non-pension benefits. Currently, the County offers retirees the option to participate in County group health insurance, life insurance, and dental plans. These benefits are offered to retirees at premium rates established using the blended experience of the active and retiree populations. As such, retirees receive an "implicit" benefit, as these premium rates are typically lower than if they were set solely using the experience of the retiree group. In addition, County retirees receive an explicit benefit through the retiree health benefit subsidy. The County provides monthly subsidy payments to eligible County retirees to help pay for health insurance. The current monthly subsidy, approved in FY 2018, commences at age 55 and varies by length of service. The monthly subsidy is provided to retirees on a discretionary basis, and the Board of Supervisors reserves the right to reduce or eliminate the benefit in the future if the cost of the subsidy becomes prohibitive or an alternative is chosen to aid retirees in meeting their health insurance needs.

GASB 75 requires that the County accrue the cost of post-employment benefits during the period of employees' active employment, while the benefits are being earned, and disclose the unfunded actuarial accrued liability to accurately account for the total future cost of post-employment benefits and the financial impact on the County. The County established the OPEB Trust Fund in FY 2008 to pre-fund the cost of post-employment healthcare and other non-pension benefits. Establishing such a trust fund allows the County to capture long-term investment returns and make progress towards eliminating the unfunded liability over a 30-year period. This methodology mirrors the funding approach used for pension benefits. As a result, the County is required to make an annual contribution towards the long-term liability. This includes an amount for benefits accrued by active employees during the fiscal year, as well as an additional amount to address the unfunded actuarial accrued liability.

In FY 2016, the County implemented an Employer Group Waiver Plan (EGWP) for Medicare retiree prescription drug coverage. The EGWP is a standard Medicare Part D plan with enhanced coverage. By implementing an EGWP, the County can maximize prescription drug subsidies from the federal government and pharmaceutical manufacturers. This plan replaces the prescription drug coverage that was previously provided to Medicare retirees through the County's self-insured health plans and the Retiree Drug Subsidy (RDS) that the County previously received from the Centers for Medicare and Medicaid Services. This change has had a significant impact on the County's OPEB liability, as GASB accounting rules allow EGWP revenue to directly offset plan costs in the GASB valuation, impacting the Actuarial Accrued Liability (AAL), whereas the RDS could not be reflected in the liability calculations.

The actuarial accrued liability is calculated annually as part of the actuarial valuation and includes adjustments due to benefit enhancements, medical trend experience, and normal growth assumptions. Before approving additional benefit enhancements, the County must carefully consider not only the impact on the current fiscal year budget, but also the long-term impact on the County's OPEB liability and actuarially determined contribution.

Fairfax County Public Schools (FCPS) offer similar benefits to their retirees, which result in a separate OPEB liability. FCPS also created an OPEB Trust Fund in FY 2008 to begin to address their unfunded liability and pre-fund the cost of other post-employment benefits.

Grants

County policy requires that the initial application and acceptance of all grants over \$100,000 be approved by the Board of Supervisors. Each grant application is reviewed for the appropriateness and desirability of the program or service. Upon completion of the grant, programs are reviewed on a case-by-case basis to determine whether the program should be continued utilizing County funds. The County has no obligation to continue either grant-funded positions or grant-funded programs if continued grant funding is not available.

Effective September 1, 2004, the Board of Supervisors established a new County policy for grant applications and awards that meet certain requirements. If a grant is \$100,000 or less, with a required Local Cash Match of \$25,000 or less, with no significant policy implications, and if the grantor does not require Board of Supervisors' approval, the agency can work directly with the Department of Management and Budget to receive the award and reallocate funding from the anticipated/unanticipated reserve directly to the agency. If an award exceeds these limitations, but was listed in the Anticipated Grant Awards table in the Adopted Budget for the current fiscal year, Board of Supervisors' approval is not required unless the actual funding received differs significantly from the projected funding listed in the budget. For any grant that does not meet all the specified criteria, the agency must obtain Board of Supervisors' approval to apply for or accept the grant award.

Contributory Policies

To improve the general health and welfare of the community, as well as leverage scarce resources, it is the policy of the Board of Supervisors to make General Fund appropriations of specified amounts to various nonsectarian, nonprofit or quasi-government entities. Because public funds are being appropriated, funds provided to designated contributory agencies are currently made available contingent upon submission and review of financial reports. This oversight activity includes program reporting requirements that request designated contributories to describe accurately, in a manner prescribed by the County Executive, the level and quality of services provided to County residents.

Information Technology

The following ten strategic directions are fundamental principles upon which Fairfax County will base its Information Technology (IT) decisions in the upcoming years. These are intended to serve as guidelines to assist County managers in applying information technology to achieve business goals.

Ten Fundamental Principles of Information Technology

In addition to the Department of Information Technology's Mission and Goals, Fairfax County Information Technology (IT) projects and processes are guided by ten fundamental principles approved by the Board of Supervisors in 1996, and updated annually, as needed.

1. Our ultimate goal is to provide citizens, the business community, and County employees with timely, convenient access to appropriate information and services through the use of technology.
2. Business needs drive information technology solutions. Strategic partnerships will be established between the stakeholders and County so that the benefits of IT are leveraged to maximize the productivity of County employees and improve customer services.
3. Evaluate business processes for redesign opportunities before automating them. Use new technologies to make new business methods a reality. Exploit functional commonality across organizational boundaries.

Ten Fundamental Principles of Information Technology

4. Manage Information Technology as an investment.
 - Annually allocate funds sufficient to cover depreciation to replace systems and equipment before life-cycle end. Address project and infrastructure requirements through a multi-year planning and funding strategy.
 - Manage use of funds at the macro level in a manner that provides for optimal spending across the investment portfolio aligned to actualized project progress.
 - Look for cost-effective approaches to improving "legacy systems". Designate systems as "classic" and plan their modernization. This approach will help extend investments and system utility
 - Invest in education and training to ensure the technical staffs in central IT and user agencies understand and can apply current and future technologies.
5. Implement contemporary, but proven, technologies. Fairfax County will stay abreast of emerging trends through an ongoing program of technology evaluation. New technologies often will be introduced through pilot projects where both the automation and its business benefits and costs can be evaluated prior to any full-scale adoption.
6. Hardware and software shall adhere to open (vendor-independent) standards and minimize proprietary solutions. This approach will promote flexibility, inter-operability, cost effectiveness, and mitigate the risk of dependence on individual vendors.
7. Provide a solid technology infrastructure as the fundamental building block of the County's IT architecture to support reliability, performance and security of the County's information assets. Manage and maintain the enterprise network as an essential communications channel connecting people to information and process via contemporary server platforms and workstations. It will provide access for both internal and external connectivity; will be flexible, expandable, and maintainable; be fully integrated using open standards and capable of providing for the unimpeded movement of data, graphics, image, video, and voice.
8. Approach IT undertakings as a partnership of central management and agencies providing for a combination of centralized and distributed implementation. Combine the responsibility and knowledge of central management, agency staff, as well as outside contract support, within a consistent framework of County IT architecture and standards. Establish strategic cooperative arrangements with public and private enterprises to extend limited resources.
9. Consider the purchase and integration of top quality, commercial-off-the-shelf (COTS) software requiring minimal customization as the first choice to speed the delivery of new business applications (this includes Software as a Service cloud solutions). This may require redesigning some existing work processes to be compatible with beneficial common practice capabilities inherent in many off-the-shelf software packages, while achieving business goals. Based on agency business requirements and/or statutory mandates, custom development remains a feasible option.

Ten Fundamental Principles of Information Technology

10. Capture data once in order to avoid cost, duplication of effort and potential for error and share the data whenever possible. Establish and use common data and common databases to the fullest extent. A data administration function will be responsible for establishing and enforcing data policy, data sharing and access, data standardization, data quality, identification and consistent use of key corporate identifiers.

Budget

The primary financial management tool used by the County is the annual budget process. This involves a comprehensive examination of all expenditure and revenue programs of the County, complete with public hearings and approval by the Board of Supervisors.

Capital Improvement Program (CIP)

The Board of Supervisors annually considers and adopts a five-year Capital Improvement Program (CIP), which supports and implements the Comprehensive Plan. The CIP includes five years of project planning and forecasts project requirements for an additional five-year period. The CIP helps balance the need for public facilities identified by the Comprehensive Plan with the County's fiscal resources and serves as a planning guide for the construction of general County facilities, schools, and public utilities. The CIP process provides a framework for development of reliable capital expenditure and revenue estimates, as well as the timely scheduling of bond referenda.

The CIP is an integral element of the County's budgeting process. The Capital Budget is the foundation for the first year of the adopted five-year CIP. The remaining four years in the CIP serve as a general planning guide. Future planning requirements five years beyond the CIP period are also included. The CIP is supported largely through long-term borrowing, which is budgeted annually in the debt service fund or from General Fund revenues on a pay-as-you-go basis. The Board of Supervisors has approved the Principles of Sound Capital Improvement Planning and Criteria for Recommending Capital Projects, which are applied every year in the development of the CIP. The principles establish the County's Comprehensive Plan as the basis for capital planning requirements and emphasize the principle of life-cycle planning for capital facilities. The CIP is an integral part of the annual budget plan and is included on the County's website.

In October 2005, Fairfax County adopted revised guidelines for review of unsolicited Public Private Educational Facilities and Infrastructure Act (PPEA) proposals. In FY 2008, project screening criteria as presented in the CIP was approved for determining when an unsolicited 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. As of January 28, 2008, the County will only pursue an unsolicited PPEA project if, based on minimal analysis, the project offers a significant contribution to near term CIP goals, it offers significant savings to the General Fund, or a significant positive effect on the County's debt capacity.

Revenue Forecast

Revenue estimates are monitored monthly to identify any potential trends that would significantly impact the revenue sources. A Revenue Task Force meets regularly to review current construction trends, the number of authorized building permits, housing sales, mortgage rates, and other economic data, which impact Real Estate Tax revenue collections. In addition, the Revenue Task Force uses statistical models to estimate such revenue categories as: Personal Property Tax; Local Sales Tax; Business, Professional, and Occupational License Tax; Consumer Utility Tax; and Recordation Tax.

Financial Forecast

A forecast of General Fund receipts and disbursements is developed as part of each year's budget process and is updated periodically. Individual and aggregate revenue categories, as well as expenditures, are projected by revenue and/or expenditure type. Historical growth rates, economic assumptions and County expenditure priorities are all used in developing the forecast. This tool is used as a planning document for developing the budget guidelines and for evaluating the future impact of current year decisions.

Fiscal Impact Review

It is County policy that all items having potential fiscal impact be presented to the Board of Supervisors for review. Effective management dictates that the Board of Supervisors and County citizens be presented with the direct and indirect costs of all items as part of the decision-making process. In addition to its preliminary review of items presented to the Board of Supervisors, County staff also review state and federal legislative items, which might result in a fiscal or policy impact on the County.

Financial, Statistical and Summary Tables



FY 2021

Advertised Budget Plan

Financial, Statistical and Summary Tables

Explanation of Schedules **General Fund Statement**

General Fund Statement

Presents information for Fund 10001, General Fund. The General Fund Statement includes the beginning and ending balances, total available resources and total disbursements, including revenues, transfers in from other funds, expenditures and transfers out to other funds and reserves.

General Fund Direct Expenditures

Provides expenditure information, organized by Program Area and agency, with totals included for each Program Area and for the entire General Fund.

Summary of Appropriated Funds

Summary of Appropriated Funds by Fund Type

Includes Budget Year Summary of Beginning Balance, Revenues by Category, Summary of Transfers In, Expenditures by Program Area, and Summary of Transfers Out for all Appropriated Funds.

Revenue and Receipts by Fund - Summary of Appropriated Funds

Includes revenues for all appropriated funds, organized by the three major fund groups - Governmental, Proprietary and Fiduciary funds.

Expenditures by Fund - Summary of Appropriated Funds

Includes expenditures for all appropriated funds, organized by the three major fund groups - Governmental, Proprietary and Fiduciary funds.

Changes in Fund Balance - Summary of Appropriated Funds

Includes changes in fund balance for all appropriated funds by the three major fund groups - Governmental, Proprietary and Fiduciary funds.

Tax Rates and Assessed Valuation

Summary of County Tax Rates

Presents historical and current fiscal year tax rates for Real Estate, Personal Property, Sewage, Refuse Collection and Disposal, Consumer Utilities, E-911 Fees, and special taxing districts.

Assessed Valuation, Tax Rates, Levies and Collections

Details the assessed valuation and levy of taxable Real Estate and Personal Property, reports actual and estimated collections and reflects the percentage of the total levy collected.

Summary of Revenues

General Fund Revenues

Details General Fund revenues by each source, subtotaled by category, for the prior, current and upcoming fiscal year.

Revenue from the Commonwealth

Summarizes revenues from the Commonwealth of Virginia by fund for the prior, current and upcoming fiscal year.

Revenue from the Federal Government

Summarizes revenues from the Federal government by fund for the prior, current and upcoming fiscal year.

Other Expenditure Schedules

County Funded Programs for School-Related Services

Summarizes all Fairfax County contributions to school-related programs. Congregating the General Fund transfer to the Schools, school debt service, and the numerous school-related programs funded in County agency budgets, reflects a more complete picture of how much the County spends on its schools on an annual basis. Provides additional expenditure data on County-funded programs for youth services (non-school related youth programs) and County-administered programs for school-related services, including programs for which the County has administrative oversight, but not sole funding responsibility.

Services for Older Adults

Summarizes contributions to services for seniors in General Fund and General Fund Supported agencies.

FY 2021 ADVERTISED FUND STATEMENT
FUND 10001, GENERAL FUND

	FY 2019 Actual	FY 2020 Adopted Budget Plan	FY 2019 Carryover	Other Actions July-January	FY 2020 Revised Budget Plan	FY 2021 Advertised Budget Plan	Inc/(Dec) Over Revised	% Inc/(Dec) Over Revised
Beginning Balance	\$234,056,305	\$169,603,702	\$98,878,193	\$908	\$268,482,803	\$184,890,694	(\$83,592,109)	(31.13%)
Revenue ¹								
Real Property Taxes	\$2,796,959,177	\$2,890,593,420	\$0	\$4,106,101	\$2,894,699,521	\$3,054,277,725	\$159,578,204	5.51%
Personal Property Taxes ²	421,826,913	429,180,913	0	8,318,569	437,499,482	442,467,835	4,968,353	1.14%
General Other Local Taxes	528,245,784	537,425,572	0	6,843,356	544,268,928	547,921,558	3,652,630	0.67%
Permit, Fees & Regulatory Licenses	55,874,600	53,559,013	1,250,000	63,071	54,872,084	54,973,621	101,537	0.19%
Fines & Forfeitures	12,258,740	12,583,545	0	(787,881)	11,795,664	11,795,664	0	0.00%
Revenue from Use of Money & Property	71,181,118	82,283,249	0	(21,386,628)	60,896,621	48,452,270	(12,444,351)	(20.44%)
Charges for Services	85,476,153	83,305,683	0	3,090,655	86,396,338	87,154,390	758,052	0.88%
Revenue from the Commonwealth ²	307,422,013	311,982,618	0	920,304	312,902,922	313,196,918	293,996	0.09%
Revenue from the Federal Government	43,970,037	39,350,986	1,309,877	71,262	40,732,125	40,235,797	(496,328)	(1.22%)
Recovered Costs/Other Revenue	18,610,536	16,934,540	0	(1,238,809)	15,695,731	16,234,444	538,713	3.43%
Total Revenue	\$4,341,825,071	\$4,457,199,539	\$2,559,877	\$0	\$4,459,759,416	\$4,616,710,222	\$156,950,806	3.52%
Transfers In								
Fund 40030 Cable Communications	\$3,877,319	\$2,785,414	\$0	\$0	\$2,785,414	\$2,411,781	(\$373,633)	(13.41%)
Fund 40080 Integrated Pest Management	141,000	141,000	0	0	141,000	141,000	0	0.00%
Fund 40100 Stormwater Services	1,125,000	1,125,000	0	0	1,125,000	1,125,000	0	0.00%
Fund 40130 Leaf Collection	0	54,000	0	0	54,000	54,000	0	0.00%
Fund 40140 Refuse Collection and Recycling Operations	548,000	494,000	0	0	494,000	494,000	0	0.00%
Fund 40150 Refuse Disposal	626,000	626,000	0	0	626,000	626,000	0	0.00%
Fund 40170 I-95 Refuse Disposal	186,000	186,000	0	0	186,000	186,000	0	0.00%
Fund 69010 Sewer Operation and Maintenance	2,850,000	2,850,000	0	0	2,850,000	2,850,000	0	0.00%
Fund 80000 Park Revenue	820,000	820,000	0	0	820,000	820,000	0	0.00%
Total Transfers In	\$10,173,319	\$9,081,414	\$0	\$0	\$9,081,414	\$8,707,781	(\$373,633)	(4.11%)
Total Available	\$4,586,054,695	\$4,635,884,655	\$101,438,070	\$908	\$4,737,323,633	\$4,810,308,697	\$72,985,064	1.54%
Direct Expenditures ¹								
Personnel Services	\$832,939,992	\$911,373,918	\$1,711,077	(\$1,620,129)	\$911,464,866	\$950,192,443	\$38,727,577	4.25%
Operating Expenses	373,896,407	370,420,896	32,161,319	(1,118,994)	401,463,221	353,870,144	(47,593,077)	(11.85%)
Recovered Costs	(37,026,057)	(37,367,094)	(205,032)	0	(37,572,126)	(35,687,226)	1,884,900	(5.02%)
Capital Equipment	3,155,889	466,734	1,760,829	2,739,123	4,966,686	504,565	(4,462,121)	(89.84%)
Fringe Benefits	378,582,572	404,522,195	2,690,870	0	407,213,065	416,333,451	9,120,386	2.24%
Total Direct Expenditures	\$1,551,548,803	\$1,649,416,649	\$38,119,063	\$0	\$1,687,535,712	\$1,685,213,377	(\$2,322,335)	(0.14%)
Transfers Out								
Fund S10000 School Operating ³	\$2,051,659,207	\$2,136,016,697	\$0	\$0	\$2,136,016,697	\$2,221,533,075	\$85,516,378	4.00%
Fund S31000 School Construction	15,600,000	13,100,000	0	0	13,100,000	13,100,000	0	0.00%
Fund 10010 Revenue Stabilization ⁴	10,481,305	0	3,369,035	0	3,369,035	1,392,102	(1,976,933)	(58.68%)
Fund 10015 Economic Opportunity Reserve ⁵	0	0	33,921,880	0	33,921,880	11,981,088	(21,940,792)	(64.68%)
Fund 10020 Community Funding Pool	11,698,785	11,698,785	0	0	11,698,785	12,283,724	584,939	5.00%
Fund 10030 Contributory Fund	14,590,942	14,368,492	100,000	0	14,468,492	13,122,836	(1,345,656)	(9.30%)
Fund 10040 Information Technology	23,574,990	0	0	0	0	0	0	-
Fund 20000 County Debt Service	147,052,944	131,759,616	0	0	131,759,616	131,040,472	(719,144)	(0.55%)
Fund 20001 School Debt Service	193,381,033	197,982,182	0	0	197,982,182	198,182,333	200,151	0.10%
Fund 30000 Metro Operations and Construction	20,695,098	43,950,424	0	0	43,950,424	46,743,779	2,793,355	6.36%
Fund 30010 General Construction and Contributions	21,955,055	17,443,691	6,803,029	0	24,246,720	17,665,805	(6,580,915)	(27.14%)

FY 2021 ADVERTISED FUND STATEMENT

FUND 10001, GENERAL FUND

	FY 2019 Actual	FY 2020 Adopted Budget Plan	FY 2019 Carryover	Other Actions July-January	FY 2020 Revised Budget Plan	FY 2021 Advertised Budget Plan	Inc/(Dec) Over Revised	% Inc/(Dec) Over Revised
Fund 30015 Environmental and Energy Program	0	0	0	0	0	1,300,000	1,300,000	-
Fund 30020 Infrastructure Replacement and Upgrades	26,685,901	0	11,251,187	0	11,251,187	0	(11,251,187)	(100.00%)
Fund 30030 Library Construction	0	0	1,530,000	0	1,530,000	0	(1,530,000)	(100.00%)
Fund 30050 Transportation Improvements	\$45,000	\$0	\$0	\$0	\$0	\$0	\$0	-
Fund 30060 Pedestrian Walkway Improvements	2,376,718	700,000	1,091,125	0	1,791,125	700,000	(1,091,125)	(60.92%)
Fund 30070 Public Safety Construction	0	0	300,000	0	300,000	0	(300,000)	(100.00%)
Fund 30300 Affordable Housing Development and Investment	5,000,000	0	0	0	0	0	0	-
Fund 40000 County Transit Systems	36,151,131	40,633,472	0	0	40,633,472	42,555,146	1,921,674	4.73%
Fund 40040 Community Services Board	135,334,383	146,575,985	0	0	146,575,985	154,088,802	7,512,817	5.13%
Fund 40045 Early Childhood Birth to 5	0	0	0	0	0	34,376,405	34,376,405	-
Fund 40330 Elderly Housing Programs	1,862,722	1,885,995	0	0	1,885,995	1,913,396	27,401	1.45%
Fund 50000 Federal/State Grants	5,486,978	4,432,654	0	0	4,432,654	4,490,584	57,930	1.31%
Fund 60000 County Insurance	24,236,650	24,291,320	0	0	24,291,320	24,349,405	58,085	0.24%
Fund 60020 Document Services Division	3,941,831	3,941,831	0	0	3,941,831	3,941,831	0	0.00%
Fund 60030 Technology Infrastructure Services	3,037,500	0	1,539,898	0	1,539,898	0	(1,539,898)	(100.00%)
Fund 73030 OPEB Trust	10,490,000	10,490,000	0	0	10,490,000	4,490,000	(6,000,000)	(57.20%)
Fund 83000 Alcohol Safety Action Program	684,916	741,768	0	0	741,768	832,664	90,896	12.25%
Total Transfers Out	\$2,766,023,089	\$2,800,012,912	\$59,906,154	\$0	\$2,859,919,066	\$2,940,083,447	\$80,164,381	2.80%
Total Disbursements	\$4,317,571,892	\$4,449,429,561	\$98,025,217	\$0	\$4,547,454,778	\$4,625,296,824	\$77,842,046	1.71%
Total Ending Balance	\$268,482,803	\$186,455,094	\$3,412,853	\$908	\$189,868,855	\$185,011,873	(\$4,856,982)	(2.56%)
Less:								
Managed Reserve ⁶	\$168,039,302	\$184,890,694	\$0		\$184,890,694	\$185,011,873	\$121,179	0.07%
Reserve for Potential One-Time Requirements ⁷	1,564,400	1,564,400	3,412,853		4,977,253		(4,977,253)	(100.00%)
FY 2019 Audit Adjustments ¹	908			908	908		(908)	(100.00%)
Total Available	\$98,878,193	\$0	\$0	\$0	\$0	\$0	\$0	-

¹ In order to appropriately reflect actual revenues and expenditures in the proper fiscal year, FY 2019 revenues are increased \$1,269,947.15 and FY 2019 expenditures are increased \$1,269,039.51 to reflect audit adjustments as included in the FY 2019 Comprehensive Annual Financial Report (CAFR). As a result, the FY 2020 Revised Budget Plan Beginning Balance reflects a net increase of \$908. Details of the FY 2019 audit adjustments will be included in the FY 2020 Third Quarter package. This one-time funding is expected to be utilized as part of the FY 2020 Third Quarter Review and, as a result, is not carried forward into FY 2021.

² Personal Property Taxes of \$211,313,944 that are reimbursed by the Commonwealth as a result of the Personal Property Tax Relief Act of 1998 are included in the Revenue from the Commonwealth category in accordance with guidelines from the State Auditor of Public Accounts.

³ The proposed County General Fund transfer for school operations in FY 2021 totals \$2,221,533,075, an increase of \$85,516,378, or 4.0 percent, over the FY 2020 Adopted Budget Plan. The Fairfax County Public Schools Superintendent's Proposed Budget reflects a General Fund transfer increase of \$89,700,781, or 4.2 percent, over the FY 2020 Adopted Budget Plan.

⁴ Target funding for the Revenue Stabilization Fund is 5.00 percent of total General Fund disbursements, consistent with the County's *Ten Principles of Sound Financial Management* as updated by the Board of Supervisors on April 21, 2015. As a result of reserve adjustments included in the FY 2021 Advertised Budget Plan, the FY 2021 projected balance in the Revenue Stabilization Reserve is \$231.26 million, or 5.00% of total General Fund disbursements.

⁵ Target funding for the Economic Opportunity Reserve is 1.00 percent of total General Fund disbursements, consistent with the County's *Ten Principles of Sound Financial Management* as updated by the Board of Supervisors on April 21, 2015. As a result of reserve adjustments included in the FY 2021 Advertised Budget Plan, the FY 2021 projected balance in the Economic Opportunity Reserve Reserve is \$46.25 million, or 1.00% of total General Fund disbursements.

⁶ Target funding for the Managed Reserve is 4.00 percent of total General Fund disbursements, consistent with the County's *Ten Principles of Sound Financial Management* as updated by the Board of Supervisors on April 21, 2015. As a result of reserve adjustments included in the FY 2021 Advertised Budget Plan, the FY 2021 projected balance in the Managed Reserve is \$185.01 million, or 4.00 percent of total General Fund disbursements.

⁷ As part of the FY 2020 Adopted Budget Plan, an amount of \$1,564,400 was set aside in reserve to address potential one-time requirements. As part of the FY 2019 Carryover Review, an amount of \$3,412,853 was added to the reserve for a total of \$4,977,253.

FY 2021 ADVERTISED SUMMARY GENERAL FUND DIRECT EXPENDITURES

Agency	FY 2019 Actual	FY 2020 Adopted Budget Plan	FY 2019 Carryover	Other Actions July - January	FY 2020 Revised Budget Plan	FY 2021 Advertised Budget Plan	Inc/(Dec) Over Revised	% Inc/(Dec) Over Revised
Legislative-Executive Functions / Central Services								
01 Board of Supervisors ¹	\$5,320,888	\$5,517,094	\$0	\$0	\$5,517,094	\$6,768,143	\$1,251,049	22.68%
02 Office of the County Executive ^{1,2,3}	6,925,329	5,560,836	102,433	0	5,663,269	6,118,458	455,189	8.04%
03 Department of Clerk Services ¹	0	1,817,896	1,073	0	1,818,969	1,862,855	43,886	2.41%
06 Department of Finance	8,864,916	8,987,135	215,925	0	9,203,060	9,324,191	121,131	1.32%
11 Department of Human Resources	7,637,612	8,164,738	106,994	0	8,271,732	8,528,803	257,071	3.11%
12 Department of Procurement and Material Management	7,195,503	7,476,149	973,317	0	8,449,466	7,773,696	(675,770)	(8.00%)
13 Office of Public Affairs	1,539,248	1,790,052	133,148	0	1,923,200	1,858,814	(64,386)	(3.35%)
15 Office of Elections	4,362,730	4,460,159	860,604	0	5,320,763	5,090,904	(229,859)	(4.32%)
17 Office of the County Attorney	7,501,490	8,105,981	978,820	0	9,084,801	8,397,788	(687,013)	(7.56%)
20 Department of Management and Budget	5,369,399	5,516,999	496,867	0	6,013,866	6,070,912	57,046	0.95%
37 Office of the Financial and Program Auditor	268,581	413,868	0	0	413,868	428,403	14,535	3.51%
41 Civil Service Commission	394,141	468,731	36	0	468,767	484,131	15,364	3.28%
42 Office of the Independent Police Auditor	317,379	328,198	100,000	0	428,198	342,434	(85,764)	(20.03%)
57 Department of Tax Administration	25,310,705	27,910,356	246,494	0	28,156,850	28,750,641	593,791	2.11%
70 Department of Information Technology	35,405,844	36,832,280	497,567	0	37,329,847	38,905,473	1,575,626	4.22%
Total Legislative-Executive Functions / Central Services	\$116,413,765	\$123,350,472	\$4,713,278	\$0	\$128,063,750	\$130,705,646	\$2,641,896	2.06%
Judicial Administration								
80 Circuit Court and Records	\$11,681,719	\$12,432,661	\$129,387	\$0	\$12,562,048	\$13,037,122	\$475,074	3.78%
82 Office of the Commonwealth's Attorney	3,939,548	4,340,028	722,832	0	5,062,860	6,126,493	1,063,633	21.01%
85 General District Court	3,903,874	4,385,501	347,446	0	4,732,947	5,185,743	452,796	9.57%
91 Office of the Sheriff	21,387,613	20,633,109	1,321,631	0	21,954,740	21,278,406	(676,334)	(3.08%)
Total Judicial Administration	\$40,912,754	\$41,791,299	\$2,521,296	\$0	\$44,312,595	\$45,627,764	\$1,315,169	2.97%
Public Safety								
04 Department of Cable and Consumer Services	\$771,763	\$760,719	\$0	\$0	\$760,719	\$786,807	\$26,088	3.43%
31 Land Development Services	13,826,548	12,634,338	12,216	(225,013)	12,421,541	14,045,213	1,623,672	13.07%
81 Juvenile and Domestic Relations District Court	24,195,433	25,825,193	170,739	0	25,995,932	26,798,013	802,081	3.09%
90 Police Department	203,408,784	215,438,279	5,547,448	0	220,985,727	225,962,139	4,976,412	2.25%
91 Office of the Sheriff	49,107,686	52,493,261	933,548	0	53,426,809	54,454,386	1,027,577	1.92%
92 Fire and Rescue Department	205,305,971	218,989,964	5,407,644	0	224,397,608	228,088,603	3,690,995	1.64%
93 Office of Emergency Management	1,769,631	1,947,864	813,584	0	2,761,448	1,996,116	(765,332)	(27.71%)
96 Department of Animal Sheltering	2,302,336	2,749,929	131,269	0	2,881,198	2,827,102	(54,096)	(1.88%)
97 Department of Code Compliance	4,454,539	4,791,825	132	0	4,791,957	4,948,491	156,534	3.27%
Total Public Safety	\$505,142,691	\$535,631,372	\$13,016,580	(\$225,013)	\$548,422,939	\$559,906,870	\$11,483,931	2.09%
Public Works								
08 Facilities Management Department	\$59,609,373	\$58,665,484	\$2,200,820	\$0	\$60,866,304	\$59,935,401	(\$930,903)	(1.53%)
25 Business Planning and Support	1,030,131	1,009,322	19,208	0	1,028,530	1,122,280	93,750	9.11%
26 Office of Capital Facilities	13,652,449	15,345,436	644,361	0	15,989,797	15,998,269	8,472	0.05%
87 Unclassified Administrative Expenses	4,154,968	3,948,694	16,508	0	3,965,202	3,948,694	(16,508)	(0.42%)
Total Public Works	\$78,446,921	\$78,968,936	\$2,880,897	\$0	\$81,849,833	\$81,004,644	(\$845,189)	(1.03%)

FY 2021 ADVERTISED SUMMARY GENERAL FUND DIRECT EXPENDITURES

Agency	FY 2019 Actual	FY 2020 Adopted Budget Plan	FY 2019 Carryover	Other Actions July - January	FY 2020 Revised Budget Plan	FY 2021 Advertised Budget Plan	Inc/(Dec) Over Revised	% Inc/(Dec) Over Revised
Health and Welfare								
67 Department of Family Services ⁴	\$208,647,459	\$146,183,279	\$5,337,107	\$0	\$151,520,386	\$151,968,884	\$448,498	0.30%
71 Health Department	62,302,806	65,550,276	1,280,498	0	66,830,774	68,496,602	1,665,828	2.49%
73 Office to Prevent and End Homelessness ⁵	14,125,965	14,899,466	647,101	0	15,546,567	0	(15,546,567)	(100.00%)
77 Office of Strategy Management for Health and Human Services	3,070,055	3,524,055	248,390	0	3,772,445	3,490,858	(281,587)	(7.46%)
79 Department of Neighborhood and Community Services ⁴	31,791,417	117,183,923	(2,489,840)	0	114,694,083	86,766,418	(27,927,665)	(24.35%)
Total Health and Welfare	\$319,937,702	\$347,340,999	\$5,023,256	\$0	\$352,364,255	\$310,722,762	(\$41,641,493)	(11.82%)
Parks and Libraries								
51 Fairfax County Park Authority	\$26,076,879	\$27,753,330	\$386,626	\$0	\$28,139,956	\$28,822,420	\$682,464	2.43%
52 Fairfax County Public Library	29,596,605	30,294,136	1,172,512	0	31,466,648	32,195,442	728,794	2.32%
Total Parks and Libraries	\$55,673,484	\$58,047,466	\$1,559,138	\$0	\$59,606,604	\$61,017,862	\$1,411,258	2.37%
Community Development								
16 Economic Development Authority	\$7,990,613	\$8,791,483	\$350,000	\$0	\$9,141,483	\$8,995,726	(\$145,757)	(1.59%)
30 Department of Economic Initiatives ³	0	1,216,480	32,071	0	1,248,551	1,255,895	7,344	0.59%
31 Land Development Services ³	15,998,443	16,129,247	1,123,095	225,013	17,477,355	16,600,915	(876,440)	(5.01%)
35 Department of Planning and Development ²	12,069,361	13,733,875	1,410,938	0	15,144,813	14,291,239	(853,574)	(5.64%)
36 Planning Commission ¹	833,400	0	0	0	0	0	0	--
38 Department of Housing and Community Development ⁵	6,805,129	7,500,907	228,040	0	7,728,947	25,950,646	18,221,699	235.76%
39 Office of Human Rights and Equity Programs	1,660,154	1,859,931	19,323	0	1,879,254	1,915,686	36,432	1.94%
40 Department of Transportation	8,629,374	8,944,137	639,923	0	9,584,060	9,296,421	(287,639)	(3.00%)
Total Community Development	\$53,986,474	\$58,176,060	\$3,803,390	\$225,013	\$62,204,463	\$78,306,528	\$16,102,065	25.89%
Nondepartmental								
87 Unclassified Administrative Expenses	\$1,159,101	\$200,000	\$1,637,912	\$0	\$1,837,912	\$200,000	(\$1,637,912)	(89.12%)
89 Employee Benefits	379,875,911	405,910,045	2,963,316	0	408,873,361	417,721,301	8,847,940	2.16%
Total Nondepartmental	\$381,035,012	\$406,110,045	\$4,601,228	\$0	\$410,711,273	\$417,921,301	\$7,210,028	1.76%
Total General Fund Direct Expenditures	\$1,551,548,803	\$1,649,416,649	\$38,119,063	\$0	\$1,687,535,712	\$1,685,213,377	(\$2,322,335)	(0.14%)

¹ As part of the FY 2020 Advertised Budget Plan, the functions performed by the Office of the Clerk and support staff in Agency 01, Board of Supervisors, and Agency 02, Office of the County Executive, as well as staff in Agency 36, Planning Commission, were consolidated into a new agency, Agency 03, Department of Clerk Services.

² As part of the FY 2020 Adopted Budget Plan, the Office of Community Revitalization in Agency 02, Office of the County Executive, was transferred to Agency 35, Department of Planning and Zoning, and Agency 35 was renamed to the Department of Planning and Development.

³ As part of the FY 2020 Adopted Budget Plan, a new agency, Agency 30, Department of Economic Initiatives, was established to consolidate the Office of Public Private Partnerships, previously in Agency 02, Office of the County Executive, with funding and positions supporting the Economic Success Strategic Plan in other agencies.

⁴ As part of the FY 2020 Advertised Budget Plan, the Office for Children was transferred from Agency 67, Department of Family Services, to Agency 79, Department of Neighborhood and Community Services.

⁵ As part of the FY 2021 Advertised Budget Plan, Agency 73, Office to Prevent and End Homelessness, is consolidated with Agency 38, Department of Housing and Community Development.

