

FY 2020 Advertised Budget Plan

Overview



Fairfax County Board of Supervisors

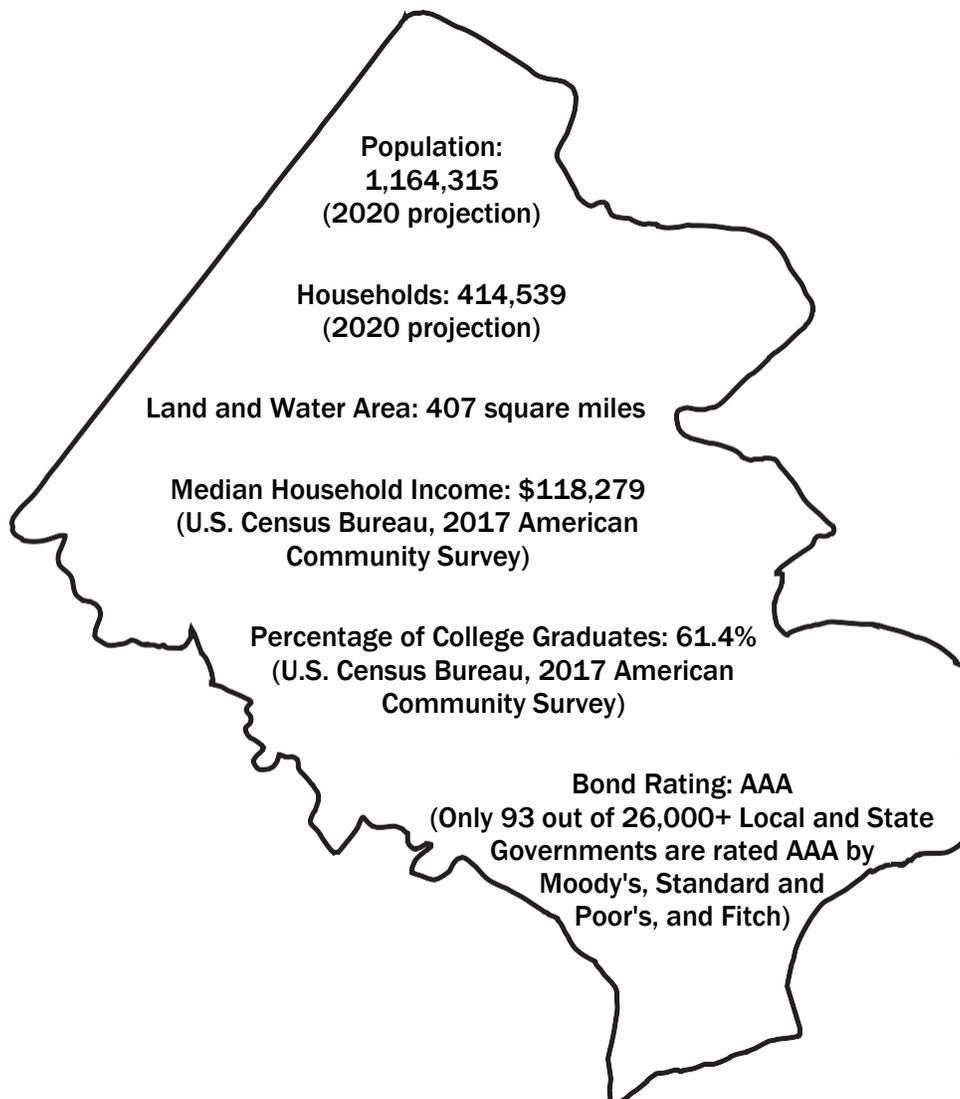
Sharon Bulova, Chairman

John C. Cook	Braddock District
John W. Foust	Dranesville District
Catherine M. Hudgins	Hunter Mill District
Jeffrey C. McKay	Lee District
Penelope A. Gross, Vice Chairman	Mason District
Daniel G. Storck	Mount Vernon District
Linda Q. Smyth	Providence District
Pat Herrity	Springfield District
Kathy L. Smith	Sully District

Bryan Hill, County Executive

Tisha Deeghan	Deputy County Executive
Rachel Flynn	Deputy County Executive
David M. Rohrer	Deputy County Executive
Joseph M. Mondoro	Chief Financial Officer

Fairfax County, Virginia... At a Glance



Fairfax County, Virginia

Fiscal Year 2020 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.



1742



GOVERNMENT FINANCE OFFICERS ASSOCIATION

*Distinguished
Budget Presentation
Award*

PRESENTED TO

**Fairfax County
Virginia**

For the Fiscal Year Beginning

July 1, 2018

Christopher P. Morrill

Executive Director

BUDGET CALENDAR

For Preparation of the FY 2020 Budget

2018

July

July 1:
Fiscal Year 2019 begins.

November

November 27:
County Executive and FCPS superintendent provide FY 2020 budget forecasts at joint meeting of Board of Supervisors and School Board.

2019

January

January 10:
Superintendent releases FCPS FY 2020 proposed budget.

January 28-30:
School Board holds public hearings on budget.

February

February 7:
School Board adopts FCPS FY 2020 Advertised Budget.

February 19:
County Executive releases FY 2020 Advertised Budget.

March

March 5:
Board of Supervisors authorizes advertisement of proposed real estate tax rate for FY 2020.

April 9-11:
Board of Supervisors holds public hearings on County budget.

April

April 26:
Board of Supervisors Budget Committee meeting for pre-markup to discuss changes to County Executive's FY 2020 Advertised Budget Plan.

April 30:
Board of Supervisors mark-up of County Executive's FY 2020 Advertised Budget Plan.

May

May 7:
Board of Supervisors adopts FY 2020 budget and tax rate, including transfer to FCPS.

May 9:
School Board FY 2020 Approved Budget presented for new business.

May 14-15:
School Board holds public hearings on budget.

May 23:
School Board adopts FY 2020 Approved Budget.

July

July 1:
Fiscal Year 2020 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).

Board of Supervisors' Goals & Priorities

Adopted by the Board of Supervisors in December 2009. Reaffirmed by the Board of Supervisors in February 2012.

By **engaging** our residents and businesses in the process of addressing these challenging times, **protecting investment** in our most critical priorities, and by **maintaining strong responsible fiscal stewardship**, we must ensure:

✓ **A quality educational system**

Education is Fairfax County's highest priority. We will continue the investment needed to protect and enhance this primary community asset. Our children are our greatest resource. Because of our excellent schools, businesses are eager to locate here and our children are able to find good jobs. A well-educated constituency is best able to put back into their community.

✓ **Safe streets and neighborhoods**

Fairfax County is the safest community of our size in the U.S. We will continue to invest in public safety to respond to emergency situations, as well as efforts to prevent and intervene in destructive behaviors, such as gang activity and substance abuse.

✓ **A clean, sustainable environment**

Fairfax County will continue to protect our drinking water, air quality, stream valleys and tree canopy through responsible environmental regulations and practices. We will continue to take a lead in initiatives to address energy efficiency and sustainability and to preserve and protect open space for our residents to enjoy.

✓ **Livable, caring and affordable communities**

As Fairfax County continues to grow we will do so in ways that address **environmental** and **mobility** challenges. We will encourage housing that is affordable to our children, seniors and members of our workforce. We will provide compassionate and efficient services to members of our community who are in need. We will continue to protect and support our stable lower density neighborhoods. We will encourage and support participation in community organizations and other activities that address community needs and opportunities.

✓ **A vibrant economy**

Fairfax County has a well-earned reputation as a business-friendly community. We will vigorously pursue **economic development** and **revitalization** opportunities. We will support the business community and encourage this healthy partnership. We will continue to be sensitive and responsive to the needs of our corporate neighbors in the areas of **workforce development** and **availability, affordable housing, regulation and taxation**.

✓ **Efficient transportation network**

Fairfax County makes it a priority to connect People and Places. We will continue to plan for and invest in transportation improvements to include comprehensive bicycle and pedestrian initiatives, bus and para transit, road and intersection improvements and expansion of Metrorail and VRE.

✓ **Recreational and cultural opportunities**

A desirable community is one where there is a lot going on that residents can enjoy. Fairfax County will continue to provide for athletic, artistic, intellectual and recreational activities, in our communities, parks, libraries and schools.

✓ **Taxes that are affordable**

The property tax is Fairfax County's primary source of revenue to provide services. We will ensure that taxes are affordable for our residents and businesses, and we will seek ways to diversify County revenues in order to make our tax base more equitable. We will ensure that County programs and services are efficient, effective and well run.

Fairfax County Vision Elements

To protect and enrich the quality of life for the people, neighborhoods and diverse communities of Fairfax County by:



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.

County Organization

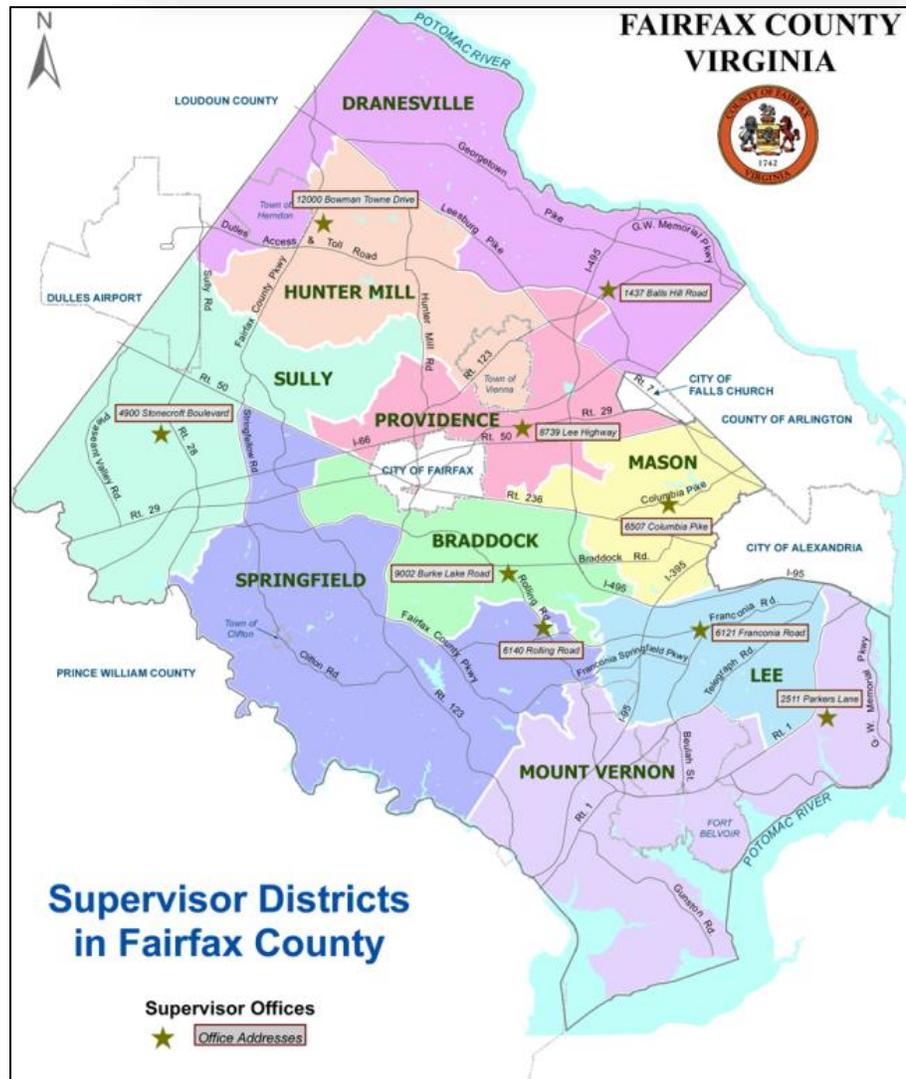
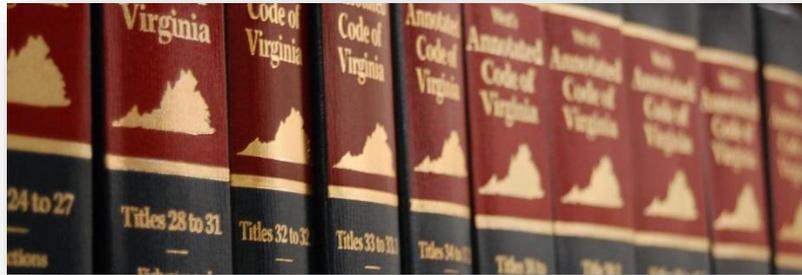
Fairfax County Government

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.



County Organization

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

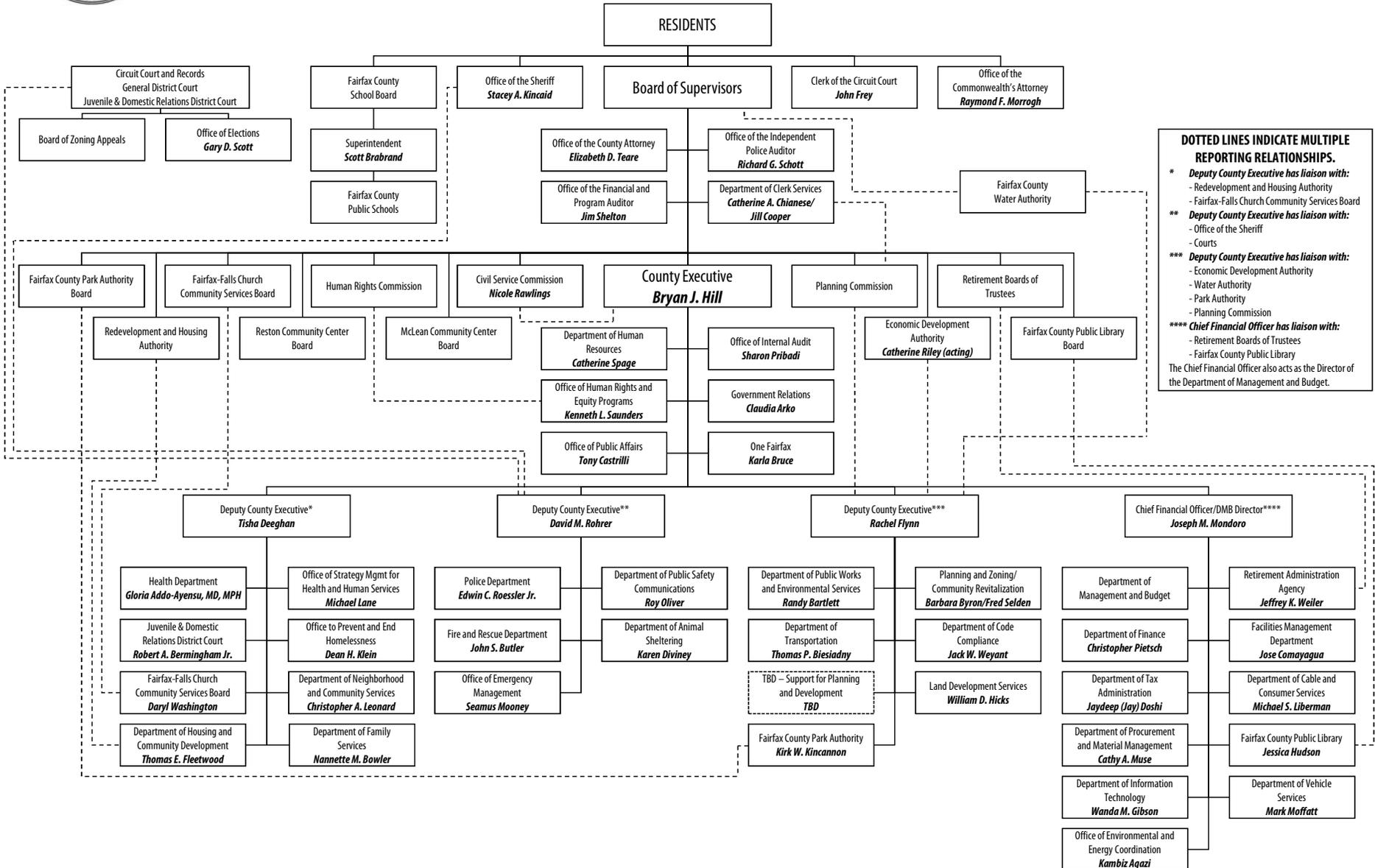


From left to right: Daniel G. Storck (Mount Vernon District); John C. Cook (Braddock District); Catherine M. Hudgins (Hunter Mill District); Jeffrey C. McKay (Lee District); Sharon Bulova (Chairman, At-Large); Penelope A. Gross (Mason District, Vice Chairman); John W. Foust (Dranesville District); Kathy L. Smith (Sully District); Linda Q. Smyth (Providence District); and Pat Herrity (Springfield District).