FY 2021 ADVERTISED SUMMARY OF APPROPRIATED FUNDS BY FUND TYPE

	General Fund Group ¹	Debt Service Funds	Capital Project Funds	Special Revenue Funds ²	Internal Service Funds ^{3,4}	Enterprise Funds	Custodial Funds	Trust Funds	Total by Category
Beginning Fund Balance	\$417,285,345	\$0	\$2,144,039	\$312,501,866	\$197,382,912	\$149,485,490	\$0	\$10,908,050,808	\$11,986,850,460
Revenues									
Real Property Taxes	\$3,054,277,725	\$0	\$39,741,000	\$213,896,186	\$0	\$0	\$5,664,600	\$0	\$3,313,579,511
Personal Property Taxes ⁵	653,781,779	0	0	0	0	0	0	0	653,781,779
General Other Local Taxes	550,230,973	0	0	49,062,982	0	0	12,003,764	0	611,297,719
Permits, Fees & Regulatory	54,973,621	0	0	20,312,715	0	0	0	0	75,286,336
Fines & Forfeitures	11,795,664	0	0	14,100	0	0	0	0	11,809,764
Revenue from the Use of Money and Property	51,552,270	0	0	13,053,542	37,614,479	650,000	1,000,000	867,788,075	971,658,366
Charges for Services	87,154,390	0	1,475,000	166,126,894	60,570	246,211,971	0	0	501,028,825
Revenue from the Commonwealth ⁵	101,882,974	0	0	897,155,838	0	0	0	0	999,038,812
Revenue from the Federal Government	40,235,797	2,500,000	0	202,300,985	0	0	0	350,000	245,386,782
Sale of Bonds	0	0	221,000,000	0	0	200,000,000	0	0	421,000,000
Other Revenue	16,234,444	528,000	7,765,525	101,459,230	744,602,092	929,212	0	616,834,478	1,488,352,981
Total Revenue	\$4,622,119,637	\$3,028,000	\$269,981,525	\$1,663,382,472	\$782,277,141	\$447,791,183	\$18,668,364	\$1,484,972,553	\$9,292,220,875
Transfers In	\$47,487,531	\$333,648,960	\$88,938,790	\$2,524,649,352	\$33,005,338	\$257,672,175	\$0	\$4,490,000	\$3,289,892,146
Total Available	\$5,086,892,513	\$336,676,960	\$361,064,354	\$4,500,533,690	\$1,012,665,391	\$854,948,848	\$18,668,364	\$12,397,513,361	\$24,568,963,481
Expenditures by Category									
Legislative-Executive/Central Services	\$133,515,320	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$133,515,320
Education	0	0	203,770,390	3,313,867,665	540,373,327	0	0	243,759,155	4,301,770,537
Judicial Administration	45,627,764	0	0	788,891	0	0	0	0	46,416,655
Public Safety	559,926,447	0	0	86,961,507	0	0	0	0	646,887,954
Public Works	81,004,644	0	0	178,880,552	0	446,376,666	0	0	706,261,862
Health and Welfare	326,624,851	0	0	302,343,901	0	0	0	0	628,968,752
Parks and Libraries	65,519,777	0	0	15,988,708	0	0	0	0	81,508,485
Community Development	82,947,302	0	127,513,074	226,261,704	0	0	18,668,364	0	455,390,444
Capital Improvements	0	0	24,240,805	0	0	0	0	0	24,240,805
Debt Service	0	336,676,960	0	0	0	0	0	0	336,676,960
Non-Departmental	418,013,958	0	0	5,075,000	350,045,727	0	0	697,738,969	1,470,873,654
Total Expenditures	\$1,713,180,063	\$336,676,960	\$355,524,269	\$4,130,167,928	\$890,419,054	\$446,376,666	\$18,668,364	\$941,498,124	\$8,832,511,428
Transfers Out	\$2,940,083,447	\$0	\$3,335,169	\$85,011,239	\$0	\$260,522,175	\$0	\$0	\$3,288,952,030
Total Disbursements	\$4,653,263,510	\$336,676,960	\$358,859,438	\$4,215,179,167	\$890,419,054	\$706,898,841	\$18,668,364	\$941,498,124	\$12,121,463,458
Ending Fund Balance	\$433,629,003	\$0	\$2,204,916	\$285,354,523	\$122,246,337	\$148,050,007	\$0	\$11,456,015,237	\$12,447,500,023

¹ Not reflected are the following adjustments to balance in FY 2021:

Fund 10001, General Fund, does not assume carryover of FY 2019 Audit Adjustment Reserve of (\$908) and Reserve for Potential One-Time Requirements of (\$4,977,253).
Fund 10015, Economic Opportunity Reserve, assumes carryover of the Total Available funding of \$33,921,880 from FY 2020.

² Not reflected are the following adjustments to balance in FY 2021:

Fund S40000, Public School Food and Nutrition Services, assumes carryover of General Reserve of \$17,910,059.
Fund S50000, Public School Grants and Self-Supporting Programs, assumes carryover of Summer School Reserve of \$3,820,629 and reflects the proposed Transfer In from Fund S10000, Public School Operating, as shown in the School Board's Advertised Budget, which is currently (\$385,263) less than the Transfer Out from Fund S50000. Final adjustments will be reflected at the FY 2020 Carryover Review.

³ Not reflected are the following adjustments to balance in FY 2021:

Fund S60000, Public School Insurance Fund, assumes carryover of Allocated Reserve of \$2,967,213.
Fund S62000, Public School Health and Flexible Benefits, assumes carryover of Premium Stabilization Reserve of \$72,832,661.

⁴ For presentation purposes, all County Internal Service Funds expenditures are included in the Nondepartmental Category.

⁵ For presentation purposes, Personal Property Taxes that are reimbursed by the Commonwealth as a result of the Personal Property Tax Relief Act of 1998 are included in the Personal Property Taxes Category.

FY 2021 ADVERTISED REVENUE AND RECEIPTS BY FUND

SUMMARY OF APPROPRIATED FUNDS

Fund	FY 2019 Actual ¹	FY 2020 Adopted Budget Plan ²	FY 2020 Revised Budget Plan ³	FY 2021 Advertised Budget Plan ⁴	Increase/ (Decrease) Over Revised	% Increase/ (Decrease) Over Revised
GOVERNMENTAL FUNDS						
General Fund Group						
10001 General Fund	\$4,341,825,071	\$4,457,199,539	\$4,459,759,416	\$4,616,710,222	\$156,950,806	3.52%
10010 Revenue Stabilization	3,400,000	3,400,000	3,400,000	2,500,000	(900,000)	(26.47%)
10015 Economic Opportunity Reserve	0	0	0	350,000	350,000	-
10030 Contributory Fund	0	0	0	2,309,415	2,309,415	-
10040 Information Technology	2,108,660	200,000	200,000	250,000	50,000	25.00%
Total General Fund Group	\$4,347,333,731	\$4,460,799,539	\$4,463,359,416	\$4,622,119,637	\$158,760,221	3.56%
Debt Service Funds						
20000 Consolidated Debt Service	\$3,013,371	\$3,080,000	\$3,080,000	\$3,028,000	(\$52,000)	(1.69%)
Capital Project Funds						
30000 Metro Operations and Construction	\$24,313,000	\$25,000,000	\$39,800,000	\$38,000,000	(\$1,800,000)	(4.52%)
30010 General Construction and Contributions	6,401,478	4,575,000	104,877,487	4,575,000	(100,302,487)	(95.64%)
30020 Infrastructure Replacement and Upgrades	379,698	0	0	0	0	-
30030 Library Construction	0	0	11,664,000	0	(11,664,000)	(100.00%)
30040 Contributed Roadway Improvements	12,540,334	192,152	192,152	181,732	(10,420)	(5.42%)
30050 Transportation Improvements	8,000,000	0	76,040,000	0	(76,040,000)	(100.00%)
30060 Pedestrian Walkway Improvements	10,444	0	0	0	0	-
30070 Public Safety Construction	6,605,795	0	355,510,000	0	(355,510,000)	(100.00%)
30080 Commercial Revitalization Program	736,315	0	204,164	0	(204,164)	(100.00%)
30090 Pro Rata Share Drainage Construction	2,226,448	0	0	0	0	-
30300 Affordable Housing Development and Investment	18,580,483	18,400,000	18,763,000	45,741,000	26,978,000	143.78%
30310 Housing Assistance Program	0	0	0	0	0	-
30400 Park Authority Bond Construction	20,000,000	0	87,420,000	0	(87,420,000)	(100.00%)
S31000 Public School Construction	186,923,402	181,483,205	517,323,061	181,483,793	(335,839,268)	(64.92%)
Total Capital Project Funds	\$286,717,397	\$229,650,357	\$1,211,793,864	\$269,981,525	(\$941,812,339)	(77.72%)
Special Revenue Funds						
40000 County Transit Systems	\$18,203,437	\$21,584,403	\$21,503,647	\$23,856,110	\$2,352,463	10.94%
40010 County and Regional Transportation Projects	107,765,541	90,875,106	233,174,363	96,672,810	(136,501,553)	(58.54%)
40030 Cable Communications	22,883,169	22,749,209	21,602,580	20,215,042	(1,387,538)	(6.42%)
40040 Fairfax-Falls Church Community Services Board	33,917,196	35,013,362	35,013,362	36,831,817	1,818,455	5.19%
40045 Early Childhood Birth to 5	0	0	0	215,960	215,960	-
40050 Reston Community Center	9,089,730	9,138,177	9,590,325	9,803,531	213,206	2.22%
40060 McLean Community Center	5,849,756	6,173,494	6,173,494	6,189,284	15,790	0.26%
40070 Burgundy Village Community Center	59,990	78,428	78,428	80,553	2,125	2.71%
40080 Integrated Pest Management Program	2,495,673	2,551,955	2,551,955	2,647,683	95,728	3.75%
40090 E-911	48,233,285	50,542,523	50,542,523	52,619,233	2,076,710	4.11%
40100 Stormwater Services	89,466,480	81,954,210	84,084,490	85,089,976	1,005,486	1.20%
40110 Dulles Rail Phase I Transportation Improvement District	21,706,223	18,453,923	18,453,923	19,738,140	1,284,217	6.96%
40120 Dulles Rail Phase II Transportation Improvement District	19,193,047	19,470,335	19,470,335	20,484,176	1,013,841	5.21%
40125 Metrorail Parking System Pledged Revenues	9,345,947	10,753,408	10,483,408	11,204,319	720,911	6.88%
40130 Leaf Collection	2,279,330	2,193,554	2,193,554	2,191,251	(2,303)	(0.10%)
40140 Refuse Collection and Recycling Operations	17,541,064	18,935,224	18,935,224	19,639,127	703,903	3.72%
40150 Refuse Disposal	51,580,809	55,891,862	55,891,862	55,836,738	(55,124)	(0.10%)
40170 I-95 Refuse Disposal	10,547,111	9,793,250	9,793,250	10,871,000	1,077,750	11.01%
40180 Tysons Service District	8,385,263	8,395,515	8,395,515	8,999,317	603,802	7.19%
40190 Reston Service District	2,027,159	2,193,484	2,193,484	2,308,810	115,326	5.26%
40300 Housing Trust Fund	4,264,525	798,265	798,265	3,661,782	2,863,517	358.72%
40330 Elderly Housing Programs	1,292,884	1,284,622	1,334,622	1,296,831	(37,791)	(2.83%)

FY 2021 ADVERTISED REVENUE AND RECEIPTS BY FUND

SUMMARY OF APPROPRIATED FUNDS

Fund	FY 2019 Actual ¹	FY 2020 Adopted Budget Plan ²	FY 2020 Revised Budget Plan ³	FY 2021 Advertised Budget Plan ⁴	Increase/ (Decrease) Over Revised	% Increase/ (Decrease) Over Revised
Special Revenue Funds (Cont.)						
40360 Homeowner and Business Loan Programs	\$2,331,482	\$2,500,000	\$2,500,000	\$0	(\$2,500,000)	(100.00%)
50000 Federal/State Grants	109,080,149	108,116,881	335,641,823	115,453,383	(220,188,440)	(65.60%)
50800 Community Development Block Grant	12,910,228	5,574,509	24,791,612	5,609,339	(19,182,273)	(77.37%)
50810 HOME Investment Partnerships Program	1,507,039	2,103,044	4,956,108	1,940,695	(3,015,413)	(60.84%)
S10000 Public School Operating	799,726,086	830,612,785	828,355,204	901,123,129	72,767,925	8.78%
S40000 Public School Food and Nutrition Services	82,219,924	85,318,381	85,447,380	84,601,787	(845,593)	(0.99%)
S43000 Public School Adult and Community Education	8,338,201	8,262,679	8,358,074	8,543,861	185,787	2.22%
S50000 Public School Grants and Self Supporting Programs	54,444,514	50,887,826	68,038,778	55,656,788	(12,381,990)	(18.20%)
Total Special Revenue Funds	\$1,556,685,242	\$1,562,200,414	\$1,970,347,588	\$1,663,382,472	(\$306,965,116)	(15.58%)
TOTAL GOVERNMENTAL FUNDS	\$6,193,749,741	\$6,255,730,310	\$7,648,580,868	\$6,558,511,634	(\$1,090,069,234)	(14.25%)
PROPRIETARY FUNDS						
Internal Service Funds						
60000 County Insurance	\$2,062,069	\$2,370,859	\$2,370,859	\$2,370,859	\$0	0.00%
60010 Department of Vehicle Services	89,862,864	82,111,019	80,442,456	81,978,751	1,536,295	1.91%
60020 Document Services	5,451,466	5,227,550	5,227,550	5,525,223	297,673	5.69%
60030 Technology Infrastructure Services	37,750,699	38,802,200	38,802,200	39,378,504	576,304	1.49%
60040 Health Benefits	189,920,697	192,669,307	192,669,307	188,450,351	(4,218,956)	(2.19%)
S60000 Public School Insurance	14,181,308	13,231,339	13,231,339	15,731,339	2,500,000	18.89%
S62000 Public School Health and Flexible Benefits	419,686,177	431,860,517	432,001,435	448,842,114	16,840,679	3.90%
Total Internal Service Funds	\$758,915,280	\$766,272,791	\$764,745,146	\$782,277,141	\$17,531,995	2.29%
Enterprise Funds						
69000 Sewer Revenue	\$235,147,284	\$235,742,701	\$235,742,701	\$247,791,183	\$12,048,482	5.11%
69030 Sewer Bond Debt Reserve	0	8,500,000	8,500,000	8,200,000	(300,000)	(3.53%)
69310 Sewer Bond Construction	1,203,851	121,500,000	126,731,044	191,800,000	65,068,956	51.34%
Total Enterprise Funds	\$236,351,135	\$365,742,701	\$370,973,745	\$447,791,183	\$76,817,438	20.71%
TOTAL PROPRIETARY FUNDS	\$995,266,415	\$1,132,015,492	\$1,135,718,891	\$1,230,068,324	\$94,349,433	8.31%
FIDUCIARY FUNDS						
Custodial Funds						
70000 Route 28 Tax District	\$11,099,982	\$12,498,009	\$12,498,009	\$13,003,764	\$505,755	4.05%
70040 Mosaic District Community Development Authority	5,406,400	5,534,213	5,534,213	5,664,600	130,387	2.36%
Total Custodial Funds	\$16,506,382	\$18,032,222	\$18,032,222	\$18,668,364	\$636,142	3.53%
Trust Funds						
73000 Employees' Retirement Trust	\$534,080,844	\$596,926,420	\$596,926,420	\$610,426,420	\$13,500,000	2.26%
73010 Uniformed Employees Retirement Trust	176,147,643	236,296,753	236,296,753	238,796,753	2,500,000	1.06%
73020 Police Retirement Trust	143,576,973	183,989,902	183,989,902	186,489,902	2,500,000	1.36%
73030 OPEB Trust	29,242,747	3,289,398	3,139,398	2,227,278	(912,120)	(29.05%)
S71000 Educational Employees' Retirement	278,326,156	407,351,975	395,382,314	417,138,200	21,755,886	5.50%
S71100 Public School OPEB Trust	40,715,348	34,017,012	34,017,012	29,894,000	(4,123,012)	(12.12%)
Total Trust Funds	\$1,202,089,711	\$1,461,871,460	\$1,449,751,799	\$1,484,972,553	\$35,220,754	2.43%
TOTAL FIDUCIARY FUNDS	\$1,218,596,093	\$1,479,903,682	\$1,467,784,021	\$1,503,640,917	\$35,856,896	2.44%
TOTAL APPROPRIATED FUNDS	\$8,407,612,249	\$8,867,649,484	\$10,252,083,780	\$9,292,220,875	(\$959,862,905)	(9.36%)
Appropriated From (Added to) Surplus	(\$442,021,055)	(\$559,828,955)	\$826,445,443	(\$586,738,581)	(\$1,413,184,024)	(171.00%)

FY 2021 ADVERTISED REVENUE AND RECEIPTS BY FUND

SUMMARY OF APPROPRIATED FUNDS

Fund	FY 2019 Actual ¹	FY 2020 Adopted Budget Plan ²	FY 2020 Revised Budget Plan ³	FY 2021 Advertised Budget Plan ⁴	Increase/ (Decrease) Over Revised	% Increase/ (Decrease) Over Revised
TOTAL AVAILABLE	\$7,965,591,194	\$8,307,820,529	\$11,078,529,223	\$8,705,482,294	(\$2,373,046,929)	(21.42%)
Less: Internal Service Funds	(\$758,915,280)	(\$766,272,791)	(\$764,745,146)	(\$782,277,141)	(\$17,531,995)	2.29%
NET AVAILABLE	\$7,206,675,914	\$7,541,547,738	\$10,313,784,077	\$7,923,205,153	(\$2,390,578,924)	(23.18%)

EXPLANATORY NOTE:

The "Total Available" indicates the revenue in each fiscal year that is to be used to support expenditures. This amount is the total revenue adjusted by the amount of funding that is either appropriated from fund balance or added to fund balance. In some instances, adjustments to fund balance that are not currently reflected in the "Changes in Fund Balance" table also affect the "Total Available." Explanations for these adjustments are provided below. The "Total Available," plus (minus) the effect of these changes matches the expenditure totals by fiscal year of the "Expenditure by Fund/Summary of Appropriated Funds," net of any transfers between funds.

¹ Not reflected are the following adjustments to balance in FY 2019:

Fund S40000, Public School Food and Nutrition Services, change in inventory of (\$204,658).
Fund S60000, Public School Insurance, net change in accrued liability of \$919,038.

² Not reflected are the following adjustments to balance in FY 2020:

Fund S40000, Public School Food and Nutrition Services, assumes carryover of General Reserve of \$19,334,908.
Fund S50000, Public School Grants and Self-Supporting Programs, assumes carryover of Summer School Reserve of \$3,423,631.
Fund S60000, Public School Insurance, assumes carryover of Allocated Reserve of \$5,948,424.
Fund S62000, Public School Health and Flexible Benefits, assumes carryover of Premium Stabilization Reserve of \$88,258,897.

³ Not reflected are the following adjustments to balance in FY 2020:

Fund S10000, Public School Operating, reflects the proposed Transfer Out to Fund 20000, Consolidated Debt Service, as included in the FY 2020 Advertised Budget Plan, which is currently (\$600) less than the amount shown in the School Board's Advertised Budget. Final adjustments will be reflected at the *FY 2019 Carryover Review*.

⁴ Not reflected are the following adjustments to balance in FY 2021:

Fund 10001, General Fund, does not reflect carryover of FY 2019 Audit Adjustment Reserve of (\$908) and Reserve for Potential FY 2020 One-Time Requirements of (\$4,977,253).
Fund 10015, Economic Opportunity Reserve, assumes carryover of the Total Available funding of \$33,921,880 from FY 2020.
Fund 40300, Housing Trust Fund, assumes balance of \$2,749,970 will be moved from Fund 40360, Homeowner and Business Loan Programs, at year-end FY 2020.
Fund 40360, Homeowner and Business Loan Programs, does not reflect carryover of (\$2,749,970) as any remaining balances at year-end FY 2020 will be moved to fund 40300, Housing Trust Fund.
Fund S40000, Public School Food and Nutrition Services, assumes carryover of General Reserve of \$17,910,059.
Fund S50000, Public School Grants and Self-Supporting Programs, assumes carryover of Summer School Reserve of \$3,820,629 and reflects the proposed Transfer In from Fund S10000, Public School Operating, as shown in the School Board's Advertised Budget, which is currently (\$385,263) less than the Transfer Out from Fund S50000. Final adjustments will be reflected at the *FY 2020 Carryover Review*.
Fund S60000, Public School Insurance, assumes carryover of Allocated Reserve of \$2,967,213.
Fund S62000, Public School Health and Flexible Benefits, assumes carryover of Premium Stabilization Reserve of \$72,832,661.

FY 2021 ADVERTISED EXPENDITURES BY FUND

SUMMARY OF APPROPRIATED FUNDS

Fund	FY 2019 Estimate	FY 2019 Actual	FY 2020 Adopted Budget Plan	FY 2020 Revised Budget Plan	FY 2021 Advertised Budget Plan	Increase/ (Decrease) Over Revised	% Increase/ (Decrease) Over Revised
GOVERNMENTAL FUNDS							
General Fund Group							
10001 General Fund	\$1,632,849,385	\$1,551,548,803	\$1,649,416,649	\$1,687,535,712	\$1,685,213,377	(\$2,322,335)	(0.14%)
10015 Economic Opportunity Reserve	0	0	0	33,921,880	0	(33,921,880)	(100.00%)
10020 Consolidated Community Funding Pool	11,784,401	11,605,712	11,698,785	11,877,474	12,283,724	406,250	3.42%
10030 Contributory Fund	14,591,653	13,888,165	14,369,203	15,169,203	15,432,962	263,759	1.74%
10040 Information Technology	59,293,211	19,360,656	450,000	48,816,785	250,000	(48,566,785)	(99.49%)
Total General Fund Group	\$1,718,518,650	\$1,596,403,336	\$1,675,934,637	\$1,797,321,054	\$1,713,180,063	(\$84,140,991)	(4.68%)
Debt Service Funds							
20000 Consolidated Debt Service	\$349,230,803	\$346,635,593	\$337,211,783	\$338,090,466	\$336,676,960	(\$1,413,506)	(0.42%)
Capital Project Funds							
30000 Metro Operations and Construction	\$54,391,223	\$42,267,318	\$66,110,425	\$93,034,330	\$81,772,074	(\$11,262,256)	(12.11%)
30010 General Construction and Contributions	206,265,124	57,028,183	22,018,691	192,080,464	22,240,805	(169,839,659)	(88.42%)
30015 Environmental and Energy Program	0	0	0	0	1,300,000	1,300,000	-
30020 Infrastructure Replacement and Upgrades	55,543,675	13,361,883	0	56,312,677	0	(56,312,677)	(100.00%)
30030 Library Construction	21,196,861	1,357,555	0	21,369,306	0	(21,369,306)	(100.00%)
30040 Contributed Roadway Improvements	30,388,814	1,100,614	0	41,629,549	0	(41,629,549)	(100.00%)
30050 Transportation Improvements	102,340,809	11,391,913	0	92,148,896	0	(92,148,896)	(100.00%)
30060 Pedestrian Walkway Improvements	4,938,007	1,739,700	700,000	4,994,876	700,000	(4,294,876)	(85.99%)
30070 Public Safety Construction	408,808,065	18,133,380	0	391,280,480	0	(391,280,480)	(100.00%)
30080 Commercial Revitalization Program	1,843,344	933,365	0	909,979	0	(909,979)	(100.00%)
30090 Pro Rata Share Drainage Construction	4,033,335	3,448,382	0	2,811,401	0	(2,811,401)	(100.00%)
30300 Affordable Housing Development and Investment	53,680,666	17,063,460	18,400,000	55,860,689	45,741,000	(10,119,689)	(18.12%)
30310 Housing Assistance Program	5,630,878	545,943	0	5,084,935	0	(5,084,935)	(100.00%)
30400 Park Authority Bond Construction	111,415,185	16,796,886	0	97,728,299	0	(97,728,299)	(100.00%)
S31000 Public School Construction	607,701,577	230,328,846	202,818,308	565,654,615	203,770,390	(361,884,225)	(63.98%)
Total Capital Project Funds	\$1,668,177,563	\$415,497,428	\$310,047,424	\$1,620,900,496	\$355,524,269	(\$1,265,376,227)	(78.07%)
Special Revenue Funds							
40000 County Transit Systems	\$110,298,369	\$89,661,616	\$102,349,745	\$114,767,652	\$107,995,174	(\$6,772,478)	(5.90%)
40010 County and Regional Transportation Projects	382,592,446	71,821,205	53,900,387	386,109,908	58,242,329	(327,867,579)	(84.92%)
40030 Cable Communications	22,660,362	11,768,948	11,971,027	20,852,890	10,327,378	(10,525,512)	(50.48%)
40040 Fairfax-Falls Church Community Services Board	179,201,805	167,364,733	181,589,347	190,578,962	190,920,619	341,657	0.18%
40045 Early Childhood Birth to 5	0	0	0	0	34,592,365	34,592,365	-
40050 Reston Community Center	15,163,393	9,718,967	9,190,580	14,390,600	9,752,395	(4,638,205)	(32.23%)
40060 McLean Community Center	8,931,764	7,783,009	6,173,494	6,921,399	6,189,284	(732,115)	(10.58%)
40070 Burgundy Village Community Center	66,601	35,605	46,596	46,596	47,029	433	0.93%
40080 Integrated Pest Management Program	3,303,754	1,886,074	3,318,882	3,477,745	3,377,465	(100,280)	(2.88%)
40090 E-911	61,605,402	46,223,267	52,585,811	64,773,246	54,662,521	(10,110,725)	(15.61%)
40100 Stormwater Services	148,091,239	65,942,201	80,829,210	164,813,592	83,964,976	(80,848,616)	(49.05%)
40110 Dulles Rail Phase I Transportation Improvement District	35,575,650	15,575,650	15,570,400	35,570,400	14,457,600	(21,112,800)	(59.35%)
40120 Dulles Rail Phase II Transportation Improvement District	35,060,654	16,392,044	500,000	98,507,956	500,000	(98,007,956)	(99.49%)
40125 Metrorail Parking System Pledged Revenues	41,101,402	23,314,996	10,676,724	28,463,130	15,439,113	(13,024,017)	(45.76%)
40130 Leaf Collection	2,168,766	1,981,341	2,554,717	2,671,828	2,382,997	(288,831)	(10.81%)
40140 Refuse Collection and Recycling Operations	20,505,661	18,631,422	18,794,447	20,625,929	20,735,554	109,625	0.53%
40150 Refuse Disposal	58,971,280	50,006,862	55,951,458	60,940,537	57,001,538	(3,938,999)	(6.46%)
40170 I-95 Refuse Disposal	15,475,155	5,804,990	7,628,485	14,980,057	11,418,022	(3,562,035)	(23.78%)
40180 Tysons Service District	20,397,116	1,650,094	0	19,747,022	0	(19,747,022)	(100.00%)
40190 Reston Service District	500,000	39,317	0	960,683	0	(960,683)	(100.00%)
40300 Housing Trust Fund	11,316,893	2,662,436	798,265	13,027,293	3,661,782	(9,365,511)	(71.89%)
40330 Elderly Housing Programs	3,427,475	2,890,712	3,170,617	3,766,163	3,138,121	(628,042)	(16.68%)
40360 Homeowner and Business Loan Programs	3,324,337	1,922,411	2,555,131	3,915,863	0	(3,915,863)	(100.00%)
50000 Federal/State Grants	378,279,625	109,638,369	112,549,535	384,371,452	119,943,967	(264,427,485)	(68.79%)
50800 Community Development Block Grant	15,062,711	6,859,567	5,574,509	30,873,331	5,609,339	(25,263,992)	(81.83%)
50810 HOME Investment Partnerships Program	4,967,724	2,309,920	2,103,044	4,968,926	1,940,695	(3,028,231)	(60.94%)
S10000 Public School Operating ¹	2,921,481,760	2,821,584,344	2,956,868,854	3,032,591,320	3,120,486,778	87,895,458	2.90%
S40000 Public School Food and Nutrition Services	104,772,703	83,470,027	104,653,289	103,364,294	102,511,846	(852,448)	(0.82%)

FY 2021 ADVERTISED EXPENDITURES BY FUND

SUMMARY OF APPROPRIATED FUNDS

Fund	FY 2019 Estimate	FY 2019 Actual	FY 2020 Adopted Budget Plan	FY 2020 Revised Budget Plan	FY 2021 Advertised Budget Plan	Increase/ (Decrease) Over Revised	% Increase/ (Decrease) Over Revised
Special Revenue Funds (Cont.)							
S43000 Public School Adult and Community Education	\$10,008,977	\$8,564,062	\$9,237,679	\$9,342,213	\$9,518,861	\$176,648	1.89%
S50000 Public School Grants & Self Supporting ² Programs	107,208,394	73,334,519	76,170,694	113,813,508	81,350,180	(32,463,328)	(28.52%)
Total Special Revenue Funds	\$4,721,521,418	\$3,718,838,708	\$3,887,312,927	\$4,949,234,495	\$4,130,167,928	(\$819,066,567)	(16.55%)
TOTAL GOVERNMENTAL FUNDS	\$8,457,448,434	\$6,077,375,065	\$6,210,506,771	\$8,705,546,511	\$6,535,549,220	(\$2,169,997,291)	(24.93%)
PROPRIETARY FUNDS							
Internal Service Funds							
60000 County Insurance	\$37,146,940	\$23,328,741	\$27,850,610	\$38,750,610	\$28,538,987	(\$10,211,623)	(26.35%)
60010 Department of Vehicle Services	96,153,338	87,473,652	86,357,977	89,486,157	83,034,500	(6,451,657)	(7.21%)
60020 Document Services	10,134,581	9,210,686	9,428,679	10,226,746	9,503,902	(722,844)	(7.07%)
60030 Technology Infrastructure Services	51,947,666	46,360,523	44,095,821	51,360,770	45,425,684	(5,935,086)	(11.56%)
60040 Health Benefits	230,074,632	180,538,454	190,604,037	236,696,034	183,542,654	(53,153,380)	(22.46%)
S60000 Public School Insurance	20,580,241	15,587,572	19,179,763	19,173,977	18,698,552	(475,425)	(2.48%)
S62000 Public School Health and Flexible Benefits	496,978,259	416,872,056	520,119,414	507,629,958	521,674,775	14,044,817	2.77%
Total Internal Service Funds	\$943,015,657	\$779,371,684	\$897,636,301	\$953,324,252	\$890,419,054	(\$62,905,198)	(6.60%)
Enterprise Funds							
69010 Sewer Operation and Maintenance	\$103,129,891	\$99,233,045	\$106,371,744	\$110,079,797	\$112,895,509	\$2,815,712	2.56%
69020 Sewer Bond Parity Debt Service	25,036,131	24,815,014	25,072,781	25,072,781	32,316,306	7,243,525	28.89%
69040 Sewer Bond Subordinate Debt Service	25,781,875	25,482,173	25,783,174	25,783,174	25,437,026	(346,148)	(1.34%)
69300 Sewer Construction Improvements	111,227,814	54,872,697	75,000,000	131,355,117	85,000,000	(46,355,117)	(35.29%)
69310 Sewer Bond Construction	86,309,040	40,423,214	121,500,000	168,391,981	190,727,825	22,335,844	13.26%
Total Enterprise Funds	\$351,484,751	\$244,826,143	\$353,727,699	\$460,682,850	\$446,376,666	(\$14,306,184)	(3.11%)
TOTAL PROPRIETARY FUNDS	\$1,294,500,408	\$1,024,197,827	\$1,251,364,000	\$1,414,007,102	\$1,336,795,720	(\$77,211,382)	(5.46%)
FIDUCIARY FUNDS							
Custodial Funds							
70000 Route 28 Tax District	\$11,983,592	\$11,097,350	\$12,498,009	\$12,500,879	\$13,003,764	\$502,885	4.02%
	5,406,400	5,406,400	5,534,213	5,534,213	5,664,600	130,387	2.36%
70040 Mosaic District Community Development Authority							
Total Custodial Funds	\$17,389,992	\$16,503,750	\$18,032,222	\$18,035,092	\$18,668,364	\$633,272	3.51%
Trust Funds							
73000 Employees' Retirement Trust	\$405,465,087	\$373,365,895	\$447,202,057	\$447,395,268	\$428,543,063	(\$18,852,205)	(4.21%)
73010 Uniformed Employees Retirement Trust	138,195,542	122,316,675	140,082,890	140,082,890	144,202,059	4,119,169	2.94%
73020 Police Retirement Trust	104,077,486	95,824,750	104,926,537	104,926,537	112,449,301	7,522,764	7.17%
73030 OPEB Trust	24,338,529	23,191,136	12,524,358	12,524,358	12,544,546	20,188	0.16%
S71000 Educational Employees' Retirement	211,082,894	203,172,102	217,169,771	215,033,083	223,764,655	8,731,572	4.06%
S71100 Public School OPEB Trust	23,195,500	29,381,812	23,975,500	23,975,500	19,994,500	(3,981,000)	(16.60%)
Total Trust Funds	\$906,355,038	\$847,252,370	\$945,881,113	\$943,937,636	\$941,498,124	(\$2,439,512)	(0.26%)
TOTAL FIDUCIARY FUNDS	\$923,745,030	\$863,756,120	\$963,913,335	\$961,972,728	\$960,166,488	(\$1,806,240)	(0.19%)
TOTAL APPROPRIATED FUNDS	\$10,675,693,872	\$7,965,329,012	\$8,425,784,106	\$11,081,526,341	\$8,832,511,428	(\$2,249,014,913)	(20.30%)
Less: Internal Service Funds ³	(\$943,015,657)	(\$779,371,684)	(\$897,636,301)	(\$953,324,252)	(\$890,419,054)	\$62,905,198	(6.60%)
NET EXPENDITURES	\$9,732,678,215	\$7,185,957,328	\$7,528,147,805	\$10,128,202,089	\$7,942,092,374	(\$2,186,109,715)	(21.58%)

¹ Pending School Board approval, FY 2021 expenditures for Fund S10000, Public School Operating, are reduced from the amount shown in the School Board's Advertised Budget to offset the discrepancy between the proposed Transfer Out from the General Fund to Fund S10000 and the Transfer In from the General Fund reflected in the School Board's Advertised Budget. Final adjustments will be reflected at the *FY 2020 Carryover Review*.

² Pending School Board approval, FY 2021 expenditures for S50000, Public School Grants & Self-Supporting Programs, are reduced from the amount shown in the School Board's Advertised Budget to offset the discrepancy between the proposed Transfer Out from Fund 40030, Cable Communications, to Fund S50000 as included in the FY 2021 Advertised Budget Plan, and the Transfer In from Fund 40030 reflected in the School Board's Advertised Budget. Final adjustments will be reflected at the *FY 2020 Carryover Review*.

³ Total Appropriated Funds Expenditures are reduced by Internal Service Fund Expenditures, as the amounts are already included.

FY 2021 ADVERTISED CHANGES IN FUND BALANCE

SUMMARY OF APPROPRIATED FUNDS

Fund	Balance 6/30/2018	Balance 6/30/2019	Balance 6/30/20	Balance 6/30/21	From/ (Added to) Surplus
GOVERNMENTAL FUNDS					
General Fund Group					
10001 General Fund	\$234,056,305	\$268,482,803	\$189,868,855	\$185,011,873	\$4,856,982
10010 Revenue Stabilization	206,722,399	220,603,704	227,372,739	231,264,841	(3,892,102)
10015 Economic Opportunity Reserve	0	0	0	46,252,968	(46,252,968)
10020 Consolidated Community Funding Pool	85,616	178,689	0	0	0
10030 Contributory Fund	41,685	744,462	43,751	43,040	711
10040 Information Technology	34,178,541	40,751,535	0	0	0
Total General Fund Group	\$475,084,546	\$530,761,193	\$417,285,345	\$462,572,722	(\$45,287,377)
Debt Service Funds					
20000 Consolidated Debt Service	\$13,422,724	\$6,493,933	\$0	\$0	\$0
Capital Project Funds					
30000 Metro Operations and Construction	(\$330)	\$12,123,905	\$0	\$0	\$0
30010 General Construction and Contributions	81,027,907	57,356,257	0	0	0
30015 Environmental and Energy Program	0	0	0	0	0
30020 Infrastructure Replacement and Upgrades	28,857,774	42,561,490	0	0	0
30030 Library Construction	9,532,861	8,175,306	0	0	0
30040 Contributed Roadway Improvements	30,388,814	41,629,549	0	0	0
30050 Transportation Improvements	19,455,809	16,108,896	0	0	0
30060 Pedestrian Walkway Improvements	2,556,289	3,203,751	0	0	0
30070 Public Safety Construction	54,998,065	37,470,480	0	0	0
30080 Commercial Revitalization Program	902,865	705,815	0	0	0
30090 Pro Rata Share Drainage Construction	4,033,335	2,811,401	0	0	0
30300 Affordable Housing Development and Investment	30,580,666	37,097,689	0	0	0
30310 Housing Assistance Program	5,630,878	5,084,935	0	0	0
30400 Park Authority Bond Construction	7,105,185	10,308,299	0	0	0
S31000 Public School Construction	40,345,603	24,686,231	2,144,039	2,204,916	(60,877)
Total Capital Project Funds	\$315,415,721	\$299,324,004	\$2,144,039	\$2,204,916	(\$60,877)
Special Revenue Funds					
40000 County Transit Systems	11,200,115	12,623,663	0	0	\$0
40010 County and Regional Transportation Projects	206,727,777	205,804,564	13,300,000	13,300,000	0
40030 Cable Communications	12,089,759	10,135,240	0	0	0
40040 Fairfax-Falls Church Community Services Board	29,531,838	26,418,684	11,329,069	11,329,069	0
40045 Early Childhood Birth to 5	0	0	0	0	0
40050 Reston Community Center	7,889,826	7,260,589	2,460,314	2,511,450	(51,136)
40060 McLean Community Center	7,319,928	5,386,675	4,638,770	4,638,770	0
40070 Burgundy Village Community Center	150,156	174,541	206,373	239,897	(33,524)
40080 Integrated Pest Management Program	3,167,166	3,635,765	2,568,975	1,698,193	870,782
40090 E-911	16,727,726	18,737,744	4,507,021	2,463,733	2,043,288
40100 Stormwater Services	59,454,823	81,854,102	0	0	0
40110 Dulles Rail Phase I Transportation Improvement District	60,528,029	66,658,602	49,542,125	54,822,665	(5,280,540)
40120 Dulles Rail Phase II Transportation Improvement District	100,176,724	102,977,727	23,940,106	43,924,282	(19,984,176)
40125 Metrorail Parking System Pledged Revenues	51,445,536	40,528,970	25,143,548	20,908,754	4,234,794
40130 Leaf Collection	5,334,653	5,632,642	5,100,368	4,854,622	245,746
40140 Refuse Collection and Recycling Operations	7,788,319	6,149,961	3,965,256	2,374,829	1,590,427
40150 Refuse Disposal	72,926,504	73,874,451	68,199,776	66,408,976	1,790,800
40170 I-95 Refuse Disposal	33,020,825	37,576,946	32,204,139	31,471,117	733,022
40180 Tysons Service District	28,105,339	34,840,508	23,489,001	32,488,318	(8,999,317)
40190 Reston Service District	910,414	2,898,256	4,131,057	6,439,867	(2,308,810)
40300 Housing Trust Fund	10,855,999	12,458,088	229,060	2,979,030	(2,749,970)

FY 2021 ADVERTISED CHANGES IN FUND BALANCE

SUMMARY OF APPROPRIATED FUNDS

Fund	Balance 6/30/2018	Balance 6/30/2019	Balance 6/30/20	Balance 6/30/21	From/ (Added to) Surplus
40330 Elderly Housing Programs	\$3,312,658	\$3,577,552	\$3,032,006	\$3,104,112	(\$72,106)
40360 Homeowner and Business Loan Programs	3,756,762	4,165,833	2,749,970	0	2,749,970
50000 Federal/State Grants	40,110,480	45,039,238	742,264	742,264	0
50800 Community Development Block Grant	31,058	6,081,719	0	0	0
50810 HOME Investment Partnerships Program	815,699	12,818	0	0	0
S10000 Public School Operating	138,573,340	135,101,372	31,022,668	0	31,022,668
S40000 Public School Food and Nutrition Services	19,371,675	17,916,914	0	0	0
S43000 Public School Adult and Community Education	(86,484)	9,139	0	0	0
S50000 Public School Grants and Self Supporting Programs	21,243,918	23,915,493	0	0	0
Total Special Revenue Funds	\$952,480,562	\$991,447,796	\$312,501,866	\$306,699,948	\$5,801,918
TOTAL GOVERNMENTAL FUNDS	\$1,756,403,553	\$1,828,026,926	\$731,931,250	\$771,477,586	(\$39,546,336)
PROPRIETARY FUNDS					
Internal Service Funds					
60000 County Insurance	\$91,583,220	\$94,553,198	\$82,464,767	\$80,646,044	\$1,818,723
60010 Department of Vehicle Services	45,077,230	47,466,442	38,422,741	37,366,992	1,055,749
60020 Document Services	1,411,140	1,593,751	536,386	499,538	36,848
60030 Technology Infrastructure Services	9,029,309	8,171,087	1,866,517	533,439	1,333,078
60040 Health Benefits	64,020,235	73,402,478	29,375,751	34,283,448	(4,907,697)
S60000 Public School Insurance	51,146,614	50,659,388	44,716,750	44,716,750	0
S62000 Public School Health and Flexible Benefits	72,814,402	75,628,523	0	0	0
Total Internal Service Funds	\$335,082,150	\$351,474,867	\$197,382,912	\$198,046,211	(\$663,299)
Enterprise Funds					
69000 Sewer Revenue	\$90,507,789	\$108,685,073	\$115,107,774	\$106,298,957	\$8,808,817
69010 Sewer Operation and Maintenance	5,612,115	3,999,070	289,273	43,764	245,509
69020 Sewer Bond Parity Debt Service	5,824,098	2,259,084	286,303	42,172	244,131
69030 Sewer Bond Debt Reserve	24,926,274	24,926,274	33,426,274	41,626,274	(8,200,000)
69040 Sewer Bond Subordinate Debt Service	4,391,213	4,159,040	375,866	38,840	337,026
69300 Sewer Construction Improvements	41,227,814	56,355,117	0	0	0
69310 Sewer Bond Construction	80,880,300	41,660,937	0	0	0
Total Enterprise Funds	\$253,369,603	\$242,044,595	\$149,485,490	\$148,050,007	\$1,435,483
TOTAL PROPRIETARY FUNDS	\$588,451,753	\$593,519,462	\$346,868,402	\$346,096,218	\$772,184
FIDUCIARY FUNDS					
Custodial Funds					
70000 Route 28 Tax District	\$238	\$2,870	\$0	\$0	\$0
70040 Mosaic District Community Development Authority	0	0	0	0	0
Total Custodial Funds	\$238	\$2,870	\$0	\$0	\$0
Trust Funds					
73000 Employees' Retirement Trust	\$3,940,881,979	\$4,101,596,928	\$4,251,128,080	\$4,433,011,437	(\$181,883,357)
73010 Uniformed Employees Retirement Trust	1,759,886,953	1,813,717,921	1,909,931,784	2,004,526,478	(94,594,694)
73020 Police Retirement Trust	1,435,907,290	1,483,659,513	1,562,722,878	1,636,763,479	(74,040,601)
73030 OPEB Trust	308,298,024	324,839,635	325,944,675	320,117,407	5,827,268
S71000 Educational Employees' Retirement	2,446,269,629	2,521,423,683	2,701,772,914	2,895,146,459	(193,373,545)
S71100 Public School OPEB Trust	135,175,429	146,508,965	156,550,477	166,449,977	(9,899,500)
Total Trust Funds	\$10,026,419,304	\$10,391,746,645	\$10,908,050,808	\$11,456,015,237	(\$547,964,429)
TOTAL FIDUCIARY FUNDS	\$10,026,419,542	\$10,391,749,515	\$10,908,050,808	\$11,456,015,237	(\$547,964,429)
TOTAL APPROPRIATED FUNDS	\$12,371,274,848	\$12,813,295,903	\$11,986,850,460	\$12,573,589,041	(\$586,738,581)

GENERAL FUND PROPERTY TAX RATES
FY 2012 - FY 2021
(per \$100 assessed valuation)

Tax Category	FY 2012	FY 2013	FY 2014	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019	FY 2020	FY 2021 Proposed
Real Estate	\$1.070	\$1.075	\$1.085	\$1.090	\$1.090	\$1.130	\$1.130	\$1.150	\$1.150	\$1.180
Public Service	\$1.070	1.075	1.085	1.090	1.090	1.130	1.130	1.150	1.150	1.180
Personal Property¹	\$4.57	\$4.57	\$4.57	\$4.57	\$4.57	\$4.57	\$4.57	\$4.57	\$4.57	\$4.57
Special Subclass ²	0.01	0.01	0.01	0.01	0.01	0.01	0.01	0.01	0.01	0.01
Machinery and Tools	4.57	4.57	4.57	4.57	4.57	4.57	4.57	4.57	4.57	4.57
Research and Development	4.57	4.57	4.57	4.57	4.57	4.57	4.57	4.57	4.57	4.57
Mobile Homes ³	1.070	1.075	1.085	1.090	1.090	1.130	1.130	1.150	1.150	1.180
Public Service	1.070	1.075	1.085	1.090	1.090	1.130	1.130	1.150	1.150	1.180

¹ Includes vehicles owned by individuals, businesses and Public Service Corporations, business furniture and fixtures, and computers.

² On April 30, 1990, the Board of Supervisors established a subclass for personal property taxation purposes. This subclass includes vehicles specifically equipped for the handicapped, privately-owned vans used for van pools, and vehicles belonging to volunteer fire and rescue squad members. The same rate also applies to antique automobiles. In FY 1996, vehicles owned by auxiliary police officers, aircraft and flight simulators, and property owned by homeowners' associations were added to the special subclass. Boats were added in FY 2000 and vehicles owned by reserve deputy sheriffs were included in FY 2007. Beginning in FY 2012, one vehicle owned by a fully disabled veteran is included in this special subclass.

³ In accordance with the Code of Virginia, mobile homes are considered a separate class of Personal Property and are assessed and taxed in the same manner as local real property.

SUMMARY OF SELECTED NON-GENERAL FUND TAX RATES

FY 2012 - FY 2021

Tax Category	FY 2012	FY 2013	FY 2014	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019	FY 2020	FY 2021 Proposed
Admissions Tax ¹	--	--	--	--	--	--	--	--	--	4%
Sewage Rates (Fund 69000)										
Sewer Charge (per 1,000 gal.)	\$6.01	\$6.55	\$6.55	\$6.62	\$6.65	\$6.68	\$6.75	\$7.00	\$7.28	\$7.56
Availability Fee - Single Family Home	\$7,750	\$7,750	\$7,750	\$7,750	\$7,750	\$7,750	\$8,100	\$8,100	\$8,340	\$8,423
Refuse Rates										
Leaf Collection (Fund 40130) ²	\$0.015	\$0.015	\$0.015	\$0.015	\$0.015	\$0.015	\$0.013	\$0.013	\$0.012	\$0.012
40140)	\$345	\$345	\$345	\$345	\$345	\$345	\$345	\$350	\$385	\$400
Refuse Disposal per ton (Fund 40150)	\$60	\$60	\$60	\$62	\$62	\$62	\$64	\$66	\$68	\$68
Community Centers										
Reston (Fund 40050) ²	\$0.047	\$0.047	\$0.047	\$0.047	\$0.047	\$0.047	\$0.047	\$0.047	\$0.047	\$0.047
McLean (Fund 40060) ²	\$0.023	\$0.022	\$0.022	\$0.023	\$0.023	\$0.023	\$0.023	\$0.023	\$0.023	\$0.023
Burgundy Village (Fund 40070) ²	\$0.02	\$0.02	\$0.02	\$0.02	\$0.02	\$0.02	\$0.02	\$0.02	\$0.02	\$0.02
Other Special Taxing Districts										
Transportation Projects (Fund 40010) ^{2,3}	\$0.11	\$0.11	\$0.125	\$0.125	\$0.125	\$0.125	\$0.125	\$0.125	\$0.125	\$0.125
Integrated Pest Management Program (Fund 40080) ²	\$0.001	\$0.001	\$0.001	\$0.001	\$0.001	\$0.001	\$0.001	\$0.001	\$0.001	\$0.001
Stormwater Services (Fund 40100) ^{2,4}	\$0.015	\$0.020	\$0.020	\$0.0225	\$0.0250	\$0.0275	\$0.0300	\$0.0325	\$0.0325	\$0.0325
Dulles Rail Phase I (Fund 40110) ²	\$0.22	\$0.22	\$0.21	\$0.21	\$0.19	\$0.17	\$0.15	\$0.13	\$0.11	\$0.11
Dulles Rail Phase II (Fund 40120) ²	\$0.10	\$0.15	\$0.20	\$0.20	\$0.20	\$0.20	\$0.20	\$0.20	\$0.20	\$0.20
Tysons Service District (Fund 40180) ^{2,5}	--	--	\$0.04	\$0.04	\$0.05	\$0.05	\$0.05	\$0.05	\$0.05	\$0.05
Reston Service District (Fund 40190) ^{2,6}	--	--	--	--	--	--	\$0.021	\$0.021	\$0.021	\$0.021
Route 28 Corridor (Fund 70000) ²	\$0.18	\$0.18	\$0.18	\$0.18	\$0.18	\$0.18	\$0.18	\$0.18	\$0.18	\$0.18

¹ As part of the FY 2021 Advertised Budget Plan, an Admissions Tax of 4 percent on the sale of movie, theater, and concert tickets is recommended. The Admissions Tax revenue will be used to fund contributions to ARTSFAIRFAX, the Fairfax Symphony Orchestra, and Wolf Trap, as well as to increase funding to the Convention and Visitors Corporation, also known as Visit Fairfax.

² Per \$100 of assessed value.

³ This district was created in FY 2009 after the Virginia General Assembly enacted legislation allowing Northern Virginia jurisdictions to levy an additional real estate tax on commercial and industrial properties for new transportation initiatives.

⁴ This service district was created in FY 2010 to support stormwater management operating and capital requirements, as authorized by the Code of Virginia §15.2-2400.

⁵ This service district was established on January 8, 2013 to fund transportation infrastructure in Tysons.

⁶ This service district was created as part of the FY 2018 Budget process.

ASSESSED VALUATION, TAX RATES, LEVIES AND COLLECTIONS

GENERAL FUND, FISCAL YEARS 2019-2021

	FY 2019 Actual	FY 2020 Adopted Budget Plan	FY 2020 Revised Budget Plan	FY 2021 Advertised Budget Plan
ASSESSED VALUATION OF TAXABLE PROPERTY				
Real Estate				
Local Assessment	\$246,334,332,150	\$255,191,954,950	\$255,191,954,950	\$264,793,644,730
Public Service Corporations	977,296,880	1,000,000,000	1,088,151,673	1,120,820,980
Supplemental Assessments	582,330,926	525,000,000	600,000,000	585,000,000
Less: Tax Relief for Elderly/Disabled	(2,670,471,710)	(2,770,000,000)	(2,819,700,000)	(2,877,000,000)
Less: Exonerations/Certificates/Tax Abatements	(751,029,323)	(1,023,391,370)	(879,282,522)	(1,022,720,000)
Total Real Estate Taxable Valuation¹	\$244,472,458,923	\$252,923,563,580	\$253,181,124,101	\$262,599,745,710
Personal Property				
Vehicles	\$11,865,814,738	\$12,236,741,409	\$12,273,443,442	\$12,330,135,771
Business Property (excluding vehicles)	2,803,124,809	2,835,411,664	2,898,249,055	2,927,231,543
Mobile Homes	13,921,438	12,439,160	14,243,562	14,949,405
Other Personal Property ²	19,132,107	18,242,247	19,574,799	20,537,654
Public Service Corporations	3,020,199,734	3,080,523,351	3,086,589,063	3,117,454,954
Omitted Assessments	277,877,058	244,851,806	288,390,929	290,058,158
Less: Exonerations	(115,722,385)	(85,387,074)	(118,920,640)	(119,608,122)
Total Personal Property Valuation	\$17,884,347,499	\$18,342,822,563	\$18,461,570,210	\$18,580,759,363
Total Taxable Property Valuation	\$262,356,806,422	\$271,266,386,143	\$271,642,694,311	\$281,180,505,073
TAX RATE (per \$100 assessed value)				
Real Estate				
Regular-Local Assessment	\$1.15	\$1.15	\$1.15	\$1.18
Public Service Corporations-Equalized	1.15	1.15	1.15	1.18
Personal Property				
Vehicle/Business/Other	\$4.57	\$4.57	\$4.57	\$4.57
Public Service Corporations-Equalized	1.15	1.15	1.15	1.18
Mobile Homes	1.15	1.15	1.15	1.18
LEVIES AND COLLECTIONS				
Property Tax Levy				
Real Estate Tax Levy	\$2,811,433,279	\$2,908,620,981	\$2,911,582,927	\$3,098,676,999
Personal Property Tax Levy	618,580,266	632,974,393	639,522,811	644,303,869
Total Property Tax Levy	\$3,430,013,545	\$3,541,595,374	\$3,551,105,738	\$3,742,980,868
Property Tax Collections				
Collection of Current Taxes ³	\$3,420,685,498	\$3,525,183,996	\$3,534,558,666	\$3,725,804,838
Percentage of Total Levy Collected	99.7%	99.5%	99.5%	99.5%
Net Collections of Delinquent Taxes	27,120,935	24,201,494	27,251,494	27,660,266
Total Property Tax Collections	\$3,447,806,433	\$3,549,385,490	\$3,561,810,160	\$3,753,465,104
Yield of \$0.01 per \$100 of Real Estate Tax Collections	\$24,689,162	\$25,525,401	\$25,551,960	\$26,494,102
Yield of \$0.01 per \$100 of Personal Property Tax Collections	\$1,272,009	\$1,291,717	\$1,304,340	\$1,311,872

¹ Includes the Mosaic District Tax Increment Financing (TIF) assessed value based on the difference between the 2007 Base Assessed Value and the Current Assessed Value, which in FY 2021 is \$634,327,000, with a tax levy of \$7,485,059.

² Other Personal Property includes boats, trailers, and miscellaneous.

³ For FY 2019 and FY 2020, includes the approximate value of one-half cent on the Real Estate Tax rate, which is directed to the Affordable Housing Development and Investment Fund (formerly The Penny for Affordable Housing Fund). The value is \$12.30 million and \$12.76 million in FY 2019 and FY 2020, respectively. For FY 2021, includes the approximate value of one and a half cents on the Real Estate Tax rate, which is directed to the Affordable Housing Development and Investment Fund. The value is \$39.74 million in FY 2021. It also includes Real Estate tax revenue directed to the Mosaic District Community Development Authority for debt service payments in the amount of \$5,664,600 in FY 2021.

FY 2021 ADVERTISED GENERAL FUND REVENUE

Revenue Category	FY 2019 Actual	FY 2020 Adopted Budget Plan	FY 2020 Revised Budget Plan	FY 2021 Advertised Budget Plan	Increase/ (Decrease) Over Revised	% Increase/ (Decrease) Over Revised
REAL PROPERTY TAXES						
Real Estate Tax - Current	\$2,775,615,987	\$2,870,132,405	\$2,872,074,762	\$3,030,789,357	\$158,714,595	5.5%
R. E. Tax - Public Service Corps	11,238,914	11,500,000	12,513,744	13,225,688	711,944	5.7%
Subtotal R. E. Tax - Current	\$2,786,854,901	\$2,881,632,405	\$2,884,588,506	\$3,044,015,045	\$159,426,539	5.5%
R. E. Tax Penalties - Current	\$4,395,204	\$3,954,824	\$4,394,824	\$4,394,824	\$0	0.0%
R. E. Tax Interest - Current	107,301	63,249	103,249	103,249	0	0.0%
R. E. PSC - Penalty Current	4,255	2,038	2,038	2,038	0	0.0%
R. E. PSC - Interest Current	115	42	42	42	0	0.0%
R.E. Tax Delinquent - Prior Years	4,777,387	4,317,675	4,777,675	4,929,340	151,665	3.2%
R.E. Tax Penalties - Prior years	691,399	544,570	694,570	694,570	0	0.0%
R.E. Tax Interest - Prior Years	128,613	78,617	138,617	138,617	0	0.0%
Subtotal R. E. Tax - Delinq. Collections	\$10,104,275	\$8,961,015	\$10,111,015	\$10,262,680	\$151,665	1.5%
TOTAL REAL PROPERTY TAXES	\$2,796,959,176	\$2,890,593,420	\$2,894,699,521	\$3,054,277,725	\$159,578,204	5.5%
PERSONAL PROPERTY TAXES						
Personal Property Tax - Current	\$369,848,844	\$378,280,721	\$384,643,328	\$388,064,129	\$3,420,801	0.9%
P. P. Tax - Public Service Corps	34,961,409	35,659,713	35,715,675	37,006,120	1,290,445	3.6%
Subtotal P. P. Tax - Current	\$404,810,253	\$413,940,434	\$420,359,003	\$425,070,249	\$4,711,246	1.1%
P. P. Tax Penalties - Current	\$6,250,584	\$6,097,651	\$6,247,651	\$6,247,651	\$0	0.0%
P.P. Tax Interest - Current	474,920	324,163	474,163	474,163	0	0.0%
P.P. Tax Delinquent - Prior Years	8,279,740	6,653,349	8,253,349	8,510,456	257,107	3.1%
P.P. Tax Penalties - Prior Years	1,516,357	1,373,007	1,373,007	1,373,007	0	0.0%
P.P. Tax Interest - Prior Years	495,059	792,309	792,309	792,309	0	0.0%
Subtotal P. P. Tax - Delinquent	\$17,016,660	\$15,240,479	\$17,140,479	\$17,397,586	\$257,107	1.5%
TOTAL PERSONAL PROPERTY TAXES	\$421,826,913	\$429,180,913	\$437,499,482	\$442,467,835	\$4,968,353	1.1%
GENERAL OTHER LOCAL TAXES						
Short-Term Daily Rental	\$448,128	\$430,938	\$448,128	\$457,091	\$8,963	2.0%
Vehicle Registration Fee	26,653,897	26,843,417	26,691,894	26,825,354	133,460	0.5%
Vehicle Registration Fee - Delinquent	772,213	620,690	772,213	776,074	3,861	0.5%
Auto Delinquent - DMV Hold	1,042	0	0	0	0	--
Bank Franchise Tax	23,699,652	23,654,317	23,654,317	23,890,860	236,543	1.0%
Cigarette Tax	5,787,235	5,916,915	5,477,039	5,422,269	(54,770)	(1.0%)
Gross Receipts Tax on Rental Cars	3,248,129	2,944,313	3,365,969	3,416,459	50,490	1.5%
Land Transfer Fees	25,115	26,194	26,194	26,194	0	0.0%
Communication Sales and Use Tax	6,911,547	5,399,506	3,492,634	1,415,924	(2,076,710)	(59.5%)
Subtotal	\$67,546,958	\$65,836,290	\$63,928,388	\$62,230,225	(\$1,698,163)	(2.7%)
Sales Tax - Local	\$186,951,535	\$193,093,628	\$197,605,789	\$202,548,503	\$4,942,714	2.5%
Sales Tax - Mobile Home	84,838	101,281	101,281	101,281	0	0.0%
Sales Tax - ATV/Mopeds	1,455	0	1,500	1,500	0	0.0%
Subtotal Sales Tax	\$187,037,828	\$193,194,909	\$197,708,570	\$202,651,284	\$4,942,714	2.5%

FY 2021 ADVERTISED GENERAL FUND REVENUE

Revenue Category	FY 2019 Actual	FY 2020 Adopted Budget Plan	FY 2020 Revised Budget Plan	FY 2021 Advertised Budget Plan	Increase/ (Decrease) Over Revised	% Increase/ (Decrease) Over Revised
Deed of Conveyance Tax	\$7,192,973	\$6,791,300	\$7,672,155	\$7,672,155	\$0	0.0%
Recordation Tax	23,536,391	21,697,038	26,799,720	23,540,000	(3,259,720)	(12.2%)
Subtotal Deed of Conveyance/Recordation Taxes	\$30,729,364	\$28,488,338	\$34,471,875	\$31,212,155	(\$3,259,720)	(9.5%)
Transient Occupancy Tax	\$10,989,660	\$11,199,788	\$11,316,145	\$11,598,615	\$282,470	2.5%
Transient Occupancy Tax -- Additional	11,928,606	12,049,880	12,175,078	12,479,889	304,811	2.5%
Subtotal Transient Occupancy Tax	\$22,918,266	\$23,249,668	\$23,491,223	\$24,078,504	\$587,281	2.5%
TOTAL Other Local Taxes	\$308,232,416	\$310,769,205	\$319,600,056	\$320,172,168	\$572,112	0.2%
Electric Utility Tax - Dominion Virginia Power	\$34,489,185	\$34,604,029	\$34,290,552	\$34,462,005	\$171,453	0.5%
Electric Utility Tax - No. Va. Elec. Coop.	1,750,200	1,745,020	1,728,835	1,737,479	8,644	0.5%
Subtotal Electric Utility Tax	\$36,239,385	\$36,349,049	\$36,019,387	\$36,199,484	\$180,097	0.5%
Gas Utility Tax - Washington Gas	\$9,077,716	\$8,694,714	\$9,098,722	\$9,144,216	\$45,494	0.5%
Gas Utility Tax - Columbia Gas of VA	520,972	489,935	520,972	523,576	2,604	0.5%
Subtotal Gas Utility Tax	\$9,598,688	\$9,184,649	\$9,619,694	\$9,667,792	\$48,098	0.5%
TOTAL Consumer Utility Tax	\$45,838,073	\$45,533,698	\$45,639,081	\$45,867,276	\$228,195	0.5%
Electric Consumption Tax	\$2,966,250	\$2,954,103	\$2,966,250	\$2,981,081	\$14,831	0.5%
Natural Gas Consumption Tax	778,236	699,793	778,236	782,127	3,891	0.5%
Subtotal Consumption Tax	\$3,744,486	\$3,653,896	\$3,744,486	\$3,763,208	\$18,722	0.5%
BPOL Tax - Amusements	\$350,330	\$363,886	\$363,886	\$369,344	\$5,458	1.5%
BPOL Tax - Builders and Developers	315,823	357,171	357,171	362,529	5,358	1.5%
BPOL Tax - Business Service Occupation	35,183,322	36,197,334	36,238,821	36,782,405	543,584	1.5%
BPOL Tax - Consultant/Specialist	35,420,121	37,461,556	36,482,725	37,029,967	547,242	1.5%
BPOL Tax - Contractors	9,856,034	10,118,845	10,151,715	10,303,990	152,275	1.5%
BPOL Tax - Hotels and Motels	1,635,039	1,690,478	1,690,478	1,715,835	25,357	1.5%
BPOL Tax - Money Lenders	774,643	785,761	797,882	809,850	11,968	1.5%
BPOL Tax - Personal Service Occupations	7,214,067	7,378,440	7,430,489	7,541,947	111,458	1.5%
BPOL Tax - Prof. & Spec. Occupations	20,224,952	21,061,832	20,831,701	21,144,176	312,475	1.5%
BPOL Tax - Real Estate Brokers	1,848,190	1,897,242	1,903,636	1,932,190	28,554	1.5%
BPOL Tax - Rent of House, Apt & Condo	14,032,497	14,291,578	14,453,472	14,670,274	216,802	1.5%
BPOL Tax - Repair Services	1,891,660	1,936,782	1,948,410	1,977,636	29,226	1.5%
BPOL Tax - Research and Development	826,571	785,949	851,368	864,139	12,771	1.5%
BPOL Tax - Retail Merchants	32,244,421	33,156,354	33,211,754	33,709,930	498,176	1.5%
BPOL Tax - Telephone Companies	2,884,004	3,424,846	2,884,004	2,927,264	43,260	1.5%
BPOL Tax - Wholesale Merchants	2,454,168	2,474,742	2,527,793	2,565,709	37,916	1.5%
Subtotal BPOL - Current	\$167,155,844	\$173,382,796	\$172,125,305	\$174,707,185	\$2,581,880	1.5%
BPOL Tax - Penalties & Interest - Current Year	\$455,033	\$360,000	\$360,000	\$360,000	\$0	0.0%
BPOL Tax - Delinquent Taxes - Prior Years	2,390,758	3,196,977	2,400,000	2,651,721	251,721	10.5%
BPOL Tax - Delinquent Penalty & Interest - Prior Years	429,174	529,000	400,000	400,000	0	0.0%
Subtotal BPOL - Delinquents	\$3,274,965	\$4,085,977	\$3,160,000	\$3,411,721	\$251,721	8.0%
TOTAL Business, Professional & Occupational Licenses	\$170,430,809	\$177,468,773	\$175,285,305	\$178,118,906	\$2,833,601	1.6%
TOTAL GENERAL OTHER LOCAL TAXES	\$528,245,784	\$537,425,572	\$544,268,928	\$547,921,558	\$3,652,630	0.7%

FY 2021 ADVERTISED GENERAL FUND REVENUE

Revenue Category	FY 2019 Actual	FY 2020 Adopted Budget Plan	FY 2020 Revised Budget Plan	FY 2021 Advertised Budget Plan	Increase/ (Decrease) Over Revised	% Increase/ (Decrease) Over Revised
PERMITS, FEES & REGULATORY LICENSES						
Building Permits	\$18,765,132	\$15,683,534	\$16,583,534	\$16,583,534	\$0	0.0%
Electrical Permits	3,493,148	3,129,042	3,129,042	3,129,042	0	0.0%
Plumbing Permits	2,406,061	2,047,029	2,047,029	2,047,029	0	0.0%
Mechanical Permits	2,735,665	1,964,316	1,964,316	1,964,316	0	0.0%
Cross Connection Charges	652,606	649,718	649,718	649,718	0	0.0%
Home Improvement Inspection Licenses	12,148	6,139	6,139	6,139	0	0.0%
Elevator Inspection Licenses	1,869,924	2,082,507	2,432,507	2,432,507	0	0.0%
Appliance Permits	734,700	646,606	646,606	646,606	0	0.0%
Building Re-inspection Fees	12,772	11,189	11,189	11,189	0	0.0%
Electrical Re-inspection Fees	7,542	9,567	9,567	9,567	0	0.0%
Plumbing Re-inspection Fees	6,696	4,869	4,869	4,869	0	0.0%
Mechanical Re-inspection Fees	3,996	6,836	6,836	6,836	0	0.0%
Building/Fire Prevention Code Modification Fees	24,128	0	0	0	0	--
Plan Resubmission Fee-New Construction	451,247	563,737	563,737	563,737	0	0.0%
Plan Resubmission Fee-Alteration Construction	613,731	985,871	985,871	985,871	0	0.0%
Subtotal Inspection Services	\$31,789,496	\$27,790,960	\$29,040,960	\$29,040,960	\$0	0.0%
Site Plan Fees	\$3,616,301	\$3,892,659	\$3,892,659	\$3,892,659	\$0	0.0%
Developer Bond Extension	401,930	469,245	469,245	469,245	0	0.0%
Subdivision Plat Fees	196,773	240,959	240,959	240,959	0	0.0%
Subdivision Plan Fees	2,570,503	2,645,171	2,645,171	2,645,171	0	0.0%
Landfill Special Fees	17,611	18,682	18,682	18,682	0	0.0%
Utility Permit Fees	3,524	22,678	22,678	22,678	0	0.0%
Inspection - Site Plans	2,775,567	4,149,423	4,149,423	4,149,423	0	0.0%
Inspection - Subplans	891,750	950,462	950,462	950,462	0	0.0%
VSMP Maintenance Fee	110,376	127,800	127,800	127,800	0	0.0%
VSMP Permit Fee	43,836	67,168	67,168	67,168	0	0.0%
VSMP Civil Penalties	0	102	102	102	0	0.0%
VSMP Transfer Fee	2,900	3,182	3,182	3,182	0	0.0%
VSMP Modification Fee	11,892	743	743	743	0	0.0%
VSMP Discharge Fee	135,566	60,641	60,641	60,641	0	0.0%
Subtotal Design Review	\$10,778,530	\$12,648,915	\$12,648,915	\$12,648,915	\$0	0.0%
TOTAL Inspection Services and Design Review	\$42,568,026	\$40,439,875	\$41,689,875	\$41,689,875	\$0	0.0%
Zoning Fees	\$2,352,257	\$2,351,506	\$2,351,506	\$2,351,506	\$0	0.0%
Sign Permit Fees	126,825	114,665	123,500	123,500	0	0.0%
Board of Zoning Appeals Fees	245,093	234,762	245,093	245,093	0	0.0%
Wetlands Permits	300	600	600	600	0	0.0%
Short Term Lodging Permit Fee	17,600	0	24,000	24,000	0	0.0%
Administrative Comprehensive Sign Plan Fees	475	0	1,900	1,900	0	0.0%
Non-Residential Use Permits Fees (NON-RUP's Fees)	136,500	142,660	136,500	136,500	0	0.0%
Zoning Compliance Letters/Temp Special Permits	356,446	314,015	314,015	314,015	0	0.0%
Subtotal Zoning Revenue	\$3,235,496	\$3,158,208	\$3,197,114	\$3,197,114	\$0	0.0%
Dangerous Dog Fees	\$3,252	\$3,722	\$3,722	\$3,722	\$0	0.0%
Dog Licenses	827,073	876,571	876,571	876,571	0	0.0%
Auto Graveyard Licenses	150	200	150	150	0	0.0%
Carnival Permits	25	25	25	25	0	0.0%
Dance Hall Licenses	2,350	3,690	3,690	3,690	0	0.0%

FY 2021 ADVERTISED GENERAL FUND REVENUE

Revenue Category	FY 2019 Actual	FY 2020 Adopted Budget Plan	FY 2020 Revised Budget Plan	FY 2021 Advertised Budget Plan	Increase/ (Decrease) Over Revised	% Increase/ (Decrease) Over Revised
Fortune Teller Licenses	500	500	500	500	0	0.0%
Mixed Drink Establishment Licenses	160,427	205,365	205,365	205,365	0	0.0%
Land Use Assessment Application Fees	1,511	792	792	792	0	0.0%
Massage Therapist Permits	56,000	55,182	55,182	56,000	818	1.5%
Election Filing Fees	45,917	0	600	1,600	1,000	166.7%
Concealed Weapon Permits	176,092	207,214	207,214	207,214	0	0.0%
Precious Metal & Gem Dealers / Pawnbrokers Licenses	8,625	9,400	8,625	8,625	0	0.0%
Solicitors Licenses	8,961	9,920	8,961	8,961	0	0.0%
Towing Permit	1,200	1,500	1,500	1,500	0	0.0%
Fire Prevention Code Permits	1,817,322	1,925,505	1,925,505	1,925,505	0	0.0%
Fire Marshal Fees	5,270,241	5,247,840	5,335,745	5,442,460	106,715	2.0%
Acceptance Test Overtime Fees	584,025	255,000	255,000	255,000	0	0.0%
Home Childcare Permits	14,134	15,353	15,353	0	(15,353)	(100.0%)
Alarm Systems Registrations	103,650	126,140	126,140	126,140	0	0.0%
Taxicab Licenses	76,600	94,945	76,600	76,600	0	0.0%
Subtotal Misc. Permits, Fees & Licenses	\$9,158,055	\$9,038,864	\$9,107,240	\$9,200,420	\$93,180	1.0%
Swimming Pool Licenses	\$277,175	\$272,574	\$277,175	\$281,332	\$4,157	1.5%
Alternate Discharge Permits	1,050	825	1,050	1,050	0	0.0%
Alternative Sewage Systems Plan Review	21,600	29,275	29,275	29,275	0	0.0%
Camps/Campgrounds--State Health Fee	320	360	360	360	0	0.0%
Food Establishment Operating Permits	111,710	108,472	108,472	110,641	2,169	2.0%
Building Permits Review	46,950	53,375	53,375	53,375	0	0.0%
Site Development Review	33,235	22,792	36,890	37,628	738	2.0%
Hotel Permits--State Health Fee	5,560	5,600	5,600	5,600	0	0.0%
Miscellaneous Environmental Fees	423	1,898	1,898	1,898	0	0.0%
Portable Toilet Fees	530	540	540	540	0	0.0%
Private Schools/Day Care Center Licenses	16,070	16,450	16,450	16,450	0	0.0%
Public Establishment Review	35,460	30,090	30,090	30,090	0	0.0%
Restaurants--State Health Fee	63,140	61,725	61,725	61,725	0	0.0%
State Share Septic Tank Permits	65,965	82,995	70,900	70,900	0	0.0%
State Share Well Permit Fees	63,000	61,315	63,000	63,300	300	0.5%
Routine Water Sample Fees	2,950	3,325	3,325	3,325	0	0.0%
Sanitation Inspection Licenses	2,400	1,850	2,400	2,400	0	0.0%
Septic Tank Permits	43,495	49,630	49,630	50,623	993	2.0%
Septic Tank Truck Licenses	77,540	77,275	24,000	24,000	0	0.0%
Well Water Supply Permits	42,200	40,800	40,800	40,800	0	0.0%
Well Water Supply Licenses	2,250	900	900	900	0	0.0%
Subtotal Health Dept. Permits, Fees & Licenses	\$913,023	\$922,066	\$877,855	\$886,212	\$8,357	1.0%
TOTAL Misc. Permits Fees & Licenses	\$10,071,078	\$9,960,930	\$9,985,095	\$10,086,632	\$101,537	1.0%
TOTAL PERMITS, FEES & REGULATORY LICENSES	\$55,874,600	\$53,559,013	\$54,872,084	\$54,973,621	\$101,537	0.2%
FINES AND FORFEITURES						
Attorney Fee - Collection of Delinquent Taxes	\$6,619	\$6,967	\$6,967	\$6,967	\$0	0.0%
Circuit Court Fines and Penalties	86,222	111,913	111,913	111,913	0	0.0%
County Fee - Administrative - Collections of Delinquent Taxes	1,835,886	1,742,468	1,857,798	1,857,798	0	0.0%
Juvenile & Domestic Relations Court (J&DR) Fines/Interest	1,231	2,148	1,231	1,231	0	0.0%
General District Court Fines/Interest	149,984	147,649	147,649	147,649	0	0.0%
General District Court Fines	6,227,827	6,606,091	5,835,355	5,835,355	0	0.0%

FY 2021 ADVERTISED GENERAL FUND REVENUE

Revenue Category	FY 2019 Actual	FY 2020 Adopted Budget Plan	FY 2020 Revised Budget Plan	FY 2021 Advertised Budget Plan	Increase/ (Decrease) Over Revised	% Increase/ (Decrease) Over Revised
County Fines - J&DR Court	44,681	49,116	49,116	49,116	0	0.0%
Alarm Ordinance Violations	887,633	679,843	679,843	679,843	0	0.0%
Collection Agency Fees	11,563	0	0	0	0	--
State Set-Off Debt Service (SOF)	158,150	210,988	210,988	210,988	0	0.0%
County Fines/Penalties	13,365	39,087	17,350	17,350	0	0.0%
Parking Violations	2,663,449	2,828,361	2,693,993	2,693,993	0	0.0%
Non-Tax Penalty for Late Payment	133,475	108,928	133,475	133,475	0	0.0%
Non-Tax Interest	36,389	48,461	48,461	48,461	0	0.0%
Non-Sufficient Funds Check Return	2,267	1,525	1,525	1,525	0	0.0%
TOTAL FINES AND FORFEITURES	\$12,258,740	\$12,583,545	\$11,795,664	\$11,795,664	\$0	0.0%
REVENUE FROM USE OF MONEY & PROPERTY						
Interest on Investments	\$69,032,333	\$80,017,523	\$58,630,895	\$46,118,088	(\$12,512,807)	(21.3%)
Rent of Real Estate	1,134,076	1,213,375	1,213,375	1,267,727	54,352	4.5%
Rent on Communication Sites	910,315	940,259	940,259	954,363	14,104	1.5%
Cafeteria Commissions/Vending Machines	97,690	105,632	105,632	105,632	0	0.0%
Cash Over and Short	5	0	0	0	0	--
Bicycle Locker Rentals	6,700	6,460	6,460	6,460	0	0.0%
TOTAL REV. FROM USE OF MONEY & PROPERTY	\$71,181,118	\$82,283,249	\$60,896,621	\$48,452,270	(\$12,444,351)	(20.4%)
CHARGES FOR SERVICES						
Courthouse Maintenance Fees	\$404,507	\$403,188	\$403,188	\$403,188	\$0	0.0%
Court Security Fees	1,690,684	1,695,833	1,660,792	1,660,792	0	0.0%
Criminal Justice Academy Fee on Criminal Offenses	169,706	168,975	168,975	168,975	0	0.0%
EMS Transport Fee	21,193,236	21,469,517	21,469,517	21,469,517	0	0.0%
Copying Machine Revenue	78,495	94,458	78,495	78,495	0	0.0%
Reimbursement for Recorded Tapes/FOIA Fees	101,347	21,665	101,347	101,347	0	0.0%
Proposed Vacation Fees	350	400	400	400	0	0.0%
Jail Fees / DNA Fees	59,092	62,550	52,277	52,277	0	0.0%
Parental Support - Boys Probation House	0	2,170	2,170	2,170	0	0.0%
Parental Support - Girls Probation House	1,800	2,040	2,040	2,040	0	0.0%
Parental Support - Supervised Visitation	14,614	5,868	15,339	15,339	0	0.0%
Commonwealth's Attorney Fees	27,618	29,761	27,618	27,618	0	0.0%
Police Reports and Photo Fees	146,884	181,333	181,333	181,333	0	0.0%
Sheriff Fees	66,271	66,271	66,271	66,271	0	0.0%
Police Reimbursement	706,282	739,950	790,605	806,417	15,812	2.0%
Animal Shelter Fees	274,951	296,177	274,951	274,951	0	0.0%
Miscellaneous Charges for Services	16,155	0	0	0	0	--
EDA Bond Administrative Fees	94,975	0	0	0	0	--
Seniors on the Go	6,840	9,380	6,840	6,840	0	0.0%
Taxi Access	7,010	6,900	7,750	7,750	0	0.0%
Parking Garage Fees	919,165	1,016,021	919,165	919,165	0	0.0%
Adoption Service Fees	5,775	7,631	7,631	7,631	0	0.0%
Street Sign Fees	1,185	1,737	1,737	1,737	0	0.0%
Restricted Parking Fees	2,050	2,080	2,080	2,080	0	0.0%
Sales - Mapping Division	5,832	16,287	11,115	11,115	0	0.0%
Copay - Inmate Medical	20,982	25,437	18,780	18,780	0	0.0%
Coin-Operated Copiers	205,527	204,641	209,450	209,450	0	0.0%