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



ORGANIZATION OF FAIRFAX COUNTY GOVERNMENT



DOTTED LINES INDICATE MULTIPLE REPORTING RELATIONSHIPS.

- * Deputy County Executive has liaison with:
 - Redevelopment and Housing Authority
 - Fairfax-Falls Church Community Services Board
- ** Deputy County Executive has liaison with:
 - Office of the Sheriff
 - Courts
- *** Deputy County Executive has liaison with:
 - Economic Development Authority
 - Water Authority
 - Park Authority
 - Planning Commission
- **** Chief Financial Officer has liaison with:
 - Retirement Boards of Trustees
 - Fairfax County Public Library

The Chief Financial Officer also acts as the Director of the Department of Management and Budget.

County Organization

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 Commission
Northern Virginia Transportation Authority
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.

County Organization

BOARDS, AUTHORITIES AND COMMISSIONS

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

County Organization

BOARDS, AUTHORITIES AND COMMISSIONS

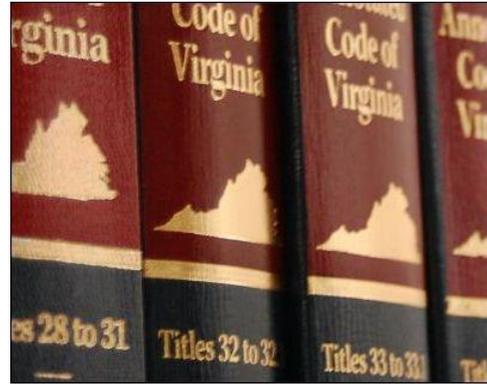
Advisory Groups

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.

How to Read the Budget

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.

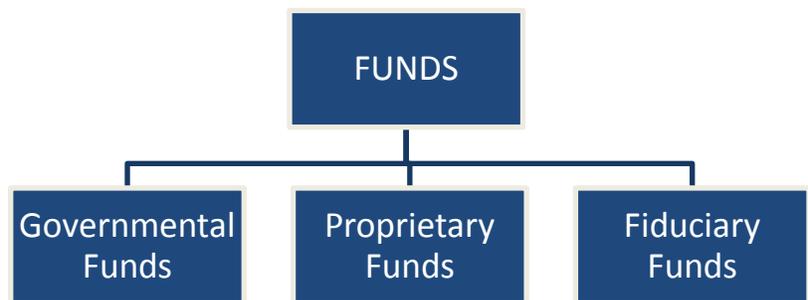
Capital Improvement Program – The County also prepares and publishes a 5-year Capital Improvement Program (CIP) – separate from the budget – which is also adopted by the Board of Supervisors and published as a separate document. The CIP specifies capital improvements and construction projects which are 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)

How to Read the Budget

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

How to Read the Budget

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.

How to Read the Budget

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.

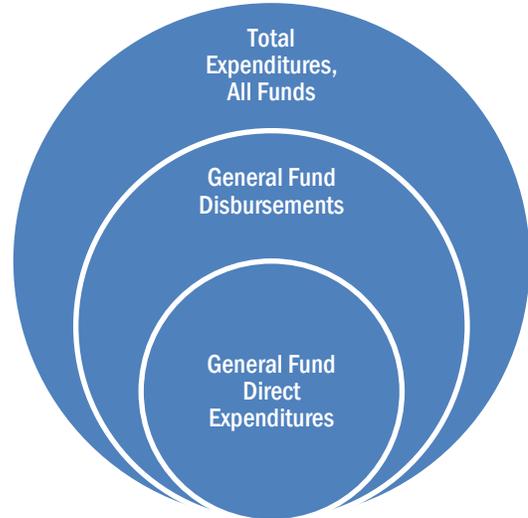
How to Read the Budget

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, 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

How to Read the Budget

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:

Through Month:

(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 examples, 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

Budget Process

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 2020 Advertised Budget Plan (including the FY 2020 – FY 2021 Multi-Year Budget) on February 19, 2019. Public hearings for the County Executive's FY 2020 Advertised Budget Plan and the FY 2020 – FY 2024 Advertised Capital Improvement Program (CIP) will be held on April 9, 10 and 11, 2019 at the Government Center. The mark-up of the FY 2020 budget will be held on Tuesday, April 30, 2019, and the Board of Supervisors will adopt the FY 2020 Adopted Budget Plan on Tuesday, May 7, 2019.

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.

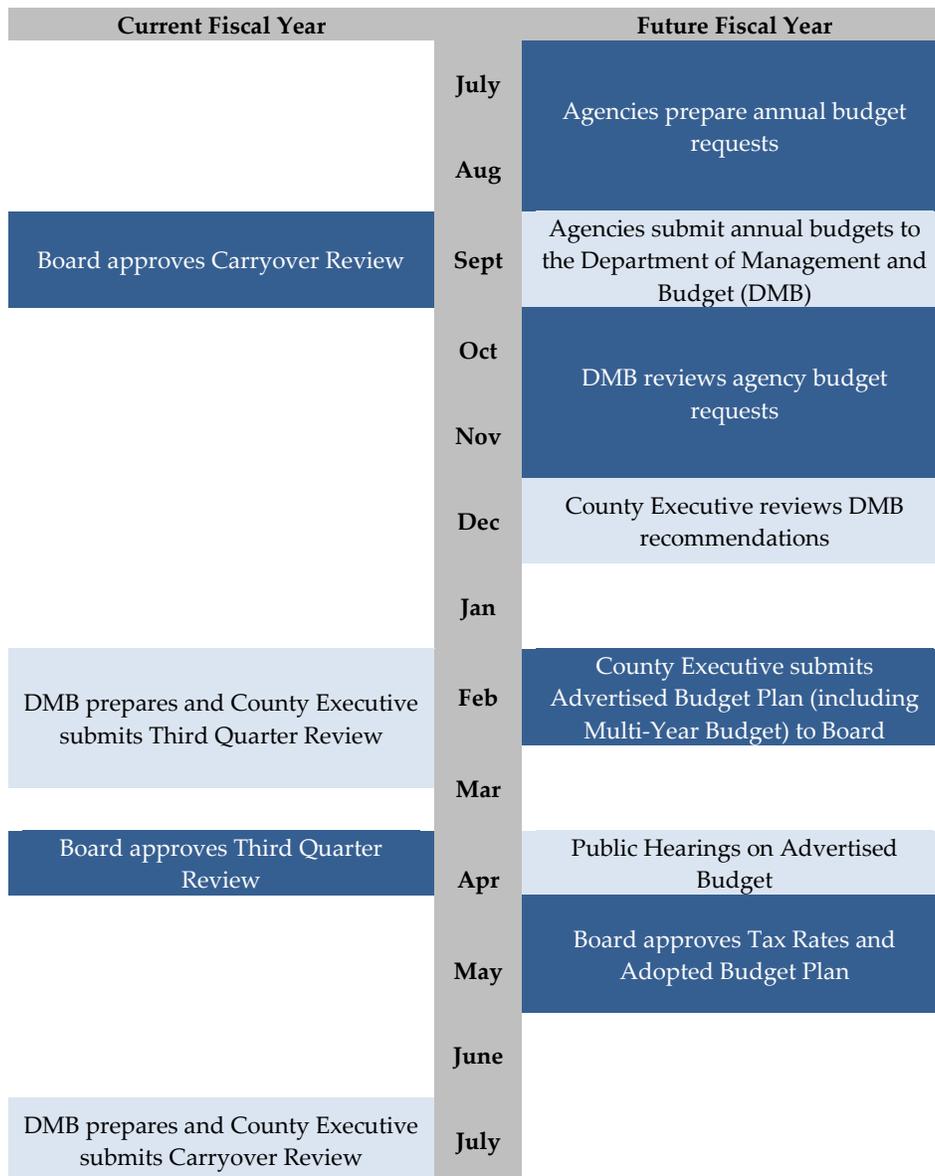


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County of Fairfax, Virginia

To protect and enrich the quality of life for the people, neighborhoods and diverse communities of Fairfax

February 19, 2019

Honorable Board of Supervisors
County of Fairfax
Fairfax, Virginia

Chairman and Board Members:

I am pleased to present the FY 2020 Advertised Budget Plan for your consideration. This proposed budget is rooted in the County's sound financial principles and guided by the tenets of One Fairfax, and includes investments in Board priorities and issues important to our residents. I am presenting a balanced budget, with no increase in the Real Estate Tax rate, which provides compensation increases for our valuable employees and meets the full operating request from the Fairfax County Public Schools. This budget proposal includes investments in human services, public safety, and transportation and relies upon savings generated from operational efficiencies.

Over this past year, my first as the County Executive, I have been able to witness, first-hand, the engagement of our community in the County's future and the dedication of our employees in working to meet the needs of our residents. I have strived to build relationships of trust and transparency with our partners both in and out of County government, with the understanding that stronger policies are built through cooperation and collaboration. This spirit of collaboration has extended, most notably, to our Fairfax County Public Schools. Superintendent Scott Brabrand and I communicate regarding issues both large and small, and this partnership philosophy extends down through all levels of staff. Our teams are collaborating on the budget, facilities and capital planning, information technology, school readiness initiatives, and environmental issues. We are stronger when we work together.

This budget reflects the ever-changing needs of our organization and our County. It contains a number of reorganization efforts, about which the Board has been previously briefed. These include the creation of a new Office of Environmental and Energy Coordination within the County Executive's office which will work across the County to promote energy efficiency, conservation, and renewable energy. Additionally, the new Department of Clerk Services combines the Clerk to the Board of Supervisors and support for the Planning Commission, allowing for efficiencies to be generated as many functions between the two agencies previously overlapped. In the next few months, we will be finalizing the reorganization of the Department of Planning and Zoning and the Office for Community Revitalization, as well as looking to establish a new agency to provide focused support of planning and development initiatives in alignment with the County's Economic Success Strategic Plan. All of these adjustments are intended to streamline operations, achieve efficiencies, and create synergies to improve overall services to our residents and businesses.

County Executive Message

I am, perhaps, most excited about the efforts that are currently underway to develop the County's Strategic Plan. The Strategic Plan, which is scheduled to be presented to the Board of Supervisors for adoption in early calendar year 2020, will include 7-10 defined priority areas, as well as prioritized strategies to address issues and specific measurable performance indicators for each area. We are currently in the midst of an outreach campaign to engage the community and receive feedback from residents, businesses, and other community partners on what a successful Fairfax County looks like to them. Those who live or work in the County are invited to participate by completing a short survey or by attending one of four community conversations across the County. More information regarding these efforts can be found at www.fairfaxcounty.gov/strategicplan. The Strategic Plan is intended to be a living document which will establish a framework for decision-making for many years. Along with the County's existing fiscal policies and a renewed focus on data and benchmarking, staff will have the appropriate tools in place to prioritize resources towards improving outcomes in areas about which our residents are most concerned.



Just a few months ago, in November, the Superintendent and I came before you and presented the FY 2020 County and Schools Fiscal Forecast. At that time, the County's projected budgetary shortfall was \$54 million, based on moderate revenue growth and funding for many County priorities, including full compensation.

Much of what was presented then remains the same. Many indicators point to continued national economic growth, including low unemployment rates, strong job growth, and high consumer confidence. The state's revenue outlook for the current biennium is optimistic based on solid sales tax figures and positive economic conditions. However, it is important for us to be mindful of indicators which could stifle a growing economy, such as the expanded federal deficit and rising mortgage rates.

In November, we were projecting overall General Fund revenue growth of 2.91 percent, driven primarily by an estimated 3.38 percent increase in the Real Estate base and significant growth in interest income due to changes in the federal funds rate. What is included in this proposed budget is largely consistent with what was projected earlier, as the FY 2020 Advertised Budget Plan includes a revenue increase of 3.04 percent over the *FY 2019 Revised Budget Plan*. The slight improvement in the revenue picture is attributable to real estate, with overall growth at 3.60 percent. Both residential and non-residential values saw improvements from the November projections, with residential equalization going from 2.14 to 2.36 percent and non-residential equalization going from 2.41 to 2.71 percent. This marks the fourth consecutive year that non-residential equalization has outpaced residential growth, helping to increase our commercial/industrial percentage of the tax base and ease tax burdens on our homeowners. As an example, in the Providence District, non-residential properties now make up 50 percent of the real estate tax base.

County Executive Message

Despite the improved revenue picture, projected resources are not sufficient to meet our expenditure requirements. Despite significant increases in the areas of human services, public safety, and transportation, there are still needs we were unable to address. Unfortunately, I was not able to fully fund compensation as part of this proposed budget. Performance increases for our non-uniformed employees and merit increases for our uniformed employees are fully funded. In addition, a 1.00 percent Market Rate Adjustment (MRA) is proposed for our FY 2020 budget. Despite savings in debt service, the realization of savings from operational efficiencies, and the deferment of information technology and capital paydown funding, we are unable to generate the additional \$20 million needed to fund the full calculated MRA of 2.51 percent.

Overall, General Fund disbursements are increased by \$156.95 million, and 109 new positions are included in the proposed budget. Highlights of the FY 2020 Advertised Budget Plan include:

- Full funding of the Schools Operating transfer request. In total, a 4.11 percent increase, or \$84.36 million, is proposed for the County transfer to support the School Operating Fund. This amount is consistent with the request from the School Board as approved on February 7, 2019. In addition, requirements for School Debt Service are funded based on the increased annual school bond sale limit (increased from \$155 to \$180 million) approved last year. The baseline transfer for School Construction is also maintained at \$13.1 million.
- As noted earlier, partial funding of the County's compensation plan, which includes a 1.00 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 3.00 percent and 3.25 percent, respectively. Including these proposed adjustments, pay increases have averaged 3.24 percent for non-uniformed employees and 3.44 percent for uniformed employees over the past 5 years.
- Funding and positions for multi-year strategies to support Board priorities such as Diversion First, gang prevention, and the opioid task force. The creation of multi-year funding plans has enabled much progress to be made on these important initiatives in a fiscally responsible manner.
- Support, including funding and positions, for school readiness, mental health, and school health initiatives, as well as resources for Special Education Graduates as outlined in the *Health and Human Services Resource Plan*. Many programs receiving additional funding in the FY 2020 proposal, such as Healthy Minds Fairfax, Opportunity Neighborhoods, and Rec-Pac, directly support underserved populations, in line with One Fairfax. In accordance with the One Fairfax policy, racial and social equity was a key consideration in the formulation of the FY 2020 budget, with a focus on strategies such as equitable service levels across populations and/or geographies throughout the County; the



County Executive Message

reduction of disparities in outcomes; expanding participation and/or improving access; investments in public infrastructure or public spaces; building staff and volunteer awareness and capacity; and inclusive public participation and community outreach.

- Funding and positions for the continued phase-in of priorities in the Public Safety Staffing Plan, primarily associated with staffing for the new South County Police Station. In addition, funding is included to implement recommendations from the Fire and Rescue Organizational and Pay Study. These include adjusting the F-Scale for uniformed job classes to create more consistency between steps and grades, as well as rolling shift differential pay into base pay to bring Fairfax pay practices more in line with other jurisdictions and allow for more accurate market comparisons. It is anticipated that the Board will receive further information on the Fire and Rescue study at an upcoming meeting of the Personnel Committee.

FY 2020 Advertised Budget Summary

Change from FY 2019 Adopted Budget Plan (in millions)	
Increased County Revenue	\$162.83
Transfer In Adjustment	(\$1.09)
Available Resources	\$161.74
Schools Support	\$86.46
Employee Pay and Benefits	\$38.05
Debt Service and Capital	(\$15.91)
Public Safety	\$7.67
Human Services	\$19.69
Community Development	\$31.45
County Operations & Facilities	(\$0.39)
Operational Efficiencies	(\$3.54)
Disbursement Requirements	\$163.48
Revenue Stabilization	(\$6.53)
Managed Reserve	\$4.79
Reserve Requirements	(\$1.74)
Available Balance	\$0.00

- Funding to meet the County’s obligations to support Metro operating requirements. Based on an increase in the operating subsidy requirement from local jurisdictions and due to lower balances in state aid available to offset the County transfer, the increase in FY 2020 is significant.
- The recognition of savings resulting from organizational efficiencies such as the merger of existing functions into the new Department of Clerk Services, and the relocation of programs out of leased space and into County-owned facilities. In addition, savings have been realized in the County’s benefits program as a concerted educational campaign has resulted in migration out of the County’s high-cost copay plan into other more cost-effective co-insurance and consumer-directed health plans. In addition to savings for the County, these movements also result in out-of-pocket savings for our employees.
- Contributions to the County’s reserves in accordance with the 10 percent reserve target and funding policies adopted by the Board in 2015. As of year-end FY 2018, the Revenue

County Executive Message

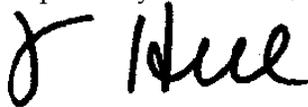
Stabilization Fund is at its target of 5 percent of General Fund disbursements. It is anticipated that the Managed Reserve will be at its target of 4 percent by FY 2020.