FY 2021 ADVERTISED GENERAL FUND REVENUE

Revenue Category	FY 2019 Actual	FY 2020 Adopted Budget Plan	FY 2020 Revised Budget Plan	FY 2021 Advertised Budget Plan	Increase/ (Decrease) Over Revised	% Increase/ (Decrease) Over Revised
Library Overdue Penalties	900,243	923,014	799,537	618,118	(181,419)	(22.7%)
Employee Child Care Center Fees	1,261,152	1,341,538	1,341,538	1,341,538	0	0.0%
School Age Child Care (SACC) Fees	46,058,922	43,543,117	46,420,895	47,215,710	794,815	1.7%
County Clerk Fees	4,584,985	4,530,880	4,742,414	4,789,838	47,424	1.0%
Domestic Violence Services Client Fees - ADAPT	65,800	73,941	65,800	65,800	0	0.0%
FASTRAN Rider Fees	11,252	13,269	11,252	11,252	0	0.0%
Medicaid Client Fees - Logisticare	17,086	59,743	59,743	59,743	0	0.0%
Subtotal Misc. Charges for Services	\$79,120,771	\$77,015,772	\$79,921,045	\$80,597,677	\$676,632	0.8%
Senior Center Annual Participant Fees	\$204,423	\$218,399	\$218,399	\$218,399	\$0	0.0%
James Lee Theatre	32,701	23,965	28,062	28,062	0	0.0%
Rec - Non-County Resident Sport Fee	513,360	469,200	513,360	513,360	0	0.0%
Rec - Community Use/Building Director Fee	47,363	45,542	47,363	47,363	0	0.0%
DNCS Recreation Class Fees	87,899	105,202	105,202	105,202	0	0.0%
Park Authority Recreation Class Fees	690,614	616,707	682,635	682,635	0	0.0%
Rec - Neighborhood Ctr/Therapeutic Rec Fees	295,404	275,058	275,058	275,058	0	0.0%
Custodial Fees	258,564	266,601	299,186	299,186	0	0.0%
Subtotal Recreation Revenue	\$2,130,328	\$2,020,674	\$2,169,265	\$2,169,265	\$0	0.0%
Nursing Home Pre-Screening Admission Fee	\$295,050	\$305,838	\$318,750	\$331,500	\$12,750	4.0%
Speech Fees	134,031	154,579	178,427	164,411	(14,016)	(7.9%)
Hearing Fees	23,795	31,916	31,916	31,916	0	0.0%
Vital Statistic Fees	457,992	521,848	521,848	558,377	36,529	7.0%
Dental Health Fees	21,331	21,952	21,952	21,952	0	0.0%
Pharmacy Fees	13,606	115,000	2,186	2,186	0	0.0%
X-Ray Fees	4,953	6,710	6,710	6,710	0	0.0%
General Medical Clinic Fees	1,147,565	1,130,920	1,130,920	1,153,538	22,618	2.0%
Family Planning Services	42,398	41,770	41,770	41,770	0	0.0%
Medicaid Dental Fees	26,215	22,627	28,080	28,080	0	0.0%
Lab Services Fees	691,210	607,174	705,034	719,135	14,101	2.0%
Administrative Fees - Health Dept	11,009	11,147	11,147	11,370	223	2.0%
Non-Medicaid Maternal Clinic Visits	21	0	0	0	0	--
Sewage Disposal/Well Water Evaluation	1,150	1,600	1,150	1,150	0	0.0%
Adult Day Health Care Fees	1,047,551	998,960	998,960	998,960	0	0.0%
Adult Day Health Care Medicaid Reimbursement	307,178	297,196	307,178	316,393	9,215	3.0%
Subtotal Health Dept Revenue	\$4,225,054	\$4,269,237	\$4,306,028	\$4,387,448	\$81,420	1.9%
TOTAL CHARGES FOR SERVICES	\$85,476,153	\$83,305,683	\$86,396,338	\$87,154,390	\$758,052	0.9%
RECOVERED COSTS						
City of Fairfax Shared Govt. Expenses	\$4,373,547	\$4,373,547	\$3,177,206	\$3,871,837	\$694,631	21.9%
City of Fairfax Public Assistance	1,263,545	1,239,504	1,239,504	1,239,504	0	0.0%
City of Fairfax - FASTRAN/Employment	12,839	12,839	12,839	12,839	0	0.0%
Falls Church Public Assistance	998,476	992,154	998,476	998,476	0	0.0%
Falls Church - FASTRAN/Employment	14,119	14,119	14,119	14,119	0	0.0%
Falls Church Health Dept. Services	377,144	387,050	387,050	387,050	0	0.0%
Inmate Room and Board	455,470	504,205	423,094	423,094	0	0.0%
Boarding of Prisoners	14,313	14,551	14,551	14,551	0	0.0%
Recovered Costs - Circuit Court	3,646	25	25	25	0	0.0%
Recovered Costs - General District Court	78,548	80,271	71,391	71,391	0	0.0%
Misc. Recovered Costs - Other	1,687,950	54,245	54,245	54,245	0	0.0%

FY 2021 ADVERTISED GENERAL FUND REVENUE

Revenue Category	FY 2019 Actual	FY 2020 Adopted Budget Plan	FY 2020 Revised Budget Plan	FY 2021 Advertised Budget Plan	Increase/ (Decrease) Over Revised	% Increase/ (Decrease) Over Revised
Child Care Services for Other Jurisdictions	137,460	155,918	155,918	0	(155,918)	(100.0%)
CPAN, Circuit Court Computer Service	376,701	333,500	376,701	376,701	0	0.0%
Golden Gazette	69,290	70,043	70,043	70,043	0	0.0%
Police Academy Cost Recovery	17,850	22,000	20,000	20,000	0	0.0%
FASTRAN	67,971	70,590	70,590	70,590	0	0.0%
Reimbursement - School Health	3,995,766	3,995,766	3,995,766	3,995,766	0	0.0%
State Reimbursement Adult Detention Center	2,068,770	2,013,196	2,013,196	2,013,196	0	0.0%
TOTAL RECOVERED COSTS	\$16,058,307	\$14,378,728	\$13,139,919	\$13,678,632	\$538,713	4.1%
REVENUE FROM THE COMMONWEALTH						
State Shared Rolling Stock Tax	\$117,941	\$109,704	\$109,704	\$109,704	\$0	0.0%
State Law Enforcement Funding (HB 599)	25,401,664	26,392,329	26,392,329	26,392,329	0	0.0%
State Indirect Aid	58,052	54,217	54,217	54,217	0	0.0%
Subtotal Non-Categorical State Aid	\$25,577,657	\$26,556,250	\$26,556,250	\$26,556,250	\$0	0.0%
State Shared Retirement - Circuit Court	\$172,612	\$182,465	\$182,465	\$182,465	\$0	0.0%
State Shared Commonwealth Atty. Expenses	1,933,633	2,006,952	2,051,334	2,051,334	0	0.0%
State Shared Retirement - Commonwealth Atty.	74,688	39,744	39,744	39,744	0	0.0%
State Shared Dept. of Tax Admin/Finance Expenses	2,208,650	2,256,388	2,314,799	2,314,799	0	0.0%
State Shared Retirement - Dept. of Tax Admin./Finance	43,703	55,172	46,177	46,177	0	0.0%
State Shared Sheriff Expenses	15,461,148	15,659,677	15,881,093	15,881,093	0	0.0%
State Shared Retirement - Sheriff	308,801	321,445	321,445	321,445	0	0.0%
State Shared General Registrar/ Electoral Board Expenses	88,003	85,806	85,806	85,806	0	0.0%
Subtotal Shared Expenses	\$20,291,238	\$20,607,649	\$20,922,863	\$20,922,863	\$0	0.0%
Libraries State Aid	\$510,607	\$500,819	\$526,606	\$526,606	\$0	0.0%
Virginia Share Public Assistance Programs	34,178,942	37,387,062	37,387,062	38,365,644	978,582	2.6%
Va Child Care Supplement - SACC Program	1,098,541	1,036,072	1,036,072	1,036,072	0	0.0%
Va. Juvenile Crime Control Act Funding	613,376	621,170	613,376	613,376	0	0.0%
State Share J&DR Court Residential Services	2,272,180	2,452,428	2,289,145	2,289,145	0	0.0%
Subtotal Categorical State Aid	\$38,673,646	\$41,997,551	\$41,852,261	\$42,830,843	\$978,582	2.3%
State Reimb. - General District Court	\$75,455	\$85,265	\$85,265	\$85,265	\$0	0.0%
State Reimb. - Health Department	9,231,848	9,360,715	9,426,509	9,426,509	0	0.0%
State Reimb. - Residential Beds - JDC	9,150	10,850	10,850	10,850	0	0.0%
State Reimb. - Commonwealth Atty. Witness Expense	51,959	16,400	16,400	16,400	0	0.0%
State Reimb.- Police Intoxication	1,325	6,125	6,125	6,125	0	0.0%
State Share J&DR Court Services	2,195,792	2,027,869	2,027,869	2,027,869	0	0.0%
Subtotal State Recovered Costs	\$11,565,529	\$11,507,224	\$11,573,018	\$11,573,018	\$0	0.0%
State Reimb - Personal Property Tax (PPTRA)	\$211,313,944	\$211,313,944	\$211,313,944	\$211,313,944	\$0	0.0%
TOTAL REVENUE FROM THE COMMONWEALTH	\$307,422,014	\$311,982,618	\$312,218,336	\$313,196,918	\$978,582	0.3%

FY 2021 ADVERTISED GENERAL FUND REVENUE

Revenue Category	FY 2019 Actual	FY 2020 Adopted Budget Plan	FY 2020 Revised Budget Plan	FY 2021 Advertised Budget Plan	Increase/ (Decrease) Over Revised	% Increase/ (Decrease) Over Revised
REVENUE FROM THE FEDERAL GOVERNMENT						
J&DR Court - USDA Grant	\$62,187	\$99,500	\$99,500	\$99,500	\$0	0.0%
USDA Grant - Office for Children/Human Svc.	65,798	44,689	44,689	0	(44,689)	(100.0%)
Federal Direct Aid	0	23,000	23,000	23,000	0	0.0%
Criminal Alien Assistance Program	1,018,355	400,000	1,155,848	864,209	(291,639)	(25.2%)
Federal Emergency Assistance	28,353	0	0	0	0	--
Subtotal Categorical Federal Aid	\$1,174,693	\$567,189	\$1,323,037	\$986,709	(336,328)	(25.4%)
DFS Federal and Federal Pass-Through	\$42,643,845	\$38,738,797	\$40,048,674	\$39,204,088	(844,586)	(2.1%)
Payments in Lieu of Taxes - Federal	48,224	45,000	45,000	45,000	0	0.0%
Federal Aid for Indirect Costs	103,275	0	0	0	0	--
TOTAL REVENUE FROM THE FEDERAL GOVERNMENT	\$43,970,037	\$39,350,986	\$41,416,711	\$40,235,797	(1,180,914)	(2.9%)
Combined State & Federal Public Assistance	\$295,566	\$76,125,859	\$77,435,736	\$77,569,732	\$133,996	0.2%
MISCELLANEOUS REVENUE - GIFTS, DONATIONS, OTHER						
Litigation Proceeds	\$139,648	\$143,254	\$143,254	\$143,254	\$0	0.0%
Miscellaneous Revenue - Environ Mgmt.	1,565	2,130	2,130	2,130	0	0.0%
Contract Rebates	2,022,444	2,165,423	2,165,423	2,165,423	0	0.0%
Gifts, Donations & Miscellaneous Revenue	96,532	130,000	130,000	130,000	0	0.0%
Linebarger Collection Fees	35,447	0	0	0	0	--
Sales of Land, Vehicles and Salvage	256,594	115,005	115,005	115,005	0	0.0%
TOTAL MISCELLANEOUS/OTHER	\$2,552,230	\$2,555,812	\$2,555,812	\$2,555,812	\$0	0.0%
Total Recovered Costs/Misc./Other Revenue	\$18,610,537	\$16,934,540	\$15,695,731	\$16,234,444	\$538,713	3.4%
GRAND TOTAL GENERAL FUND REVENUE	\$4,341,825,071	\$4,457,199,539	\$4,459,759,416	\$4,616,710,222	\$156,950,806	3.5%

FY 2021 ADVERTISED REVENUE FROM THE COMMONWEALTH ¹

Fund	FY 2019 Actual	FY 2020 Adopted Budget Plan	FY 2020 Revised Budget Plan	FY 2021 Advertised Budget Plan	Increase/ (Decrease) Over Revised	% Increase/ (Decrease) Over Revised
General Fund Group						
10001 General Fund ²	\$307,422,013	\$311,982,618	\$312,902,922	\$313,196,918	\$293,996	0.09%
Capital Project Funds						
30020 Infrastructure Replacement and Upgrades	\$379,698	\$0	\$0	\$0	\$0	-
30080 Commercial Revitalization Program	736,315	0	204,164	0	(204,164)	(100.00%)
Special Revenue Funds						
40000 County Transit Systems	\$10,063,103	\$12,952,403	\$12,871,647	\$15,149,360	\$2,277,713	17.70%
40010 County and Regional Transportation Projects	47,679,900	34,765,452	76,579,900	35,340,938	(41,238,962)	(53.85%)
40040 Fairfax-Falls Church Community Services Board	10,445,154	11,886,443	11,886,443	9,051,932	(2,834,511)	(23.85%)
40090 E-911	3,467,848	3,396,251	3,396,251	3,396,251	0	0.00%
40100 Stormwater Services	2,694,886	0	2,130,280	0	(2,130,280)	(100.00%)
40140 Refuse Collection and Recycling Operations	134,787	120,000	120,000	125,288	5,288	4.41%
50000 Federal/State Grants	43,181,504	42,121,872	76,967,334	44,969,046	(31,998,288)	(41.57%)
S10000 Public School Operating	\$678,133,690	\$712,123,291	\$708,465,859	\$777,686,925	\$69,221,066	9.77%
S40000 Public School Food and Nutrition Services	1,390,484	1,448,618	1,448,618	1,492,819	44,201	3.05%
S43000 Public School Adult and Community Education	1,069,871	913,768	913,767	913,767	0	0.00%
S50000 Public School Grants and Self Supporting Programs	10,363,107	9,172,786	9,988,425	9,029,512	(958,913)	(9.60%)
Enterprise Funds						
69310 Sewer Bond Construction	\$197,696	\$0	\$5,231,044	\$0	(\$5,231,044)	(100.00%)
TOTAL REVENUE FROM THE COMMONWEALTH	\$1,117,360,056	\$1,140,883,502	\$1,223,106,654	\$1,210,352,756	(\$12,753,898)	(1.04%)

¹ In addition to funds received by the County directly from the State in the funds listed herein, it is projected the State will provide \$103,000,000 to the Northern Virginia Transportation Commission (NVTC) in FY 2020 as a credit to help offset Fairfax County's Operating Subsidy. State aid in the amount of \$12,410,000 is also projected to be disbursed to NVTC in FY 2020 which will be utilized to offset operations in Fund 40000, County Transit Systems.

² Personal Property Taxes of \$211,313,944 that are reimbursed by the Commonwealth as a result of the Personal Property Tax Relief Act of 1998 are included in the Revenue from the Commonwealth category in accordance with guidelines from the State Auditor of Public Accounts.

FY 2021 ADVERTISED REVENUE FROM THE FEDERAL GOVERNMENT

Fund	FY 2019 Actual	FY 2020 Adopted Budget Plan	FY 2020 Revised Budget Plan	FY 2021 Advertised Budget Plan	Increase/ (Decrease) Over Revised	% Increase/ (Decrease) Over Revised
General Fund Group						
10001 General Fund	\$43,970,037	\$39,350,986	\$40,732,125	\$40,235,797	(\$496,328)	(1.22%)
Debt Service Funds						
20000 Consolidated Debt Service	\$2,407,062	\$2,500,000	\$2,500,000	\$2,500,000	\$0	0.00%
Special Revenue Funds						
40040 Fairfax-Falls Church Community Services Board	\$4,343,193	\$4,208,641	\$4,208,641	\$4,208,641	\$0	0.00%
40045 Early Childhood Birth to 5	0	0	0	44,689	44,689	-
50000 Federal/State Grants	59,154,325	59,957,968	150,891,329	63,988,080	(86,903,249)	(57.59%)
50800 Community Development Block Grant	4,315,537	5,574,509	24,791,612	5,609,339	(19,182,273)	(77.37%)
50810 HOME Investment Partnerships Program	1,136,612	2,103,044	4,956,108	1,940,695	(3,015,413)	(60.84%)
S10000 Public School Operating	\$50,188,693	\$45,035,541	\$46,435,392	\$45,466,957	(\$968,435)	(2.09%)
S40000 Public School Food and Nutrition Services	39,668,446	41,067,420	41,140,873	41,282,778	141,905	0.34%
S43000 Public School Adult and Community Education	2,101,082	2,059,219	2,154,615	2,134,615	(20,000)	(0.93%)
S50000 Public School Grants and Self Supporting Programs	40,097,090	33,028,415	48,627,591	37,625,191	(11,002,400)	(22.63%)
Trust Funds						
73030 OPEB Trust	\$342,491	\$500,000	\$350,000	\$350,000	\$0	0.00%
TOTAL REVENUE FROM THE FEDERAL GOVERNMENT	\$247,724,568	\$235,385,743	\$366,788,286	\$245,386,782	(\$121,401,504)	(33.10%)

FAIRFAX COUNTY
FY 2019 - FY 2021 County Funded Programs
for School-Related Services

	FY 2019 Actual	FY 2020 Adopted Budget Plan	FY 2020 Revised Budget Plan	FY 2021 Advertised Budget Plan
General Fund Transfers				
General Fund Transfer to School Operating Fund	\$2,051,659,207	\$2,136,016,697	\$2,136,016,697	\$2,221,533,075
General Fund Transfer to School Construction Fund	13,100,000	13,100,000	13,100,000	13,100,000
General Fund Transfer to School Debt Service	193,381,033	197,982,182	197,982,182	198,182,333
Subtotal	\$2,258,140,240	\$2,347,098,879	\$2,347,098,879	\$2,432,815,408
Police Department				
School Resource Officers (55/55.0 FTE) ¹	\$6,904,692	\$8,139,207	\$8,301,992	\$8,343,502
Non-Billable Overtime Hours ¹	217,874	187,033	190,774	191,728
School Crossing Guards (64/64.0 FTE) ¹	3,156,795	3,353,707	3,420,781	3,437,885
Subtotal	\$10,279,361	\$11,679,947	\$11,913,547	\$11,973,115
Fire Department				
Fire safety programs for pre-school through middle school aged students	\$188,951	\$194,257	\$195,700	\$200,420
Subtotal	\$188,951	\$194,257	\$195,700	\$200,420
Health Department				
Net Cost of School Health (295/222.8 FTE) ¹	\$20,240,254	\$20,679,093	\$20,734,394	\$22,668,226
Subtotal	\$20,240,254	\$20,679,093	\$20,734,394	\$22,668,226
Community Services Board (CSB)				
Youth and Family Services ¹	\$4,010,781	\$8,118,597	\$8,115,587	\$8,499,998
Subtotal	\$4,010,781	\$8,118,597	\$8,115,587	\$8,499,998
Department of Family Services (DFS)				
Children's Behavioral Health Collaborative (3/3.0 FTE) ^{1,4}	\$1,005,077	\$1,645,138	\$1,747,939	\$1,833,518
Net Cost of Children's Services Act (11/11.0 FTE) ^{1,4}	18,046,654	22,812,696	22,845,343	23,266,958
Net Cost of the School-Age Child Care (SACC) Program (533/513.67 FTE) - includes general services and services for special needs clients, partially offset by program revenues ^{2,4}	4,878,634	0	0	0
County contribution to Schools for SACC space	1,000,000	0	0	0
Net Cost of Locally Funded Head Start and School Readiness Activities (23/23.0 FTE) ^{1,4}	9,021,990	0	0	0
Infant and Toddler Connection (41/41.0 FTE) ^{1,4}	191,863	0	0	0
Local Cash Match Associated with the Head Start/Early Head Grant Funding ^{4,5}	826,541	0	0	0
Local Cash Match Associated with the Virginia Preschool Initiative Grant Funding	60,892	0	0	0
Subtotal	\$35,031,651	\$24,457,834	\$24,593,282	\$25,100,476

FAIRFAX COUNTY
FY 2019 - FY 2021 County Funded Programs
for School-Related Services

	FY 2019 Actual	FY 2020 Adopted Budget Plan	FY 2020 Revised Budget Plan	FY 2021 Advertised Budget Plan
Department of Neighborhood and Community Services (NCS)³				
Net Cost of the School-Age Child Care (SACC) Program (533/513.67 FTE) - includes general services and services for special needs clients, partially offset by program revenues ^{3,4}	\$0	\$11,883,748	\$8,048,547	\$9,883,552
County contribution to Schools for SACC space	0	1,000,000	1,000,000	1,000,000
Net Cost of Locally Funded Head Start and School Readiness Activities (23/23.0 FTE) ^{1,4}	0	10,519,792	10,547,413	12,220,910
Infant and Toddler Connection (41/41.0 FTE) ^{1,2,4}	0	197,405	197,102	202,120
Local Cash Match Associated with the Head Start/Early Head Grant Funding ^{4,5}	0	1,299,741	1,985,263	1,335,682
Local Cash Match Associated with the Virginia Preschool Initiative Grant Funding	0	325,000	322,866	325,000
After School Programs at Fairfax County Middle Schools	3,207,310	3,415,983	3,415,983	3,513,521
After School Partnership Program	145,000	145,000	145,000	145,000
Field improvements ⁶	101,245	250,000	409,872	250,000
Therapeutic recreation	64,619	71,583	72,054	72,924
Subtotal	\$3,518,174	\$29,108,252	\$26,144,100	\$28,948,709
Fairfax County Park Authority				
Maintenance of Fairfax County Public Schools' athletic fields	\$2,453,817	\$1,910,338	\$3,363,447	\$3,119,713
Subtotal	\$2,453,817	\$1,910,338	\$3,363,447	\$3,119,713
TOTAL: County Funding for School Related Services	\$2,333,863,229	\$2,443,247,197	\$2,442,158,936	\$2,533,326,065

¹ Includes Fringe Benefits in an effort to more accurately reflect program costs.

² Includes Fringe Benefits in an effort to more accurately reflect program costs associated with the SACC program and to be consistent with SACC rate setting methodology.

³ Includes programs and services administered by the Department of Neighborhood and Community Services (NCS) General Fund as well as the new Fund 40045, Early Childhood Birth to 5. This fund will specifically focus on the Board of Supervisors' priority for school readiness and will also be administered by the NCS.

⁴ In order to better align the continuum of services for children within the Health and Human Services system, the Office for Children (Child Care Division) was transferred from the Department of Family Services (DFS) to NCS, effective July 1, 2019. All of the programs and grants have been moved to a new Child Care Division in NCS. There is no change to the service delivery to meet the child care and early education needs of families in Fairfax County. The FY 2019 Actuals are reflected in the DFS budget; however, beginning in FY 2020, funding is reflected in NCS.

⁵ This includes Local Cash Match funding for Federal Head Start and Early Head Start for the Higher Horizons, Gum Springs and Schools' contracts.

⁶ Only the cost of athletic field lighting is reflected here. All other Fairfax County Public Schools-related field improvement funding is managed by, and shown under, the Fairfax County Park Authority.

FAIRFAX COUNTY
FY 2019 - FY 2021 Additional County Funded Programs
for General Youth Services

	FY 2019 Actual	FY 2020 Adopted Budget Plan	FY 2020 Revised Budget Plan	FY 2021 Advertised Budget Plan
Additional County Funded Youth Programs				
CSB - Medical Services	\$1,471,623	\$1,719,296	\$1,719,296	\$1,656,784
CSB - Wellness Health Promotion and Prevention	979,728	1,147,608	1,455,918	1,288,263
CSB - Emergency	755,195	942,025	972,105	1,310,052
CSB - Support Coordination	2,845,529	3,670,375	3,670,375	4,206,084
DFS/NCS - Net Cost of Infant and Toddler Connection (ITC) ¹	3,435,341	5,550,799	5,049,696	5,227,186
DFS/NCS/Fund 40045 - Net cost of services for children (excluding SACC, Head Start, School Readiness, ITC) ¹	25,180,220	23,520,573	26,022,054	27,914,699
Juvenile and Domestic Relations District Court - Residential Services	3,383,337	3,490,820	3,491,135	3,640,982
Department of Neighborhood and Community Services - Therapeutic Recreation	1,292,380	1,431,669	1,441,086	1,458,475
Department of Neighborhood and Community Services - Teen Centers (excluding Club 78)	1,151,505	1,453,763	1,453,763	1,493,248
Department of Neighborhood and Community Services - Community Centers	2,557,686	2,588,956	2,601,451	2,664,287
Department of Neighborhood and Community Services - Extension/Community Education	84,964	84,136	84,136	85,886
Department of Neighborhood and Community Services - Youth Sports Scholarship	150,000	150,000	150,000	150,000
Fairfax County Park Authority - Athletic Field Maintenance (non-school fields)	2,779,620	2,700,000	3,829,716	2,700,000
Subtotal: Additional County Funded Programs for General Youth Services (Non-School)	\$46,067,128	\$48,450,020	\$51,940,731	\$53,795,946
TOTAL: County Funded Programs for Youth (Includes Both School and Non-School Programs)	\$2,379,930,357	\$2,491,697,217	\$2,494,099,667	\$2,587,122,011

¹ In order to better align the continuum of services for children within the Health and Human Services system, the Office for Children (Child Care Division) was transferred from the Department of Family Services (DFS) to the Department of Neighborhood and Community Services (NCS), effective July 1, 2019. DFS will continue to determine eligibility and provide case management for the Child Care Assistance and Referral program but the remaining programs and grants previously administered in the Child Care Division of DFS have been moved to a new Child Care Division in NCS. There is no change to the service delivery to meet the child care and early education needs of families in Fairfax County. Beginning in FY 2021, Fund 40045, Early Childhood Birth to 5, has been created to specifically focus on the Board of Supervisors' priority for school readiness. Programs and services previously included in NCS General Fund including the Child Care Assistance and Referral (CCAR) program, locally funded Head Start, School Readiness activities and Community Education and Provider Services are recommended to move to the new fund. This new fund will also be administered by the Department of Neighborhood and Community Services.

FAIRFAX COUNTY
FY 2019 - FY 2021 Additional County-Administered Programs
for School-Related Services

Funding can be Federal, State, Local, or a Combination Thereof
(Actual Direct County Funding is Minimal)

	FY 2019 Actual	FY 2020 Adopted Budget Plan	FY 2020 Revised Budget Plan	FY 2021 Advertised Budget Plan
Additional County-Administered Programs for School-Related Services				
Wellness Grant Funding Administered by CSB	\$45,656	\$50,000	\$50,000	\$50,000
Youth & Family Grant Funding Administered by CSB	398,146	702,253	702,253	702,253
Health Planning Region Funding Administered by CSB	3,060,752	3,289,589	3,289,589	3,289,589
Infant and Toddler Connection Grant Administered by DFS, NCS ¹	9,430,539	8,737,695	9,379,824	9,572,570
Head Start Grant Funding Administered by DFS and NCS ^{1, 2}	5,364,139	5,281,996	5,506,038	5,377,896
Early Head Start Grant Funding Administered by DFS and NCS ^{1,2}	5,187,840	5,148,707	5,282,312	5,247,312
Virginia Preschool Initiative Administered by DFS and NCS ^{1,2}	5,166,748	5,508,368	77,679	5,800,153
Mixed-Delivery Preschool Grant Administered by DFS and NCS ^{1,2}	149,422	0	3,234	0
SOC Expansion & Sustainability Grant Administered by DFS ²	329,864	405,911	590,587	0
Subtotal: County-Administered Programs	\$29,133,106	\$29,124,519	\$24,881,516	\$30,039,773
GRAND TOTAL	\$2,409,063,463	\$2,520,821,736	\$2,518,981,183	\$2,617,161,784

¹ In order to better align the continuum of services for children within the Health and Human Services system, the Office for Children (Child Care Division) was transferred from the Department of Family Services (DFS) to the Department of Neighborhood and Community Services (NCS), effective July 1, 2019. All of the programs and grants previously administered in the Child Care Division of DFS have been moved to a new Child Care Division in NCS. There is no change to the service delivery to meet the child care and early education needs of families in Fairfax County.

² It should be noted that these expenditures/budgets are by fiscal year. The amounts contain multiple program years in each fiscal year and therefore do not correlate to annual awards for these grants.

Services for Older Adults

Overview

Fairfax County projects a significant increase in the older adult population. Between 2010 and 2030, the County expects the 50 and over age group to increase by 19 percent, the 65 and over age group by 51 percent, and the 70 and over age group by 55 percent. This dramatic increase in the older population led to Board of Supervisors to adopt The Fairfax County 50+ Community Action Plan in September 2014. The Action Plan includes 31 initiatives regarding housing, transportation, community engagement, services, safety and health and long-range planning. Given this aging of the population, the County highlights services currently provided to older adults. It should be noted that the figures in the following table do not reflect the cost of all services provided to older adults, as only those services specifically designed for older adults, or those where participation by this population has been tracked or can be reasonably estimated, have been included. There are many general County services that are used extensively by the older adult population, such as Emergency Medical Services and cultural tours, but limited data on actual utilization rates makes it difficult to quantify those costs.

Given the rapid growth in the older adult population in the County, the increasing trend of older adults aging in place and the commensurate increase in demand for services, a large number of service delivery models have been undertaken in various County agencies in recent years. Following the adoption of the FY 2010 budget and at the direction of the Board of Supervisors, staff from agencies providing services to older adults, including the Department of Family Services, the Fairfax-Falls Church Community Services Board, the Department of Housing and Community Development, the Health Department and the Department of Neighborhood and Community Services have evaluated the continuum of older adult services including but not limited to Senior Centers and Adult Day Health Care Centers to ensure coordination of programs and opportunities for provision of more cost-efficient service delivery with the ultimate goal to promote long-term sustainability.

The table on the following pages details the cost of services provided specifically to older adults included in the FY 2021 Advertised Budget Plan. Following the table is a description of the programs, as well as utilization data by age if available. In FY 2021, services to older adults total \$87.0 million or 1.9 percent of General Fund Disbursements of \$4.6 billion. Excluding the General Fund Transfers to Fairfax County Public Schools for School Operating, School Construction, and School Debt Service of \$2.4 billion, spending on services for older adults is approximately 4.0 percent of the remaining General Fund Disbursements.

County Funded Programs for Older Adults¹

Name and Description of Service	FY 2019 Actual	FY 2020 Revised Budget Plan	FY 2021 Advertised Budget Plan
Facilities Management Department			
Lease for the Lorton Senior Center at Gunston Plaza (Operated by the Dept. of Neighborhood and Community Services)	\$128,990	\$142,150	\$145,704
Department of Neighborhood and Community Services			
Senior Center and Support Services for Older Adults	\$4,694,085	\$4,765,760	\$4,776,005
Seniors-On-the-Go! Taxi Cab Voucher Program ²	65,407	319,893	NA
Subtotal Dept. of Neighborhood and Community Services	\$4,759,492	\$5,085,653	\$4,776,005
Fairfax County Public Library			
Programs Primarily Used by Older Adults	\$524,221	\$545,026	\$545,026
Department of Tax Administration			
Tax Relief for the Elderly and Disabled	\$28,182,506	\$28,991,500	\$30,408,600
Department of Family Services			
Adult Protective Services	\$2,049,394	\$2,648,047	\$2,738,565
Adult and Aging Services	11,876,963	14,126,814	14,530,617
Subtotal Department of Family Services	\$13,926,357	\$16,774,861	\$17,269,182
Health Department			
Long-Term Care Developmental Services	\$3,380,720	\$3,483,839	\$3,583,064
Fire and Rescue Department			
Senior Safety Programs	\$64,677	\$72,117	\$74,795
Subtotal - General Fund	\$50,966,963	\$55,095,146	\$56,802,376

County Funded Programs for Older Adults¹

Name and Description of Service	FY 2019 Actual	FY 2020 Revised Budget Plan	FY 2021 Advertised Budget Plan
Fund 50000, Federal-State Grant Fund³			
Community-Based Social Services	\$1,160,789	\$861,159	\$1,356,472
Ombudsman	697,369	126,433	338,354
Homemaker/Fee for Service	271,183	31,088	289,855
Congregate Meals	1,477,907	1,416,194	1,927,706
Home-Delivered Meals	1,581,007	1,018,021	1,390,619
Care-Coordination	879,071	246,450	499,199
Family Caregiver	311,998	255,929	408,579
Respite Care	53,104	1,446	54,550
Subtotal Fund 50000	\$6,432,428	\$3,956,720	\$6,265,334
Fund 40040, Community Services Board			
Countywide Older Adults and Families Program	\$1,316,362	\$1,340,970	\$1,381,199
Fund 10030, Contributory Fund			
Northern Virginia Healthcare Center/Birmingham Green Adult Care Residence	\$2,700,168	\$2,808,377	\$2,867,393
Fund 40330, Elderly Housing Programs			
Little River Glen and Lincolnia Center	\$2,890,712	\$3,766,163	\$3,138,121
Fund 30000, Metro Operations and Construction			
MetroAccess	\$14,883,800	\$20,118,777	\$16,218,667
Fund 60030, Technology Infrastructure Services			
Computer Labs	\$337,490	\$339,178	\$352,745
Subtotal - General Fund Supported	\$28,560,960	\$32,330,185	\$30,223,459
TOTAL SERVICES FOR OLDER ADULTS	\$79,527,923	\$87,425,331	\$87,025,835

¹ This analysis reflects only those services included in General Fund and General Fund Supported agencies, and does not include services supported by non-General Fund or non-appropriated funds, such as rent relief provided through Fund 81100, Fairfax County Rental Program, or recreational activities provided by Fund 40050, Reston Community Center. Likewise, this analysis does not include capital projects funded in prior years, such as senior centers or adult day health care facilities. Capital expenses vary significantly from year to year and one year's data cannot serve as a proxy for "average" capital expenditures in a particular service area.

² Beginning in FY 2021 the Seniors-On-the-Go, Taxi Cab Voucher Program will transition to become part of the Transportation Options, Programs, and Services (TOPS) program, which will consolidate several subsidized transportation programs administered by the Department of Neighborhood and Community Services into a single program. TOPS is a transportation fare subsidy program for older adults, individuals with disabilities, and low-income residents of Fairfax County. Utilization data and corresponding expenditures will not be available until the program is fully operational.

³ The FY 2020 funding level represents anticipated funding, actual funding received may be different.

The following provides a brief description of the programs, as well as utilization data if available, included in the Services for Older Adults table on the previous two pages. For additional information please refer to the specific agency narrative in Volume 1 and Volume 2.

Department of Neighborhood and Community Services

Senior Center and Support Services for Older Adults

Senior Centers for Active Adults offer opportunities to make friends, stay on the move, and learn new things. Fairfax County residents age 50 and over may join any of the 14 senior centers sponsored by the Department of Neighborhood and Community Services. Support services for older adults enables seniors with minor cognitive and physical disabilities to actively participate in the day-to-day activities at Fairfax County Senior Centers. These support services replaced the Senior Plus Program, which was redesigned and no longer operates as a separate program within the Senior Centers, but rather as a service for all center participants as needed.

Seniors on the Go! Taxi Cab Voucher Program

The Seniors on the Go! Taxi Cab Voucher Program allows older adults to purchase vouchers that partially subsidize the cost of taxi rides. Vouchers can be used by married couples age 65 and older with less than \$50,000 in combined annual income and by single persons age 65 and older with less than \$40,000 in annual income. In FY 2019, 76 older adults were newly enrolled in the program, an increase of 15 percent from FY 2018.

Beginning in FY 2021 the Taxi Cab Voucher Program will transition to become part of the Transportation Options, Programs, and Services (TOPS) program, which will consolidate several subsidized transportation programs administered by the Department of Neighborhood and Community Services into a single program. TOPS is a transportation fare subsidy program for older adults, individuals with disabilities, and low-income residents of Fairfax County utilizing debit card technology. Eligible participants will have expanded options available to them to travel affordably, safely, and independently using a travel method of their choice. These methods include fixed-route buses, Metrorail, Transportation Navigation Companies such as Uber and Lyft as well as taxis. It is anticipated that the TOPS program will be fully implemented within the first quarter of FY 2021.

Fairfax County Public Library

Programs Primarily Used by Older Adults

The Fairfax County Public Library offers several programs and services which, although not limited to the older adult population, are primarily used by older adults. These include the Talking Books Program; Home Delivery Service; book collections maintained at older adult residences, nursing homes, and adult day care center; large print books; outreach and trainings; book clubs; assistive technologies; BiFolkal multi-media memory activity kits; Aging, Disability and Accessibility focused reference collection; Braille Awareness kits; and self- help groups for adults who are coping with vision loss.

Department of Tax Administration

Tax Relief for the Elderly and Disabled

Tax relief is provided to adults 65 and older and disabled persons on a graduated scale depending upon the level of income and net assets, which must not exceed \$72,000 and \$340,000, respectively. In FY 2019, 6,944 people participated in the program.

Department of Family Services

Adult Protective Services

Adult Protective Services provides mandated investigations of situations of suspected abuse, neglect or exploitation involving older adults age 60+ and incapacitated adults age 18+ as well as case management services to provide protection for at-risk adults in the community and in public and private facilities. In FY 2019, 1,330 investigations were conducted.

Adult Services and Aging Services

Adult Services and Aging Services provides case management, including needs assessment, care plans, coordination/authorization of services, and follow-up for adults age 60 and older and adults age 18 and older with disabilities. Services may include home-based care and mandated Medicaid preadmission screenings. Some services may have functional and financial eligibility requirements. In FY 2019, 2,722 clients were served. Transportation services are also provided between older adults' residences and their local senior center and adult day health care facility as well as trips in support of basic living. A fee of \$0.50 is charged for each one-way trip. Older adults 60 and older who are attendees of a senior center, adult day health center, or residents of senior housing are eligible for services. In FY 2019, 99,000 trips were provided.

Health Department

Long-Term Care Services

Long-Term Care Developmental Services includes both the Adult Day Health Care program and the Insight Memory Care Center. The Adult Day Health Care program provides therapeutic recreational activities, supervision and health care to meet the needs of adults, 18 years and older who have physical and/or cognitive disabilities. Services are provided on a sliding fee scale. The goal is to provide services to 292 older adults in FY 2020 with 98 percent of participants meeting the criteria for institutional level of care, but their participation in the program enables them to continue to live at home in the community. In FY 2019 the Fairfax County Adult Day Health Care program reached 532 caregivers by providing community outreach, education and support. The Insight Memory Care Center (IMCC) provides specialized day care services for people with Alzheimer's type illnesses as well as respite, support and education for their care giving families. In FY 2019 there were 43 unduplicated County residents who were at 400 percent of the federal poverty level or below who accessed IMCC using County subsidy funds.

Fire and Rescue Department

Senior Safety Programs

The Fire and Rescue Department offers various older adult safety programs for individuals 55 and older, including Basic Fire Safety, Emergency Preparedness for the Older Adult, Life Safety Education Seniors Program, Caregiver and Staff Training for those who care for older adults, "Smoke Alarm Program" which provides free smoke alarm batteries, and the "File of Life" Program which is an educational program that stresses the importance of maintaining current medication dosages and current physician information. The department plans to reach 10,000 older adults in FY 2021.

Fund 50000, Federal-State Grant Fund

Community-Based Services

Community-Based Services provides services to adults age 60 and older to enable them to live as independently as possible in the community. This includes assisted transportation, information and referral, telephone reassurance, volunteer home services, insurance counseling, and other related services. In FY 2019, 17,548 callers or persons making email inquiries to the Adult and Aging Division within the Department of Family Services received information and referral services and/or access to the services.

Ombudsman

The Ombudsman Program, serving the City of Alexandria and the counties of Arlington, Fairfax, and Loudoun, improves quality of life for the more than 11,394 residents in 127 nursing and assisted living facilities by educating residents and care providers about patient rights and by resolving complaints against nursing and assisted living facilities, as well as home care agencies, through counseling, negotiation and investigation. More than 55 trained volunteers are part of this program. The program also provides information about long-term care providers and educates the community about long-term care issues. Please note Prince William County is no longer part of this partnership.

Homemaker

Homemaker provides services to adults age 60 and older to enable them to remain in their homes rather than in more restrictive settings. Services are primarily targeted towards those older adults who are frail, isolated, or in economic need. Programs include money management for 65 clients in FY 2019.

Congregate Meals

Congregate Meals are provided in 27 congregate meal sites around the County including the County's senior and adult day health centers, several private senior centers and other sites serving older adults such as the Alzheimer's Family Day Center. Congregate Meals are also provided to residents of two County assisted living facilities. In FY 2019, 237,625 congregate meals were served to 2,377 participants.

Home-Delivered Meals

Home-Delivered Meals provides meals to frail, homebound, low-income residents age 60 and older who cannot prepare their own meals. In FY 2019, 268,022 meals were provided to 851 older adults and younger adults with disabilities. Meals are delivered through partnerships with 25 community volunteer groups that drive 48 delivery routes.

Caregiver Support

Caregiver Support provides education and support services to caregivers of persons 60 and older, or older adults caring for grandchildren. Services include scholarships for respite care, gap-filling respite and bathing services, assisted transportation (which is also reflected in Community-Based Services), assistance paying for supplies and services, and other activities that contribute to the well-being of older adults and help to relieve caregiver stress. In FY 2019, 28 clients received services through the Adult Day Health Care respite scholarship, 111 clients through bathing and respite services, 15 clients through the Discretionary Fund, and 27 clients received assisted transportation services, taking 785 one-way trips. Around 37,500 readers of the Golden Gazette received caregiver related information. An online version for caregivers reached 4,910 monthly subscribers.

Fund 40040, Fairfax-Falls Church Community Services Board

Countywide Older Adults and Families Program

The Older Adults and Families Program of the Fairfax-Falls Church Community Services Board (CSB) provides strengths-based, person-centered, and solution-focused mental health outpatient treatment and case management services for older adults. Services support recovery and independence appropriate to the individual's physical and cognitive abilities and are provided in either an office or community-based setting, as appropriate. To address the unique needs of older adults, services include psychiatric evaluation, medication management, case management and supportive counseling, with linkage to and coordination of services with other community agencies, health care providers and family caregivers. In FY 2019, the program served 645 older adults age 60 and over for a total of 11,571 service hours.

Fund 10030, Contributory Fund

Northern Virginia Healthcare Center/Birmingham Green Adult Care Residence

This facility is owned by the counties of Fairfax, Fauquier, Loudoun and Prince William, and the City of Alexandria as tenants in common. During FY 2019, 114 Fairfax County citizens were served in the facility (78 in the nursing facility and 36 in assisted living). To be eligible for admission to the nursing and assisted living facilities, older adults and adults with disabilities must meet income, resource, and functional requirements. The Department of Family Services' Self Sufficiency Division accepts and processes applications for Medicaid and auxiliary grants, and the Department of Family Services' Adult and Aging Division assesses for functional eligibility.

Fund 40330, Elderly Housing Programs

Little River Glen and Lincolnia Center

The Department of Housing and Community Development provides services related to the County's support of the operation of two locally-funded elderly housing developments, Little River Glen and Lincolnia Center Residences, which are owned or leased by the Fairfax County Redevelopment and Housing Authority (FCRHA). The programs 198 available units/beds in the two facilities support clients who are 62 and older and also meet income requirements.

Fund 30000, Metro Operations and Construction

MetroAccess

MetroAccess is a door-to-door paratransit service for people with disabilities who are not able to use fixed-route forms (bus and rail) of public transportation due to functional limitations that relate to their disability. MetroAccess provided approximately 296,460 completed stops for Fairfax County residents in FY 2019. An estimated 50 percent of MetroAccess customers residing in Fairfax County are over age 55.

Fund 60030, Technology Infrastructure Services

Computer Labs

The Department of Information Technology supports computer labs at libraries and recreation/senior centers that are used by citizens, many of whom are older adults.

Compensation and Positions



FY 2021

Advertised Budget Plan

Compensation and Positions

Explanation of Schedules Personnel Services and Fringe Benefits

Personnel Services Summary

Summarizes Personnel Services funding by major expense categories (regular salaries, extra compensation, fringe benefits, etc.) for the General Fund, General Fund Supported Funds, and Other Funds.

Personnel Services by Agency

Displays Personnel Services funding, organized by fund, program area, and agency or fund.

Summary of General Fund Employee Benefit Costs by Category

Provides a breakdown of General Fund expenditures for all employee benefits by individual category, including health insurance, dental insurance, life insurance, FICA (Social Security), unemployment, language proficiency pay, employee assistance program, and training.

Distribution of Fringe Benefits by General Fund Agency

Combines Personnel Services, Operating Expenses, and Capital Equipment with Fringe Benefits expenditures for each General Fund agency to reflect a total cost per agency.

Summary of Positions

Regular Positions All Funds

Displays the number of General Fund positions by Program Area, the number of positions in the General Fund Supported Funds, and in Other Funds.

Summary of Position Changes

Provides the total position count for all agencies and funds with funding appropriated by the Board of Supervisors. The change in the position count for each year is broken out into categories, including positions which have been "Abolished", were necessary to support "New Facilities", or required for "Other Changes", including workload increases. Also included is the number of positions that were added by the Board of Supervisors at other times during the fiscal year, i.e. "Other Reviews."

Position Summaries

Details the position count and full-time equivalents (FTE) for the prior, current and upcoming fiscal year, including regular County positions, State positions, and County grant positions.

FY 2021 ADVERTISED PERSONNEL SERVICES SUMMARY

(All Appropriated Funds excluding Schools Funds)

	FY 2019 Actual	FY 2020 Adopted Budget Plan	FY 2020 Revised Budget Plan	FY 2021 Advertised Budget Plan	Increase/ (Decrease) Over Revised
Regular Positions					
General Fund	10,079	10,161	10,377	10,445	68
General Fund Supported	1,405	1,417	1,444	1,532	88
Other Funds	1,255	1,273	1,291	1,312	21
Total	12,739	12,851	13,112	13,289	177
Regular Salaries and Compensation Increases					
General Fund	\$738,849,487	\$896,350,844	\$896,434,416	\$934,584,548	\$38,150,132
General Fund Supported	93,714,289	112,366,544	112,366,544	123,345,277	10,978,733
Other Funds	77,174,139	94,082,144	94,499,235	101,827,929	7,328,694
Total	\$909,737,915	\$1,102,799,532	\$1,103,300,195	\$1,159,757,754	\$56,457,559
Limited Term					
General Fund	\$30,736,292	\$23,038,234	\$23,045,610	\$23,341,911	\$296,301
General Fund Supported	7,538,797	6,312,034	6,312,034	7,044,525	732,491
Other Funds	4,139,478	3,555,363	3,530,953	3,763,159	232,206
Total	\$42,414,567	\$32,905,631	\$32,888,597	\$34,149,595	\$1,260,998
Shift Differential					
General Fund	\$4,033,868	\$2,165,013	\$2,165,013	\$2,165,013	\$0
General Fund Supported	340,361	375,463	375,462	1,534,577	1,159,115
Other Funds	256,730	942,577	942,577	941,455	(1,122)
Total	\$4,630,959	\$3,483,053	\$3,483,052	\$4,641,045	\$1,157,993
Extra Compensation					
General Fund	\$59,320,345	\$58,675,899	\$58,675,899	\$60,967,929	\$2,292,030
General Fund Supported	1,886,396	1,520,800	1,520,800	1,580,789	59,989
Other Funds	4,519,030	5,884,503	5,871,260	6,066,983	195,723
Total	\$65,725,771	\$66,081,202	\$66,067,959	\$68,615,701	\$2,547,742
Position Turnover					
General Fund	\$0	(\$68,856,072)	(\$68,856,072)	(\$70,866,958)	(\$2,010,886)
General Fund Supported	0	(9,770,448)	(9,770,448)	(10,560,709)	(790,261)
Other Funds	0	(3,233,531)	(3,233,530)	(3,346,800)	(113,270)
Total	\$0	(\$81,860,051)	(\$81,860,050)	(\$84,774,467)	(\$2,914,417)
Total Salaries					
General Fund	\$832,939,992	\$911,373,918	\$911,464,866	\$950,192,443	\$38,727,577
General Fund Supported	103,479,843	110,804,393	110,804,392	122,944,459	12,140,067
Other Funds	86,089,377	101,231,056	101,610,495	109,252,726	7,642,231
Total	\$1,022,509,212	\$1,123,409,367	\$1,123,879,753	\$1,182,389,628	\$58,509,875
Fringe Benefits					
General Fund	\$378,582,572	\$404,522,195	\$407,213,065	\$416,333,451	\$9,120,386
General Fund Supported	44,805,953	47,775,078	47,775,079	51,318,182	3,543,103
Other Funds ¹	220,952,559	233,220,938	279,476,897	227,929,277	(51,547,620)
Total	\$644,341,084	\$685,518,211	\$734,465,041	\$695,580,910	(\$38,884,131)
Total Costs of Personnel Services					
General Fund	\$1,211,522,564	\$1,315,896,113	\$1,318,677,931	\$1,366,525,894	\$47,847,963
General Fund Supported	148,285,796	158,579,471	158,579,471	174,262,641	15,683,170
Other Funds	307,041,936	334,451,994	381,087,392	337,182,003	(43,905,389)
Total	\$1,666,850,296	\$1,808,927,578	\$1,858,344,794	\$1,877,970,538	\$19,625,744

¹ It should be noted that the Other Funds amount for fringe benefits includes payments made for claims and administrative expenses for the County's self-insured health insurance plans in Fund 60040, Health Benefits. These expenses total \$182,800,654 for the FY 2021 Advertised Budget Plan. Fringe benefit expenses for the General Fund, General Fund Supported Funds, and all Other Funds include employer contributions made to the Health Benefits Fund to support the \$182.8 million for claims and administrative expenses. Thus, this amount should be excluded when determining countywide Fringe Benefit expenditures.

FY 2021 ADVERTISED PERSONNEL SERVICES BY AGENCY

# / Agency Title	Regular Compensation ¹	Fringe Benefits	New Positions	Compensation Increases ²	Limited Term	Shift Differential	Extra Compensation	Turnover	Personnel Services
GENERAL FUND AGENCIES									
Legislative-Executive Functions / Central Services									
01 Board of Supervisors	\$6,389,766	\$0	\$0	\$203,163	\$0	\$0	\$0	(\$57,836)	\$6,535,093
02 Office of the County Executive	5,259,705	0	183,254	174,058	54,177	0	0	(350,834)	5,320,360
03 Department of Clerk Services	1,113,811	0	0	37,931	326,650	0	21,574	0	1,499,966
06 Department of Finance	5,437,199	0	0	194,722	249,116	0	0	(652,812)	5,228,225
11 Department of Human Resources	7,228,877	0	0	249,800	109,740	0	18,114	(362,656)	7,243,875
12 Department of Procurement and Material Management	6,456,948	0	0	218,360	84,801	0	7,156	(463,302)	6,303,963
13 Office of Public Affairs	1,956,169	0	0	72,127	40,342	0	0	(117,443)	1,951,195
15 Office of Elections	1,769,901	0	90,366	65,536	1,428,388	0	339,778	(107,702)	3,586,267
17 Office of the County Attorney	8,660,823	0	0	309,768	0	0	0	(520,127)	8,450,464
20 Department of Management and Budget	6,161,235	0	0	240,233	0	0	0	(511,375)	5,890,093
37 Office of the Financial and Program Auditor	381,702	0	0	14,535	0	0	0	0	396,237
41 Civil Service Commission	345,453	0	0	14,224	58,268	0	0	0	417,945
42 Office of the Independent Police Auditor	297,523	0	0	12,236	0	0	0	0	309,759
57 Department of Tax Administration	23,620,095	0	107,685	892,307	210,783	0	234,645	(2,346,367)	22,719,148
70 Department of Information Technology	27,771,116	0	343,871	943,052	120,759	0	34,804	(2,013,788)	27,199,814
Total Legislative-Executive Functions / Central Services	\$102,850,323	\$0	\$725,176	\$3,642,052	\$2,683,024	\$0	\$656,071	(\$7,504,242)	\$103,052,404
Judicial Administration									
80 Circuit Court and Records	\$11,294,813	\$0	\$0	\$442,767	\$159,958	\$0	\$94,087	(\$1,150,329)	\$10,841,296
82 Office of the Commonwealth's Attorney	4,619,638	0	1,503,969	177,023	1,322	0	0	(423,693)	5,878,259
85 General District Court	3,961,115	0	213,901	100,924	48,750	14,271	11,408	(79,685)	4,270,684
91 Office of the Sheriff	16,480,628	0	0	638,241	0	6,500	1,737,124	(1,615,316)	17,247,177
Total Judicial Administration	\$36,356,194	\$0	\$1,717,870	\$1,358,955	\$210,030	\$20,771	\$1,842,619	(\$3,269,023)	\$38,237,416
Public Safety									
04 Department of Cable and Consumer Services	\$731,764	\$0	\$0	\$32,580	\$0	\$0	\$0	(\$152,284)	\$612,060
31 Land Development Services	13,795,698	0	0	466,138	869	0	0	(2,336,523)	11,926,182
81 Juvenile and Domestic Relations District Court	23,695,410	0	83,450	933,145	813,507	159,109	431,194	(2,457,039)	23,658,776
90 Police Department	164,454,190	0	957,858	5,917,175	439,582	1,333,474	26,788,290	(7,718,569)	192,172,000
91 Office of the Sheriff	47,276,649	0	328,314	1,830,938	0	470,699	4,141,189	(5,872,258)	48,175,531
92 Fire and Rescue Department	176,801,576	0	1,375,039	6,397,374	520,581	31,959	24,319,774	(11,804,602)	197,641,701
93 Office of Emergency Management	1,456,086	0	0	48,823	0	0	0	(17,622)	1,487,287
96 Department of Animal Sheltering	2,308,444	0	0	89,108	43,486	0	82,969	(389,819)	2,134,188
97 Department of Code Compliance	4,197,099	0	0	162,361	241,772	0	196,117	(390,238)	4,407,111
Total Public Safety	\$434,716,916	\$0	\$2,744,661	\$15,877,642	\$2,059,797	\$1,995,241	\$55,959,533	(\$31,138,954)	\$482,214,836
Public Works									
08 Facilities Management Department	\$15,337,540	\$0	\$0	\$575,229	\$101,517	\$4,200	\$659,900	(\$1,144,699)	\$15,533,687
25 Business Planning and Support	858,357	0	0	113,351	0	0	0	(13,016)	958,692
26 Office of Capital Facilities	15,013,964	0	493,162	529,280	533	0	0	(289,042)	15,747,897
Total Public Works	\$31,209,861	\$0	\$493,162	\$1,217,860	\$102,050	\$4,200	\$659,900	(\$1,446,757)	\$32,240,276

FY 2021 ADVERTISED PERSONNEL SERVICES BY AGENCY

# / Agency Title	Regular Compensation ¹	Fringe Benefits	New Positions	Compensation Increases ²	Limited Term	Shift Differential	Extra Compensation	Turnover	Personnel Services
Health and Welfare									
67 Department of Family Services	\$76,767,330	\$0	\$230,241	\$3,009,566	\$1,439,020	\$0	\$870,052	(\$7,427,424)	\$74,888,785
71 Health Department	47,637,157	0	784,033	1,785,551	1,270,865	0	0	(3,014,503)	48,463,103
73 Office to Prevent and End Homelessness	0	0	0	0	0	0	0	0	0
77 Office of Strategy Management for Health and Human Services	3,023,083	0	0	95,390	34,725	0	0	0	3,153,198
79 Department of Neighborhood and Community Services	54,122,517	0	303,965	2,223,314	10,790,023	15,982	350,393	(5,749,659)	62,056,535
Total Health and Welfare	\$181,550,087	\$0	\$1,318,239	\$7,113,821	\$13,534,633	\$15,982	\$1,220,445	(\$16,191,586)	\$188,561,621
Parks and Libraries									
51 Fairfax County Park Authority	\$25,804,257	\$0	\$0	\$910,648	\$2,766,081	\$10,762	\$127,359	(\$2,900,700)	\$26,718,407
52 Fairfax County Public Library	24,444,053	0	627,065	994,376	1,582,839	118,057	434,556	(2,260,367)	25,940,579
Total Parks and Libraries	\$50,248,310	\$0	\$627,065	\$1,905,024	\$4,348,920	\$128,819	\$561,915	(\$5,161,067)	\$52,658,986
Community Development									
16 Economic Development Authority	\$4,301,935	\$0	\$0	\$164,350	\$25,981	\$0	\$9,429	(\$294,061)	\$4,207,634
30 Department of Economic Initiatives	1,128,567	0	0	38,991	65,051	0	0	(26,622)	1,205,987
31 Land Development Services	16,549,168	0	0	626,958	0	0	0	(3,508,983)	13,667,143
35 Department of Planning and Development	14,128,602	0	91,627	506,931	40,398	0	0	(1,212,815)	13,554,743
38 Department of Housing and Community Development	7,429,730	0	326,136	248,842	272,027	0	58,017	(457,794)	7,876,958
39 Office of Human Rights and Equity Programs	1,892,182	0	0	60,634	0	0	0	(157,125)	1,795,691
40 Department of Transportation	10,785,107	0	262,827	368,743	0	0	0	(497,929)	10,918,748
Total Community Development	\$56,215,291	\$0	\$680,590	\$2,015,449	\$403,457	\$0	\$67,446	(\$6,155,329)	\$53,226,904
Nondepartmental									
89 Employee Benefits	\$0	\$416,333,451	\$0	\$0	\$0	\$0	\$0	\$0	\$416,333,451
Total Nondepartmental	\$0	\$416,333,451	\$0	\$0	\$0	\$0	\$0	\$0	\$416,333,451
Total General Fund	\$893,146,982	\$416,333,451	\$8,306,763	\$33,130,803	\$23,341,911	\$2,165,013	\$60,967,929	(\$70,866,958)	\$1,366,525,894
GENERAL FUND SUPPORTED FUNDS									
40040 Fairfax-Falls Church Community Services Board	\$83,116,557	\$38,295,609	\$2,241,779	\$3,362,565	\$6,357,586	\$1,372,516	\$1,171,829	(\$8,053,795)	\$127,864,646
40045 Early Childhood Birth to 5	4,047,129	1,913,304	144,715	161,152	498,307	0	4,740	(398,801)	6,370,546
40330 Elderly Housing Programs	386,975	163,706	0	4,751	105,831	2,998	24,600	(3)	688,858
60000 County Insurance	1,343,107	524,854	0	46,418	0	0	0	(111,092)	1,803,287
60010 Department of Vehicle Services	19,236,073	7,408,729	90,105	731,155	0	138,020	269,293	(1,548,252)	26,325,123
60020 Document Services	1,527,047	784,358	0	55,475	9,218	7,463	37,761	(26,118)	2,395,204
60030 Technology Infrastructure Services	6,627,831	2,227,622	0	222,443	73,583	13,580	72,566	(422,648)	8,814,977
Total General Fund Supported Funds	\$116,284,719	\$51,318,182	\$2,476,599	\$4,583,959	\$7,044,525	\$1,534,577	\$1,580,789	(\$10,560,709)	\$174,262,641

FY 2021 ADVERTISED PERSONNEL SERVICES BY AGENCY

# / Agency Title	Regular Compensation ¹	Fringe Benefits	New Positions	Compensation Increases ²	Limited Term	Shift Differential	Extra Compensation	Turnover	Personnel Services
OTHER FUNDS									
40010 County and Regional Transportation Projects	\$4,487,191	\$1,802,577	\$91,627	\$155,122	\$0	\$0	\$0	\$0	\$6,536,517
40030 Cable Communications	3,899,313	2,167,428	0	153,920	341,693	0	87,586	(106,897)	6,543,043
40050 Reston Community Center	3,115,891	1,784,194	0	105,566	1,312,912	11,864	27,788	(24,430)	6,333,785
40060 McLean Community Center	1,967,095	1,172,021	0	69,618	601,504	8,785	20,584	0	3,839,607
40070 Burgundy Village Community Center	0	1,473	0	0	19,910	0	0	0	21,383
40080 Integrated Pest Management Program	1,436,634	564,450	0	46,288	0	0	11,866	0	2,059,238
40090 E-911	18,318,895	9,181,757	693,901	879,041	0	148,400	3,832,289	(1,033,042)	32,021,241
40100 Stormwater Services	15,878,996	7,416,192	494,694	521,752	451,849	0	194,544	(726,432)	24,231,595
40130 Leaf Collection	23,800	15,144	0	0	504,725	0	0	0	543,669
40140 Refuse Collection and Recycling Operations	5,397,377	3,491,591	0	219,100	6,060	0	464,112	(312,229)	9,266,011
40150 Refuse Disposal	9,622,604	3,743,565	0	344,238	31,178	518,861	627,552	(184,450)	14,703,548
40170 I-95 Refuse Disposal	2,915,021	1,027,887	0	103,893	45,670	202,556	101,223	(78,228)	4,318,022
50800 Community Development Block Grant	1,111,216	536,362	0	0	0	0	0	0	1,647,578
50810 HOME Investment Partnerships Grant	129,797	64,272	0	0	0	0	0	0	194,069
60040 Health Benefits ³	120,000	182,875,654	0	0	105,000	0	0	0	183,100,654
69010 Sewer Operation and Maintenance	25,055,298	10,494,486	445,441	858,035	262,737	50,989	699,317	(881,092)	36,985,211
73000 Employees' Retirement Trust	2,035,205	1,090,413	0	69,159	55,945	0	86	0	3,250,808
73010 Uniformed Employees Retirement Trust	493,008	234,299	0	16,592	11,988	0	21	0	755,908
73020 Police Retirement Trust	431,938	234,198	0	16,316	11,988	0	15	0	694,455
73030 OPEB Trust	100,764	31,314	0	3,583	0	0	0	0	135,661
Total Other Funds	\$96,540,043	\$227,929,277	\$1,725,663	\$3,562,223	\$3,763,159	\$941,455	\$6,066,983	(\$3,346,800)	\$337,182,003
Total All Funds	\$1,105,971,744	\$695,580,910	\$12,509,025	\$41,276,985	\$34,149,595	\$4,641,045	\$68,615,701	(\$84,774,467)	\$1,877,970,538

¹ The Regular Compensation category includes the full-year impact of merit and longevity increases provided to uniformed public safety employees in FY 2020. It should be noted that these increases impact the Fringe Benefits and Extra Compensation categories as well. The total FY 2021 General Fund expenditure impact across all categories of the full-year cost of FY 2020 compensation increases is \$4,269,435.

² The Compensation Increases category represents the salary costs of FY 2021 increases, including merit and longevity increases provided to uniformed public safety employees on their anniversary dates, performance increases provided to non-uniformed merit employees in July 2020, and a 2.06% Market Rate Adjustment (MRA) provided to all employees in July 2020. It should be noted that these increases impact other categories as well, including Fringe Benefits, Limited Term, Extra Compensation, and Turnover. The total FY 2021 General Fund disbursement impact of these FY 2021 compensation increases across all categories totals \$47,733,968. This total includes \$5,205,811 for uniformed merit and longevity increases, \$13,802,154 for non-uniformed performance increases, and \$28,726,003 for the 2.06% MRA.

³ It should be noted that the fringe benefit amount listed for Fund 60040, Health Benefits, includes payments made for claims and administrative expenses for the County's self-insured health insurance plans. These expenses total \$182,800,654 for the FY 2021 Advertised Budget Plan. Fringe benefit expenditures for all funds include employer contributions made to the Health Benefits Fund, and these contributions support the \$182.8 million paid in claims and administrative expenses. Thus, this amount should be excluded when determining countywide Fringe Benefit expenditures.

FY 2021 ADVERTISED SUMMARY OF GENERAL FUND EMPLOYEE BENEFIT COSTS BY CATEGORY

This schedule summarizes total General Fund Employee Benefit costs, including certain benefit costs and associated reimbursements for employees of General Fund agencies that are expended in the General Fund and reimbursed by capital projects.

BENEFIT CATEGORY	FY 2019 Actual	FY 2020 Adopted Budget Plan	FY 2020 Revised Budget Plan	FY 2021 Advertised Budget Plan	Increase/ (Decrease) Over Revised	% Increase/ (Decrease) Over Revised
FRINGE BENEFITS						
Group Health Insurance	\$104,418,006	\$108,424,432	\$108,789,036	\$103,128,531	(\$5,660,505)	(5.2%)
Dental Insurance	4,042,796	4,253,665	4,268,856	4,234,727	(34,129)	(0.8%)
Group Life Insurance	2,296,662	2,548,980	2,556,616	2,735,336	178,720	7.0%
FICA	50,571,581	52,159,374	52,488,838	56,075,981	3,587,143	6.8%
Employees' Retirement	105,303,231	116,900,291	117,576,233	124,735,539	7,159,306	6.1%
Uniformed Retirement	64,381,136	66,508,739	67,136,867	70,303,468	3,166,601	4.7%
Police Retirement	46,984,102	52,764,895	53,434,800	54,565,880	1,131,080	2.1%
Virginia Retirement System	384,884	436,680	436,680	452,630	15,950	3.7%
Line of Duty	1,553,181	1,714,761	1,714,761	1,616,457	(98,304)	(5.7%)
Flexible Spending Accounts	166,909	179,304	179,304	166,788	(12,516)	(7.0%)
Unemployment Compensation	122,233	101,858	101,858	273,055	171,197	168.1%
Capital Project Reimbursements	(2,351,467)	(2,101,834)	(2,101,834)	(2,599,745)	(497,911)	23.7%
Employee Assistance Program	309,772	271,050	271,050	284,804	13,754	5.1%
Tuition Reimbursement	399,546	360,000	360,000	360,000	0	0.0%
Total General Fund Fringe Benefits	\$378,582,572	\$404,522,195	\$407,213,065	\$416,333,451	\$9,120,386	2.2%
OPERATING EXPENSES						
Employee Awards Program	\$202,983	\$215,000	\$215,000	\$215,000	\$0	0.0%
Employee Development Initiatives	1,090,356	1,172,850	1,445,296	1,172,850	(272,446)	(18.9%)
Total Operating Expenses	\$1,293,339	\$1,387,850	\$1,660,296	\$1,387,850	(\$272,446)	(16.4%)
TOTAL GENERAL FUND EMPLOYEE BENEFITS	\$379,875,911	\$405,910,045	\$408,873,361	\$417,721,301	\$8,847,940	2.2%

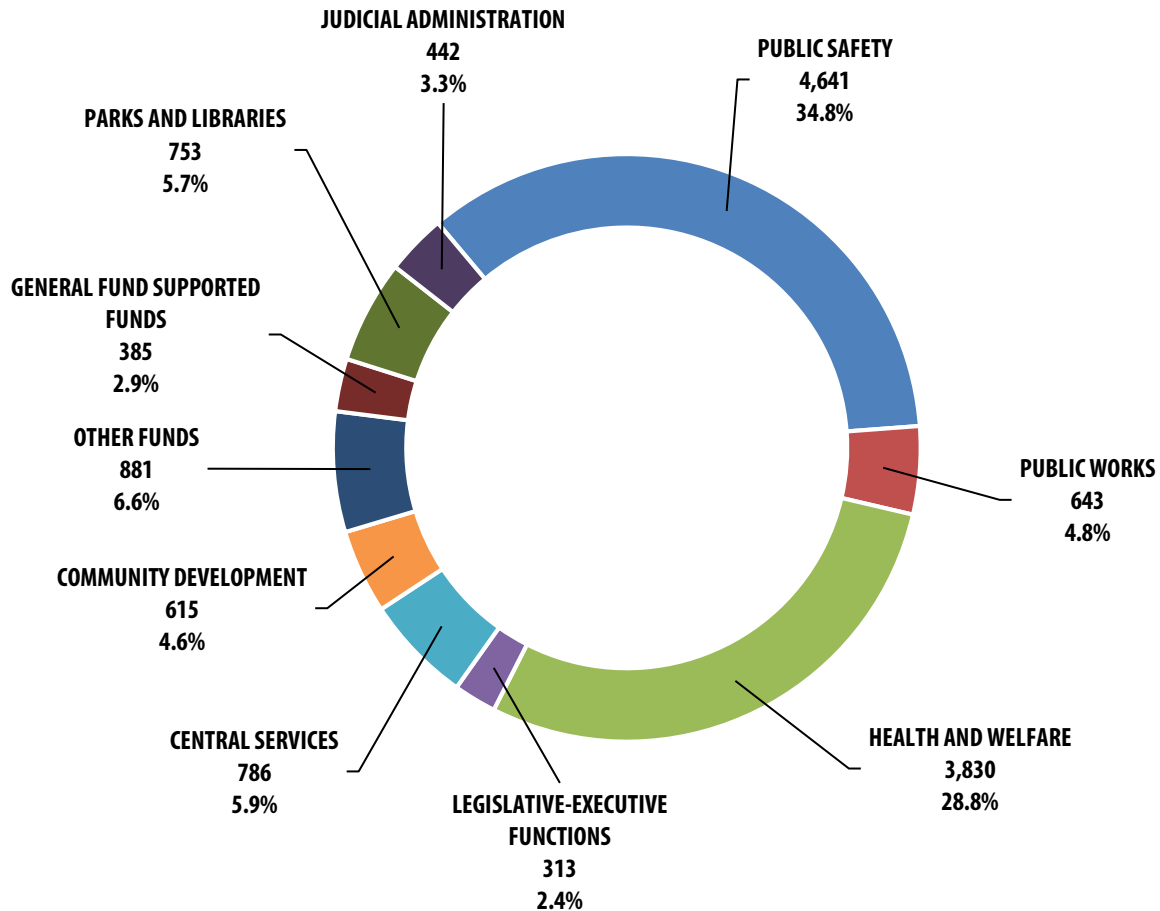
FY 2021 ADVERTISED DISTRIBUTION OF FRINGE BENEFITS BY GENERAL FUND AGENCY

#	Agency	Personnel Services	Fringe Benefits	Operating Expenses	Recovered Costs	Capital Equipment	Total Cost
Legislative-Executive Functions / Central Services							
01	Board of Supervisors	\$6,535,093	\$2,863,397	\$233,050	\$0	\$0	\$9,631,540
02	Office of the County Executive	5,320,360	2,331,153	798,098	0	0	8,449,611
03	Department of Clerk Services	1,499,966	657,221	362,889	0	0	2,520,076
06	Department of Finance	5,228,225	2,290,783	4,847,663	(751,697)	0	11,614,974
11	Department of Human Resources	7,243,875	3,173,954	1,284,928	0	0	11,702,757
12	Department of Procurement and Material Management	6,303,963	2,762,125	1,758,536	(288,803)	0	10,535,821
13	Office of Public Affairs	1,951,195	854,930	147,501	(239,882)	0	2,713,744
15	Office of Elections	3,586,267	1,571,348	1,504,637	0	0	6,662,252
17	Office of the County Attorney	8,450,464	3,702,630	413,846	(466,522)	0	12,100,418
20	Department of Management and Budget	5,890,093	2,580,785	180,819	0	0	8,651,697
37	Office of the Financial and Program Auditor	396,237	173,614	32,166	0	0	602,017
41	Civil Service Commission	417,945	183,126	66,186	0	0	667,257
42	Office of Independent Police Auditor	309,759	135,723	32,675	0	0	478,157
57	Department of Tax Administration	22,719,148	9,954,553	6,031,493	0	0	38,705,194
70	Department of Information Technology	27,199,814	11,917,788	11,705,659	0	0	50,823,261
	Total Legislative-Executive Functions / Central Services	\$103,052,404	\$45,153,130	\$29,400,146	(\$1,746,904)	\$0	\$175,858,776
Judicial Administration							
80	Circuit Court and Records	\$10,841,296	\$4,750,190	\$2,195,826	\$0	\$0	\$17,787,312
82	Office of the Commonwealth's Attorney	5,878,259	2,575,600	248,234	0	0	8,702,093
85	General District Court	4,270,684	1,871,230	915,059	0	0	7,056,973
91	Office of the Sheriff	17,247,177	7,556,971	4,031,229	0	0	28,835,377
	Total Judicial Administration	\$38,237,416	\$16,753,991	\$7,390,348	\$0	\$0	\$62,381,755
Public Safety							
04	Department of Cable and Consumer Services	\$612,060	\$268,178	\$174,747	\$0	\$0	\$1,054,985
31	Land Development Services	11,926,182	5,225,540	2,119,031	0	0	19,270,753
81	Juvenile and Domestic Relations District Court	23,658,776	10,366,258	3,139,237	0	0	37,164,271
90	Police Department	192,172,000	84,201,502	34,290,710	(697,406)	196,835	310,163,641
91	Office of the Sheriff	48,175,531	21,108,445	6,278,855	0	0	75,562,831
92	Fire and Rescue Department	197,641,701	86,598,091	30,339,172	0	107,730	314,686,694
93	Office of Emergency Management	1,487,287	651,665	508,829	0	0	2,647,781
96	Department of Animal Sheltering	2,134,188	935,109	692,914	0	0	3,762,211
97	Department of Code Compliance	4,407,111	1,931,006	541,380	0	0	6,879,497
	Total Public Safety	\$482,214,836	\$211,285,794	\$78,084,875	(\$697,406)	\$304,565	\$771,192,664
Public Works							
08	Facilities Management Department	\$15,533,687	\$6,806,193	\$51,473,795	(\$7,072,081)	\$0	\$66,741,594
25	Business Planning and Support	958,692	420,058	363,588	(200,000)	0	1,542,338
26	Office of Capital Facilities	15,747,897	6,900,051	9,639,114	(9,388,742)	0	22,898,320
87	Unclassified Administrative Expenses	0	0	3,953,694	(5,000)	0	3,948,694
	Total Public Works	\$32,240,276	\$14,126,302	\$65,430,191	(\$16,665,823)	\$0	\$95,130,946

FY 2021 ADVERTISED DISTRIBUTION OF FRINGE BENEFITS BY GENERAL FUND AGENCY

#	Agency	Personnel Services	Fringe Benefits	Operating Expenses	Recovered Costs	Capital Equipment	Total Cost
Health and Welfare							
67	Department of Family Services	\$74,888,785	\$32,813,044	\$77,614,848	(\$534,749)	\$0	\$184,781,928
71	Health Department	48,463,103	21,234,447	20,033,499	0	0	89,731,049
77	Office of Strategy Management for Health and Human Services	3,153,198	1,381,596	337,660	0	0	4,872,454
79	Department of Neighborhood and Community Services	62,056,535	27,190,504	33,974,318	(9,264,435)	0	113,956,922
	Total Health and Welfare	\$188,561,621	\$82,619,591	\$131,960,325	(\$9,799,184)	\$0	\$393,342,353
Parks and Libraries							
51	Fairfax County Park Authority	\$26,718,407	\$11,706,857	\$5,855,928	(\$3,951,915)	\$200,000	\$40,529,277
52	Fairfax County Public Library	25,940,579	11,366,046	6,254,863	0	0	43,561,488
	Total Parks and Libraries	\$52,658,986	\$23,072,903	\$12,110,791	(\$3,951,915)	\$200,000	\$84,090,765
Community Development							
16	Economic Development Authority	\$4,207,634	\$1,843,604	\$4,788,092	\$0	\$0	\$10,839,330
30	Department of Economic Initiatives	1,205,987	528,412	49,908	0	0	1,784,307
31	Land Development Services	13,667,143	5,988,354	3,287,504	(353,732)	0	22,589,269
35	Department of Planning and Development	13,554,743	5,939,105	736,496	0	0	20,230,344
38	Department of Housing and Community Development	7,876,958	3,451,344	18,452,286	(378,598)	0	29,401,990
39	Office of Human Rights and Equity Programs	1,795,691	786,795	119,995	0	0	2,702,481
40	Department of Transportation	10,918,748	4,784,126	471,337	(2,093,664)	0	14,080,547
	Total Community Development	\$53,226,904	\$23,321,740	\$27,905,618	(\$2,825,994)	\$0	\$101,628,268
Non-Departmental							
87	Unclassified Administrative Expenses	\$0	\$0	\$200,000	\$0	\$0	\$200,000
89	Employee Benefits	0	0	1,387,850	0	0	1,387,850
	Total Non-Departmental	\$0	\$0	\$1,587,850	\$0	\$0	\$1,587,850
GENERAL FUND DIRECT EXPENDITURES		\$950,192,443	\$416,333,451	\$353,870,144	(\$35,687,226)	\$504,565	\$1,685,213,377

FY 2020 REGULAR POSITIONS ALL FUNDS



TOTAL REGULAR POSITIONS = 13,289

General Fund Program Areas include: General Fund agencies and Fund 40040, Fairfax-Falls Church Community Services Board, in Health and Welfare, Fund 40045, Early Childhood Birth to 5, in Health and Welfare, Fund 40090, E-911, in Public Safety, and Fund 40100, Stormwater Services, in Public Works.