As in previous years, this year's proposed budget includes equal growth rates for both School transfers and County requirements (excluding reserves) at 3.82 percent over the FY 2019 Adopted Budget Plan level. Primarily as a result of reduced reserve requirements, Schools support as a percentage of General Fund Disbursements increases to 52.9 percent, from 52.8 percent, in FY 2020.

It is important to note that in order to achieve a balanced budget, I utilized the available recurring funding of \$1.97 million in the reserve for the Ad-Hoc Police Practices Review Commission recommendations. One-time funding of \$5.57 million is still available, however, for non-recurring expenses. Additionally, I again deferred important investments in our capital program and information technology projects. Although this budget does include an increase in the County's capital program, primarily targeted towards environmental initiatives and projects required for compliance with the Americans with Disabilities Act, many of the projects that I would have liked to fund in the baseline are deferred. For example, no funding is included for County infrastructure replacement and upgrades, for which the Infrastructure Financing Committee recommended funding of \$15 million annually. As in prior years, we anticipate meeting the target through funding available as part of our quarterly reviews. Similarly, I am again unable to increase funding for our information technology projects. While last year I held General Fund support flat, this year's proposed budget includes a slight reduction in funding. This will place greater pressure on our quarterly reviews to ensure that we have adequate funding to address these important projects. As I stated last year, we will need to start rebuilding our baseline budget to include funding for capital and IT in future budget years.

As I submit the FY 2020 Advertised Budget Plan for your consideration, I would like to extend my appreciation to the County staff who dedicated their time and expertise in the development of this budget. Detailed information regarding all of the major adjustments included in this proposal are included on the following pages in the Advertised Budget Summary. I look forward to working collaboratively with you over the coming months as we finalize our FY 2020 budget.

Respectfully submitted,



Bryan J. Hill
County Executive



1742

Advertised Budget Summary



FY 2020

Advertised Budget Plan

Advertised Budget Summary

ECONOMIC OVERVIEW

Nationally

The U. S. economy expanded at rates of 4.2 and 3.4 percent in the second and third quarters of 2018, respectively, and economic growth likely remained robust in the last quarter of 2018. As the economy continued to add jobs at a solid clip throughout 2018 and the beginning of 2019, with 304,000 jobs added in January, the unemployment rate dipped to levels not seen since 1969. The current economic expansion, buttressed by strong consumer spending thanks to rising wage growth and strong labor market gains, is the second longest in history at 116 months. Economists expect a slowdown in growth in 2019 due to tighter financial conditions and a fading fiscal stimulus from the federal tax reform approved in 2018.

With continued strength in the labor market and economic activity rising at a healthy rate, the Federal Reserve raised the federal funds rate four times throughout 2018. The rate now stands at a range of 2.25 percent to 2.5 percent and the Fed has indicated that two interest rate hikes are possible in 2019. The Federal Open Market Committee, which sets the rates, assured that it will "continue to monitor global economic and financial developments and assess their implications for the economic outlook."

Fairfax County

After a slow recovery from the Great Recession and sequestration, Virginia's economic performance picked up the pace in 2018. The increase in federal government contract spending as a result of the Bipartisan Budget Agreement of 2018 bodes well for Virginia's economy in the short-term. In addition, attracting Amazon's HQ2 to Northern Virginia is expected to provide a boost to the region's economic performance, spur innovation and further diversify the economy away from federal spending dependency.

Employment gains in the Washington region were above the historical average in 2018. Three sectors – professional and business services, education and health services, and leisure and hospitality – outperformed their historic job growth pattern in 2018. In Fairfax County, the unemployment rate fell to 2.2 percent as of November 2018, down from 2.8 percent in November 2017. According to estimates from IHS Markit, the County's Gross County Product (GCP), adjusted for inflation, increased at a rate of 2.1 percent in 2017, and growth accelerated to an estimated 2.7 percent in 2018.

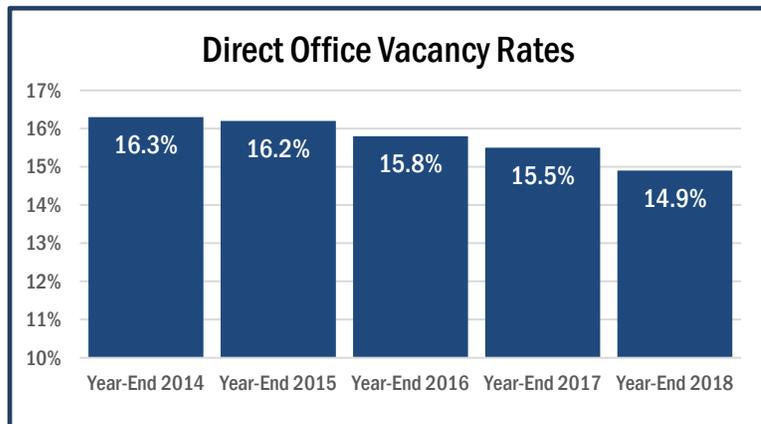
The region's economic outlook for 2019 became a lot more uncertain due to the 35-day partial government shutdown in the beginning of the year. According to Dr. Stephen Fuller, a George Mason University professor, 40 percent of the region's 360,000 federal workers were furloughed or worked without pay and 25 percent of the federal contractor workforce was laid off during the shutdown. While the full impact of the shutdown in the long-term is unclear and hard to quantify, it did impact the economy negatively in the short-term as a result of reduced spending by federal workers. Some of the costs were also transferred to local governments in the form of higher public assistance expenditures and lower tax revenues. Further headwinds for the local

Advertised Budget Summary

and national economy during 2019 include the decelerating global markets, higher interest rates, increased market volatility and trade policy uncertainty. In addition, what adds to future uncertainty is a divided Congress that will need to tackle the expiration of the debt ceiling suspension on March 1, 2019, and the return of the sequester-level discretionary spending caps on October 1, 2019.

Based on information from the Metropolitan Regional Information System (MRIS), the average sales price of homes sold in Fairfax County rose 1.9 percent from \$567,829 in 2017 to \$578,723 in 2018. Home prices continue to increase primarily as a result of tight inventory of homes for sale. Since 2009, the average home sales price has risen 38.7 percent, or an average annual growth of 3.7 percent. MRIS also reported that 15,683 homes sold in the County in 2018, down 2.6 percent from 2017. Homes that sold during 2018 were on the market for an average of 52 days, down from 61 days in 2017.

In the County's nonresidential market, according to the Fairfax County Economic Development Authority, the direct office vacancy rate at year-end 2018 was 14.9 percent, down from 15.5 percent at year-end 2017. The overall office vacancy rate, which includes empty sublet space, was 15.5 percent at year-end 2018, down from 16.3 percent recorded at year-end 2017. The amount of empty office space fell to 18.4 million square feet. Industry experts expect vacancy rates to remain relatively stable through 2019 as tenants monitor economic conditions and the direction of the federal budget.



At year-end 2018, office development continued around Metro stations in the Silver Line corridor and in other areas of the County as well. Six office buildings totaling more than 1.5 million square feet were underway in three submarkets in December 2018. The amount of new space delivered in 2018 – more than 1.5 million square feet – exceeded the roughly 870,000 square feet delivered in 2017. Office leasing activity topped 9.6 million square feet by the end of 2018. As has been the case for the past several years, the overwhelming majority of leasing activity during 2018 involved renewals and consolidations. 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 2020 GENERAL FUND BUDGET SUMMARY

Based on the current Real Estate Tax rate of \$1.15 per \$100 of assessed valuation, \$162.83 million in revenue was generated over FY 2019 levels. With a decrease in Transfers In of \$1.09 million, \$161.74 million is available for FY 2020 requirements. The FY 2020 Advertised Budget Plan allocates \$86.46 million of these available resources for Schools priorities and \$77.02 million for County requirements, with a net decrease of \$1.74 million in reserve requirements.

The following table summarizes the FY 2020 Advertised Budget Plan.

FY 2020 Advertised Budget Summary	
(Amounts shown are in millions, net change over <u>FY 2019 Adopted Budget Plan</u>)	
Available Revenue Increase	
Revenue Increase at Current Real Estate Tax Rate	\$162.83
Net Impact of Transfers In	(\$1.09)
Total Available	\$161.74
FY 2019 Requirements	
Schools Support	\$86.46
School Operating Transfer	\$84.36
School Debt Service Transfer	\$4.60
School Construction	(\$2.50)
County Requirements	\$77.02
Employee Pay and Benefits	\$38.05
Debt Service and Capital	(\$15.91)
Public Safety	\$7.67
Human Services	\$19.69
Community Development	\$31.45
County Operations and Facilities	(\$0.39)
Operational Efficiencies	(\$3.54)
Reserve Adjustments	(\$1.74)
Total Uses	\$161.74
Available Balance	\$0.00

FY 2020 General Fund Revenue

FY 2020 General Fund revenues are projected to be \$4,444,476,198, an increase of \$130,999,646, or 3.04 percent, over the *FY 2019 Revised Budget Plan*, which contains the latest FY 2019 revenue estimates, and an increase of \$162,832,110, or 3.80 percent, over the FY 2019 Adopted Budget Plan.

On the County's real estate front, residential equalization reflects a 2.36 percent increase in FY 2020, while non-residential equalization is up 2.71 percent. The overall Real Estate tax base grew 3.60 percent.

The value of a penny on the Real Estate Tax rate is \$25.53 million in FY 2020. Each penny change in the tax rate equals \$56.26 on a taxpayer's bill. Given an average value of a residential unit of

Advertised Budget Summary

\$562,601, the “typical” residential annual tax bill will rise, on average, \$149.16 in FY 2020 at the proposed Real Estate tax rate of \$1.15 per \$100 of assessed value.

The *General Fund Revenue Overview* in the FY 2020 Overview volume has additional details on General Fund revenues.

FY 2020 General Fund Disbursements

FY 2020 General Fund disbursements are \$4,437,862,887, an increase of \$156,947,245, or 3.67 percent, over the FY 2019 Adopted Budget Plan and an increase of \$77,872,796, or 1.79 percent, over the *FY 2019 Revised Budget Plan*. The increase over the Adopted budget is based on an increase of \$86.46 million for Fairfax County Public Schools for Operating, Debt, and Construction; and an increase of \$77.02 million for County requirements, discussed in more detail below; partially offset by a decrease of \$6.53 million as a result of required contributions to the Revenue Stabilization Fund. In addition, \$15.69 million is added to the Managed Reserve, an increase of \$4.79 million over the contribution included in the FY 2019 Adopted Budget Plan. It should also be noted that 109 new positions, some outside of the General Fund, are included in the FY 2020 Advertised Budget Plan, and are detailed below.

Increases over the FY 2019 Adopted Budget Plan are explained in the following pages, grouped into the following main categories:

- ◆ Fairfax County Public School (FCPS) Support
- ◆ County Requirements
- ◆ Reserve Requirements

Fairfax County Public School (FCPS) Support **\$86.46 million**

County support to Fairfax County Public Schools – including County transfers to the School Operating, Debt Service, and Capital Contribution funds – totals \$2.35 billion. This level of funding represents an increase of \$86.46 million, or 3.82 percent, over FY 2019 Adopted Budget Plan levels. Schools support represents 52.9 percent of total General Fund disbursements in FY 2020.

◆ **Operating Fund Support**

The General Fund transfer to the Public School Operating Fund reflects an increase of \$84.36 million, or 4.11 percent, over the funding level in the FY 2019 Adopted Budget Plan. This level of support meets the full operating request from the Fairfax County Public Schools.

◆ **Debt Service Support**

The General Fund transfer to the School Debt Service Fund is increased by \$4.60 million, or 2.38 percent, over the FY 2019 level. This amount includes support for increased debt service requirements resulting from the \$25 million increase in annual School bond capacity, from

Advertised Budget Summary

\$155 to \$180 million, that was approved by the Board of Supervisors as part of the FY 2019 Adopted Budget Plan.

◆ School Construction/Capital Support

The General Fund transfer to the School Construction Fund is decreased by \$2.50 million, or 16.03 percent, from the FY 2019 level, reflecting the planned redirection of these funds to the School Debt Service Fund to support increased Schools bond sales.

Not included in the transfers noted above is County support for Schools funded using County dollars. In FY 2020, this support totals \$94.3 million 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.

County Requirements

\$77.02 million

Overall, County disbursements (excluding Schools transfers) total \$2.09 billion, an increase of \$77.02 million, or 3.82 percent, over the FY 2019 Adopted Budget Plan. Details for the most significant adjustments are provided below.

Employee Compensation (Pay and Benefits)

\$38.05 million

The FY 2020 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. Additionally, salary increases targeted for specific job classes as a result of market benchmark studies are accommodated. Total funding for employee pay and benefits equals \$38.05 million.

◆ 1.00% Market Rate Adjustment

Funding of \$13.25 million is included for the full-year impact of a 1.00 percent Market Rate Adjustment (MRA) increase effective July 2019 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. In FY 2020, the calculated MRA, based on a formula approved by the Board of Supervisors, is 2.51 percent. However, due to the constraints of available funding, the FY 2020 MRA is limited to 1.00 percent in the FY 2020 Advertised Budget Plan. This is consistent with the policy on compensation approved by the Board which indicated that, if compensation could not be fully funded, the MRA should be adjusted first and full funding should be provided for the remainder of compensation items if possible.

County's Living Wage

The FY 2020 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 2020, this will result in a 1.00 percent increase from the current rate of \$14.83 per hour to \$14.98 per hour. There is no fiscal impact anticipated, and staff will continue to monitor other local jurisdictions for competitiveness.

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The calculation of the MRA consists of the following components:

- Consumer Price Index (CPI) for the Washington-Arlington-Alexandria area. The U.S. Department of Labor's Bureau of Labor Statistics prepares this index. The CPI closely monitors changes in the cost of living. The CPI represents 40 percent of the index.
- Employment Cost Index (ECI). The U.S. Department of Labor's Bureau of Labor Statistics prepares the ECI. 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 index.
- Federal Wage Adjustment for the Washington-Baltimore area. The Federal Office of Personnel Management prepares this wage adjustment. Fairfax County will use the most current approved wage adjustment in budget calculations. However, because of the timing of the approval of the Federal Wage Adjustment and Fairfax County's budget cycle, Fairfax County will use the wage adjustment from the previous January. The Federal Wage Adjustment represents 10 percent of the index.

◆ **General County Performance/Longevity Increases**

Funding of \$13.37 million supports General County employee pay increases included in the budget 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.

The funding reflects increases effective July 2019 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 2020, all employees reaching 20 or 25 years of service as of June 30, 2019, 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 2020 is 2 percent.

Average Projected Employee Increases in FY 2020		
	General County	Uniformed Public Safety*
Market Rate Adjustment	1.00%	1.00%
Steps/Longevities	--	2.25%
Performance/Longevities	2.00%	--
Average Increase (Range of Increases)	3.00% (1.00%-5.00%)	3.25% (1.00%-6.00%)

*Uniformed Public Safety pay increases do not include the impact of pay scale leveling for uniformed Fire and Rescue employees (which vary by job class) or the 3 percent across-the-board increase to the Sheriff pay scales implemented in January 2019.

◆ **Public Safety Merit/Longevity Increases**

Funding of \$8.66 million is included for public safety pay increases which reflect merit and longevity increases for all eligible public safety employees. The funding reflects the full-year

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impact of merit and longevity increases provided to uniformed employees in FY 2019 and the partial-year costs for merit and longevity increases provided to uniformed employees in FY 2020 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 longevities. 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.

◆ **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 81 benchmark job classes, and additional reviews were performed for specific job series based on recruitment and retention issues. Based on the results of the analysis, 4 benchmark classes require adjustment. Including job classes linked to the benchmarks studied, a total of 11 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 2020 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 2020.
- 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 evening and night shift differential rates for sworn police officers fell below 95 percent of the market average. An increase of \$0.09 million is included to support the cost of an increase in the shift differential rates for sworn police officers from \$0.90 to \$0.95 per hour for the evening shift and from \$1.30 to \$1.35 per hour for the night shift.

◆ **Fire and Rescue Department Compensation and Organizational Review**

As part of their adoption of the FY 2018 budget, the Board directed staff to conduct a comprehensive study of the rank, organizational and pay structure of the Fire and Rescue Department. The Department of Human Resources contracted with an outside consultant to perform the study, which will be presented to the Board of Supervisors at an upcoming Personnel Committee meeting. The FY 2020 Advertised Budget Plan includes an increase of \$2.68 million to implement several recommendations of the study, as summarized below.