General Fund Supported Funds include: Fund 40330, Elderly Housing Programs; Fund 60000, County Insurance; Fund 60010, Department of Vehicle Services; Fund 60020, Document Services; and Fund 60030, Technology Infrastructure Services.

Other Funds include: Fund 40010, County and Regional Transportation Projects; Fund 40030, Cable Communications; Fund 40050, Reston Community Center; Fund 40060, McLean Community Center; Fund 40080, Integrated Pest Management Program; Fund 40140, Refuse Collection and Recycling Operations; Fund 40150, Refuse Disposal; Fund 40170, I-95 Refuse Disposal; Fund 69010 Sewer Operation and Maintenance; Fund 73000, Employees' Retirement Trust; and Fund 73030, OPEB Trust.

Summary of Position Changes

FY 1991 - FY 2021

Authorized Positions - All Funds

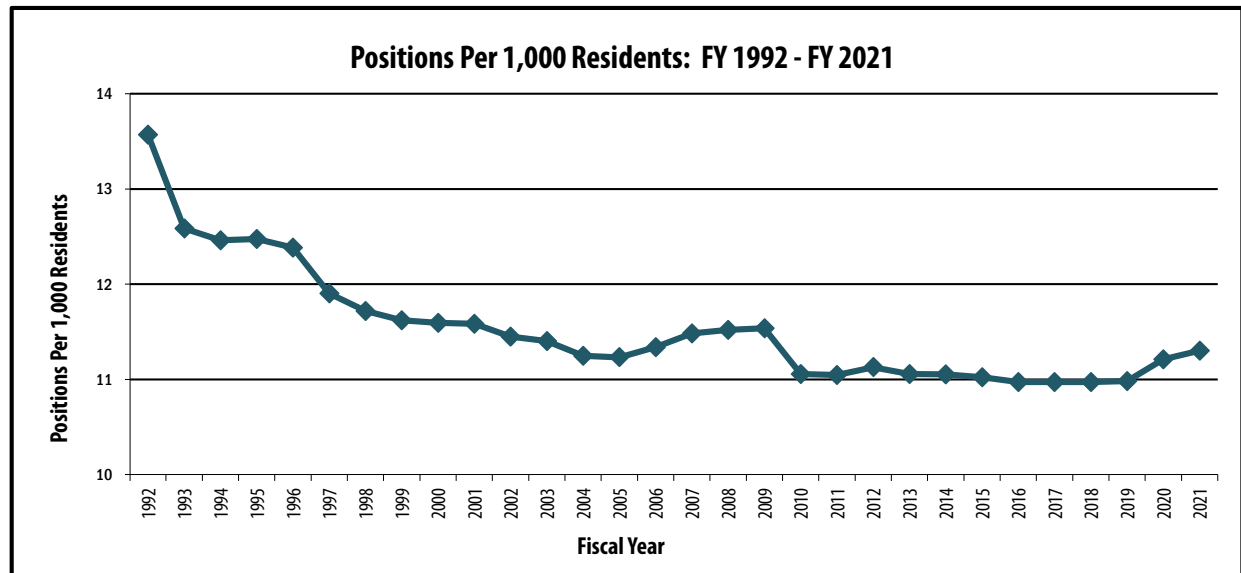
Fiscal Years ¹	From	To	Abolished	New Facilities	Other Changes	Other Reviews	Total Change	Population ²	Positions Per 1,000 Residents
FY 1991 to FY 1992	11,164	11,124	(153)	41	20	52	(40)	832,130	13.57
FY 1992 to FY 1993	11,124	10,628	(588)	0	13	79	(496)	844,500	12.58
FY 1993 to FY 1994	10,628	10,685	(88)	62	56	27	57	857,496	12.46
FY 1994 to FY 1995	10,685	10,870	(157)	94	131	117	185	871,268	12.48
FY 1995 to FY 1996	10,870	11,016	(49)	60	76	59	146	889,526	12.38
FY 1996 to FY 1997	11,016	10,782	(477)	150	(14)	107	(234)	905,888	11.90
FY 1997 to FY 1998	10,782	10,802	(56)	4	43	29	20	921,789	11.72
FY 1998 to FY 1999	10,802	10,911	(35)	26	41	77	109	938,912	11.62
FY 1999 to FY 2000	10,911	11,108	(17)	106	26	82	197	958,060	11.59
FY 2000 to FY 2001	11,108	11,317	0	25	107	77	209	977,058	11.58
FY 2001 to FY 2002	11,317	11,385	(2)	14	39	17	68	994,401	11.45
FY 2002 to FY 2003	11,385	11,498	(48)	70	1	90	113	1,008,263	11.40
FY 2003 to FY 2004	11,498	11,443	(124)	49	0	20	(55)	1,017,194	11.25
FY 2004 to FY 2005	11,443	11,547	(4)	56	0	52	104	1,027,972	11.23
FY 2005 to FY 2006	11,547	11,742	(21)	163	50	3	195	1,035,479	11.34
FY 2006 to FY 2007	11,742	11,936	0	159	16	19	194	1,039,409	11.48
FY 2007 to FY 2008	11,936	12,024	0	55	15	18	88	1,043,601	11.52
FY 2008 to FY 2009	12,024	12,101	0	0	33	44	77	1,048,842	11.54
FY 2009 to FY 2010	12,101	11,796	(308)	2	0	1	(305)	1,066,858	11.06
FY 2010 to FY 2011	11,796	12,031	(191)	4	11	411	235	1,089,262	11.05
FY 2011 to FY 2012	12,031	12,278	0	3	36	208	247	1,103,262	11.13
FY 2012 to FY 2013	12,278	12,281	(26)	5	45	(21)	3	1,110,673	11.06
FY 2013 to FY 2014	12,281	12,314	(83)	2	40	74	33	1,113,933	11.05
FY 2014 to FY 2015	12,314	12,354	(45)	11	46	28	40	1,120,816	11.02
FY 2015 to FY 2016	12,354	12,385	(70)	0	51	50	31	1,128,636	10.97
FY 2016 to FY 2017	12,385	12,480	(17)	18	52	42	95	1,137,387	10.97
FY 2017 to FY 2018	12,480	12,595	(9)	8	73	43	115	1,147,881	10.97
FY 2018 to FY 2019	12,595	12,739	0	19	58	67	144	1,159,919	10.98
FY 2019 to FY 2020 Revised	12,739	13,112	(6)	23	95	261	373	1,169,682	11.21
FY 2020 to FY 2021 Advertised	13,112	13,289	0	33	144	0	177	1,175,934	11.30
Total	11,164	13,289	(2,574)	1,262	1,304	2,133	2,125		

In addition, a total of 168 project positions have been abolished since FY 1991, resulting in a total of 2,742 abolished positions. This results in a net increase of 1,957 positions through the FY 2021 Advertised Budget Plan. Despite the net addition of positions, Positions Per 1,000 Residents have decreased dramatically during the period between FY 1992 and FY 2021, from 13.57 (including the 168 project positions) to 11.30, a 16.7 percent decrease.

() Denotes Abolished Positions

¹ Fiscal Year totals reflect actuals except for the current and budget year which reflect latest budgeted position counts.

During the period FY 1992 - FY 2021, the following chart depicts the trend in merit regular positions per 1,000 residents:



Summary of Position Changes

FY 2021 Position Actions

Total Change: 177 Regular Merit Positions

Agency	Explanation	# of Positions
NEW POSITIONS		177
County Executive	Environmental Policy	2
Elections	Elections Information Technology	1
Capital Facilities	Capital Projects Workload	10
Planning and Development	Environmental Planning Capacity	1
Housing and Community Development	Affordable Housing	3
Transportation	Transit Program Support	3
Park Authority	Turf Field Maintenance	1
Library	Expanded Library Hours	12
Library	Supportive Services Coordinator	1
Tax Administration	Audit Manager	1
Family Services	Human Trafficking and Stalking Prevention	1
Family Services	Opioid Task Force	1
Family Services	School Readiness	1
Information Technology	Body-Worn Cameras	2
Health	Public Health Nurses	7
Health	School Health Aides	3
Health	Epidemiology	1
Neighborhood and Community Services	School-Age Child Care (SACC)	4
Neighborhood and Community Services	Opportunity Neighborhoods	1
Neighborhood and Community Services	Workload Requirements	3
Juvenile and Domestic Relations District Court	Opioid Task Force	1
Commonwealth's Attorney	Body-Worn Cameras	9
Commonwealth's Attorney	Diversion First	1
General District Court	Diversion First	3
Police	Body-Worn Cameras	2
Police	Diversion First	1
Police	South County Police Station	8
Police	Opioid Task Force	2
Sheriff	Diversion First	2
Sheriff	Opioid Task Force	2
Fire and Rescue	Scotts Run Fire Station	25
Fire and Rescue	Diversion First	1
County and Regional Transportation Projects	Special Projects Support	1
Community Services Board	Self-Directed Services	3
Community Services Board	Healthcare Business Operations	9
Community Services Board	Addiction Recovery and Treatment Services (ARTS)	11
Community Services Board	Support Coordination	8
Community Services Board	Diversion First	3
Community Services Board	Opioid Task Force	3
Early Childhood	Family Child Care Network	2
Integrated Pest Management	Forest Pest Program	1

Summary of Position Changes

FY 2021 Position Actions

Agency	Explanation	# of Positions
E-911	Workload Requirements	5
E-911	Diversion First	1
Stormwater Services	Stormwater Activities	7
Vehicle Services	Workload Requirements	1
Sewer Operation and Maintenance	Sewer Operations	6
REDUCTIONS/REALIGNMENTS		0
Housing and Community Development	OPEH and HCD Consolidation	24
Prevent and End Homelessness	OPEH and HCD Consolidation	(24)
Neighborhood and Community Services	Creation of Early Childhood Birth to 5 Fund	(48)
Early Childhood	Creation of Early Childhood Birth to 5 Fund	48
	TOTAL CHANGE:	177

Summary of Position Changes

FY 2020 Position Actions

Total Change: 373 Regular Merit Positions

Agency	Explanation	# of Positions
NEW POSITIONS		118
County Executive	Creation of Office of Environmental Energy and Coordination	3
Capital Facilities	Noman M. Cole, Jr. Pollution Control Plant Safety	1
Capital Facilities	Capital Project Workload	5
Land Development Services	Permit Education and Outreach	1
Housing and Community Development	Affordable Housing	1
Family Services	New Bailey's Crossroads Homeless Shelter	1
Family Services	New Lewinsville Multi-Service Center	1
Family Services	Parenting Education Program	1
Family Services	Children's Services Act (CSA) Service Quality Monitoring	1
Family Services	Transfer of Grant Positions to the General Fund	19
Health	Rabies Program	1
Health	Epidemiology and Population Health	3
Health	New Bailey's Crossroads Homeless Shelter	1
Health	School Health Clinical Specialists	2
Neighborhood and Community Services	New Lewinsville Multi-Service Center	2
Neighborhood and Community Services	Early Childhood Mental Health Consultation System	1
Neighborhood and Community Services	Early Childhood Education	1
Neighborhood and Community Services	Office for Children Non-Merit Conversions	15
Circuit Court	Court Management System	2
Juvenile and Domestic Relations District Court	Diversion First	1
Office of the Commonwealth's Attorney	Diversion First	1
General District Court	Diversion First	1
Police	Diversion First	1
Police	South County Police Station	17
Police	Animal Services	2
Sheriff	Diversion First	1
Fire and Rescue	Diversion First	1
Community Services Board	Diversion First	6
Community Services Board	Support Coordination	5
McLean Community Center	Expanded Programming Following Facility Renovation	1
Integrated Pest Management Program	Disease Carrying Insects Program	2
E-911	E-911 Call Capacity	10
Stormwater Services	Stormwater Activities	3
Sewer Operation and Maintenance	Sewer Operations	4

Summary of Position Changes

FY 2020 Position Actions

Agency	Explanation	# of Positions
REDUCTIONS/REALIGNMENTS		(6)
Board of Supervisors	Creation of Department of Clerk Services	(7)
County Executive	Creation of Department of Clerk Services	(2)
County Executive	Creation of Office of Environmental Energy and Coordination	4
County Executive	Creation of Department of Economic Initiatives	(6)
County Executive	Realignment of Positions	(1)
County Executive	Creation of Department of Planning and Development	(14)
Clerk Services	Creation of Department of Clerk Services	14
Cable and Consumer Services	Creation of Office of Environmental Energy and Coordination	(1)
Facilities Management	Creation of Office of Environmental Energy and Coordination	(1)
Human Resources	Health and Human Services Realignment	1
Human Resources	Realignment of Positions	1
Capital Facilities	Creation of Department of Economic Initiatives	(1)
Land Development Services	Creation of Department of Economic Initiatives	(4)
Economic Initiatives	Creation of Department of Economic Initiatives	11
Planning and Development	Creation of Department of Planning and Development	14
Planning Commission	Creation of Department of Clerk Services	(7)
Family Services	Transfer of Office for Children	(712)
Strategy Mgmt for Health and Human Services	Health and Human Services Realignment	(2)
Neighborhood and Community Services	Transfer of Office for Children	712
Juvenile and Domestic Relations District Court	Staff Reorganizations and Efficiencies	(4)
Cable Communications	Creation of Office of Environmental Energy and Coordination	(2)
Community Services Board	Health and Human Services Realignment	1
OTHER CHANGES DURING FISCAL YEAR		261
County Executive	Workload Requirements	2
County Executive	Realignment of Positions (FY 2019 Carryover)	(1)
County Executive	Environmental Policy (FY 2019 Carryover)	1
Finance	Workload Requirements (FY 2019 Carryover)	1
Finance	Reclassification of Non-Merit Positions to Merit (FY 2019 Carryover)	3
Facilities Management	Realignment of Positions	(5)
Facilities Management	Surplus Management (FY 2019 Carryover)	(2)
Facilities Management	Environmental Policy (FY 2019 Carryover)	(1)
Facilities Management	Reclassification of Non-Merit Positions to Merit (FY 2019 Carryover)	2
Human Resources	Reclassification of Non-Merit Positions to Merit (FY 2019 Carryover)	6
Procurement and Material Management	Surplus Management (FY 2019 Carryover)	2
Procurement and Material Management	Reclassification of Non-Merit Positions to Merit (FY 2019 Carryover)	1
Elections	Reclassification of Non-Merit Positions to Merit (FY 2019 Carryover)	5
Management and Budget	Workload Requirements	3
Capital Facilities	Realignment of Positions	(1)
Capital Facilities	Reclassification of Non-Merit Positions to Merit (FY 2019 Carryover)	5
Land Development Services	Reclassification of Non-Merit Positions to Merit (FY 2019 Carryover)	11
Planning and Development	Reclassification of Non-Merit Positions to Merit (FY 2019 Carryover)	3
Housing and Community Development	Reclassification of Non-Merit Positions to Merit (FY 2019 Carryover)	2

Summary of Position Changes

FY 2019 Position Actions

Total Change: 144 Regular Merit Positions

Agency	Explanation	# of Positions
NEW POSITIONS		77
Facilities Management	County Transit	1
Business Planning and Support	Capital Project Information Management System	1
Capital Facilities	Capital Project Workload	4
Transportation	County Transit	1
Tax Administration	Service Enhancements	5
Family Services	School-Age Child Care (SACC) Rooms	2
Health	Nurse Family Partnership	2
Juvenile and Domestic Relations District Court	Diversion First	2
Police	Diversion First	1
Police	Violent Crimes Task Force	1
Police	South County Police Station	17
Sheriff	Diversion First	3
County and Regional Transportation Projects	Transportation Project Support	2
Cable Communications	Channel 16 Video Production Services	1
Community Services Board	Diversion First	8
Community Services Board	Support Coordination	14
Stormwater Services	Stormwater Activities	5
Sewer Operation and Maintenance	Sewer Operations	7
REDUCTIONS/REALIGNMENTS		0
County Executive	Health and Human Services Realignment	(1)
County Executive	One Fairfax	1
Procurement and Material Management	Health and Human Services Realignment	23
Management and Budget	Health and Human Services Realignment	1
Family Services	Health and Human Services Realignment	45
Family Services	Infant Toddler Connection Realignment	41
Administration for Human Services	Health and Human Services Realignment	(168)
Information Technology	Court Information Technology	4
Health	Health and Human Services Realignment	10
Prevent and End Homelessness	Health and Human Services Realignment	13
Strategy Mgmt for Health and Human Services	Health and Human Services Realignment	31
Neighborhood and Community Services	Health and Human Services Realignment	1
Neighborhood and Community Services	One Fairfax	(1)
Juvenile and Domestic Relations District Court	Health and Human Services Realignment	6
Juvenile and Domestic Relations District Court	Court Information Technology	(4)
Community Services Board	Health and Human Services Realignment	39
Community Services Board	Infant Toddler Connection Realignment	(41)

Summary of Position Changes

FY 2019 Position Actions

Agency	Explanation	# of Positions
OTHER CHANGES DURING FISCAL YEAR		67
County Executive	One Fairfax	2
County Executive	HIPAA Requirements	1
Finance	Assessment and Monitoring of Subrecipient Activities	1
Facilities Management	Workload Requirements	2
Human Resources	Workload Requirements	1
Procurement and Material Management	Health and Human Service Realignment (FY 2018 Carryover)	1
Management and Budget	Data Governance and Utilization (FY 2018 Carryover)	1
Business Planning and Support	Data Governance and Utilization (FY 2018 Carryover)	(1)
Capital Facilities	Workload Requirements	1
Planning and Zoning	Deputy Director Position	1
Tax Administration	TARGET Program Enhancements (FY 2018 Carryover)	8
Family Services	Workload Requirements	2
Family Services	Health and Human Service Realignment	1
Family Services	Health and Human Service Realignment (FY 2018 Carryover)	1
Family Services	Public Assistance - Increased Caseloads (FY 2018 Carryover)	7
Family Services	Public Assistance - Medicaid Expansion (FY 2018 Carryover)	19
Family Services	Adult and Aging Services (FY 2018 Carryover)	8
Family Services	Reclassification of Non-Merit Positions to Merit (TQ)	18
Information Technology	Realignment of Positions	(2)
Strategy Mgmt for Health and Human Services	Workload Requirements	1
Strategy Mgmt for Health and Human Services	Health and Human Service Realignments	(1)
Strategy Mgmt for Health and Human Services	Health and Human Service Realignment (FY 2018 Carryover)	(1)
Neighborhood and Community Services	Health and Human Service Realignment (FY 2018 Carryover)	1
Neighborhood and Community Services	Reclassification of Non-Merit Positions to Merit (TQ)	6
Police	Driving While Intoxicated Enforcement Initiative	1
Sheriff	Realignment of Positions	(9)
Fire and Rescue	Realignment of Positions	(1)
Fire and Rescue	Workload Requirements	1
Park Authority	Workload Requirements	2
Community Services Board	Health and Human Service Realignment (FY 2018 Carryover)	(2)
Stormwater Services	Workload Requirements	1
Refuse Collection and Recycling	Realignment of Positions	(3)
I-95 Refuse Disposal	Workload Requirements	1
Technology Infrastructure Services	Realignment of Positions	(2)
TOTAL CHANGE:		144

FY 2021 ADVERTISED POSITION SUMMARY

(GENERAL FUND, GENERAL FUND SUPPORTED AND OTHER FUNDS)

AGENCY/FUND	FY 2019		FY 2020						FY 2021			
	Actual Pos/FTE		Adopted Pos/FTE		Carryover Pos/FTE	Out of Cycle Pos/FTE		Revised Pos/FTE	Advertised Pos/FTE		Inc/(Dec) Pos/FTE	
GENERAL FUND AGENCIES												
Legislative-Executive Functions / Central Services												
01 Board of Supervisors	77	77.00	70	70.00	0	0.00	0	0.00	70	70.00	0	0.00
02 Office of the County Executive	57	57.00	41	41.00	(1)	(1.00)	3	3.00	43	43.00	2	2.00
03 Department of Clerk Services	0	0.00	14	14.00	0	0.00	0	0.00	14	14.00	0	0.00
06 Department of Finance	57	57.00	57	57.00	4	4.00	0	0.00	61	61.00	0	0.00
11 Department of Human Resources	77	77.00	79	79.00	6	6.00	0	0.00	85	85.00	0	0.00
12 Department of Procurement and Material Management												
	73	73.00	73	73.00	3	3.00	0	0.00	76	76.00	0	0.00
13 Office of Public Affairs	21	21.00	21	21.00	0	0.00	0	0.00	21	21.00	0	0.00
15 Office of Elections	30	30.00	30	30.00	5	5.00	0	0.00	35	35.00	1	1.00
17 Office of the County Attorney	64	64.00	64	64.00	0	0.00	0	0.00	64	64.00	0	0.00
20 Department of Management and Budget	54	54.00	54	54.00	0	0.00	3	3.00	57	57.00	0	0.00
37 Office of the Financial and Program Auditor	3	3.00	3	3.00	0	0.00	0	0.00	3	3.00	0	0.00
41 Civil Service Commission	4	4.00	4	4.00	0	0.00	0	0.00	4	4.00	0	0.00
42 Office of the Independent Police Auditor	3	3.00	3	3.00	0	0.00	0	0.00	3	3.00	0	0.00
57 Department of Tax Administration	296	296.00	296	296.00	0	0.00	0	0.00	296	296.00	1	1.00
70 Department of Information Technology	251	251.00	251	251.00	10	10.00	0	0.00	261	261.00	2	2.00
Total Legislative-Executive Functions/Central Services	1,067	1,067.00	1,060	1,060.00	27	27.00	6	6.00	1,093	1,093.00	6	6.00
Judicial Administration												
80 Circuit Court and Records	164	164.00	166	166.00	14	14.00	0	0.00	180	180.00	0	0.00
82 Office of the Commonwealth's Attorney	41	41.00	42	42.00	8	8.00	0	0.00	50	50.00	10	10.00
85 General District Court	33	33.00	34	34.00	0	0.00	1	1.00	35	35.00	3	3.00
91 Office of the Sheriff	164	163.50	164	163.50	0	0.00	0	0.00	164	163.50	0	0.00
Total Judicial Administration	402	401.50	406	405.50	22	22.00	1	1.00	429	428.50	13	13.00
Public Safety												
04 Department of Cable and Consumer Services	10	10.00	9	9.00	0	0.00	0	0.00	9	9.00	0	0.00
31 Land Development Services	101	101.00	101	101.00	3	3.00	1	1.00	105	105.00	0	0.00
81 Juvenile and Domestic Relations District Court	307	306.00	304	303.00	3	3.00	0	0.00	307	306.00	1	1.00
90 Police Department	1,793	1,793.00	1,813	1,813.00	8	8.00	0	0.00	1,821	1,821.00	13	13.00
91 Office of the Sheriff	437	436.50	438	437.50	(1)	(1.00)	0	0.00	437	436.50	4	4.00
92 Fire and Rescue Department	1,593	1,593.00	1,594	1,594.00	7	7.00	0	0.00	1,601	1,601.00	26	26.00
93 Office of Emergency Management	13	13.00	13	13.00	0	0.00	0	0.00	13	13.00	0	0.00
96 Department of Animal Sheltering	32	32.00	32	32.00	2	2.00	0	0.00	34	34.00	0	0.00
97 Department of Code Compliance	46	46.00	46	46.00	2	2.00	0	0.00	48	48.00	0	0.00
Total Public Safety	4,332	4,330.50	4,350	4,348.50	24	24.00	1	1.00	4,375	4,373.50	44	44.00
Public Works												
08 Facilities Management Department	216	216.00	215	215.00	(1)	(1.00)	(5)	(5.00)	209	209.00	0	0.00
25 Business Planning and Support	38	38.00	38	38.00	0	0.00	0	0.00	38	38.00	0	0.00
26 Office of Capital Facilities	168	168.00	173	173.00	5	5.00	(1)	(1.00)	177	177.00	10	10.00
Total Public Works	422	422.00	426	426.00	4	4.00	(6)	(6.00)	424	424.00	10	10.00
Health and Welfare												
67 Department of Family Services	1,648	1,619.86	959	952.50	87	87.00	0	4.50	1,046	1,044.00	3	3.00
71 Health Department	668	596.09	675	603.09	37	37.00	0	0.50	712	640.59	11	10.13
73 Office to Prevent and End Homelessness	21	21.00	21	21.00	3	3.00	0	0.00	24	24.00	(24)	(24.00)
77 Office of Strategy Management for Health and Human Services	30	30.00	28	28.00	0	0.00	0	0.00	28	28.00	0	0.00
79 Department of Neighborhood and Community Services												
	225	223.50	956	931.36	(33)	(36.50)	0	0.50	923	895.36	(40)	(41.05)
Total Health and Welfare	2,592	2,490.45	2,639	2,535.95	94	90.50	0	5.50	2,733	2,631.95	(50)	(51.92)
Parks and Libraries												
51 Fairfax County Park Authority	331	330.75	331	330.75	20	20.00	0	0.00	351	350.75	1	1.00
52 Fairfax County Public Library	379	358.50	379	358.50	9	9.00	0	0.00	388	367.50	13	10.00
Total Parks and Libraries	710	689.25	710	689.25	29	29.00	0	0.00	739	718.25	14	11.00
Community Development												
16 Economic Development Authority	36	36.00	36	36.00	0	0.00	0	0.00	36	36.00	0	0.00
30 Department of Economic Initiatives	0	0.00	11	11.00	0	0.00	0	0.00	11	11.00	0	0.00
31 Land Development Services	185	185.00	182	182.00	8	8.00	(1)	(1.00)	189	189.00	0	0.00
35 Department of Planning and Development	138	138.00	152	152.00	3	3.00	0	0.00	155	155.00	1	1.00
36 Planning Commission	7	7.00	0	0.00	0	0.00	0	0.00	0	0.00	0	0.00
38 Department of Housing and Community Development												
	48	48.00	49	49.00	2	2.00	0	0.00	51	51.00	27	27.00
39 Office of Human Rights and Equity Programs	18	18.00	18	18.00	0	0.00	0	0.00	18	18.00	0	0.00
40 Department of Transportation	122	122.00	122	122.00	2	2.00	0	0.00	124	124.00	3	3.00
Total Community Development	554	554.00	570	570.00	15	15.00	(1)	(1.00)	584	584.00	31	31.00
TOTAL GENERAL FUND	10,079	9,954.70	10,161	10,035.20	215	211.50	1	6.50	10,377	10,253.20	68	63.08

FY 2021 ADVERTISED POSITION SUMMARY

(GENERAL FUND, GENERAL FUND SUPPORTED AND OTHER FUNDS)

AGENCY/FUND	FY 2019		FY 2020							FY 2021				
	Actual Pos/FTE		Adopted Pos/FTE		Carryover Pos/FTE		Out of Cycle Pos/FTE		Revised Pos/FTE		Advertised Pos/FTE		Inc/(Dec) Pos/FTE	
GENERAL FUND SUPPORTED FUNDS														
40040 Fairfax-Falls Church Community Services Board	1,024	1,020.00	1,036	1,032.00	24	24.00	0	0.00	1,060	1,056.00	1,097	1,093.00	37	37.00
40045 Early Childhood Birth to 5	0	0.00	0	0.00	0	0.00	0	0.00	0	0.00	50	50.00		
40330 Elderly Housing Programs	9	9.00	9	9.00	0	0.00	0	0.00	9	9.00	9	9.00	0	0.00
60000 County Insurance	14	14.00	14	14.00	0	0.00	0	0.00	14	14.00	14	14.00	0	0.00
60010 Department of Vehicle Services	264	264.00	264	264.00	0	0.00	0	0.00	264	264.00	265	265.00	1	1.00
60020 Document Services	27	27.00	27	27.00	0	0.00	0	0.00	27	27.00	27	27.00	0	0.00
60030 Technology Infrastructure Services	67	67.00	67	67.00	3	3.00	0	0.00	70	70.00	70	70.00	0	0.00
Total General Fund Supported Funds	1,405	1,401.00	1,417	1,413.00	27	27.00	0	0.00	1,444	1,440.00	1,532	1,528.00	88	88.00
OTHER FUNDS														
40010 County and Regional Transportation Projects	56	56.00	56	56.00	0	0.00	0	0.00	56	56.00	57	57.00	1	1.00
40030 Cable Communications	55	55.00	53	53.00	0	0.00	0	0.00	53	53.00	53	53.00		
40050 Reston Community Center	50	50.00	50	50.00	0	0.00	0	0.00	50	50.00	50	50.00	0	0.00
40060 McLean Community Center	31	28.20	32	29.20	0	0.00	0	0.00	32	29.20	32	29.20	0	0.00
40080 Integrated Pest Management	11	11.00	13	13.00	0	0.00	1	1.00	14	14.00	15	15.00	1	1.00
40090 E-911	205	205.00	215	215.00	1	1.00	0	0.00	216	216.00	222	222.00	6	6.00
40100 Stormwater Services	187	187.00	190	190.00	12	12.00	0	0.00	202	202.00	209	209.00	7	7.00
40140 Refuse Collection and Recycling Operations	113	113.00	113	113.00	0	0.00	(1)	(1.00)	112	112.00	112	112.00	0	0.00
40150 Refuse Disposal	155	155.00	155	155.00	0	0.00	0	0.00	155	155.00	155	155.00		
40170 I-95 Refuse Disposal	41	41.00	41	41.00	0	0.00	1	1.00	42	42.00	42	42.00	0	0.00
69010 Sewer Operation and Maintenance	324	324.00	328	328.00	0	0.00	1	1.00	329	329.00	335	335.00	6	6.00
73000 Employees' Retirement Trust	26	26.00	26	26.00	3	3.00	0	0.00	29	29.00	29	29.00	0	0.00
73030 OPEB Trust	1	1.00	1	1.00	0	0.00	0	0.00	1	1.00	1	1.00	0	0.00
Total Other Funds	1,255	1,252.20	1,273	1,270.20	16	16.00	2	2.00	1,291	1,288.20	1,312	1,309.20	21	21.00
TOTAL ALL FUNDS	12,739	12,607.90	12,851	12,718.40	258	254.50	3	8.50	13,112	12,981.40	13,289	13,153.48	177	172.00

FY 2021 ADVERTISED POSITION SUMMARY (STATE AND GRANT POSITIONS)

FUND/AGENCY	FY 2019		FY 2020								FY 2021			
	Actual	Pos/FTE	Adopted	Pos/FTE	Carryover	Pos/FTE	Out of Cycle	Pos/FTE	Revised	Pos/FTE	Advertised	Pos/FTE	Inc/(Dec)	Pos/FTE
STATE POSITIONS														
Fund 10001, General Fund														
Circuit Court and Records	15	15.00	15	15.00	0	0.00	0	0.00	15	15.00	15	15.00	0	0.00
Juvenile and Domestic Relations District Court	42	42.00	42	42.00	0	0.00	0	0.00	42	42.00	42	42.00	0	0.00
General District Court	117	114.10	117	114.10	0	0.00	0	0.00	117	114.10	178	175.10	61	61.00
Office of the Sheriff	27	27.00	27	27.00	0	0.00	0	0.00	27	27.00	27	27.00	0	0.00
Total General Fund	201	198.10	201	198.10	0	0.00	0	0.00	201	198.10	262	259.10	61	61.00
GRANT POSITIONS														
Fund 50000, Federal/State Grant														
Office of Human Rights and Equity Programs	3	3.00	3	3.00	0	0.00	0	0.00	3	3.00	3	3.00	0	0.00
Department of Transportation	7	7.00	7	7.00	0	0.00	0	(0.50)	7	6.50	7	6.50	0	0.00
Department of Family Services	207	197.20	67	65.00	1	1.00	(1)	(1.00)	67	65.00	66	64.00	(1)	(1.00)
Health Department	64	64.00	64	64.00	0	0.00	0	0.00	64	64.00	64	64.00	0	0.00
Fairfax-Falls Church Community Services Board	49	49.00	43	42.30	0	0.00	13	11.30	62	60.30	59	57.30	(3)	(3.00)
Office of Strategy Management for Health and Human Services	1	1.00	0	0.00	0	0.00	0	0.00	1	1.00	0	0.00	(1)	(1.00)
Department of Neighborhood and Community Services	3	2.60	123	116.70	0	0.00	0	(0.50)	123	116.20	122	115.20	(1)	(1.00)
Juvenile and Domestic Relations District Court	1	0.50	1	0.50	0	0.00	0	0.00	1	0.50	1	0.50	0	0.00
General District Court	8	8.00	8	8.00	0	0.00	0	0.00	8	8.00	8	8.00	0	0.00
Police Department	8	8.00	8	8.00	0	0.00	0	0.00	8	8.00	10	10.00	2	2.00
Fire and Rescue Department	19	19.00	19	18.50	0	0.00	0	0.00	19	18.50	19	18.50	0	0.00
Emergency Management	7	7.00	7	7.00	0	0.00	0	0.00	7	7.00	6	6.00	(1)	(1.00)
Total Federal/State Grant Fund	377	366.30	350	340.00	1	1.00	12	9.30	370	358.00	365	353.00	(5)	(5.00)
Fund 50800, Community Development Block Grant														
Department of Housing and Community Development	14	14.00	14	14.00	0	0.00	0	0.00	14	14.00	14	14.00	0	0.00
Total Community Development Block Grant	14	14.00	14	14.00	0	0.00	0	0.00	14	14.00	14	14.00	0	0.00
Fund 50810, HOME Investment Partnerships Program														
Department of Housing and Community Development	2	2.00	2	2.00	0	0.00	0	0.00	2	2.00	2	2.00	0	0.00
Total HOME Investment Partnerships Program	2	2.00	2	2.00	0	0.00	0	0.00	2	2.00	2	2.00	0	0.00



1742

Glossary



FY 2021

Advertised Budget Plan

Glossary

Account: A separate financial reporting unit. All budgetary transactions are recorded in accounts.

Accounting Period: A period of time (e.g., one month, one year) where the County determines its financial position and results of operations.

Accrual: Accrual accounting/budgeting refers to a method of accounting/budgeting in which revenues are recorded when earned and outlays are recorded when goods are received or services are performed, even though the actual receipts and disbursements of cash may occur, in whole or in part, in a different fiscal period.

Accrual Basis of Accounting: A method of accounting where revenues are recorded when service is given and expenses are recognized when the benefit is received. In Fairfax County, governmental and agency funds are accounted for on a modified accrual basis of accounting in which revenue is recognized when it is measurable and available. Revenue from the use of money and property and from intergovernmental reimbursement grants is recorded as earned. Other revenues are considered available to be used to pay liabilities of the current period if they are collectible within the current period or within 45 days thereafter. Expenditures are generally recorded when the related fund liability is incurred, with the exception of principal and interest on general long-term debt and certain other general long-term obligations.

Actual: Monies that have already been used or received; different from budgeted monies, which are estimates of funds to be spent or received.

Actuarial: A methodology that makes determinations of required contributions to achieve future funding levels by addressing risk and time.

Adopted Budget Plan: A plan of financial operations approved by the Board of Supervisors highlighting major changes made to the County Executive's Advertised Budget Plan by the Board of Supervisors. The Adopted Budget Plan reflects approved tax rates and estimates of revenues, expenditures, transfers, agency goals, objectives and performance data. Sections are included to show major budgetary/financial policies and guidelines used in the fiscal management of the County.

Affordable Care Act: The Patient Protection and Affordable Care Act (PPACA), commonly called the Affordable Care Act (ACA) is a United States federal statute enacted in March 2010. The Affordable Care Act was intended to increase health insurance quality and affordability, lower the uninsured rate by expanding insurance coverage and reduce the costs of healthcare. It introduced mechanisms including mandates, subsidies and insurance exchanges. The law requires insurers to accept all applicants, cover a specific list of conditions and charge the same rates regardless of pre-existing conditions or sex.

Ad Valorem Tax: A tax levied on the assessed value of real estate and personal property. This tax is also known as property tax.

Advanced Life Support (ALS): The rapid intervention of advanced emergency medical services such as cardiac monitoring, starting intravenous fluids, giving medication, manual defibrillation, and the process of using advance airway adjuncts.

Advertised Budget Plan: A plan of financial operations submitted by the County Executive to the Board of Supervisors. This plan reflects estimated revenues, expenditures and transfers, as well as agency goals, objectives and performance data. In addition, sections are included to show major budgetary/financial policies and guidelines used in the fiscal management of the County.

Affordable Housing: Housing is generally considered affordable when the cost of rent/mortgage does not exceed 30-35 percent of the annual gross household income.

Amortization: The reduction of debt through regular payments of principal and interest sufficient to retire the debt instrument at a predetermined date known as maturity.

Annual Required Contribution (ARC): The actuarially determined amount of employer funding required to support pension or OPEB (other post-employment benefit) costs. The ARC is composed of the normal cost, which is the cost of benefits earned in the current year, and the amortization of the unfunded liability for benefits earned in prior years.

Appropriation: A specific amount of money authorized by the Board of Supervisors to a specified unit of the County government to make expenditures and to incur obligations for specific purposes. Appropriation authorizations expire at the end of the fiscal year.

Appropriation Controls: A specific amount of money authorized by the Board of Supervisors to a specified unit of the County government to make expenditures and to incur obligations for specific purposes. Spending is generally controlled either at the bottom line of appropriation categories such as Personnel Services, Operating Expenses, Recovered Costs (Work Performed for Others), or Capital Equipment (for operating agencies) or the bottom-line of a project budget, e.g., for capital construction funds or grant budget. In addition, agencies cannot transfer funds from one fund to another fund without authorization from the Board of Supervisors. Agencies cannot adjust their bottom-line budget expenditures without authorization from the Board of Supervisors. Typically, the Board of Supervisors approves agency bottom-line expenditure adjustments during the next budget review cycle, i.e., Third Quarter or Carryover. With adequate justification and DMB approval, agencies can perform a budget transfer of funds from one category to another, e.g., from Personnel Services to Operating Expenses, as long as there is no change to the agency's bottom-line budget and the budget transfer must occur within the same agency and/or fund.

Appropriated Fund: Funds budgeted and authorized by the Board of Supervisors for County agencies and funds to incur liabilities for the acquisition of goods and services. These funds, which include revenues derived from governmental sources, require annual appropriation by the Board of Supervisors for legal spending authority by agencies.

Arbitrage: With respect to the issuance of municipal securities, arbitrage usually refers to the difference between the interest paid on the tax-exempt securities and the interest earned by investing the security proceeds in higher yielding taxable securities. Internal Revenue Service regulations govern arbitrage on the proceeds from issuance of governmental securities.

Area Median Income (AMI): A measure of the amount of income for a specific geographical area where one-half of that area's population earns more than the AMI and the other half of the population earns less than AMI.

Assessed Property Value: The estimated actual value set upon real estate or other taxable property by the County Property Appraiser (Department of Tax Administration) as a basis for levying real estate tax. Real property is assessed as of January 1 each year at the estimated fair market value of all land and improvements, with the resulting taxes being payable in the subsequent fiscal year. Real estate taxes are due in equal installments, on July 28 and December 5. Unpaid taxes automatically constitute liens on real property which must be satisfied prior to sale or transfer, and after three years, foreclosure proceedings can be initiated.

Assessment: The official valuation of property for purposes of taxation.

Assessment Ratio: The ratio of the assessed value of a taxed item to the market value of that item. In Fairfax County, real estate is assessed at 100 percent of market value as of January 1 each year.

Assets: Resources owned or held by a government which have monetary value. Assets may be tangible or intangible and are expressed in terms of cost or some other value.

Audit: An audit is an official examination and verification of accounts and records, especially of financial accounts, annually performed by an independent body. The County's financial statements are audited as required by the Code of Virginia. In addition to meeting the requirements of the state statutes, the County's independent audit meets the requirements of in accordance with auditing standards generally accepted in the United States of America; the standards applicable to financial audits contained in Government Auditing Standards, issued by the Comptroller General of the United States; and 2 CFR Part 200, Uniform Administrative Requirements, Cost Principles, and Audit Requirements for Federal Awards. The report of the independent auditors on the basic financial statements can be found in the financial section of the Comprehensive Financial Audit Report (CAFR). The Single Audit Report, issued separately, contains the independent auditor's reports related specifically to the single audit. As a recipient of federal and state financial assistance, the County also is responsible for maintaining an adequate internal control structure to ensure and document compliance with applicable laws and regulations related to these programs. This internal control structure is subject to periodic evaluation by management and the County's Internal Audit Office staff.

Audit Adjustment: This is an adjustment for an expenditure or revenue collection which has not been included in the Carryover Actuals, but has been deemed by the auditors to have occurred in the previous fiscal year. When an audit adjustment occurs, the Actual expenditures or revenues are either increased or decreased, resulting in a change to the actual Ending Balance and the Revised Beginning Balance. In addition, an audit adjustment can sometimes affect the revised budget plan for the following fiscal year.

Auditor of Public Accounts (APA): A state agency that oversees accounting, financial reporting and audit requirements for the units of local government in the Commonwealth of Virginia.

Authorized but Unissued Bonds: Bonds authorized by the Board of Supervisors following a referendum, but not issued to the bond markets. Bonds approved after July 1, 1991 have a maximum of 10 years available by law in which to be issued.

Average Household Size: The average number of persons residing within a household in a particular area. It is computed by dividing the total population in households (excluding group quarters such as correctional facilities, nursing homes and college dormitories) by the total number of occupied housing units in that area.

Balanced Budget: A budget is balanced when projected total funds available equal total disbursements, including established reserves. All local governments in the Commonwealth of Virginia must adopt a balanced budget as a requirement of state law no later than by July 1.

Base Budget: Cost of continuing the existing levels of service.

Basic Life Support (BLS): The level of medical care which is used for victims of life-threatening illnesses or injuries until they can be given full medical care at a hospital. It can be provided by trained medical personnel, including emergency medical technicians, paramedics, and by laypersons who have received BLS training. BLS is generally used in the pre-hospital setting, and can be provided without medical equipment.

Basis Point: Equal to 1/100 of one percent. For example, if interest rates rise from 6.50 percent to 6.75 percent, the difference is referred to as an increase of 25 basis points.

Beginning Balance: Unexpended funds from the previous fiscal year that may be used to make payments during the current fiscal year if appropriated.

Benchmarking: The systematic comparison of performance with other jurisdictions in order to discover best practices that will enhance performance. Benchmarking involves determining the quality of products, services and practices by measuring critical factors (e.g., how effective, how much a product or service costs) and comparing the results to those of highly regarded competitors.

Benefits: Expenditures related to employee benefits that are funded through employee and employer payroll deductions, like health insurance, retirement, and social security costs.

Best Practice: Program or service that is the most effective technique to reach an intended outcome when applied to a particular condition or circumstance. Best practices are generally documented as evidence-based by national organizations' review of research.

Board of Supervisors: The [Code of Virginia](#) (§ 15.2-802) provides that the powers of the County as a body politic and corporate shall be vested in an urban county board of supervisors, to consist of one member from each district of such county and to be known as the board of supervisors (the board). Each member shall be a qualified voter of his or her district and shall be elected by the qualified voters thereof. In addition to the above board members, the voters shall elect a county chairman who shall be a qualified voter of the county. The Board of Supervisors of Fairfax County is composed of ten members, one from each of the nine County magisterial districts, plus a chairman. Supervisors are elected for four-year terms.

Body-Worn Cameras (BWCs): A Body-Worn Camera is a wearable audio/video recording system used to record events in which police officers are involved.

Bond: A written promise to pay a specified sum of money (called the principal), at a specified date in the future, together with periodic interest at a specified rate. In the budget document, these payments are identified as debt service. Bonds may be used as an alternative to tax receipts to secure revenue for long-term capital improvements. The two major categories are General Obligation Bonds (G.O. Bonds) and Revenue Bonds. The majority of bonds issued for County and School construction projects are known as General Obligation Bonds.

Bond Covenants: A legally enforceable promise made to the bondholders from the issuer, generally in relation to the source of repayment funding.

Bond Proceeds: The money paid to the issuer by the purchaser or underwriter of a new issue of municipal securities. These moneys are used to finance the project or purpose for which the securities were issued and to pay certain costs of issuance as may be provided in the bond contract.

Bond Rating: A rating (made by an established bond rating company) from a schedule of grades indicating the probability of timely repayment of principal and interest on bonds issued. Fairfax County uses the services of the nation's three primary bond rating services, Moody's Investors Service, Standard & Poor's, and Fitch, to perform credit analyses to determine the probability of an issuer of debt defaulting partially or fully. Fairfax County has maintained a Triple A bond rating status from Moody's since 1975, Standard and Poor's since 1978, and Fitch since 1997.

Bond Referendum: A process whereby the voters of a governmental unit are given the opportunity to approve or disapprove a proposed issue of municipal securities, most commonly required for the approval of General Obligation Bonds. Requirements for voter approval may be imposed by constitution, statute or local ordinance.

Budget: A plan for the acquisition and allocation of resources to accomplish specified purposes. The term may be used to describe special purpose fiscal plans or parts of a fiscal plan, such as "the budget of the Police Department," "the Capital Budget," or "the School Board's budget," or it may relate to a fiscal plan for an entire jurisdiction, such as "the budget of Fairfax County."

Budget Transfers: Budget transfers shift previously budgeted funds from one item of expenditure to another. Transfers may occur throughout the course of the fiscal year as needed for County government operations.

Build-Out: This refers to the time in the life cycle of the County when no incorporated property remains undeveloped. All construction from this point forward is renovation, retrofitting or land cleared through the demolition of existing structures.

Business Process Redesign: A methodology that seeks to improve customer service by focusing on redesigning current processes, and possibly incorporating automation-based productivity improvements. Redesign efforts require an Information Strategy Plan (ISP) which identifies and prioritizes the business areas to be redesigned. New or enhanced Business System Applications (BSAs) are usually required to improve the flow of information across organizational boundaries.

Business, Professional and Occupational License (BPOL) Tax: Businesses, professions, trades and occupations are assessed a license tax based on gross receipts for the prior year, without deductions. Exclusions are deductions from the definition of gross receipts. Section 4-7.2-1(B) of the Fairfax County Code and Chapter 37 of Title 58.1 of the Code of Virginia lists the only deductions that can be claimed. Individuals engaged in home occupations and who are self-employed must also file if their gross receipts are greater than \$10,000. Receipts of venture capital or other investment funds are excluded from taxation except commissions and fees.

Capital Asset: Property that has an initial useful life longer than one year and that is of significant value. The useful life of most capital assets extends well beyond one year and includes land, infrastructure, buildings, renovations to buildings that increase their value, equipment, vehicles, and other tangible and intangible assets.

Capital Equipment: Equipment such as vehicles, furniture, technical instruments, etc., which have a life expectancy of more than one year and a value of over \$5,000. Equipment with a value of less than \$5,000 is operating equipment.

Capital Expenditure: A direct expenditure that results in or contributes to the acquisition or construction of major capital assets (e.g., lands, roads, buildings). The expenditure may be for new construction, addition, replacement or renovations to buildings that increase their value, or major alteration of a capital asset. Capital assets include land, infrastructure, buildings, equipment, vehicles and other tangible and intangible assets that have useful lives longer than one year.

Capital Facilities: Fixed assets, such as buildings or land.

Capital Improvement Program (CIP): A five-year plan for public facilities which addresses the construction or acquisition of fixed assets, primarily buildings but also including parks, sewers, sidewalks, etc., and major items of capital equipment and operating expenses related to new facilities.

Capital Outlay: Expenditures for capital-related expenditures.

Capital Paydown: Capital construction funded with current year General Fund revenues as opposed to construction financed through the issuance of bonds. This is also referred to as “pay-as-you-go” construction.

Capital Project: Major construction, acquisition, or renovation activities which add value to a government's physical assets or significantly increase their useful life.

Capital Renewal: Capital renewal is the planned replacement of building subsystems such as roofs, electrical systems, HVAC systems and plumbing systems that have reached the end of their useful life. Major capital renewal investments are required in facilities to replace old, obsolete building subsystems that have reached the end of their life cycle.

Capital Projects Funds: Funds, defined by the State Auditor of Public Accounts, that account for the acquisition and/or construction of major capital facilities or capital improvements other than sewers.

Carryover: The process by which certain unspent or unencumbered funds for appropriations previously approved by the Board of Supervisors and for commitments to pay for goods and services at the end of one fiscal year are reappropriated in the next fiscal year. Typically, funds carried over are nonrecurring expenditures, such as capital projects or capital equipment items.

Cash Management: An effort to manage cash flows in such a way that interest and penalties paid are minimized and interest earned is maximized.

Cash Management System: A system of financial practices which ensures that sufficient cash is available on a daily basis for payment of County obligations when due.

Chart of Accounts: A list of expenditure, revenue, and other accounts describing and categorizing financial transactions.

Child Care Assistance and Referral (CCAR) Program: The CCAR program provides financial assistance for child care to families with low to moderate income who are working, or who are in education/training programs and need assistance with paying for the cost of child care. The program pays for child care in center-based and family child care programs. CCAR provides information about County child care programs and supports families in choosing care.

Children's Health Insurance Program (CHIP): This federally administered program is run by the U.S. Department of Health and Human Services that provides matching funds to states for health insurance to families with children. The program was designed to cover uninsured children in families with incomes that are modest but too high to qualify for Medicaid.

Children's Services Act (CSA): The Children's Services Act (CSA) provides both community- and facility-based services to at-risk children and their families. Services offered through CSA are driven by federal and state mandates in foster care and special education. County agencies and Fairfax County Public Schools (FCPS) work collaboratively to design service plans meeting the unique needs of families with children and youth who have, or are at-risk of having, serious emotional or behavioral difficulties.

Class: A group of positions which are sufficiently alike in general duties and responsibilities to warrant the use of the same title, specification and pay range.

Classification: The grouping of positions in regards to:

- kinds of duties performed and responsibilities;
- level of duties performed;
- requirements as to education, knowledge and experience and ability;
- tests of fitness; and ranges of pay.

Class Series: A number of classes of positions which are substantially similar as to the types of work involved and differ only in rank as determined by the level of the duties and degree of responsibility involved and the amount of training and experience required.

Class Specification: A written description of a class consisting of a class title, a general statement of the level of work, a statement of the distinguishing features of work, some examples of work, and the minimum qualifications for the class.

Client Cost for Service: The direct cost, as charged to the client, of receiving a service.

Collective Impact: An approach to achieve better results when individuals and organizations pool resources and work together. The Collective Impact approach focuses on community development through engagement residents, schools, local government, community organizations, and faith and business partners to work collaboratively to ensure the well-being of children and youth in Fairfax County.

Commonwealth Coordinated Care Program Plus (CCCP): Beginning in July 2017, the Commonwealth of Virginia will move from a fee-for-service delivery model into a managed care model, to be known as the Commonwealth Coordinated Care Program Plus (CCCP), for individuals who receive both Medicare and Medicaid. This statewide managed care program will serve approximately 213,000 individuals throughout the Commonwealth. The CCCP program allows individuals who receive both Medicare and Medicaid the opportunity to received integrated coordinated care to improve health outcomes.

Community Health Care Network (CHCN): This network is a partnership of health professionals, physicians, hospitals and local government. CHCN was formed to provide primary health services for low income, uninsured residents of Fairfax County and the cities of Fairfax and Falls Church, who cannot afford primary medical care services for themselves and their families. The Fairfax County Health Department operates three health centers located in Falls Church, Alexandria and Reston. These centers have been established to provide the kind of medical care offered in a family doctor's office. When needed, medical specialists, ancillary services, and other referrals will be made, as available.

Comprehensive Annual Financial Report (CAFR): This official annual report, prepared by the Department of Finance, presents the status of the County's finances in a standardized format. The CAFR is organized by fund and contains two basic types of information: (1) a balance sheet that compares assets with liabilities and fund balance, and (2) an operating statement that compares revenues and expenditures. The CAFR contains the annual audited results of the County's financial position and activity.

Comprehensive Plan: The plan that guides and implements coordinated, adjusted, and harmonious land development that best promotes the health, safety, and general welfare of County residents. It contains long-range recommendations for land use, transportation systems, community services, historic resources, environmental resources, and other facilities, services, and resources.

Consolidated Plan: The U.S. Department of Housing and Urban Development (HUD) requires a Consolidated Plan application which combines the planning and application submission processes for several HUD programs: Community Development Block Grant, HOME Investment Partnerships Program, Emergency Shelter Grant, and Housing Opportunities for Persons with AIDS. Citizen participation is required as part of the process and is accomplished through representation on the Consolidated Plan Review Committee (CPRC), involvement in public hearings held on housing and community development needs, and participation in public hearings at which the Board of Supervisors takes action on the allocation of funds as recommended by the CPRC.

Constant or Real Dollars: The presentation of dollar amounts adjusted for inflation to reflect the real purchasing power of money as compared to a certain point in time in the past.

Consumer Price Index: CPI is a measure of the price level of a fixed “market basket” of goods and services relative to the value of that same basket in a designated base period. Measures for two population groups are currently published by the Bureau of Labor Statistics, CPI-U and CPI-W. CPI-U is based on a market basket determined by expenditure patterns of all urban households including professionals, self-employed, the poor, the unemployed, retired persons, and urban wage-earners and clerical workers. The CPI-W represents expenditure patterns of only urban wage-earner and clerical-worker families including sales workers, craft workers, service workers, and laborers. The CPI is used as appropriate to adjust for inflation.

Contingency: An appropriation of funds available to cover unforeseen events that occur during the fiscal year.

Contractual Services: Services rendered to a government by private firms, individuals, or other governmental agencies. Examples include utilities, rent, maintenance agreements, and professional consulting services.

Cost Center: Expenditure categories within a program area that relate to specific organizational goals or objectives. Each cost center may consist of an entire agency or a part of an agency. The Civil Service Commission, for example, being small and having a single purpose, is treated as a single cost center. The Office of the County Executive consists of four cost centers: Administration of County Policy, Office of Equity Programs, Office of Internal Audit, and Office of Partnerships.

Costs of Issuance: The expenses associated with the sale of a new issue of municipal securities, including such items as printing, legal and rating agency fees, and others.

Credit Rating: The credit worthiness of a governmental unit as determined by an independent rating agency. Fairfax County is rated by three rating agencies: 1) Moody's Investors Service; 2) Standard and Poor's; and Fitch Investors Services.

Cross-Cutting Initiative: A cross-cutting initiative involves the participation of two or more government agencies in addressing a challenge or implementing a program in Fairfax County. For example, there is a coordinated effort to address the challenge of West Nile Virus control by several agencies including the Health Department, the Park Authority, the Department of Public Works and Environmental Services, the Office of Public Affairs, and others.

Debt Limit: The maximum amount of debt which an issuer of municipal securities is permitted to incur under constitutional, statutory or charter provisions.

Debt Service: The amount of money necessary to pay interest on an outstanding debt; the principal of maturing serial bonds and the required contributions to a sinking fund for term bonds. Debt service on bonds may be calculated on a calendar year, fiscal year, or bond fiscal year basis.

Debt Service Funds: Funds defined by the State Auditor of Public Accounts to finance and account for the payment of principal and interest on borrowed funds such as bonds. Fairfax County has three debt service funds, one for school debt, one for the Wastewater Management Program, and one for bonds issued to finance capital expenditures for all other agencies (County debt service).

These funds receive revenue primarily by transfers from the General Fund, except for the Sewer Debt Service Fund, which is supported by sewer service fees.

Defeasance: A provision that voids a bond when the borrower sets aside cash or bonds sufficient to service the borrower's debt. When a bond issue is defeased, the borrower sets aside cash to pay off the bonds; therefore, the outstanding debt and cash offset each other on the balance sheet and do not need to be recorded.

Deferred Retirement Option Plan (DROP): A provision within a defined benefit retirement system that allows an employee who reaches retirement eligibility to agree to defer leaving employment until a specified date in the future, on the condition of being deemed to have retired for purposes of the retirement system. The employee continues to receive a salary and fringe benefits; however, contributions on the employees' behalf to the retirement system cease, while the payments the employee would receive if he/she was retired are invested and provided when the employee reaches the agreed upon date (no more than three years).

Deficit: The excess of an entity's liabilities over its assets or the excess of expenditures or expenses over revenues during a single accounting period.

Defined Benefit Pension Plan: A pension plan having terms that specify the amount of pension benefits to be provided at a future date or after a certain period of time. The amount specified usually is a function of one or more factors such as age, years of service, and compensation.

Department: All office, divisions and other work units, which are under the control of a single department head. Example: Community Services Board (CSB).

Depreciation: The decrease in value of physical assets due to use and the passage of time. In financial terms, it refers to the process of allocating the cost of a capital asset to the periods during which the asset is used.

Devolution: The transfer or delegation of power to a lower level, especially by federal or state government to a local or regional government.

Dillon Rule: Fairfax County operates under the urban county executive form of government, an optional form of Virginia county government, and like other Virginia local governments, Fairfax County has limited powers. This doctrine of limited authority for local governments is commonly called the Dillon Rule, a name that is derived from the writings of a judge and law professor named John Forrest Dillon (1831-1914). The Dillon Rule is used in interpreting law when there is a question of whether or not a local government has a certain power. The Dillon Rule narrowly defines the power of local governments. Virginia courts have concluded that local governments in Virginia have only those powers that are specifically conferred on them by the Virginia General Assembly. Fairfax County has limited powers in and cannot take certain actions without appropriate action from the state, which limits revenue diversification options among other things.

Direct Costs: These are capital costs that can be traced easily to a specific project, activity, or product. Examples of such costs include the contract price, preliminary engineering studies, surveys, legal fees to establish title, installation costs, freight, and materials used in the construction or installation of the asset.

Disbursement: An expenditure or a transfer of funds to another accounting entity within the County financial system. Total disbursements equal the sum of expenditures and transfers out to other funds.

Distinguished Budget Presentation Program: A voluntary program administered by the Government Finance Officers Association to encourage governments to publish efficiently organized and easily readable budget documents.

Diversion First: Fairfax County community and government leaders have launched an effort, called Diversion First, to reduce the number of people with mental illness in local jails by diverting nonviolent offenders experiencing mental health crises to treatment rather than bringing them to jail. The Diversion First team includes County and state leaders, judges and magistrates, public defender and commonwealth's attorney, mental health advocates and consumers, and public safety chiefs and staff.

Economic Success Strategic Plan (ESSP): Fairfax County's strategic plan for economic success focuses on high-level policy recommendations to help the County to expand and diversify the economy. The Board of Supervisors approved this plan on March 3, 2015. This economic roadmap was created by the 50-member, board-appointed Economic Advisory Commission, along with County staff. The group broadly sought input to craft the plan, obtaining feedback from more than 250 participants. Stakeholder representation was inclusive of various members of the community, including business, community, and civic leaders, local chambers of commerce, area colleges and universities, and local residents. The strategy focuses on high-level policy recommendations to help the County to expand and diversify the economy, and it focuses on six goals:

- Further diversifying our economy
- Creating places where people want to be
- Improving the speed, consistency, and predictability of the County's development review process
- Investing in natural and physical infrastructure
- Achieving economic success through education and social equity
- Increasing the agility of County government

Effectiveness: The degree to which an entity, program, or procedure is successful at achieving its goals and objectives.

Efficiency: The degree to which an entity, program, or procedure is successful at achieving its goals and objectives with the least use of resources. Efficiency measures are one of the four performance indicators in Fairfax County's Family of Performance Measures. This indicator reflects inputs used per unit of output and is typically expressed in terms of cost per unit or productivity.

Eligibility: The conditions and requirements established by a service provider for clients to access specific services.

Employees Advisory Council (EAC): Established by the Fairfax County Merit System Ordinance to provide a continuing medium through which all employees in the competitive service, both Schools and County, may contribute their advice and suggestions for the improvement of the career merit system and other aspects of the government of Fairfax County.

Emergency Management Performance Grant (EMPG): This is a federally funded program which plays an important role in the implementation of the National Preparedness System (NPS) by supporting the building, sustainment, and delivery of core capabilities essential to achieving the National Preparedness Goal (the Goal) of a secure and resilient Nation. The purpose of EMPG is to provide federal funds to assist State, local, territorial, and tribal governments in preparing for all hazards.

Encumbrance: An obligation incurred in the form of purchase orders, contracts and similar items that will become payable when the goods are delivered or the services rendered. An encumbrance is an obligation of funding for an anticipated expenditure prior to actual payment for an item. Funds are usually reserved or set aside and encumbered once a contracted obligation has been entered.

ENSNI: Estimate, No Scope, No Inflation. Term used in the Fairfax County CIP to describe funding estimates for future capital projects which have not yet been scoped and are developed using today's dollars without considering inflation.

Enterprise Funds: Funds, defined by the State Auditor of Public Accounts to account for operations that are financed and operated in a manner similar to private business enterprises. An enterprise fund is a self-supporting fund design to account for activities supported by user charges. For example, funds which support the Wastewater Management Program are classified as enterprise funds.

Equalization: An annual assessment of real estate to ensure that assessments accurately reflect current market values. Equalization revenue is the annual increase or decrease in collected revenue resulting from adjustments to the assessment of existing property in the County. This annual increase or decrease is due to value changes rather than to new construction.

Escrow: Money or property held in the custody of a third party that is returned only after the fulfillment of specific conditions.

ESInet: A managed IP network that is used for emergency services communications which can be shared by all Public Safety agencies. AT&T ESInet brings a smarter way to deliver 911 calls. Built on AT&T's industry-leading network, the IP-based call routing service uses the National Emergency Number Association's i3 standards to modernize decades-old 911 infrastructure.

Expenditure: The disbursement of appropriated funds to purchase goods and/or services. An expenditure is the actual outlay of monies for goods and services. There are three basic types of expenditures: operating, capital and debt. Operating expenditures are, in a broad sense, current day-to-day expenses such as salaries, supplies, and purchase of equipment or property below a certain dollar threshold or useful life. Usually, these are items which are consumed during the fiscal year in which they are purchased or acquired.

Fairfax First: Fairfax First is a County initiative to implement tactical recommendations to improve the speed, consistency, and predictability of the County's land development process. This initiative supports the Economic Success Strategic Plan (ESSP).

Family Access to Medical Insurance (FAMIS): This is the Commonwealth of Virginia's health coverage program for children up to age 18 who are without health insurance coverage. This program is designed to cover children of working families.

Fiduciary Funds: Fiduciary funds are used to account for assets held in a trustee or agency capacity for others and which, therefore, cannot be used to support the County's own programs. The County maintains two types of fiduciary funds: trust funds to account for the assets of its pension and retiree health plans, held by the County under the terms of formal trust agreements, and custodial funds to account for assets received, held and disbursed by the County on behalf of various outside organizations.

Financial Forecast: A financial model that estimates all future revenues and disbursements based on assumptions of future financial and economic conditions.

Fines and Forfeitures: Consists of a variety of fees, fines and forfeitures collected by the County.

Fiscal Plan: The annual budget.

Fiscal Planning Resolution: A legally binding document prepared by the Department of Management and Budget identifying changes made by the Board of Supervisors to the Advertised Budget Plan during the adoption of the annual budget. Fiscal Planning Resolutions approved by the Board subsequent to the Adopted Budget Plan change only transfers between funds. These documents are used at the annual or quarterly reviews whenever changes in fund transfers occur.

Fiscal Restraint: The practice of restraining growth in expenditures and disbursements to stay within revenue forecasts.

Fiscal Year: In Fairfax County, the twelve months beginning July 1 and ending the following June 30. (The Commonwealth of Virginia's fiscal year begins on July 1. The federal government's fiscal year begins October 1).

Fixed Asset: Items the County owns that have a considerable cost and a useful life greater than one year, such as infrastructure, sewer lines, computers, furniture, equipment and vehicles.

Fleet: The vehicles owned and operated by the County.

FLSA: The Fair Labor Standards Act (FLSA) is a federal law which establishes minimum wage, overtime pay eligibility, recordkeeping, and child labor standards affecting full-time and part-time workers in the private sector and in federal, state, and local governments.

FMLA: This refers to the Family and Medical Leave Act, which is a federal law that guarantees certain employees up to 12 workweeks of unpaid leave each year with no threat of job loss for qualified medical and family reasons. FMLA also requires that employers covered by the law maintain the health benefits for eligible workers just as if they were working.

FOCUS (Fairfax County Unified System): This refers to the joint Enterprise Resource Planning (ERP) system which Fairfax County Government and Fairfax County Public Schools implemented in November 2011 to replace the legacy finance, procurement, and human resources systems with a single, unified system.

Forecasts: Projections tempered by policy estimates which strive to reconcile past and current trends with current and anticipated policy.

Forfeiture: The automatic loss of property, including cash, as a penalty for breaking the law, or as compensation for losses resulting from illegal activities. Once property has been forfeited, the County may claim it, resulting in confiscation of the property.

Fringe Benefits: The fringe benefit expenditures included in the budget are the County's share of employees' fringe benefits. Fringe Benefits are job-related benefits, such as pension, paid vacation and holidays, and insurance, which are included in an employee's compensation package. Fringe benefits provided by Fairfax County include FICA (Social Security), health insurance, dental insurance, life insurance, and retirement. The County's share of most fringe benefits is based on a set percentage of employee salaries. This percentage varies per category, e.g., Uniformed Fire and Rescue, Sheriff, and Public Safety Communications Employees; Uniformed Police Officers; and General County Employees.

Full-Time Equivalent (FTE): An FTE reflects whether authorized positions are full-time or part-time. A position authorized for 40 hours per week is reflected in the budget as one authorized position with a full-time equivalent of one (1/1.0 FTE). In comparison, a position authorized for 20 hours per week would be indicated as one authorized position with a FTE of 0.5 (1/0.5 FTE).

Fund: A set of interrelated accounts to record revenues and expenditures associated with a specific purpose. A fund is also a fiscal and accounting entity with a self-balancing set of accounts recording cash and other financial resources, together with all related liabilities and residual equities, or balances and changes therein. Funds are segregated for the purpose of carrying out specific activities or attaining certain objectives in accordance with special regulations, restrictions or limitations.

Fund Balance: The difference between assets and liabilities in a governmental fund. At the end of a fiscal year, if there are more resources than expenditures, the remainder is called "fund balance." This is sometimes referred to as "carried forward fund balance" because the resources can be "carried" into the next fiscal year. This is an important resource because some may be used in combination with revenues to fund new expenses. Fund balance may be restricted or unrestricted, reserved for a specific purpose or unreserved and used for future requirements. Restricted fund balance may be set aside for funding certain programs and activities. A fund balance represents the residual funding on an annual basis from revenues and transfers-in less expenditures and transfers-out. A fund balance also reflects the fund equity of all funds.

Fund Type: A group of funds that have similar activities, objectives, or funding sources as defined by the State Auditor of Public Accounts. Examples include Special Revenue Funds and Debt Service Funds.

GASB: This refers to the Governmental Accounting Standards Board which is currently the source of generally accepted accounting principles (GAAP) used by state and local governments in the United States. It is a private, non-governmental organization. The GASB has issued *Statements*, *Interpretations*, *Technical Bulletins*, and *Concept Statements* defining GAAP for state and local governments since [1984](#).

General Debt: Principal and interest payments on outstanding debt repaid from the General Fund.

General Fund: The primary tax and operating fund for County Governmental Activities used to account for all County revenues and expenditures which are not accounted for in other funds, and which are used to support the general operating functions of County agencies. Revenues are derived primarily from general property taxes, local sales tax, utility taxes, license and permit fees, and state shared taxes. General Fund expenditures include the costs of the general County government and transfers to other funds, principally to fund the operations of the Fairfax County Public School system, the Fairfax-Falls Church Community Services Board, Metro, the Fairfax CONNECTOR, and County and School system debt service requirements.

General Fund Direct Expenditures: These are General Fund expenditures for County agencies and they are organized by Program Area categories.

General Fund Disbursements: Direct expenditures for County services such as Police or Welfare expenses and transfers from the General Fund to Other County funds such as School Operations or Metro Operations. General Fund Disbursements consist of two parts: (1) General Fund transferred support to other funds and (2) General Fund direct expenditures or agency expenditures. Some agencies, e.g., Housing, may have funds that reside both in the General Fund and other funds.

General Ledger: A general ledger account contains financial activity that is needed to prepare financial statements and perform fiduciary oversight, and includes accounts for assets, liabilities, equity, revenues and expenditures.

General Obligation (GO) Bond: Bonds for which the full faith and credit of the issuing government are pledged. County general obligation debt can only be approved by voter referendum. The State Constitution mandates that taxes on real property be sufficient to pay the principal and interest of such bonds.

Goal: A general statement of purpose. A goal provides a framework within which the program unit operates; it reflects realistic constraints upon the unit providing the service. A goal statement speaks generally toward end results rather than specific actions, e.g., "To provide maternity, infant and child health care and/or case management to at risk women, infants, and children in order to achieve optimum health and well-being." Also see Objective.

Governmental Funds: Governmental funds are typically used to account for most of a government's activities, including those that are tax-supported. The County maintains the following types of governmental funds: a general fund to account for all activities not required to be accounted for in another fund, special revenue funds, a debt service fund, and capital projects funds.

Grant: A contribution by one governmental unit to another unit. The contribution is usually made to aid in the support of a specified function.

HIPAA: The Health Insurance Portability and Accountability Act of 1996 (HIPAA) was enacted by the United States Congress and signed by President Bill Clinton in August 1996. Title I of HIPAA protects health insurance coverage for workers and their families when they change or lose their jobs. Title II of HIPAA, known as the Administrative Simplification (AS) provisions, requires the establishment of national standards for electronic health care transactions and national identifiers for providers, health insurance plans, and employers. Title II of HIPAA defines policies, procedures and guidelines for maintaining the privacy and security of individually identifiable health information as well as outlining numerous offenses relating to health care and sets civil and criminal penalties for violations.

HB 2313: HB 2313 is a Commonwealth of Virginia transportation funding bill signed into law in May 2013. HB 2313 requires that each locality's total long-term benefit from these transportation funds be approximately equal to the proportion of the fees and taxes received attributable to that locality. HB 2313 also established a new transportation revenue source for Northern Virginia.

Homeless: The U.S. Department of Housing and Urban Development defines homeless as an individual or family who lacks a fixed, regular, and adequate nighttime residence.

Incumbent: The person who currently occupies and works in a particular position within the County government.

Indirect Costs: These are non-capital costs that are not easily traceable to a specific project, activity, or product. Examples of such costs include general administrative costs, advertising costs, or routine office expenses.

Inflation: A rise in price levels caused by an increase in available money and credit beyond the proportion of available goods. This is also known as too many dollars chasing too few goods.

Infrastructure: Public domain, fixed physical assets including roads, curbs, gutters, sidewalks, drainage systems, lighting systems and other similar items that have value only to the users.

Inova: Inova Health System is a not-for-profit health care system based in Northern Virginia that consists of hospitals and other health services including emergency and urgent care centers, home care, nursing homes, mental health and blood donor services, as well as [wellness classes](#).

Input: The value of resources used to produce an output. Input can be staff, budget dollars, work hours, etc.

Interest: The amount paid by a borrower as compensation for the use of borrowed money. This amount is generally an annual percentage of the principal amount.

Interest Income: Revenue associated with the County cash management activities of investing fund balances.

Internal Service Funds: Funds established to finance and account for services furnished by a designated County agency to other County agencies, which charges those agencies for the goods and services provided. An example of an Internal Service Fund is Fund 60010, Department of Vehicle Services.

Interfund Billing: Departmental or fund charge made by one agency/fund to another for services or goods performed or received, such as Department of Vehicle Services (DVS) fuel and vehicle replacement charges, computer replacement charges, radio charges, etc.

Issuing Bonds: To “issue” bonds means to sell, deliver, and receive payment for bonds. The County may issues bonds throughout the year upon determining the amount of cash necessary to implement projects during that year.

Key County Indicators: Key County Indicators are high-level, countywide measures, organized by vision element, that help assess if Fairfax County government is meeting the needs of citizens and positively impacting the community as a whole.

Lease Purchase: This method of financing allows the County to construct or acquire property and pay for it over a period of time by installment payments rather than an outright purchase. The time payments include an interest charge which is typically reduced because the lessor does not have to pay income tax on the interest revenue.

Level of Need: The minimum, measurable quantity of assistance that is required to meet identified client needs; for example, the number of people in need of vocational training programs or, the number of monthly provider contacts needed by households currently being served.

Liability: An obligation incurred in past or current transactions requiring present or future settlement.

Line Item: A specific expenditure category within an agency budget, e.g., rent, travel, motor pool services, postage, printing, office supplies, etc.

Lines of Business (LOBs): Reference to the County’s review of its discrete agency lines of business. LOBs are essentially an inventory of County programs and services offered by each individual agency. In 2016, Fairfax County undertook a comprehensive, multi-year approach to its review of 390 discrete Lines of Business. The County has previously undertaken Lines of Business reviews in 2008, 2001, 1996 and 1993.

Local Composite Index (LCI): The Commonwealth of Virginia’s Local Composite Index (CI) determines a school division’s ability to pay education costs fundamental to the Commonwealth’s Standards of Quality (SOQ). The Composite Index is calculated using three indicators of a locality’s ability-to-pay:

- True value of real property (weighted 50 percent)
- Adjusted gross income (weighted 40 percent)
- Taxable retail sales (weighted 10 percent)

Each locality’s index is adjusted to maintain an overall statewide local share of 45 percent and an overall state share of 55 percent.