- Differentials between adjacent steps and grades within the F-scale pay plan are inconsistent, ranging from 2.9 to 6.4 percent for each increment. In order to correct

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- this inconsistency, the F-scale pay plan will be modified so that uniformed fire staff experience more consistent salary increases at each step or grade increase. These modifications result in pay increases for uniformed fire staff ranging from 0.0 to 1.6 percent, varying by step and grade. These adjustments are consistent with those made for the Police and Sheriff pay scales in FY 2018.
- The inclusion of the Fire Apparatus Mechanic job series in the F-scale pay plan is inconsistent with the treatment of similar job series in the County and other jurisdictions. As a result, the Fire Apparatus Mechanic job series will be moved to the S-scale pay plan to be consistent with other civilian mechanic job series. Current incumbents in the Fire Apparatus Mechanic job series will continue to receive merit and longevity increases based on the current F-scale pay plan while they remain in their current positions.
 - It is uncommon among other jurisdictions for 24-hour uniformed fire personnel to receive shift differential premium pay. The application of the current shift differential rate also creates a difference in pay between field and staff positions that makes it difficult to attract candidates for staff positions. In order to better align County pay practices for uniformed fire personnel with those of other local jurisdictions and reduce the discrepancy in pay between staff and field assignments, the 24-hour shift differential rate of \$0.73 per hour will be included in the F-scale pay plan base pay rates for all uniformed fire personnel.

In addition to the actions noted above, the consultant study includes recommendations related to the expansion of job share opportunities in operations and the administration of overtime. Although no funding adjustments are included in the FY 2020 Advertised Budget Plan for these recommendations, they will be reviewed for implementation by the Fire and Rescue Department.

◆ **Sheriff's Office Organizational Structure and Pay Policies**

As a result of an internal review of the Sheriff's Office organizational structure and pay policies, the agency implemented a 3.0 percent increase across the Sheriff's C-scale pay plan effective January 5, 2019. It is important to note that no additional funding is included in the FY 2020 Advertised Budget Plan as the reorganization and pay plan adjustment is offset by the elimination of the environmental pay stipend, as well as savings identified in Personnel Services.

◆ **Circuit Court**

An increase of \$0.12 million is the result of a review of pay structures and workloads within the Circuit Court.

◆ **Retirement Funding**

The FY 2020 budget includes a net increase of \$3.16 million in Employee Benefits for employer contributions to the retirement systems. Of this amount, an increase of \$6.49 million is related to employer contribution rate adjustments based on fiduciary requirements and the County's pension funding policy approved by the Board of Supervisors in April 2015. The increase is offset by \$3.33 million in savings based on year-to-date experience.

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The employer contribution rates for all three systems include the impact of a change to the amortization schedule to increase the amortization of the unfunded actuarial accrued liability from 99 percent to 100 percent, meeting the policy set by the Board in 2015 to increase the employer contribution rates to include amortization of 100 percent of the unfunded liability in the actuarially determined contributions for each of the systems by FY 2020. This change results in an increase in the employer contribution rate for the Employees and Police Officers systems. However, savings resulting from FY 2018 experience fully offset the required increase from this change in the Uniformed system, resulting in no net increase in the employer contribution rates for that system.

Two of the three systems' investment returns exceeded the 7.25 percent assumed rate of investment return in FY 2018, while one returned slightly under this assumed rate of return. The Employees' system was up 7.3 percent, the Uniformed system was up 8.1 percent, and the Police Officers system returned 7.0 percent, all net of fees. The FY 2018 investment results, contribution levels, and liability experience affected the funding ratios as demonstrated in the table below. The table below displays the market value of each system's assets as a percentage of the total plan liability as published in the County's Comprehensive Annual Financial Report (CAFR) and as required under new GASB requirements.

	June 30, 2016	June 30, 2017	June 30, 2018*
Employees'	70.2%	69.9%	70.5%
Uniformed	77.2%	80.9%	82.8%
Police Officers	81.4%	83.2%	83.8%
Total	73.8%	74.8%	75.7%

* The June 30, 2018 funding ratios will be included in the FY 2019 County CAFR

It should be noted that since these calculations utilize asset figures as of a point in time (not smoothed as under previous methodologies), the funding ratios calculated are subject to volatility based on market returns.

◆ **Health Insurance and Other Benefits**

A net decrease of \$3.28 million in Employee Benefits is primarily due to projected savings in fringe benefits of \$6.69 million based on year-to-date experience. It should be noted that additional savings of \$1.93 million are included below in the Operational Efficiencies section, which are attributable to a concerted educational campaign to encourage migration out of the County's high-cost copay plan into other more cost-effective co-insurance and consumer-directed health plans. These decreases are partially offset by an increase of \$3.42 million to reflect the full-year impact of calendar year 2019 premium increases and costs associated with a projected 5.0 percent premium increase for all health insurance plans, effective January 1, 2020. It should be noted that these premium increases are budgetary projections only, and final premium decisions will be made in the fall based on updated claims experience.

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Capital Construction and Debt Service

(\$15.91) million

A net decrease of \$15.91 million in funding is included for Debt Service and Capital Construction. This decrease is primarily due to reduced debt service requirements in FY 2020 as a result of the retirement of past bond issuances for County administration buildings and a Capital Renewal loan. General Fund support for the Capital Program is increased by \$1.38 million as described below.

The FY 2020-FY 2024 Capital Improvement Program (CIP) totals \$10.5 billion. The total bond program within the CIP is \$2.1 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, 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.

◆ Debt Service

In addition to requirements associated with School debt service, FY 2020 General Fund support of County debt service requirements is \$131.76 million, a decrease of \$17.29 million from the FY 2019 Adopted Budget Plan. The FY 2020 funding level supports existing debt service requirements, including the \$247.36 million in General Obligation bonds sold in January 2019. During FY 2020 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 2020-FY 2024 Advertised Capital Improvement Program (With Future Fiscal Years to 2029).

◆ Capital Construction

Capital Construction is primarily financed by the General Fund, General Obligation bonds, fees, and service district revenues. General Fund support in FY 2020 totals \$18.14 million. This represents an increase of \$1.38 million primarily associated with increased support for Environmental Improvement Program projects, annual requirements associated with Americans with Disabilities Act (ADA) compliance, and increased annual funding for walkway and roadway repairs consistent with established multi-year plans.

Due to budget constraints, there is no funding included for County infrastructure replacement and upgrade projects in FY 2020; however, an amount of \$8.54 million is anticipated to be funded as part of the *FY 2019 Third Quarter Review* or *FY 2019 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.

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FY 2020 Capital Construction/Paydown Summary ¹			
	Commitments, Contributions, and Facility Maintenance	Paydown	Total General Fund Support
Athletic Field Maintenance and Sports Projects	\$4,435,338	\$1,700,000	\$6,135,338
Park Authority Inspections, Maintenance, and Infrastructure Upgrades	\$960,000	\$1,740,000	\$2,700,000
Environmental Initiatives	\$916,615	\$0	\$916,615
Revitalization Maintenance	\$1,410,000	\$0	\$1,410,000
Payments and Contributions/On-going Development Efforts	\$4,631,738	\$200,000	\$4,831,738
County Infrastructure Replacement and Upgrades	\$0	\$0	\$0
ADA Improvements	\$0	\$650,000	\$650,000
Reinvestment, Repairs of County Roads and Walkways	\$0	\$1,500,000	\$1,500,000
Total General Fund Support	\$12,353,691	\$5,790,000	\$18,143,691

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.

Public Safety

\$7.67 million and 35 Positions

Public safety priorities for FY 2020 include continued support for multi-year initiatives such as positions to continue staffing the new South County Police Station, funding for the fourth year of the implementation of the Diversion First initiative, funding to address the opioid epidemic, and funding to respond to and prevent gangs in the County. In addition, resources are included to support animal services, expand E-911 capacity, and support regional public safety initiatives.

◆ South County Police Station

An increase of \$3.45 million is required to support 17/17.0 FTE positions to continue the process of staffing the South County Police Station. These positions, which are in addition to 37/37.0 FTE positions added in previous year budgets, are required as a recent Public Safety bond referendum included a new police station located in South County. Current estimates indicate that 16 additional uniformed positions will be required in FY 2021 to fully staff this station. 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 Police Department to gradually hire and train new recruits and will allow for continued analysis to ensure that current staffing estimates are accurate.

◆ 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

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County jail by diverting low-risk offenders experiencing a mental health crisis to treatment rather than bring them to jail. Consistent with the Board's FY 2019 Budget Guidance, this is the second year of a five-year, fiscally-constrained implementation plan, representing the most critical needs for FY 2020. This plan is designed to strengthen operations at the Merrifield Crisis Response Center, provide ongoing funding for a Community Response Team, provide resources to the Court systems, provide needed housing and other resources, and strengthen behavioral health services at needed intercepts. A total increase of \$2.22 million and 12/12.0 FTE positions is included to support the Diversion First initiative in FY 2020. Of this amount, \$0.99 million and 6/6.0 FTE new positions are included for public safety programs, and \$1.23 million and 6/6.0 FTE new positions are included for human services programs. Public safety funding added in FY 2020 will:

- Allow the Juvenile and Domestic Relations District Court to provide increased supervision of the pretrial cases requiring mental health services and further align practices with the General District Court;
- Allow the Juvenile and Domestic Relations District Court to support Multi-Systemic Therapy which is an intensive family- and community-based treatment program that focuses on addressing all environmental systems that impact chronic and violent juvenile offenders;
- Allow the Commonwealth's Attorney to support the Mental Health Docket and workload requirements;
- Allow the General District Court to address caseload growth; and
- Allow the Police Department, Office of the Sheriff and Fire and Rescue Department to support diversion services at the Merrifield Crisis Response by providing ongoing funding for a Community Response Team.

◆ Police Department Organizational Review

An increase of \$0.89 million is associated with adjustments resulting from a consultant study related to the operational and administrative structure of the Police Department and uniformed Police Department salaries. Recommendations were presented at the Personnel Committee meeting on October 4, 2016, to create additional relief Sergeant positions to provide a regular resource to fill operational vacancies as well as some adjustments to the Department's O-scale pay plan. As part of the FY 2018 Adopted Budget Plan, 18/18.0 FTE positions were included to support relief Sergeants and funding of \$1.25 million was included in FY 2018 and FY 2019. This additional funding of \$0.89 million is required as part of the FY 2020 budget to complete this initiative.

◆ Urban Areas Security Initiative (UASI)

An increase of \$0.73 million is associated with the transition of Urban Areas Security Initiative (UASI) programs from federal funding to local government funding. Supported programs that will transition to County funding in FY 2020 include:

- The Automated Fingerprint Identification System (AFIS) database, which provides a secure platform to rapidly search and compare latent fingerprints from crime scenes against a criminal database of more than two million arrest records that include fingerprints, palm prints, mugshots, and demographic information;

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- The License Plate Reader (LPR) program, which allows law enforcement to collect license plate data and compare it to data related to stolen cars, wanted persons, unregistered vehicles, and other databases;
- The National Capital Region Geospatial Data Exchange (NCRGDX) platform, which allows for the exchange of contextual and emergency event related geospatial data for emergency management and response; and
- The Identity and Access Management Services (IAMS) project, which allows first responders and other emergency support functions in the national capital region to access regional and shared applications.

◆ Opioid Task Force

An increase of \$0.71 million is required to address the growing opioid epidemic. As part of the *FY 2018 Third Quarter Review*, 5/5.0 FTE positions were approved in the Police Department to begin implementing the Fairfax County Opioid Task Force Plan. The Task Force Plan has the dual goals to reduce deaths from opioids through prevention, treatment, and harm reduction, as well as to use data to describe the problem, target interventions, and evaluate effectiveness. It should be noted that an additional \$2.09 million is included in the human services program area to address the opioid epidemic, for a total increase of \$2.80 million in FY 2020.

◆ Animal Services

An increase of \$0.50 million and 2/2.0 FTE positions will support additional Animal Protection Police staff in the Police Department to address workload requirements and to provide appropriate managerial oversight.

◆ Gang Prevention

An increase of \$0.35 million is associated with costs to provide Intervention, Prevention and Education (IPE) services, as well as for intensive services for reunifying families, both in partnership with Northern Virginia Family Service. Gang prevention is a multiagency collaboration between the Police Department, Office of Public Affairs, Juvenile and Domestic Relations District Court, Department of Neighborhood and Community Services, and Fairfax County Public Schools. Funding is designed to help the County better provide education, prevention, enforcement, and coordination in responding to gangs.

◆ Pets for Life

An increase of \$0.05 million will support the Pets for Life program in the Department of Animal Sheltering. Pets for Life is a multiagency collaboration with Health and Human Services agencies and the Animal Services Division of the Fairfax County Police Department to provide pet-related services, information, and assistance in underserved communities to help families access those critical services.

◆ E-911 Call Capacity

An increase of 10/10.0 FTE positions 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 \$1.16

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million to General Fund revenue, which is associated with a redirection of revenue to Fund 40090, E-911, to offset related expenses in that fund.

◆ **McConnell Public Safety and Transportation Operations Center**

An increase of \$0.03 million is required for ongoing costs associated with maintaining the McConnell Public Safety and Transportation Operations Center. This adjustment does not impact General Fund disbursements but results in a redirection of \$0.03 million of General Fund revenue to Fund 40090, E-911, to offset related expenses in that fund.

Human Services

\$19.69 million and 62 Positions

Human services priorities in FY 2020 include funding to combat the growing opioid epidemic, continue implementation of the Diversion First initiative, support early childhood education programs, and expand Opportunity Neighborhoods. Additionally, support is included for school health programs and Healthy Minds Fairfax. Contract rate increases are also funded for several Human Services agencies.

◆ **Contract Rate Increases**

An increase of \$3.22 million supports contract rate increases for a variety of programs and providers in Health and Human Services agencies. The expenditure increase is partially offset by \$0.52 million in revenue, for a net cost to the County of \$2.70 million.

◆ **Support for the Fairfax-Falls Church Community Services Board**

A net increase of \$3.06 million in the transfer to Fund 40040, Fairfax-Falls Church Community Services Board includes the following adjustments:

- An increase of \$2.47 million to support 148 of the 187 June 2019 special education graduates of Fairfax County Public Schools turning 22 years of age who are eligible for day support and employment services.
- An increase of \$0.50 million to support increased fringe benefit requirements in FY 2020 based on projected health insurance premium increases and increases in employer contribution rates to the retirement systems.
- An increase of \$0.32 million and 5/5.0 FTE positions to provide support coordination services to individuals with developmental disabilities (DD) 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. Expenditure requirements in Fund 40040 are partially offset by Medicaid Waiver revenue.
- A decrease of \$0.23 million reflects reduced requirements for General Fund support as a result of increased revenue from the City of Fairfax and the City of Falls Church.

It should be noted that total support for the Fairfax-Falls Church Community Services Board is increased by \$10.00 million in FY 2020, which reflects the impact of other adjustments discussed in this summary such as employee compensation increases, the Diversion First initiative, efforts to address the opioid epidemic, contract rate increases, and lease savings from the consolidation of space.

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◆ Opioid Task Force

An increase of \$2.09 million is required to continue addressing the growing opioid epidemic. In response to the opioid crisis facing our nation and local communities in 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. Funding is included as a transfer to the Fairfax-Falls Church Community Services Board primarily to provide medical detoxification services, to expand the use of Medication Assisted Treatment, and to provide Substance Abuse Prevention programming in Fairfax County Public Schools. It should be noted that an additional \$0.71 million is included in the public safety program area to address the opioid epidemic, for a total increase of \$2.80 million in FY 2020.

◆ 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. Consistent with the Board's FY 2019 Budget Guidance, this is the second year of a five-year, fiscally-constrained implementation plan, representing the most critical needs for FY 2020. This plan is designed to strengthen operations at the Merrifield Crisis Response Center, provide ongoing funding for a Community Response Team, provide resources to the Court systems, provide needed housing and other resources, and strengthen behavioral health services at needed intercepts. A total increase of \$2.22 million and 12/12.0 FTE positions is included to support the Diversion First initiative in FY 2020. Of this amount, \$0.99 million and 6/6.0 FTE new positions are included for public safety programs, and \$1.23 million and 6/6.0 FTE new positions are included for human services programs. Human services funding added in FY 2020 will allow the Fairfax-Falls Church Community Services Board to support 6 positions for the Jail-Diversion Team; provide mental health case management services; and provide funding for housing assistance, medical screening, and specialty docket evaluation.

◆ Early Childhood and School Readiness

An increase of \$1.39 million and 2/1.5 FTE positions is included to support early childhood care and school readiness initiatives in the Department of Neighborhood and Community Services, including the following adjustments:

- An increase of \$0.67 million and 1/1.0 FTE position is required to replace grant funding for Early Childhood Education programming. This position and operating costs to provide early childhood education and family services for 36 at-risk preschoolers were originally funded through the Virginia Preschool Initiative (VPI) Plus grant with federal pass-through funding from the Virginia Department of Education. Beginning in FY 2020 the County will no longer receive this grant funding.
- An increase of \$0.54 million is included to support early childhood care education services for 36 at-risk preschoolers 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

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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). The expansion of the Early Childhood Education Program is part of the Equitable School Readiness Strategic Plan.

- An increase of \$0.18 million and 1/0.5 FTE position is required to implement an Early Childhood Mental Health Consultation System. The program will provide coordination and consultative services to community early childhood education programs with the goal of promoting children's successful social and emotional development, and positive child interactions.

◆ Expanded Capacity at Artemis House

An increase of \$1.01 million is included in the Department of Family Services to expand the capacity of Artemis House from 56 beds to 86 beds. Artemis House, the County's only 24-hour crisis shelter for victims (and their children) of domestic and sexual violence, stalking and human trafficking, provides a safe and secure environment for those who are fleeing violence and are in imminent danger. Funding of \$0.50 million was approved by the Board of Supervisors as part of the *FY 2018 Carryover Review* to support expanded shelter capacity, reflecting the partial-year costs in FY 2019 beginning in December 2018. FY 2020 funding of \$1.01 million will support a full year of operations.

◆ School Health

An increase of \$0.67 million and 2/2.0 positions is required to support school health programs. This increase includes funding to allow the Health Department to fill two new and two existing Public Health Nurse positions to meet the growing demand for services as a result of the increasing student population and number of students with health conditions that require care plans and treatments throughout the school day.

◆ Support for the New Bailey's Crossroads Homeless Shelter

An increase of \$0.64 million and 2/2.0 FTE positions is required to support the new Bailey's Crossroads Homeless Shelter, which is scheduled to open during FY 2020. The new expanded facility includes increased emergency shelter capacity, a new four-bed medical respite unit, and 18 new permanent supportive housing unit apartments. This funding will support increased contract and operating costs associated with the increased facility size, service capacity and program requirements. Services will be provided at the shelter jointly by the Office to Prevent and End Homelessness, the Department of Family Services, and the Health Department.

◆ New Lewinsville Multi-Service Center

An increase of \$0.55 million and 3/3.0 FTE positions is required to support the opening of the new Lewinsville Multi-Service Center, which includes a senior center, an Adult Day Health Care Center (ADHC), and an expanded number of apartments. The senior center has increased in size and will be able to serve twice as many participants.

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◆ **Healthy Minds Fairfax**

An increase of \$0.45 million and 1/1.0 FTE position is included to support Healthy Minds Fairfax program initiatives in the Department of Family Services, and includes the following adjustments:

- An increase of \$0.13 million is included to expand contracted multicultural mental health services for youth. These services provide outpatient therapy in a flexible combination of office-based, telehealth, and home-based options to address barriers to services such as language and transportation that make it difficult for underserved populations in the County to access services.
- An increase of \$0.12 million and 1/1.0 FTE position is included to support the Children's Services Act (CSA) provider evaluation process and enhance the ability to monitor the quality and effectiveness of purchased behavioral health services. The position will monitor contract compliance, evaluate provider outcomes, and promote quality service delivery through oversight activities.
- An increase of \$0.10 million is included to implement a contracted Psychiatric Consultation Program for pediatricians and family doctors who treat children with behavioral health issues and are in need of psychiatric services, in order to assist the physicians with making accurate diagnoses and appropriate use of medications.
- An increase of \$0.10 million is included to expand contracted mental health crisis response services in order to increase the number of youth served. Services, which include 24-hour intervention; screening and triage; clinical assessments, including lethality; and psychiatric assessments and services, provide children age 17 and younger with intensive mental health support to bridge them through an immediate crisis.

◆ **Epidemiologist Positions**

An increase of \$0.43 million and 3/3.0 FTE positions is required to support the Epidemiology and Population Health program in the Health Department. The three new Epidemiologist positions will enhance the County's ability to prevent and control infectious diseases, develop the capability to monitor the health status of the community, and guide new approaches to the delivery of population-based health services in order to reduce health inequities.

◆ **Opportunity Neighborhoods**

An increase of \$0.22 million is included to support the continued expansion of the Opportunity Neighborhood (ON) initiative into the Annandale area of Human Services Region 2. 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. ON is currently operated in Mount Vernon and Lee Districts in Human Services Region 1, the Bailey's/Culmore area of Human Services Region 2, and the Herndon and Reston areas of

Advertised Budget Summary

Human Services Region 3. The existing ON efforts have led to positive trends across several key measures including school attendance, discipline, parent engagement, and volunteerism.

◆ Homeless Healthcare Program

An increase of \$0.13 million is included in the Health Department to increase the number of contracted hours for Homeless Outreach Workers from 20 to 40 hours per week in order to expand capacity to conduct more street outreach and increase the team's presence in the community.

◆ Position to Support the Rabies Program

An increase of \$0.12 million and 1/1.0 FTE position is required to address the growing workload associated with the Rabies Program. Fairfax County has one of the highest incidences of rabies in the nation. This Health Department position is necessary to monitor domestic pets for potential rabies exposure, collect animals for testing, and track patients.

◆ Parks Social Equity

An increase of \$0.10 million is required 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 additional scholarship programs for classes and programs to help create equitable opportunity for all residents.

◆ Mediation Services

An increase of \$0.05 million in the Juvenile and Domestic Relations District Court is required to support restorative justice programs and services for juvenile offenders and participating agencies, in partnership with Northern Virginia Family Service. Mediation services is a court-ordered program that is provided to the clients.

◆ Parenting Education Programs

An increase of \$0.05 million and 1/1.0 FTE position is included to convert a limited-term position to a merit position in the Parenting Education Program (PEP) in the Department of Family Services. The PEP is a group-based educational experience for parents and children that teaches positive and effective ways parents can interact with their children at every stage of development using evidence-based curricula. The conversion of this position to a merit position will allow the position to work additional hours to address the increasing workload associated with program growth.

◆ Rec-PAC Extended Hours

An increase of \$0.04 million is required to support extended hours for the Park Authority's Rec-PAC Program. The Rec-PAC Program for elementary school age children is located at more than 40 Fairfax County Public School sites across the County, with more than 16,000 registrations. Rec-PAC provides an affordable, quality summer enrichment option for children of working families with affordable weekly fees and a sliding scale based on family income.

◆ Contract Savings Associated with Transition to Federally Qualified Health Centers

A decrease of \$0.75 million is associated with contract savings as a result of the transition of the Health Department's Community Health Care Network to Federally Qualified Health

Advertised Budget Summary

Centers. A contract in the Department of Family Services with Northern Virginia Family Services supported the case management for the Medical Care for Children Partnership program, which will be absorbed by DFS staff as part of the transition.

◆ Conversion of Positions

An increase of \$0.67 million and 34/33.5 FTE positions reflects the conversion of existing part-time limited-term positions to full-time merit positions, as well as the transfer of positions from Fund 50000, Federal-State Grant Fund, to the General Fund, and includes the following adjustments:

- A net increase of \$0.67 million is required to support the transfer of 19/18.0 FTE positions from Fund 50000, Federal-State Grant Fund, to the General Fund in the Department of Family Services, as the positions are more appropriately aligned with the General Fund. These positions are fully supported by General Fund dollars in the form of Local Cash Match, in addition to state and federal revenue. The positions support various programs in the Adult and Aging Division and the Promoting Safe and Stable Families program in the Children, Youth and Families Division. It should be noted that the net disbursement increase of \$0.67 million is offset by the redirection of revenue from Fund 50000 to the General Fund, for no net cost to the County.
- An increase of 15/15.0 FTE positions reflects the conversion of 15 part-time benefits eligible positions to full-time merit positions in the Department of Neighborhood and Community Services. This adjustment will allow existing benefits-eligible positions in the Office for Children the ability to work additional hours.

◆ Other Adjustments

A net increase of \$4.32 million supports baseline adjustments that are necessary as a result of actions taken as part of the *FY 2018 Carryover Review*, such as support for Public Assistance and Adult and Aging caseloads, increased capacity in the School-Age Child Care (SACC) program, an increase in custodial overtime hourly rates charged by Fairfax County Public Schools (FCPS) to the County for the community use of FCPS facilities, and funding to support the Innovation Fund; as well as an increase in Local Cash Match requirements in Fund 50000, Federal-State Grants. In addition, it should be noted that 2/2.0 FTE new positions supported by Fund 40080, Integrated Pest Management Program, with no net cost to the General Fund, are included to assist in assessing environmental exposures that contribute to or protect against illness, increase continuity and support quality improvement activities, and respond to citizen concerns about mosquito issues.

Community Development

\$31.45 million and 1 Position

Community Development priorities include transportation funding for Metro, Fairfax Connector, and the Virginia Railway Express.

◆ Metro Requirements

A net increase of \$26.38 million for Metro is required to meet FY 2020 expenditure requirements. In prior fiscal years, a portion of Metro funding increases has been accommodated by maximizing one-time available balances in State Aid to the County held at the Northern Virginia Transportation Commission (NVTC). However, these balances have

Advertised Budget Summary

been drawn down and must be replaced with General Fund support. More information is available in the Fund 30000, Metro Operations and Construction, narrative in Volume 2 of the FY 2020 Advertised Budget Plan.

◆ County Transit

An increase of \$4.48 million in General Fund support is included for Fairfax Connector requirements and for the County share of the subsidy for commuter rail services operated by the Virginia Railway Express (VRE). More information is available in the Fund 40000, County Transit Systems, narrative in Volume 2 of the FY 2020 Advertised Budget Plan.

◆ Permit Education and Outreach

An increase of \$0.11 million and 1/1.0 FTE position is included to provide proactive education and outreach to businesses and residents engaging in activities requiring permits and inspections. It should be noted that these costs are fully offset by a revenue increase of \$0.11 million associated with increased permit activity, resulting in no net impact to the General Fund.

◆ Other Adjustments

An increase of \$0.48 million includes support for increases in Real Estate taxes for properties owned by non-tax-exempt Housing Partnerships, as well as support for a Deputy Director position, approved by the Board of Supervisors as part of the *FY 2018 Carryover Review*, that was created to provide continuity of leadership and direction for the Department of Planning and Zoning on important initiatives including the Economic Success Strategic Plan, Fairfax Forward, Fairfax First, zMOD, and the development of PLUS.

County Operations and Facilities

(\$0.39) million and 17 Positions

A net decrease in this category is primarily attributable to actions taken to balance the FY 2020 Advertised Budget Plan, which include a decrease in support for IT projects and the use of the Reserve for Ad-Hoc Police Practices Review Commission Recommendations to fund the Diversion First initiative. Other adjustments include the establishment of a new Office of Environmental and Energy Coordination, IT support for several agencies, and lease and maintenance costs for County facilities.

◆ IT Projects

A decrease of \$2.05 million is associated with a reduction of baseline funding for IT projects. This reduction is necessary to balance the FY 2020 Advertised Budget Plan. It is anticipated that additional funding will be directed to IT projects as part of the *FY 2019 Third Quarter Review* and the *FY 2019 Carryover Review*.

◆ Reserve for Ad-Hoc Police Practices Review Commission Recommendations

A decrease of \$1.97 million in the Reserve for Ad-Hoc Police Practices Review Commission Recommendations reflects the use of the reserve to fund continued implementation of the Diversion First initiative. While this action utilizes the recurring balance of the reserve, one-time funding of \$5.57 million is still available in the reserve for non-recurring expenses.

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◆ **Contributory Fund**

A net increase of \$0.69 million in the General Fund transfer to Fund 10030, Contributory Fund, reflects adjustments associated with contributions based primarily on legal requirements, per capita calculations, contractual or regional commitments or based on membership dues.

◆ **Payment Card Industry Compliance**

An increase of \$0.49 million is required in the Department of Information Technology to support recurring costs for software used to scan, monitor, and secure unmanaged assets without disrupting other networks, and to ensure compliance with card data security and monitor for vulnerabilities.

◆ **Office of Environmental and Energy Coordination**

An increase of \$0.46 million and 1/1.0 FTE position is associated with the creation of the new Office of Environmental and Energy Coordination in the Office of the County Executive. The office will support environmental policy and legislative issues, organization-wide energy use and community engagement, and education on environmental and sustainability issues.

◆ **Lease Adjustments**

A net decrease of \$0.36 million is included for lease requirements and savings in FY 2020. This adjustment includes savings from leases associated with temporary facilities that are no longer required. These leased facilities were used during renovations at the McLean Community Center, the Lewinsville Senior Center, the Lewinsville Adult Day Health Care Center, and the Tysons-Pimmit Regional Library. These savings are partially offset by an estimated 2.5 to 3 percent escalation on existing leases. It should be noted that additional lease savings of \$1.43 million are included below in the Operational Efficiencies section.

◆ **Department of Tax Administration Service Enhancements**

An increase of \$0.25 million is associated with targeted investments in the Department of Tax Administration, including stipends for licenses and certifications. As Fairfax County continues to grow and change, the work staff performs has become increasingly complex, making it important to hire and retain highly qualified employees. The funding will be used with several initiatives to combat the challenges associated with these trends. The expenditure increase is completely offset by an increase in revenues for no net impact to the General Fund.

◆ **Capital Project Workload**

An increase of \$0.25 million and 6/6.0 FTE positions is provided to address growing workload requirements associated with the planned projects in the Capital Improvement Program (CIP) and to improve workplace safety during construction.

◆ **Court Management System**

An increase of \$0.23 million and 2/2.0 FTE positions is required to support the new Court Management System (CMS). The CMS offers real-time case document imaging, electronic filing, an electronic-certifying and payment system portal, and the ability to develop digital trial practice, as well as real-time judicial dashboard capabilities.

Advertised Budget Summary

◆ Security Expenses

An increase of \$0.21 million in the Facilities Management Department is required for additional security expenses based on an increase in actual hourly work. The increased hours are associated with agency security demands due to workplace violence concerns, fire alarm failures and special events.

◆ Elections IT Requirements

An increase of \$0.20 million in the Office of Elections is associated with funding to support the maintenance and upgrades of licenses and software necessary for election functions.

◆ New Facilities

An increase of \$0.11 million in the Facilities Management Department is required to support utility, custodial, repair, maintenance, and landscaping costs associated with partial-year costs for new or expanded facilities in FY 2020. These facilities include the Lewinsville Center and the John Marshall Library Renovation. Partial funding was included in FY 2019 for each of these facilities and FY 2020 funding will provide for the full-year costs. These facilities will provide an additional 33,400 square feet to the current square footage maintained by the Facilities Management Department.

◆ Real Estate IT Requirements

An increase of \$0.02 million in the Department of Tax Administration is associated with funding to support the maintenance of licenses and software necessary for the real estate reporting and analytics tool.

◆ Other Adjustments

A net increase of \$1.08 million includes support TARGET program enhancements in the Department of Tax Administration as previously approved by the Board of Supervisors as part of the *FY 2018 Carryover Review*. In addition, it should be noted that 8/8.0 FTE new positions supported by other funding sources, with no net cost to the General Fund, are included to support the McLean Community Center, Stormwater operations, and Sewer operations.

Operational Efficiencies

(\$3.54) million and (6) Positions

Operational efficiencies identified in the FY 2020 Advertised Budget Plan total \$3.54 million. These reductions include fringe benefit savings from the sustained effort to encourage migration to lower-cost health plans, savings resulting from the elimination of existing leases and consolidation of programs into other locations, and the consolidation of staff from several agencies into a new Department of Clerk Services.

◆ Fringe Benefit Savings

A decrease of \$1.93 million is the result of a concerted educational campaign that has resulted in migration out of the County's high-cost copay plan into other more cost-effective co-insurance and consumer-directed health plans. In addition to savings for the County, these movements also result in out-of-pocket savings to County employees.

Advertised Budget Summary

◆ Elimination of Existing Leases

A decrease of \$1.43 million and 4/4.0 FTE positions is associated with the elimination of the existing leases for the East County Probation Office on Old Lee Highway, the Fairfax-Falls Church Community Services Board's Springfield Office at Traford Lane and the City Square property at Page Avenue. Programs at these facilities have been relocated and consolidated into County-owned space, and this decrease includes savings realized as a result of staff reorganizations and efficiencies.

◆ Consolidation of the Clerk to the Board of Supervisors and Planning Commission

A decrease of \$0.18 million and 2/2.0 FTE positions is associated with the consolidation of functions currently 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, in a new agency, Agency 03, Department of Clerk Services. Staff in the new agency will continue to provide administrative support to both the Board of Supervisors and the Planning Commission. Given the functional similarities and overlap that currently exist, operational efficiencies are generated by the consolidation.

Reserve Requirements

(\$1.74) 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*, 10 percent of the disbursement increases included in the FY 2020 Advertised Budget Plan are set aside in the County's Revenue Stabilization and Managed Reserves.