Local Match: County cash or in-kind resources that are required to be expended simultaneously with federal, state, other locality, or private sector funding, and usually according to a minimum percentage or ratio.

Line of Duty Act (LODA): The Virginia Retirement System Line of Duty Act (LODA) is established by §9.1-400 of the Code of Virginia. LODA provides benefits to public safety first responders and their survivors who lose their life or become disabled in the line of duty.

Long-Term Debt: Debt with a maturity of more than one year after the date of issuance.

Managed Reserve: A reserve, held in the General Fund, which has a target balance equal to 4.0 percent of General Fund disbursements. Established by the Board of Supervisors on January 25, 1982, the purpose of the reserve is to provide temporary financing for emergency needs and to permit orderly adjustment to changes resulting from the sudden, catastrophic termination of anticipated revenue sources.

Management by Objectives: A method of management of County programs which measures attainment or progress toward pre-defined objectives. This method evolved into the County's performance measurement system.

Management Initiatives: Changes to internal business practices undertaken by County managers on their own initiative to improve efficiency, productivity, and customer satisfaction.

Mandate: A requirement from a higher level of government (federal or state), that a lower level government perform a task in a particular way or in conformance with a particular standard.

Market Pay: A compensation level that is competitive and consistent with the regional market. The County analyzes the comparability of employee salaries to the market in a number of different ways. A "Market Index" has been developed that factors in the Consumer Price Index, federal wage adjustments, and the Employment Cost Index (which includes state, local and private sector salaries). The index is designed to gauge the competitiveness of County pay scales in general.

Measurement: A variety of methods used to assess the results achieved and improvements still required in a process or system. Measurement gives the basis for continuous improvement by helping evaluate what is working and what is not working.

Medicaid: This is a federal social health care program for families and individuals with limited resources. The Social Security Amendments of 1965 created Medicaid by adding Title XIX to the Social Security Act, 42 U.S.C. §§ 1396 et seq. Generally, individuals who are eligible for both Medicaid and Medicare are older or disabled (or both) and need help paying their Medicare costs because they have very low incomes. Medicaid covers premiums, deductibles, co-payments, coinsurance, and other Medicare costs and provides some health benefits that Medicare does not. Medicare and Medicaid were signed into law to protect older and poorer Americans against the high cost of health care.

Medical Reserve Corp (MRC): The Fairfax MRC is an all-volunteer program designed to increase the ability of the County's public health system to help the community when disaster strikes.

Medicare: Medicare is a health insurance program funded and run by the federal government that guarantees health coverage to older Americans. Medicare is a single-payer, national social insurance program administered by the U.S. federal government since 1966, currently using about 30–50 private insurance companies across the United States under contract for administration. Medicare is funded by a payroll tax, premiums and surtaxes from beneficiaries, and general revenue. Medicare is not income-based. People who have paid Medicare taxes on their earnings are automatically eligible at age 65, but some people with disabilities qualify for Medicare coverage earlier than age 65, and people with end-stage renal disease qualify at any age.

Merit System: Refers to the system of personnel administration applicable to the competitive service. It is governed by the Merit System Ordinance, any applicable provisions of other County ordinances, Personnel Regulations, and all applicable and lawful personnel management directives of the Board of Supervisors, the County Executive, and Department of Human Resources Director.

Mission Statement: A mission statement is a broad, philosophical statement of the purpose of an agency, specifying the fundamental reasons for its existence. A mission statement describes what an organization is in business to do. Therefore, it also serves as a guiding road map.

Modified Accrual Basis: The basis of accounting under which revenue is recognized when it is measurable and available. Revenue from the use of money and property and from intergovernmental reimbursement grants is recorded as earned. Other revenues are considered available to be used to pay liabilities of the current period if they are collectible within the current period or within 45 days thereafter. Expenditures are generally recorded when the related fund liability is incurred, with the exception of principal and interest on general long-term debt and certain other general long-term obligations.

Municipal Bond: Bond issued by a state, local or another government authority, especially in the U.S. The interest is exempt from U.S. Federal taxation and usually from state taxation within the state of issue, as is the case in Virginia.

Net Debt as a Percent of Estimated Market Value: Total debt (less debt that is self-supported by revenue-producing projects), divided by the total market value of all taxable property within the County expressed as a percentage. Since property taxes are a primary source of revenue for the repayment of debt, this measure identifies the debt burden compared with the worth of the revenue-generating property base.

Net Total Expenditures: See [Total Budget](#).

Non-Appropriated Funds: These funds do not require annual appropriation by the Board of Supervisors and represent activities that are supported by non-governmental revenue sources such as direct fees for service or revolving loan programs. The legal spending authority is based on revenue availability and may be derived from an action by the Board in response to state, or federal mandate. The appropriation control for these funds resides with the respective boards associated specifically with the funded programs, e.g., Fairfax County Redevelopment and Housing Authority (Funds 81000 through 81510), Alcohol Safety Action Program Policy Board (Fund 83000), and the Park Authority Board (Funds 80000 and 80300). These boards are separate legal entities.

Non-Pay Employee Benefits: Expenditures for employee benefits that are funded through direct employee support, such as the Employee Assistance Program and unemployment compensation.

Nonresidential: Property designed for use by educational, government or other institutional use or for use by retail, wholesale, office, hotel, service, or other commercial use.

Objective: A statement of anticipated level of achievement; usually time limited and quantifiable. Within the objective, specific statements with regard to targets and/or standards often are included, e.g., "To respond to 90 percent of ambulance calls within a 5-minute response time."

Obligations: Amounts which a government may be legally required to pay out of its resources. They include actual liabilities and encumbrances not yet paid.

One Fairfax: A joint social and racial equity policy of the Fairfax County Board of Supervisors and School Board which commits both entities to consider equity when making policies or delivering programs and services. More specifically, it will help County and school leaders and staff to look intentionally, comprehensively and systematically at barriers that may be creating gaps in opportunity. It is a declaration that

Operating Budget: A budget for general revenues and expenditures such as salaries, utilities and supplies.

Operating Equipment: Equipment that has a life expectancy of more than one year and a value of less than \$5,000 dollars. Equipment with a value greater than \$5,000 dollars is capital equipment.

Operating Expenses: Expenditures for regular, non-capital and non-personnel expenses. The commitment items in this group cover a large range of expenditure types, including office supplies and utility payments.

Ordinance: A formal legislative enactment by the County that carries the full force and effect of the law within the boundaries of Fairfax County unless in conflict with any higher form of law, such as the Commonwealth of Virginia or the federal government.

Other Post-Employment Benefits (OPEB): Post-employment benefits other than pension benefits. OPEB includes post-employment healthcare benefits, regardless of the type of plan that provides them, and all post-employment benefits provided separately from a pension plan, excluding benefits defined as termination offers and benefits. Post-employment refers to the period following termination of employment, including the time between termination and retirement.

Outcome: Qualitative consequences associated with a program service, e.g., reduction in fire deaths or percent of juveniles not reconvicted within 12 months. Also refers to quality performance measures of effectiveness and of achieving goals.

Out-of-Cycle: A term that characterizes budget adjustments outside of the annual and quarterly budget processes.

Output: Quantity or number of units produced. Outputs are activity-oriented, measurable, and usually under managerial control. Also refers to process performance measures of efficiency and productivity, that is, per capita expenditures, transactions per day, etc.

Pay-As-You-Go Financing: The portion of capital outlay which is financed from current revenue, rather than by borrowing.

Paydown Construction: Capital construction funded with current year General Fund revenues as opposed to construction financed through the issuance of bonds. This is a method of paying for capital projects that relies on current tax and grant revenues rather than by debt. This is also referred to as "pay-as-you-go" construction.

Pension Fund: This is a fund that accounts for the accumulation of resources to be used for retirement benefit payments to retired County employees eligible for such benefits.

Per Capita: A measurement of the proportion of some statistic to an individual resident determined by dividing the statistic by the current population.

Per Capita Debt: The amount of an issuing municipality's outstanding debt divided by the population residing in the municipality. This is used as an indication of the issuer's credit position since it can be used to compare the proportion of debt borne per resident with that borne by the residents of other municipalities.

Performance Budget: A budget wherein expenditures are based primarily upon measurable performance activities and work programs.

Performance Indicators: As used in Fairfax County's Performance Measurement System, these indicators represent the four types of measures that comprise the Family of Measures and consist of output, efficiency, service quality and outcome.

Performance Measurement: The regular collection of specific information regarding the results of service in Fairfax County, and which determines how effective and/or efficient a program is in achieving its objectives. The County's performance measurement methodology links agency mission and cost center goals (broad) to quantified objectives (specific) of what will be accomplished during the fiscal year. These objectives are then linked to a series of indicators, known as a "Family of Measures," that present a balanced picture of performance, efficiency and effectiveness with these four indicator types: output, efficiency, service quality and outcome.

Permit Revenue: Fees imposed on construction-related activities and for non-construction permits such as sign permits, wetland permits, etc.

Personal Property: Property other than real estate identified for purposes of taxation, including personally owned items as well as corporate and business equipment and property. Examples include automobiles, motorcycles, boats, trailers, airplanes, business furnishings, and manufacturing equipment. Goods held for sale by manufacturers, wholesalers or retailers are not included.

Personal Property Tax Relief Act (PPTRA) of 1998: Legislation approved by the Virginia General Assembly that reduces the Personal Property Tax on the first \$20,000 of the value for vehicles owned by individuals. From FY 2000 to FY 2002, the PPTRA reduced the Personal Property Taxes paid by individuals by 27.5 percent, 47.5 percent, and 70 percent respectively, with an offsetting reimbursement paid to the County by the Commonwealth. Due to the Commonwealth's lower than anticipated General Fund revenue growth, the reimbursement remained at 70 percent from FY 2003 through FY 2006. The 2004 General Assembly approved legislation that capped statewide Personal Property Tax reimbursements at \$950 million in FY 2007 and beyond. Fairfax County's allocation has been set at \$211.3 million. Each year, County staff must determine the reimbursement percentage based on the County's fixed reimbursement from the state and an estimate of the number and value of vehicles that will be eligible for tax relief. As the number and value of vehicles in the County vary, the percentage of tax relief will vary.

Personnel Services: A category of expenditures which primarily covers salaries, overtime and shift differential paid to County employees and also includes certain fringe benefit costs.

Persons with Special Needs: Includes individuals and families who are homeless, persons with disabilities and low-income seniors.

Planning Districts: The 14 areas into which Fairfax County is divided for planning purposes. The planning districts' boundaries tend to remain stable over time.

Planning System: Refers to the relationship between the Annual Budget, the Comprehensive Plan, and the 5-year Capital Improvement Plan.

Position: A group of duties and responsibilities, as prescribed by an office or agency, to be performed by a person on a full-time or part-time basis.

The status of a position is not to be confused with the status of the employee. For the purpose of the County's budget, the following definitions are used solely in describing the status and funding of positions:

- An established position is a position that has been classified and assigned a pay grade.
- An authorized position has been approved for establishment by the Board of Supervisors. The authorized position is always shown as a single, not a partial position. Full-Time Equivalent (FTE) reflects whether positions are authorized for full-time (40 hours per week) or part-time. A full-time position would appear in the budget as one authorized position and one full-time equivalent (1/1.0 FTE). A half-time position would be indicated as one authorized position and 0.5 full-time equivalents (1/0.5 FTE).

The following defines the types of positions in Fairfax County. They can be either full or part-time status.

- A regular position is a career position, which falls within all provisions of the Merit System Ordinance.
- A grant position is a position with full benefits and full civil service grievances, although the employment term is limited by the grant specifications. The position is funded by a specific grant. At the end of the grant position, the person is the first eligible for hire for another similar position in the County. Incumbents in grant positions fall within the provisions of the Merit System Ordinance.
- A benefits eligible, non-merit position is an employee working between 1,040 and 1,560 hours annually, and eligible for health, dental and flexible spending benefits.
- A temporary, non-merit position is an employee working fewer than 900 hours annually and not eligible for benefits.
- An exempt position does not fall within the provisions of the Merit System Ordinance. It includes elected and appointed positions.

Cooperative funding of some positions occurs between the federal and state governments and Fairfax County. Numerous funding and reimbursement mechanisms exist. The County's share of a position's authorized funding level is that portion of a position's salary and/or fringe benefits paid by the County which is over and above the amount paid by the state or federal government either based on the County's pay classification schedule or based on a formal funding agreement. The share of state or federal funding varies depending upon the eligibility of each individual agency and type of position.

- A state position is a position established and authorized by the state. These positions may be partially or fully funded by the state.
- County supplement is the portion of a state position's authorized salary (based on the County's compensation plan) that exceeds the state's maximum funding level. This difference is fully paid by the County.

Position Turnover: A budget offset that reduces gross salary projections to recognize anticipated and normal position vacancies, delays in filling vacancies, and historical position turnover information.

Poverty Thresholds: Poverty thresholds are based on the Social Security Administration's definition of the minimum income that allows for a nutritionally adequate diet and adequate housing. It allows for differences in the size and composition of families. The poverty income cutoffs are revised annually to allow for changes in the cost of living as reflected in the Consumer Price Index.

Present Value: The discounted value of a future amount of cash, assuming a given rate of interest, to take into account the time value of money. Stated differently, a dollar is worth a dollar today, but is worth less tomorrow.

Prime Interest Rate: The rate of interest charged by banks to their preferred customers.

Principal: The face amount of a security payable on the maturity date.

Proffer System: A proffer is a contribution of land, capital improvement, and funding collected from a developer to address the demand for community services created by new development. In July 1975, "proffers" were introduced to the process for rezoning property within Fairfax County. The act of proffering involves making an offer of something prior to any formal negotiations. The concept of supplementing regulations of the Zoning Ordinance by conditions proffered by an applicant seeking an amendment to the zoning map is cited in the Code of Virginia (now Sect. 15.2-2303, see Appendix A). Implicit in the term proffer, as defined by the State Code, is the understanding that proffers are voluntarily submitted by the property owner. The proffer system continues today with support from the various participants in the rezoning process, including, the development community, citizens, staff and County officials. The conditions in a proffer statement typically address issues such as noise mitigation measures to be employed, buffering, landscaping, urban design features, architectural elements, and other similar design elements, tree preservation, commitments to address transportation impacts, etc.

Program Area: A grouping of County agencies with related countywide goals. Under each program area, individual agencies participate in activities to support that program area's goals. The Public Safety Program Area, for example, includes the Police Department and the Fire and Rescue Department, among others. The Auditor of Public Accounts for the Commonwealth of Virginia provides direction on which agencies are included in each program area.

Program Budget: A statement and plan which identifies and classifies total expenditures and revenues by activity or program. Budgets are aggregated into program areas. This is in contrast to a line-item budget, which identifies expenditures only by objects for which money is spent, e.g., personnel services, operating expenses, recovered costs or capital equipment.

Property Tax: A tax levied on the assessed value of real and personal property. This tax is also known as an ad valorem tax.

Property Tax Rate: The rate of taxes levied against real or personal property, expressed as dollars per \$100 of equalized assessed valuation of the property taxed.

Proposed Budget: The Code of Virginia (Sections 15.2-516 and 2503) requires that the County Executive submit a proposed budget to the Board of County Supervisors no later than April 1 for the upcoming fiscal year. Sections 15.2-2506, 58.1-3007, and 58.1-3321 of the Code of Virginia govern the public notice requirements that guide the County's budget review and public comment period. After receipt of the proposed budget, the first action by the Board of Supervisors (BOS) is to authorize the advertisement of the proposed tax and levy rates. Once the proposed rate is advertised, the BOS can adopt lower tax and levy rates, but cannot, without additional advertisement, adopt higher rates. The Code also requires the BOS to hold public hearings on the proposed budget and the proposed tax and levy rates to collect public comment.

Proprietary Funds: Proprietary funds are enterprise and internal service funds used to account for business-type activities that are similar to the private sector and in which fees are charged for goods or services. They are related to assets, liabilities, equities, revenues, expenses and transfers. The County maintains both types of proprietary funds: enterprise funds to account for the Integrated Sewer System and internal service funds to account for certain centralized services that are provided internally to other departments such as Vehicle Services and Document Services.

Public-Private Education Facilities and Infrastructure Act (PPEA): During its 2002 session, the Virginia General Assembly enacted the Public-Private Education Facilities and Infrastructure Act of 2002 (PPEA). This law provides that once a “responsible public entity” such as Fairfax County adopts appropriate procedures to implement the PPEA, it may solicit proposals to acquire a “qualifying project” from private entities (i.e., issue an Invitation for Bid or Request for Proposal) or may consider proposals that are submitted by a private entity without a prior solicitation (“unsolicited proposal”).

Public Hearing: A public hearing is a specifically designated time, place, and opportunity for citizens, community groups, businesses, and other stakeholders to address the Board of Supervisors on a particular issue. It allows interested parties to express their opinions and the Board of Supervisors and/or staff to hear their concerns and advice. Section 15.2-2507 of the Code of Virginia requires that a public hearing be held prior to the adoption of amendments to the current year budget when the adjustments exceed one percent of total expenditures. In addition, any amendment of one percent of expenditures or more requires that the Board advertise a synopsis of the proposed changes, such as done as part of *Third Quarter* or *Carryover*.

Rating Agencies: The organizations which provide publicly available ratings of the credit quality of securities issuers. The term is most often used to refer to the nationally recognized agencies, Moody's Investors Service, Inc., Standard & Poor's Corporation, and Fitch Investors.

Reallocation: With adequate justification and DMB approval, agencies can perform a budget transfer of funds from one category to another, e.g., from Personnel Services to Operating Expenses, as long as there is no change to the agency's bottom-line budget and the budget transfer must occur within the same agency and fund.

Real Property: Real estate, including land and improvements (buildings, fences, pavements, etc.) classified for purposes of assessment.

Reclassification: An administrative review process by which a County position is re-evaluated to determine if the position has been appropriately classified under the County's personnel classification system.

Recovered Costs: Reimbursements to an agency for specific services provided to another agency. Recovered Costs, or Work Performed for Others, are reflected as a negative figure in the providing agency's budget, thus offsetting expenditures. An example is the reimbursement received by the Department of Information Technology from other agencies for telecommunication services.

Rec-PAC: Rec-PAC (Pretty Awesome Children), operated by Fairfax County Park Authority, is a six-week structured recreation program offered during the summer with emphasis on leisure skills designed for elementary school children.

Reduction in Force (RIF): A permanent elimination of an excess number of filled merit positions.

Referendum: A referendum is a means by which a legislative body requests the electorate to approve or reject proposals such as Constitutional amendments, long-term borrowing; and other special laws.

Refunding: Retiring an outstanding bond issue at maturity (sometimes done before maturity date if rate is favorable) by using money from the sale of a new bond offering. In other words, issuing bonds to pay off the old bonds. In an Advance Refunding, a new bond issuance is used to pay off another outstanding bond. The new bond will often be issued at a lower rate than the older outstanding bond. Typically, the proceeds from the new bond are invested and when the older bonds become callable, they are paid off with the invested proceeds. In a Crossover Refunding, the revenue stream pledged to secure the securities being refunded is being used to pay off debt on the refunded securities until they mature.

Rent Affordability: The generally accepted definition of rent affordability is for a household to pay no more than 30 percent of its annual income on housing. Families who pay more than 30 percent of their income for housing are considered cost burdened and may have difficulty affording necessities such as food, clothing, transportation and medical care. (U.S. Department of Housing and Urban Development)

Replacement Fund: A budgetary mechanism to accumulate an on-going source of funds over several years for the maintenance and replacement of vehicles, capital equipment and other capital improvement assets.

Reserves: A portion of the fund balance or retained earnings legally segregated for specific purposes. Reserves are lump sum dollars set aside in a budget for unanticipated needs or for specific future needs. Reserves are not distributed or allocated to operating expenditures or capital expenditures because the specific requirements for the reserves are not known at the time of budget adoption or because bond documents require their establishment. The County is required to amend its budget in order to allocate reserve funds to an operating or capital project account. In many cases, a reserve can only be used for a specific purpose.

Resolution: A special or temporary order of a legislative body requiring less legal formality than an ordinance or statute.

Revenue: Monies received from all sources (with exception of fund balances) that will be used to fund expenditures in a fiscal year. In the broadest sense, revenue is an increase in financial resources. Revenues are funds received by the County from its activities or external sources such as real estate taxes, property taxes, local sales tax, fees for services, fines, grants, payments from other governments, etc.

Revenue Bond: A municipal bond secured by the revenues of the project for which it is issued. Revenue Bonds are those bonds whose principal and interest are payable exclusively from earnings of an enterprise fund. Sewer and utility bonds are typically issued as revenue bonds. The County also issues Lease Revenue bonds, a form of revenue bond in which the payments are secured by a lease on the property built or improved with the proceeds of the bond sale.

Revenue Stabilization Fund: In FY 2000, the Board of Supervisors approved the creation of this fund to provide a mechanism for maintaining a balanced budget without resorting to tax increases and/or expenditure reductions that aggravate the stresses imposed by the cyclical nature of the economy. The target balance of this fund is 5 percent of General Fund Disbursements.

Staffing for Adequate Fire and Emergency Response (SAFER) Grants: These grants were created to provide funding directly to fire departments and volunteer firefighter interest organizations to help them increase or maintain the number of trained, "front line" firefighters available in their communities. The goal of SAFER is to enhance the local fire departments' abilities to comply with staffing, response and operational standards established by the National Fire Protection Association (NFPA).

School Board Budget: Includes the School Operating Fund, the School Food and Nutrition Services Fund, School Grants and Self Supporting Programs, School Adult and Community Education, Public School OPEB Trust Fund, the School Insurance Fund, the School Construction Fund, the School Central Procurement Fund, the School Health and Flexible Benefits Trust Fund and the Educational Employees' Supplementary Retirement Fund, identifying both expenditure levels and sources of revenue. The Board of Supervisors may increase or decrease the School Board budget but normally does so only at the fund level (i.e., by increasing or decreasing the General Fund Transfer to the School Operating Fund without specifying how the change is to be applied). By state law, the Supervisors may not make specific program or line item changes, but may make changes in certain major classifications (e.g., instruction, overhead, maintenance, etc.).

School Board Transfer: A transfer out of funds from the General Fund to the School Operating Fund. State law requires that this transfer be approved by the Board of Supervisors by May 15, for the next fiscal year.

School Operating Fund: This fund provides for the day-to-day operations and maintenance of the schools and is funded primarily by County and state funds. In the Transparency Application, this fund is separated into: Operating Fund – Operations; and Operating Fund – Central and Grants. The School Operating Fund is FCPS' primary (or general) fund. Those activities that are partially supported by grants and activities managed by departments on behalf of schools are shown separately from general operating activities.

Self-Sufficiency: The ability to consistently meet basic needs – such as food, housing, utilities, healthcare, transportation, taxes, dependent care, and clothing – without assistance or subsidies from private or public organizations (excluding Social Security retirement, Social Security Disability Insurance, and Medicare).

Sequestration: Budget sequestration is a procedure in United States law that limits the size of the federal budget. Sequestration involves setting a hard cap on the amount of government spending within broadly-defined categories; if Congress enacts annual appropriations legislation that exceeds these caps, an across-the-board spending cut is automatically imposed on these categories, affecting all departments and programs by an equal percentage. The amount exceeding the budget limit is held back by the Treasury and not transferred to the agencies specified in the appropriation bills.

Service Capacity: The measurable quantity of assistance that can be provided without sacrificing quality of assistance provided; for example, the number of spots available in vocational training programs, or, the number of provider contacts with households than can be provided in one month.

Service Level: The measurable quantity of assistance that is being provided for an individual or family; for example, the number of individuals currently enrolled in vocational training programs, or the frequency of professional contact with a household.

Service Quality: Degree to which customers are satisfied with a program, or how accurately or timely, a service is provided.

Set-Aside Reserve: A reserve made up from available balances materializing throughout one or more fiscal years which are not required to support disbursements of a legal or emergency nature and are held (set aside) for future funding requirements.

Sewer Funds: A group of self-sufficient funds that support the Wastewater Management Program. Revenues consist of bond sales, availability fees (a one-time fee paid before connection to the system and used to defray the cost of major plant and trunk construction), connection charges (a one-time fee to defray the cost of the lateral connection between a building and the trunk), service charges (quarterly fees based on water usage which defray operating costs and debt service), and interest on invested funds. Expenditures consist of construction costs, debt service, and the cost of operating and maintaining the collection and treatment systems.

Short-Term Debt: Debt with a maturity of less than one year after the date of issuance.

Special Revenue Funds: Funds defined by the State Auditor of Public Accounts to account for the proceeds of specific revenue sources that are legally restricted to expenditures for specific purposes. These funds account for the revenues and expenditures related to Fairfax County's state and federal grants, the operation of the Fairfax County Public Schools, and specific taxing districts that are principally financed by special assessment tax levies in those districts.

Strategic Plan (Countywide): In late 2018, the County embarked on a new countywide strategic planning effort. The Countywide Strategic Plan is intended to be a living document which will establish a framework for decision-making for many years and is intended to integrate existing departmental plans, so all efforts are aligned, coordinated, and in context. The Countywide Strategic Plan integrates other planning efforts, such as the Economic Success Strategic Plan, the Fairfax County Public Schools Strategic Plan, and the One Fairfax Policy. A draft Strategic Plan will be presented to the Board of Supervisors on February 25, 2020, along with the FY 2021 Advertised Budget Plan. Once the Countywide Strategic Plan is adopted by the Board of Supervisors, it will serve as a decision-making tool and inform the annual budget process, beginning in FY 2022.

Successful Children and Youth Policy Team (SCYPT): First convened in May 2013, the SCYPT is composed of leaders from multiple sectors within Fairfax County. The team's role is to set community-wide goals and priorities for public policy as it relates to children, youth and families. According to the team's charter, "in order to become confident individuals, effective contributors, successful learners and responsible citizens, all of Fairfax County's children need to be safe, nurtured, healthy, achieving, active, included, respected and responsible. This can only be realized if the County, schools, community and families pull together to plan and deliver top-quality services, which overcome traditional boundaries." Membership on the team is divided among representatives from Fairfax County Government, Fairfax County Public Schools and the community. Two members from both the Board of Supervisors and the School Board participate. Community members are identified to provide the perspective of various sectors impacting youth well-being, including health care, nonprofit, faith and philanthropy.

Supplemental Appropriation Resolution: Any appropriation resolution approved by the Board of Supervisors after the adoption of the budget for a given fiscal year. The legal document reflecting approved changes to the appropriation authority for an agency or fund.

Supplemental Nutrition Assistance Program (SNAP): The Supplemental Nutrition Assistance Program (SNAP, formerly known as the Food Stamp Program) is the nation's most important anti-hunger program. SNAP offers nutrition assistance to millions of eligible, low-income individuals and families and provides economic benefits to communities. SNAP is the largest program in the domestic hunger safety net. The federal Food and Nutrition Service works with State agencies, nutrition educators, and neighborhood and faith-based organizations to ensure that those eligible for nutrition assistance can make informed decisions about applying for the program and can access benefits.

Supportive Services: Assistance, provided to individuals and families in housing of any type that is designed to and provided with the intent of increasing their ability to live independently, improving their life skills, maintaining residential stability, and ultimately moving toward self-sufficiency.

System of Care: System of Care is an integrated continuum of services and supports for children, youth and families provided by Fairfax County human services departments, public schools, County-funded providers and community-based advocacy and service organizations. It includes behavioral health services for youth and services covered under the Children's Services Act (CSA).

Taxable Value: The assessed value less homestead and other exemptions, if applicable.

Tax Base: The aggregate value of taxed items. The base of the County's real property tax is the market value of all real estate in the County. The base of the personal property is the market value of all automobiles, trailers, boats, airplanes, business equipment, etc., which are taxed as personal property by the County. The tax base of a sales tax is the total volume of taxable sales.

Tax Levy: Charges imposed by a government to finance activities for the common benefit. Fairfax County's tax levies are based on an approved tax rate per \$100 of assessed value.

Tax Rate: The level of taxation stated in terms of either a dollar amount or a percentage of the value of the tax base. The Board of Supervisors fixes property tax rates for the period beginning January 1 of the current calendar year when the budget for the coming fiscal year is approved. The property tax rate is applied to the value of property assessed as of January 1 each year.

Technology Infrastructure: The hardware and software that support information requirements, including computer workstations and associated software, network and communications equipment, and mainframe devices.

Temporary Assistance for Needy Families (TANF): This program — formerly AFDC (Aid to Families with Dependent Children AFDC) — is a federal/state public assistance program authorized by the Code of Virginia and Title IV-A of the Social Security Act. TANF is funded through a federal block grant and through state funds authorized by the Virginia General Assembly. The purpose of TANF is to provide temporary cash assistance to families in need and to end the dependence of needy parents on government benefits by promoting job preparation and work. With few exceptions, assistance under TANF is restricted to a lifetime limit of 60 cumulative months.

Third Quarter Review: The current year budget is reevaluated approximately seven months after the adoption of the budget based on current projections and spending to date. The primary areas reviewed and analyzed are (1) current year budget versus year-to-date expenditures plus expenditure projections for the remainder of the year, (2) emergency requirements for additional, previously unapproved items, and (3) possible savings. Recommended funding adjustments are provided for Board of Supervisors' approval.

Title VI: Fairfax County operate programs and services without regard to race, color, and national origin in accordance with Title VI of the Civil Rights Act. Any person who believes she or he has been aggrieved by any unlawful discriminatory practice under Title VI may file a complaint with the Fairfax County Office of Human Rights and Equity Programs within 180 days of the date of the alleged discrimination.

Total Budget: The receipts and disbursements of all funds, e.g., the General Fund and all other funds. Net total expenditures (total expenditures minus expenditures for internal service funds) is a more useful measure of the total amount of money the County will spend in a budget year, as it eliminates double accounting for millions of dollars appropriated to operating agencies and transferred by them to internal service agencies. General Fund total disbursements (direct General Fund expenditures plus transfers to other funds, such as the School Operating Fund) are a more accurate measure of the cost of government to the local taxpayers.

Total Project Estimate: A capital project Total Project Estimate (TPE) is composed of funds already expended, currently appropriated, proposed or adopted in the budget year, and proposed for future years. In short, it is the total amount proposed to be expended over the life of the project.

Transfer: A movement of funding from one fund to another. The largest such transaction is the annual transfer of funds from the General Fund to the School Operating Fund. Further complicating the structure of the budget and the process of adopting a budget are numerous movements of dollars among the funds and they are, therefore, internal to the County structure. The amount transferred out of one fund is recorded ("Transfers Out") and the amount transferred into another fund is also recorded ("Transfers In"). The County records this movement of funds as a "transfer" in the budget and in the accounting system in order to more accurately represent financial activity. Transfers provide money to programs that may not have adequate revenue from grants or fees generated by the program.

Translational Medicine: Translational medicine is a rapidly growing discipline in biomedical research and aims to expedite the discovery of new diagnostic tools and treatments by using a multi-disciplinary, highly collaborative, "bench-to-bedside" approach.

Transport Fees: The cost to provide ambulance transportation to patients from home to hospital.

Trust Funds: A categorization of accounts defined by the State Auditor of Public Accounts consisting of funds established to account for money and property held by the County government in the capacity of a trustee or custodian for individuals or other specified purposes. Examples are the various retirement funds, which contain contributions from the County government and individual employees.

Unappropriated: Not obligated for a specific purpose.

Urban Areas Security Initiative (UASI): The UASI program is intended to provide financial assistance to address the unique multi-discipline planning, organization, equipment, training, and exercise needs of high-threat, high-density urban areas, and to assist these areas in building and sustaining capabilities to prevent, protect against, mitigate, respond to, and recover from threats or acts of terrorism using the Whole Community approach. Activities implemented with UASI funds must support terrorism preparedness by building or enhancing capabilities that relate to the prevention of, protection from, mitigation of, response to or recovery from terrorism in order to be considered eligible. Fairfax County's Office of Emergency Management (OEM) utilizes UASI funds for multiple purposes, such as sustaining operational readiness, training County personnel and preparing its residents.

Unencumbered: This term refers to unspent funds. An unencumbered balance of funds in an account is not restricted or reserved with respect to their availability for future use.

Unfunded Positions: Positions that departments have elected to hold vacant in order to achieve personnel expenditure savings beyond the normal expected turnover savings. These positions are in the departments' FTE counts, and remain eligible for departments to request restored funding at some future date.

Useful Life: The period of time that a fixed asset is able to be used. This can refer to a budgeted period of time for an equipment class or the actual amount of time for a particular item.

User Fees: Charges for expenses incurred when services are provided to an individual or groups and not the community at large. The key to effective utilization of user fees is being able to identify specific beneficiaries of services and then determine the full cost of the service they are consuming or using.

Vacancy Rate: Residential Vacancy Rate is the percentage of total housing units that are unoccupied. Nonresidential Vacancy Rate is the percentage of the total available square footage not leased.

Virginia Initiative for Employment not Welfare (VIEW): This program supports the efforts of families receiving Temporary Assistance for Needy Families (TANF) to achieve independence through employment. VIEW focuses on the participants' strengths and provides services to help them overcome job-related challenges, as well as personal, medical and family challenges that affect employment. The Fairfax County Department of Family Services (DFS) administers benefits under the federal TANF program, which provides temporary cash assistance to low-income families with children. Parents who receive this assistance, and are able to work, are required to participate in the VIEW program. The VIEW program offers parents the assistance and resources needed to find and keep a job. An important aspect of the program is the strong support participants receive from their VIEW case manager, who focuses on each family's individual situation and works with them to support their goals of employment and independence.

Vision Elements: The vision elements were developed in FY 2005 by the County Executive and the Senior Management team to address the priorities of the Board of Supervisors and emphasize the County's commitment to protecting and enriching the quality of life for the people, neighborhoods, and diverse communities of Fairfax County. There are seven vision elements including: Maintaining Safe and Caring Communities, Building Livable Spaces, Connecting People and Places, Maintaining Healthy Economies, Practicing Environmental Stewardship, Creating a Culture of Engagement and Exercising Corporate Stewardship.

Waiting List: A roster of those waiting for a service or product to be provided, established when the demand for a specific program exceeds the program's service capacity.

Watershed: A region or area bounded peripherally by water parting and draining ultimately to a particular watercourse or body of water.

Workforce Housing: Fairfax County defines "workforce housing" as rental or for-sale housing units that are affordable to households with maximum income limits up to and including 120 percent of the Area Median Income (AMI) for the Washington Metropolitan Statistical Area, as determined periodically by the U.S. Department of Housing and Urban Development. (Fairfax County Comprehensive Plan-Policy Plan).

Workforce Planning: A systematic process designed to anticipate and integrate the human resources aspect to an organization's strategic plan by identifying, acquiring, developing, and retaining employees to meet organizational needs.

Work Performed for Others (WPFO): Expenditure credits for services provided on behalf of a different County agency.

Wrap-Around: Intensive, individualized comprehensive services that are coordinated across multiple disciplines and/or agencies to create the greatest impact with the least number of barriers and ultimately meet the client needs.

Acronyms

ADA: Americans with Disabilities Act

ADC: Adult Detention Center

ADHC: Adult Day Health Care

AED: Automatic External Defibrillator

AEOC: Alternate Emergency Operations Center

AFIS: A multi-jurisdictional Automated Fingerprint Identification System

ARRA: American Reinvestment and Recovery Act

ASSB: Advisory Social Services Board

BWC: Body-Worn Camera

CAD: Computer Aided Dispatch

CCFAC: Consolidated Community Funding Advisory Committee

CJAB: Criminal Justice Advisory Board

CERF: Computer Equipment Replacement Fund

CERT: Community Emergency Response Team

CHINS: Child In Need of Supervision or Services

COG: Metropolitan Washington Council of Governments

CPAN: Courts Public Access Network

CRA: Clinic Room Aide

CRIS: Community Resident Information Services (kiosks used by Fairfax County)

CSU: Court Service Unit (Juvenile and Domestic Relations District Court)

CTB: Commonwealth Transportation Board

EAP: Employee Assistance Program

EMPG: Emergency Management Performance Grant

EMS: Emergency Medical Service

ENSNI: Estimate, No Scope, No Inflation

EOC: Emergency Operations Center

ESOL: English as a Second Language

FCEDA: Fairfax County Economic Development Authority

FCPA: Fairfax County Park Authority

FCPL: Fairfax County Public Library

FCPS: Fairfax County Public Schools

FCRHA: Fairfax County Redevelopment and Housing Authority

GAAP: Generally Accepted Accounting Principles

GFOA: Government Finance Officers Association

GIS: Geographic Information Systems

HIPAA: Health Insurance Portability and Accountability Act

HMO: Health Maintenance Organization

ICMA: International City/County Management Association **ADA:** Americans with Disabilities Act

ADC: Adult Detention Center

iNet: Institutional Network

LAN: Local Area Network

MPSTOC: McConnell Public Safety and Transportation Operations Center

MWCOG: Metropolitan Washington Council of Governments

MRA: Market Rate Adjustment

NACo: National Association of Counties

NOVARIS: Northern Virginia Regional Identification System

NVCC: Northern Virginia Community College

NVCT: Northern Virginia Conservation Trust

NVFS: Northern Virginia Family Services

NVRC: Northern Virginia Regional Commission

NVRPA: Northern Virginia Regional Park Authority

NVSWCD: Northern Virginia Soil and Water Conservation District

NVTC: Northern Virginia Transportation Commission

PSCC: Public Safety Communications Center

PSCN: Public Safety Communications Network

PSOHC: Public Safety Occupational Health Center

SAC: Selection Advisory Committee

SACC: School-Age Child Care

SBE: Small Business Enterprise

SCBA: Self-Contained Breathing Apparatus

SCC: State Corporation Commission

SWRRC: Solid Waste Reduction and Recycling Centers

VACo: Virginia Association of Counties

VRE: Virginia Railway Express

WAHP: Washington Area Housing Partnership

WAHTF: Washington Area Housing Trust Fund

WAN: Wide Area Network

WMATA: Washington Metropolitan Area Transit Authority

YTD: Year To Date