General Fund Disbursements are increased \$156.95 million over the FY 2019 Adopted Budget Plan. As a result, \$15.69 million – or 10 percent of this increase – is included as contributions to reserves.

◆ 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 2019. No General Fund contribution is required in FY 2020, as interest earnings are anticipated to be sufficient to maintain the reserve at its target level. This represents a decrease of \$6.53 million from the FY 2019 Adopted Budget Plan transfer.

◆ Managed Reserve

A contribution of \$15.69 million is included and held in balance in the General Fund. This contribution is an increase of \$4.79 million over the FY 2019 Adopted Budget Plan contribution. The Managed Reserve is projected to reach its target level of 4 percent of General Fund disbursements by FY 2020.

Under the Reserve Policy, the target funding level for the County's primary reserves is 10 percent of General Fund Disbursements. Totals in the Revenue Stabilization Reserve and Managed Reserve have increased from 5 percent in FY 2014 to a projected 9 percent in FY 2020, meeting the target levels for the County's two existing primary reserves. In addition, a new Economic Opportunity Reserve will be established with a target funding level of 1 percent of General Fund

Advertised Budget Summary

Disbursements. It is anticipated that funding will be directed to the Economic Opportunity Reserve as part of the *FY 2019 Carryover Review*.

FY 2020 BUDGET: ALL FUNDS

All appropriated fund revenues in the FY 2020 Advertised Budget Plan total \$8.86 billion. This County revenue total is an increase of \$447.86 million, or 5.33 percent, over the FY 2019 Adopted Budget Plan. On the expenditure side, the FY 2020 Advertised Budget Plan for all appropriated funds totals \$8.41 billion and reflects an increase of \$447.45 million, or 5.62 percent, over the FY 2019 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

FY 2020 Advertised Summary General Fund Statement (in millions)

	FY 2018 Actual	FY 2019 Adopted Budget Plan	FY 2019 Revised Budget Plan ¹	FY 2020 Advertised Budget Plan	Inc/(Dec) Over Adopted	% Inc/(Dec) Over Adopted
BEGINNING BALANCE	\$212.81	\$126.15	\$234.06	\$164.15	\$38.00	30.12%
REVENUE ²	\$4,146.27	\$4,281.64	\$4,313.48	\$4,444.48	\$162.83	3.80%
TRANSFERS IN	\$10.07	\$10.17	\$10.17	\$9.08	(\$1.09)	(10.73%)
TOTAL AVAILABLE	\$4,369.15	\$4,417.97	\$4,557.71	\$4,617.71	\$199.74	4.52%
SCHOOL DISBURSEMENTS						
Transfers Out						
School Operating	\$1,966.92	\$2,051.66	\$2,051.66	\$2,136.02	\$84.36	4.11%
School Construction	13.10	15.60	15.60	13.10	(2.50)	(16.03%)
School Debt Service	189.13	193.38	193.38	197.98	4.60	2.38%
SUBTOTAL SCHOOLS	\$2,169.15	\$2,260.64	\$2,260.64	\$2,347.10	\$86.46	3.82%
COUNTY DISBURSEMENTS						
Direct Expenditures ²	\$1,483.13	\$1,580.31	\$1,631.95	\$1,634.70	\$54.39	3.44%
Transfers Out						
Contributory Fund	\$13.79	\$13.67	\$14.17	\$14.37	\$0.69	5.07%
Information Technology	9.49	3.25	5.67	1.20	(\$2.05)	(63.13%)
County Debt Service	146.04	149.05	147.05	131.76	(17.29)	(11.60%)
County Transit	34.43	36.15	36.15	40.63	4.48	12.40%
Metro Operations and Construction	13.56	20.70	20.70	47.08	26.38	127.49%
Community Services Board	130.43	135.45	135.33	145.44	10.00	7.38%
County Insurance	26.53	24.24	24.24	24.27	0.04	0.15%
Capital Program	50.69	16.76	39.40	18.14	1.38	8.25%
Other Post-Employment Benefits	10.49	10.49	10.49	10.49	0.00	0.00%
Other Transfers	22.60	23.68	23.68	22.68	(1.00)	(4.21%)
Subtotal County Transfers Out	\$458.55	\$433.44	\$456.92	\$456.06	\$22.63	5.22%
SUBTOTAL COUNTY	\$1,941.68	\$2,013.75	\$2,088.87	\$2,090.76	\$77.01	3.82%
RESERVE DISBURSEMENTS						
Transfers Out						
Revenue Stabilization ³	\$24.26	\$6.53	\$10.48	\$0.00	(\$6.53)	(100.00%)
Total Disbursements	\$4,135.09	\$4,280.92	\$4,359.99	\$4,437.86	\$156.95	3.67%
Total Ending Balance	\$234.06	\$137.05	\$197.72	\$179.85	\$42.79	31.22%
Less:						
Managed Reserve ⁴	\$126.03	\$136.93	\$164.15	\$179.85	\$42.91	31.34%
Reserve for Potential FY 2019 One-Time Requirements ⁵	0.12	0.12	4.61		(0.12)	(100.00%)
FY 2018 Audit Adjustments ²	1.94		1.94		0.00	--
FY 2019 Mid-Year Revenue Adjustments ¹			27.02		0.00	--
Total Available	\$105.97	\$0.00	\$0.00	\$0.00	\$0.00	--

Advertised Budget Summary

¹ *FY 2019 Revised Budget Plan* revenues reflect a net increase of \$27,020,741 based on revised revenue estimates as of fall 2018. The *FY 2019 Third Quarter Review* will contain a detailed explanation of these changes. This amount has been held in reserve for one-time FY 2019 requirements and is not carried forward into FY 2020.

² In order to appropriately reflect actual revenues and expenditures in the proper fiscal year, FY 2018 revenues are increased \$3,363,907 and FY 2018 expenditures are increased \$1,424,937 to reflect audit adjustments as included in the FY 2018 Comprehensive Annual Financial Report (CAFR). As a result, the *FY 2019 Revised Budget Plan* Beginning Balance reflects a net increase of \$1,938,970. Details of the FY 2018 audit adjustments will be included in the FY 2019 Third Quarter package. This one-time funding is expected to be utilized as part of the *FY 2019 Third Quarter Review* and, as a result, is not carried forward into FY 2020.

³ 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. The FY 2020 projected balance in the Revenue Stabilization Fund is \$224.00 million, or 5.05 percent of total General Fund disbursements.

⁴ 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 2020 Advertised Budget Plan*, the FY 2020 projected balance in the Managed Reserve is \$179.85 million, or 4.05 percent of total General Fund disbursements.

⁵ As part of the *FY 2018 Third Quarter Review*, an amount of \$118,679 was set aside in reserve to address potential FY 2019 one-time requirements. As part of the *FY 2018 Carryover Review*, an amount of \$4,486,631 was added to the reserve for a total of \$4,605,310. This one-time funding is expected to be utilized as part of the *FY 2019 Third Quarter Review* and, as a result, is not carried forward into FY 2020.

Advertised Budget Summary

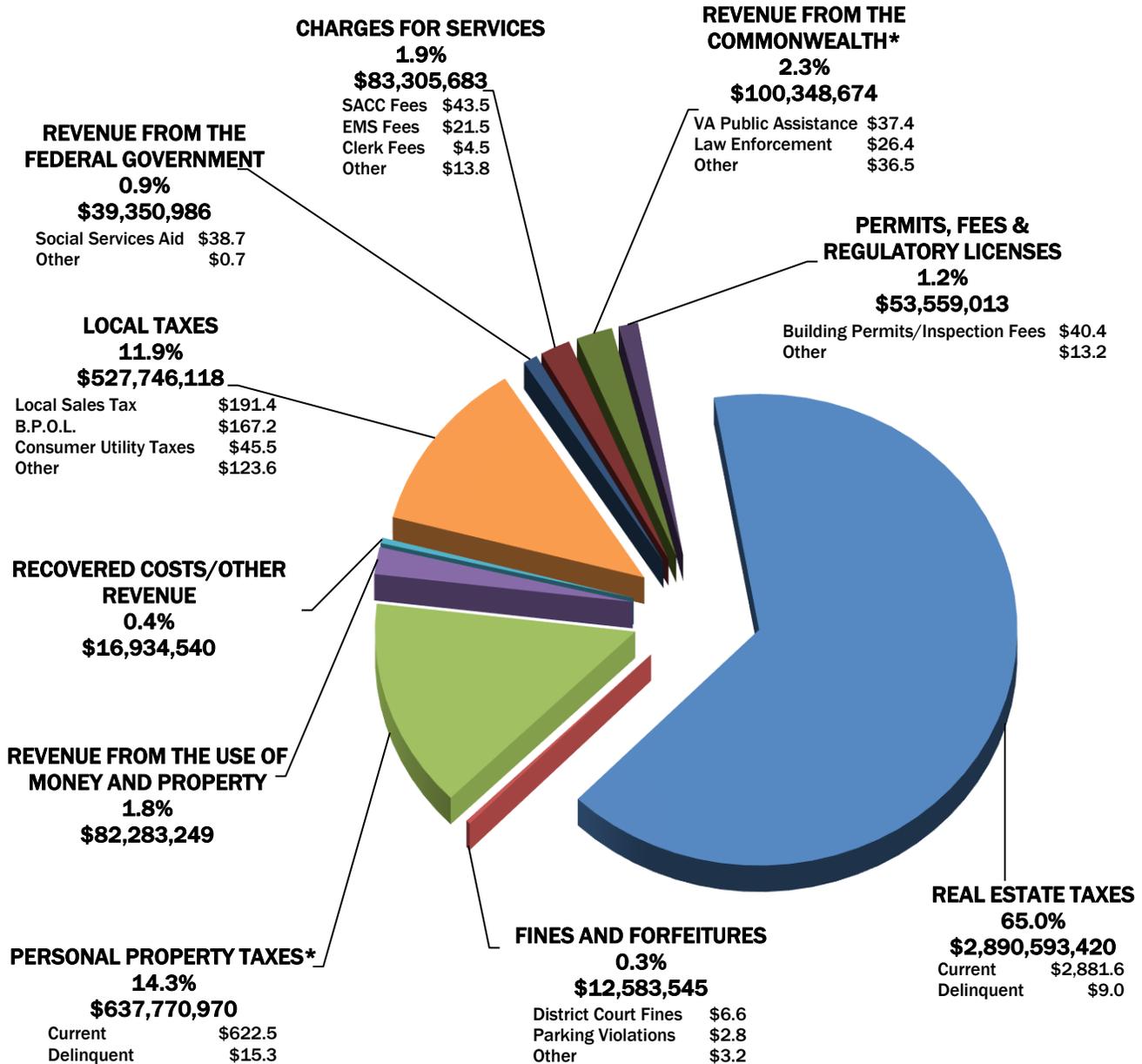
FY 2020 and FY 2021 MULTI-YEAR BUDGET PLAN: TAX AND FEE FACTS					
Type	Unit	FY 2018 Actual Rate	FY 2019 Actual Rate	FY 2020 Recommended Rate	FY 2021 Planned Rate
GENERAL FUND TAX RATES					
Real Estate	\$100/Assessed Value	\$1.13	\$1.15	\$1.15	\$1.15
Personal Property	\$100/Assessed Value	\$4.57	\$4.57	\$4.57	\$4.57
NON-GENERAL FUND TAX RATES					
REFUSE RATES					
<i>Refuse Collection (per unit)</i>	<i>Household</i>	<i>\$345</i>	<i>\$350</i>	<i>\$385</i>	<i>\$400</i>
<i>Refuse Disposal (per ton)</i>	<i>Ton</i>	<i>\$64</i>	<i>\$66</i>	<i>\$68</i>	<i>\$70</i>
<i>Leaf Collection</i>	<i>\$100/Assessed Value</i>	<i>\$0.013</i>	<i>\$0.013</i>	<i>\$0.012</i>	<i>\$0.012</i>
SEWER CHARGES					
<i>Sewer Base Charge</i>	<i>Quarterly</i>	<i>\$27.62</i>	<i>\$30.38</i>	<i>\$32.91</i>	<i>\$36.20</i>
<i>Sewer Availability Charge</i>	<i>Residential</i>	<i>\$8,100</i>	<i>\$8,100</i>	<i>\$8,340</i>	<i>\$8,340</i>
<i>Sewer Service Charge</i>	<i>Per 1,000 Gallons</i>	<i>\$6.75</i>	<i>\$7.00</i>	<i>\$7.28</i>	<i>\$7.64</i>
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					
Stormwater Services District	\$100/Assessed Value	\$0.0300	\$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	\$0.15	\$0.13	\$0.13	\$0.13
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 2020.

FY 2020 ADVERTISED BUDGET PLAN

GENERAL FUND RECEIPTS "WHERE IT COMES FROM"

(Subcategories in millions)



FY 2020 GENERAL FUND RECEIPTS = \$4,444,476,198**

* 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.

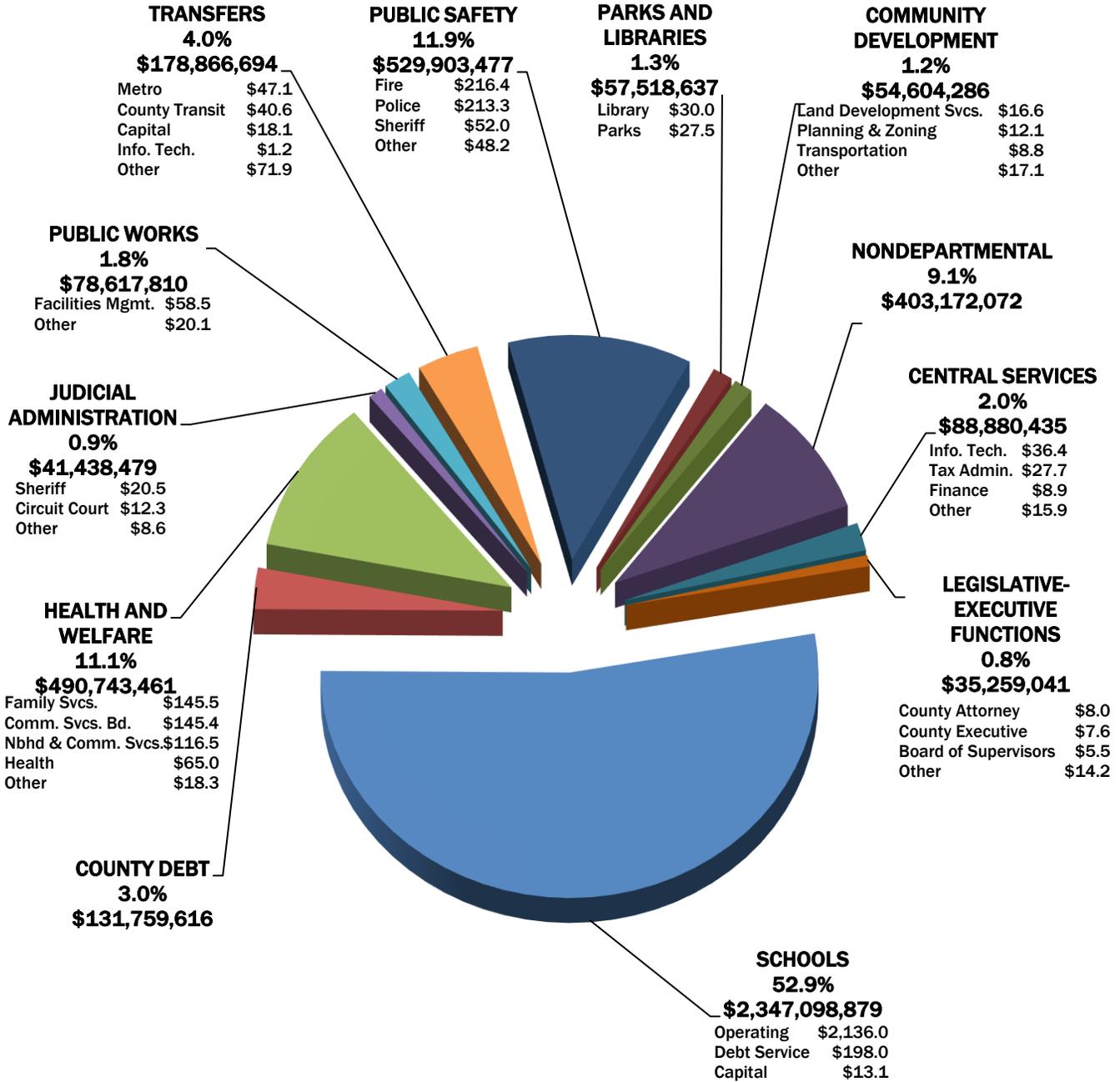
** Total County resources used to support the budget include the revenues shown here, as well as a beginning balance and transfers in from other funds.

FY 2020 ADVERTISED BUDGET PLAN

GENERAL FUND DISBURSEMENTS

"WHERE IT GOES"

(Subcategories in millions)

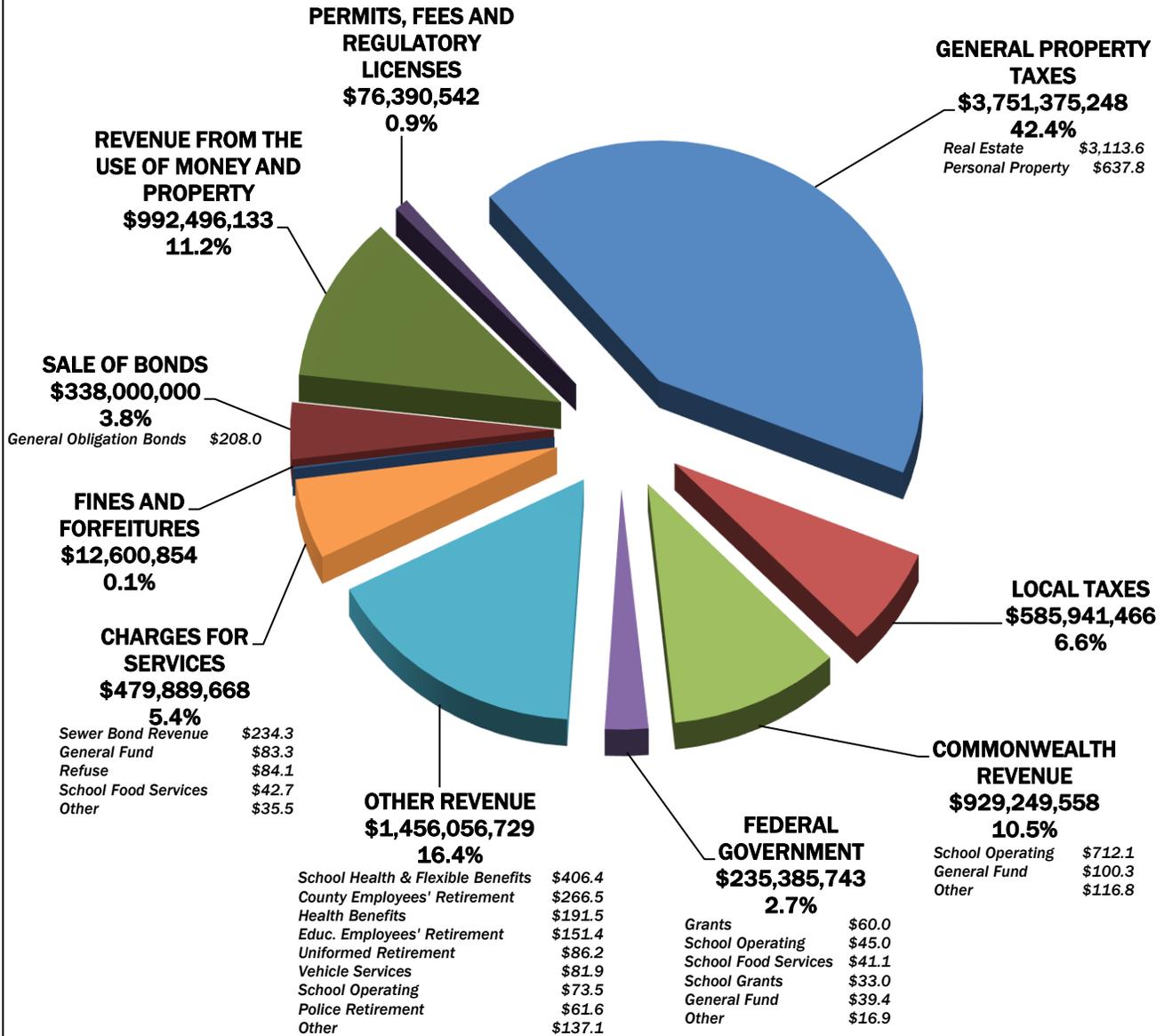


FY 2020 GENERAL FUND DISBURSEMENTS = \$4,437,862,887

In addition to FY 2020 revenues, available balances and transfers in are also utilized to support disbursement requirements.

FY 2020 ADVERTISED BUDGET PLAN REVENUE ALL FUNDS

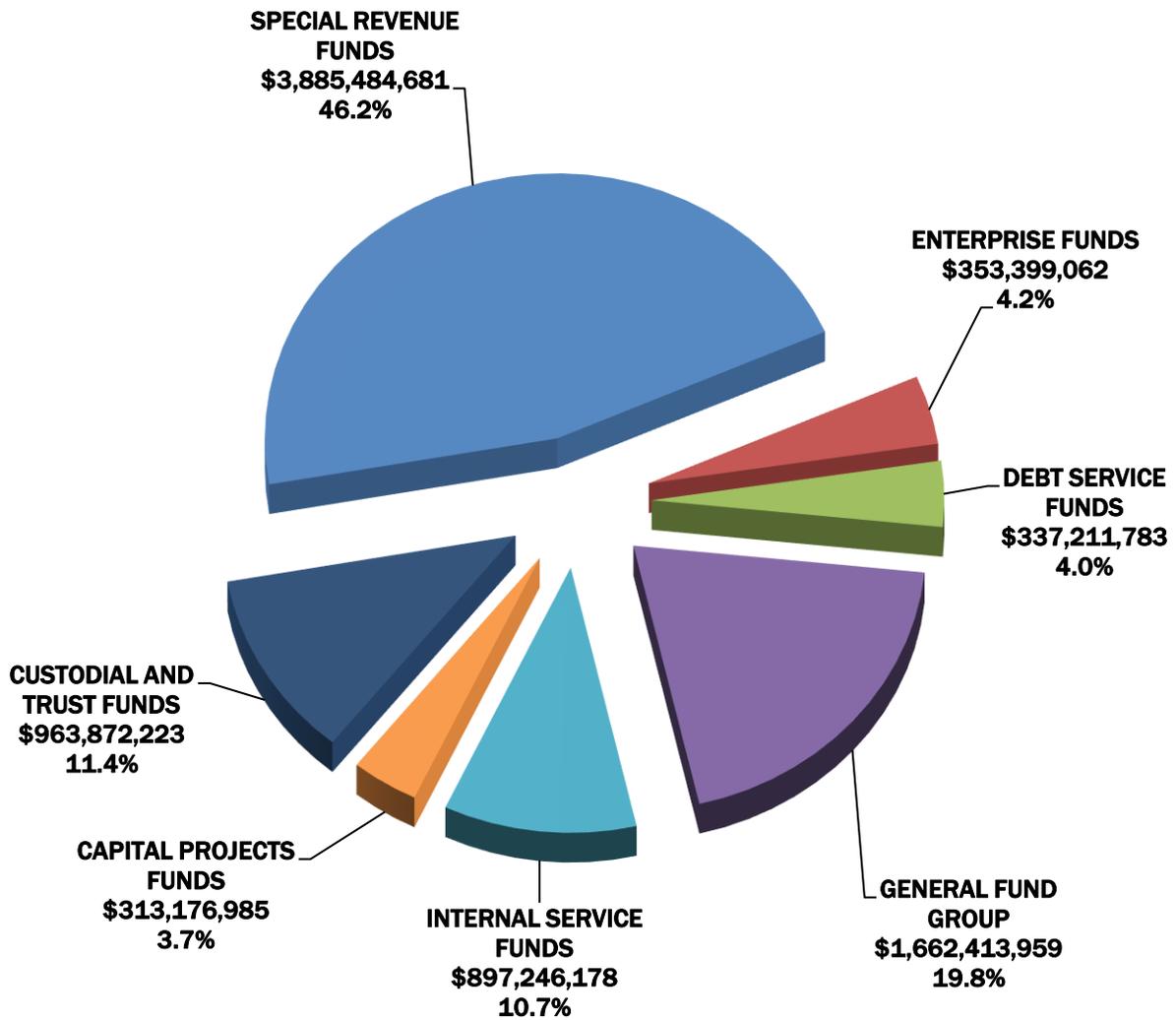
(subcategories in millions)



TOTAL REVENUE = \$8,857,385,941

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 2020 ADVERTISED BUDGET PLAN EXPENDITURES ALL FUNDS



TOTAL EXPENDITURES = \$8,412,804,871



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Multi-Year Budget: FY 2020 and FY 2021



FY 2020

Advertised Budget Plan

Multi-Year Budget – FY 2020 and FY 2021

MULTI-YEAR FINANCIAL PLANNING PROCESS/FINANCIAL FORECAST

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 2020) and the subsequent year framework (FY 2021). In this way, County staff throughout the organization will be able to more completely 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 FY 2020 AND FY 2021 MULTI-YEAR BUDGET

The current forecast for FY 2021 indicates a challenging budget environment similar to FY 2020. Revenue growth is projected at a modest 2.01 percent assuming no tax rate increases. 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 2.14 percent. As a result, \$44.70 million would be available for County funding priorities and total County support for the Schools would increase by \$50.18 million.

	County	\$ in Millions	Schools
<i>Available</i>	\$42.06	Additional County Base Revenue (\$89.28)	\$47.22
<i>Funding</i>	\$2.64	Reserve Savings (\$5.60)	\$2.96
	\$44.70	Total Available	\$50.18

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 52.8 percent of disbursements, approximately the same share as in the [FY 2020 Advertised Budget Plan](#). School debt service requirements are projected to increase \$4.18 million. The transfer for School operations would increase by \$46.00 million, as shown in the table below. As a result, FY 2021 support for the Schools would include transfers of \$2.18 billion for operations, \$202.2 million for debt service, and \$13.1 million for construction.

	FY 2021 (in millions)
School Allocation	\$50.18
Debt Service	\$4.18
Construction	\$0.00
Increase in School Operations Transfer	\$46.00

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, including reductions in class sizes and continued implementation of the Diversion First program. The available resources identified for FY 2021 will fund only a small subset of these priorities. The projected increase in the transfer for School operations of \$46.00 million will only be sufficient to fund enrollment growth and partially fund employee compensation increases. Similarly, the priorities that have been identified by County agencies exceed the projected resources available. As shown in the table below, employee compensation increases and increases in employer costs for fringe benefits exceed the County allocation of \$44.70 million by \$10.80 million. In total, the priorities that have been identified by County agencies for consideration in the FY 2021 budget exceed projected resources by \$75.49 million. It should be noted that this amount does not include

Multi-Year Budget – FY 2020 and FY 2021

the impact of increased Metro funding requirements or implementing a body-worn camera program, which are identified below as potential FY 2021 requirements for which costs have not yet been defined. Balancing the FY 2021 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. It should be noted that reserve requirements have been included in the figures below for the amount of disbursement increase that is supportable by projected revenue growth, but have not been included for the identified disbursement increases that exceed projected available resources.

	FY 2021 (in millions)
County Allocation	\$44.70
Employee Pay	\$47.00
Employee Benefits	\$8.50
Net Balance	(\$10.80)
Other Priorities	\$64.69
Net Balance	(\$75.49)

The projections for revenues and expenditure requirements included in the following sections are an early forecast of the challenges that will be faced in the coming budget cycle. Other funding priorities are likely to develop prior to the release of the [FY 2021 Advertised Budget Plan](#).

Development of the FY 2021 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 School priorities will be refined based on input from the two boards.

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REVENUE ASSUMPTIONS

Based on the assumptions and estimates detailed below, General Fund revenues are projected to experience an increase of 3.04 percent in FY 2020 as a result of a 3.60 percent rise in real estate assessments, as well as modest growth in other revenue categories. **General Fund revenue growth of 2.01 percent is currently projected in FY 2021.** Revenue growth rates for individual categories are shown in the following table:

Category	Actual	Projections		
	FY 2018	FY 2019	FY 2020	FY 2021
Real Estate Tax – Assessment Base	1.89%	3.59%	3.60%	2.25%
Equalization	0.97%	2.58%	2.45%	1.30%
Residential	0.68%	2.17%	2.36%	1.00%
Nonresidential	1.85%	3.79%	2.71%	2.00%
Normal Growth	0.92%	1.01%	1.15%	0.95%
Personal Property Tax – Current ¹	1.59%	1.05%	1.49%	1.50%
Local Sales Tax	3.13%	2.50%	2.50%	2.50%
Business, Professional and Occupational License (BPOL) Taxes	4.45%	1.50%	1.50%	1.50%
Recordation/Deed of Conveyance Taxes	(0.71%)	(10.87%)	0.00%	1.00%
Interest Rate Earned on Investments	1.61%	2.62%	3.00%	3.00%
Building Plan and Permit Fees	0.43%	1.39%	0.26%	1.00%
Charges for Services	1.21%	0.45%	0.56%	1.41%
State/Federal Revenue ¹	(0.81%)	0.11%	2.04%	0.00%
Total General Fund Revenue	2.15%	4.03%	3.04%	2.01%

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.

According to estimates from IHS Markit, the County’s Gross County Product (GCP), adjusted for inflation, increased at a rate of 2.1 percent in 2017, and growth accelerated to an estimated 2.7 percent in 2018. The region’s economic outlook for 2019 became more uncertain due to the 35-day partial government shutdown in the beginning of the year. According to Dr. Stephen Fuller, a George Mason University professor, 40 percent of the region’s 360,000 federal workers were furloughed or worked without pay and 25 percent of the federal contractor workforce was laid off during the shutdown. While the full impact of the shutdown in the long term is unclear and hard to quantify, it did impact the economy negatively in the short term as a result of reduced spending by federal workers. Some of the costs were also transferred to local governments in the form of higher public assistance expenditures and lower tax revenues. Further headwinds for the local and national economy during 2019 include the decelerating global markets, higher interest rates, increased market volatility and trade policy uncertainty. In addition, there is future uncertainty due to a divided Congress that will need to tackle the expiration of the debt ceiling suspension on March 1, 2019, and the return of the sequester-level discretionary spending caps on October 1, 2019.

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Real Estate Taxes

Based on the assumptions below, the total Real Estate Tax base is expected to rise 3.60 percent in FY 2020 and 2.25 percent in FY 2021.

Local Housing Market

Based on information from the Metropolitan Regional Information System (MRIS), the average sales price of homes sold in Fairfax County rose 1.9 percent from \$567,829 in 2017 to \$578,723 in 2018. Home prices continue to increase primarily as a result of tight inventory of homes for sale. Since 2009, the average home sales price has risen 38.7 percent, or an average annual growth of 3.7 percent. MRIS also reported that 15,683 homes sold in the County in 2018, down 2.6 percent from 2017. Homes that sold during 2018 were on the market for an average of 52 days, down from 61 days in 2017.

After increasing 2.17 percent in FY 2019, residential values rose 2.36 percent in FY 2020. An increase of 1.00 percent is anticipated in FY 2021. Mortgage interest rates continue to rise, causing housing affordability in the County to decline. According to the Northern Virginia Association of Realtors, the biggest demographic for homebuyers in the region now are Millennials and Generation Y. They are first-time homebuyers who will likely have a hard time being able to afford a home in the County. The ongoing impact of federal government shutdowns brings uncertainty, which bleeds into the housing market.

Local Nonresidential Market

According to the Fairfax County Economic Development Authority, the direct office vacancy rate at year-end 2018 was 14.9 percent, down from 15.5 percent at year-end 2017. The overall office vacancy rate, which includes empty sublet space, was 15.5 percent at year-end 2018, down from 16.3 percent recorded at year-end 2017. The amount of empty office space fell to 18.4 million square feet. Industry experts expect vacancy rates to remain relatively stable through 2019 as tenants monitor economic conditions and the direction of the federal budget.

Office leasing activity topped 9.6 million square feet by the end of 2018. As has been the case for the past several years, the overwhelming majority of leasing activity during 2018 involved renewals and consolidations. 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 54 million square feet of new office space is in the development pipeline countywide.

In FY 2020, nonresidential values increased 2.71 percent due to equalization compared to 3.79 percent growth in FY 2019. Office Elevator properties (mid- and high-rises), the largest component of the nonresidential tax base at 31.0 percent, experienced an increase of 3.32 percent in FY 2020 after increasing 2.82 percent in FY 2019. In FY 2021, the overall value of all types of nonresidential properties is projected to increase 2.00 percent over FY 2020. In the commercial market, there have been shifts in tenant relocations to new on-Metro submarkets, with increases in vacancy rates of office space located off-Metro. There is also the continued movement to decrease footprint in new leases. Developers are also facing rising costs of construction. In non-office property types, vacancy rates are currently low, with little room for further improvement. As a result of these factors, growth in nonresidential values is projected to slow down in FY 2021.

Multi-Year Budget – FY 2020 and FY 2021

New Construction

The Real Estate Tax base will also be impacted by new construction in the County. At year-end 2018, office development continued around Metro stations in the Silver Line corridor and in other areas of the County as well. Six office buildings totaling more than 1.5 million square feet were underway in three submarkets in December 2018. The amount of new space delivered in 2018 – more than 1.5 million square feet – exceeded the roughly 870,000 square feet delivered in 2017. Based on current activity, total new construction is projected to add 0.95 percent to the overall real estate base in FY 2021, a rate slightly lower than FY 2020.

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 1.5 percent in FY 2020 due to a projected increase in the vehicle levy, as well as an increase in the Business Personal Property levy. The vehicle component comprises 77.0 percent of the total Personal Property tax levy. Personal Property Tax revenue is projected to increase 1.5 percent in FY 2021.

Other Major Revenue Categories

Sales tax receipts increased 3.1 percent in FY 2018. Based on year-to-date collections through December, growth of 2.5 percent is projected in FY 2019. This level of growth is projected for both FY 2020 and FY 2021 as well. 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 almost 42 percent of total BPOL receipts. Total BPOL receipts are anticipated to increase 1.5 percent annually from FY 2019 through FY 2021. Recordation and Deed of Conveyance revenues, which are paid for recording deeds, are anticipated to be down 10.9 percent in FY 2019 primarily due to declines in mortgage refinancings. No growth is expected in FY 2020 and a 1.0 percent increase is projected in FY 2021.

Building permit fee revenue is forecasted to be essentially level in FY 2020 and up 1.0 percent in FY 2021. 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 now stands at a range of 2.25 percent to 2.5 percent. The Fed has indicated that two interest rate hikes are possible in 2019. However, some experts worry that the Fed might be moving too quickly amid tightening financial conditions. The average annual yield on County investments is anticipated to be 3.00 percent in FY 2020 and remain at this level in FY 2021.

State and federal revenue categories are expected to increase 2.0 percent in FY 2020 and then remain level in FY 2021. Staff will continue to monitor the impact of state and federal spending on County funding streams.

Multi-Year Budget – FY 2020 and FY 2021

DISBURSEMENT PRIORITIES

The disbursement requirements and priorities that have been identified through the FY 2020 and FY 2021 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 an amount equal to ten percent of any increase in General Fund disbursements be allocated between the Managed Reserve, the Revenue Stabilization Fund and the Economic Opportunity Reserve.

The items identified below and associated expenditure levels will be revalidated during the FY 2021 and FY 2022 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 and funding increases resulting from School enrollment growth, with partial funding of 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 2022 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 the investment in the teacher salary scales as part of a multiyear plan to bring teacher salaries to the market average, benefit cost increases, and instructional resources. In addition, FCPS' strategic plan will require additional, long-term investments, and previously identified unfunded needs including reducing class sizes at middle and high schools; special education needs for elementary enhanced autism and other programs; school counselors; 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. It should be noted that each one percent increase in the transfer for operations is approximately \$21.36 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 2021. As a result, total County support for the Schools is projected to increase by approximately 2.14 percent, or \$50.18 million. This amount comprises an increase of \$46.00 million for school operations and an increase of \$4.18 million for debt service based on the size of bond sales for School facilities. The County transfer to the School Construction Fund is expected to remain at \$13.1 million.

Employee Pay

For purposes of the FY 2021 plan a \$47.00 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 \$20.90 million. The actual MRA, based on the previously agreed to funding calculation, will be calculated in the fall of 2019. 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.

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- 2) Funding of \$13.80 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 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 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 2021 is projected to be 2.0 percent.
- 3) Funding of \$9.80 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 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 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 2021 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 \$8.50 million is required for benefits for FY 2021, primarily as a result of increases for health insurance (\$6.00 million) and retirement (\$2.50 million). These amounts include the projected impact of increases in employer contribution requirements for General Fund employees as well as adjustments required to support fringe benefit costs in General Fund supported funds.

Health insurance cost increases are primarily the result of actual experience in the County self-insured health plans. The estimated increases in FY 2021 total \$6.00 million, based on projected 5.0 percent premium increases for all health insurance plans in plan years 2020 and 2021. It should be noted that these premium increases are budgetary projections only, and final premium decisions are made in the fall prior to the beginning of each plan year based on updated claims experience.

Also required in FY 2021 is a net \$2.50 million increase for fiduciary requirements associated with the County's retirement systems. Preliminary estimates of the FY 2021 employer contribution rates indicate that an increase will be required to reflect the impact of investment performance over the prior three-year period.

Other Funding Requirements

In addition to pay and benefit requirements for County employees, other priorities included in the forecast total \$64.69 million. These priorities are outlined by funding category below.

Staffing requirements identified for FY 2021 include 102 additional positions. These positions are identified based on current and planned conditions and service requirements. As part of the FY 2021 budget development process, all position requirements will be reviewed thoroughly and workload requirements

Multi-Year Budget – FY 2020 and FY 2021

analyzed prior to inclusion in the FY 2021 budget. As new information becomes available additional positions may be identified.

Debt Service and Capital Construction

An estimated increase in debt service of \$5.36 million is identified for FY 2021 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 2021. 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

Multi-Year Public Safety Staffing Plan

As part of its budget guidance for the development of the FY 2019 budget, the Board of Supervisors directed staff to develop a revised five-year, fiscally-constrained public safety staffing plan that meets the most pressing public safety needs of the County. The revised FY 2019 – FY 2023 plan includes priorities divided between two tiers. Tier One priorities identify the most critical and immediate staffing needs, while Tier Two priorities represent other critical needs. In total, the revised plan identifies 241 additional positions at a cost of \$40.55 million. Tier One priorities include 141 positions at a cost of \$25.11 million and Tier Two priorities include 100 positions at a cost of \$15.44 million.

Funding in the amount of \$6.00 million for 29 positions is included in the [FY 2020 Advertised Budget Plan](#) for Tier One priorities. Tier One priorities totaling \$9.23 million and 51 positions have been identified for FY 2021. FY 2021 funding and position increases associated with Tier One priorities, as well as other Public Safety priorities for FY 2021, are outlined by agency below.

South County Police Station

An increase of \$4.05 million is identified for FY 2021 to support 16/16.0 FTE positions, reflecting the fifth 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 37/37.0 FTE positions were added in FY 2017, FY 2018 and FY 2019 to begin the staffing process. The [FY 2020 Advertised Budget Plan](#) includes an additional 17/17.0 FTE positions. It is anticipated that the 10 support positions will be included in FY 2022.

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 \$1.02 million is identified for FY 2021 to support 10/10.0 FTE positions, reflecting the second and final year of a multi-year process to increase dispatchers. The [FY 2020 Advertised Budget Plan](#) includes an additional 10/10.0 FTE positions.

Fire Station 44 – Scotts Run

An increase of \$4.16 million is identified for FY 2021 to support 25/25.0 FTE positions to staff Fire Station 44, Scotts Run. In early 2013, land as well as design and construction of a second fully functional fire station

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in Tysons East was negotiated through a development partnership to support future growth in Tysons. The station is anticipated to open during FY 2021. Additional one-time costs related to the opening of the station will be included as part of a future quarterly review.

Police Department

Body-Worn Cameras

Based on the recommendations of the Ad-Hoc Police Practices Review Commission, the Board of Supervisors approved a pilot body-worn camera program. The pilot provided the Police Department with the opportunity to review police and community member encounters as they occur, as well as provide an additional degree of safety for officers as they patrol the streets. Cameras were worn on the outside of the officer's uniform or ballistic vest on a full-time basis to evaluate the technical merits of the software and equipment. In addition to the technical evaluation of the equipment, the Police Department partnered with researchers to gather and study data over the course of the pilot program. Researchers are conducting a comprehensive evaluation of the effects the pilot body-worn camera program will have on use of force statistics, the number of community member complaints, changes in policing activities and the community members' assessment of police legitimacy, a full report is expected in the first quarter of 2019. If the Police Department moves forward with full implementation, positions and funding will be required to support the program. Staff is working on developing estimates of these costs based on the experience of the pilot program.

Electronic Control Weapons (ECW)

The Ad-Hoc Police Practices Review Commission recommended several changes to the Police Department's current practices on Electronic Control Weapons including mandating that all uniformed officers in enforcement units carry an ECW on their person when on patrol, as well as mandating that all detectives and plain clothes officers regardless of rank carry an ECW in their vehicles when on duty. An increase of \$0.25 million is identified for FY 2021 to support this initiative.

Fire and Rescue Department

An increase of \$2.0 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. It should be noted that \$1.775 million in baseline funding was included for this purpose in the FY 2017 Adopted Budget Plan. 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.

Department of Animal Sheltering

An increase of \$0.20 million is identified in FY 2021 to support 2/2.0 FTE positions. These positions are required to perform administrative functions such as budgeting, human resources, purchasing, information technology support, and other related functions. The Department of Animal Sheltering currently relies on the Police Department to perform these critical functions as administrative support positions were not included when the department was created as an independent agency.

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Human Services

Health and Human Services Resource Plan

A Health and Human Services Resource Plan (Resource Plan) was first developed in the fall of 2017 through a collaborative effort with Health and Human Services (HHS) staff, the Department of Management and Budget, and the Human Services Council. FY 2020 is the second year of the Health and Human Services Resource Plan, which is now coordinated through the Office of Strategy Management for Health and Human Services. The Resource Plan is intended to be a “living” document with multiple versions throughout the year. The Resource Plan:

- Identifies priority funding needs and, per Board of Supervisors guidance, is a fiscally constrained document; it is not intended to be a wish list of funding items.
- Captures new funding needs, it does not include funding currently in the budget.
- Is not a funding commitment but a planning document to help inform funding decisions as they relate to the budget process. It is not intended to replace the budget process.
- Takes into account the priorities already established by the Board of Supervisors and the Health and Human Services System.

The Resource Plan identifies funding priorities for the next three fiscal years, FY 2020 through FY 2022, and is aligned with the Human Services Needs Assessment (2016). The current Resource Plan only includes new funding needs which are supported by the General Fund. Many programs, such as Bridging Affordability, rely on significant non-General Fund resources. This document has not yet taken these non-General Fund resources into account but will do so in a later version. Additionally, the Resource Plan will be extended to include five years, as directed by the Board of Supervisors, once the initial three-year plan is tested and refined. Future versions of the document will also incorporate the Capital Improvement Program (CIP) and facility costs required to fully support service delivery objectives.

Items listed on the Resource Plan that are funded by the Board of Supervisors will be integrated into the Adopted Budget Plan and therefore, will become part of the baseline budget. Items that are not funded will be integrated into the out years of the Resource Plan or removed if funding needs and priorities change. Staff will reconcile items that are funded, moved to out years of the Resource Plan or removed throughout the budget process. For purposes of the multi-year budget, the January 2, 2019, version of the Health and Human Resources Plan identified FY 2021 funding needs of \$20.40 million and 49/47.7 FTE positions, including priorities such as Diversion First, services for people with developmental disabilities, school readiness, school health, Healthy Minds Fairfax, and Opportunity Neighborhoods. For a complete listing of specific funding requirements by program, please see the Health and Human Services Resource Plan, FY 2020-FY 2022.

Parks and Libraries

Park Authority

Operations and Maintenance

Funding of \$2.10 million is identified for Park operations and maintenance in each of the seven area maintenance districts. Funding would also provide for increased contracted arboreal work to provide the ability to respond to tree complaints promptly, additional contracted mowing, a natural vegetation classification project, the arts and entertainment program, additional Rec-PAC program sites, planning and

Multi-Year Budget – FY 2020 and FY 2021

archeological support for the development process, energy management and support for an Encroachment Prevention Plan to address encroachment violations on park land.

Social Equity

Funding of \$0.65 million has been identified to advance the County’s mission of social equity. The Park Authority is taking steps to offer equitable access to classes and RECenters to align with the Board of Supervisors Social Equity Resolution adopted on July 12, 2016. 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 \$0.50 million has been identified for replacement grounds maintenance equipment which is beyond its life expectancy. Approximately 54 percent of the current maintenance equipment is beyond its useful life or repairs are no longer cost effective.

Community Development

Transportation

As part of the 2018 Virginia General Assembly, legislation was adopted to provide for annual dedicated funding sources to Metro to address long-term capital needs. Current revenue sources dedicated to the Northern Virginia Transportation Authority for the Transient Occupancy Tax and Grantor’s Tax, in addition to two statewide revenue sources (state recordation tax currently used to pay bonds from the Northern Virginia Transportation District Fund and motor vehicle rental tax revenues), will be redirected to Metro. Also, a price floor on the regional gas tax was established to provide further dedicated funds to Metro. Additional elements of the legislation focus on the membership of the Metro board, require Virginia operating assistance for Metro to increase by no more than 3 percent annually, and require proper reform measures to be addressed. The implementation of all these components is ongoing with coordination between the County, Metro and NVTC. The County will continue to meet its Metro capital requirement primarily from General Obligation bonds.

In prior fiscal years, a portion of Metro operating 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 of \$30.87 million is required to meet FY 2020 expenditure requirements for Metro, Connector, and VRE. For FY 2021, additional General Fund support will continue to be required. County staff will monitor updates to available state aid balances as part of ongoing forecasting for FY 2021.

Cost of County Operations

Information Technology

Funding of \$14.00 million is identified to support critical IT investments designed to improve access to County services, promote government operational efficiencies and effectiveness, and increase performance and security capabilities. Funding is required to support the multi-year implementation of existing projects as well as implementation of new programs such as a new Jail Management System for the Office of the Sheriff and a new Records Management System for the Police Department.

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NEXT STEPS IN THE MULTI-YEAR PROCESS

Balancing the FY 2021 Budget

Although the revenue projections and inventory of disbursement priorities included above set the stage for the FY 2021 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 2021 and FY 2022 Multi-Year Budget, others will require policy decisions to be made. Adjustments to develop a balanced FY 2021 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 2021 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 2021 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 2021 and which items to exclude or delay until FY 2022 or beyond.

Strategic Linkages



FY 2020

Advertised Budget Plan

Strategic Linkages

Context and Background

Fairfax County has been working on a number of initiatives over the last 17 years to strengthen decision making and infuse a more strategic approach into the way business is performed. These initiatives include developing an employee Leadership Philosophy and Vision Statement, 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. The process has been challenging and has required a shift in organizational culture; however, the benefit of these efforts is a high-performing government in Fairfax County, which is more accountable, forward-thinking and better able to further its status as one of the premier local governments in the nation.

Employee Leadership Philosophy

We, the employees of Fairfax County, are the stewards of the County's resources and heritage. We are motivated by the knowledge that the work we do is critical in enhancing the quality of life in our community. We value personal responsibility, integrity, and initiative. We are committed to serving the community through consultative leadership, teamwork, and mutual respect.

Strategic Thinking

Among the first steps Fairfax County took to improve strategic thinking was to build and align leadership and performance at all levels of the organization through discussions and workshops among the County Executive, senior management and County staff. This initiative included the development of an employee Leadership Philosophy and Vision Statement to help employees focus on the same core set of concepts. This dialogue among the County Executive, senior management and staff has continued over several years and culminated in the development of seven "Vision Elements" for the County, which are consistent with the priorities of the Board of Supervisors. These Vision Elements are intended to 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 by:

Employee Vision Statement

As Fairfax County Employees we are committed to excellence in our work. We celebrate public service, anticipate changing needs, and respect diversity. In partnership with the community, we shape the future.

We inspire integrity, pride, trust and respect within our organization. We encourage employee involvement and creativity as a source of new ideas to continually improve service. As stewards of community resources, we embrace the opportunities and challenges of technological advances, evolving demographics, urbanization, revitalization, and the changing role of government. We commit ourselves to these guiding principles: Providing Superior Service, Valuing Our Workforce, Respecting Diversity, Communicating Openly and Consistently, and Building Community Partnerships.

Strategic Linkages



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.

Vision Element posters are prominently placed in County facilities to continue to foster the adoption of these concepts at all levels of the organization and to increase their visibility to citizens as well.



Strategic Linkages

Strategic Planning

Strategic planning furthers the 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, as well as to the broader County vision laid out in the seven countywide vision elements.

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 County is currently in the midst of an initial community engagement process of the new countywide strategic planning effort. The Strategic Plan, which is scheduled to be presented to the Board of Supervisors for adoption in early Calendar Year 2020, will include 7-10 defined priority areas as well as prioritized strategies to address issues and specific measurable performance indicators for each area. More information regarding these strategic planning efforts can be found at www.fairfaxcounty.gov/strategicplan.



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. The County has 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.

Strategic Linkages

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/>. Staff have created teams and engaged private sector, university, and nonprofit partners on a wide range of actions. For more information on activities, see <https://www.slideshare.net/fairfaxcounty/fairfax-county-economic-success-plan-fall-2018-update>. 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>. Current initiatives focus on growing the innovation economy and increasing opportunities for investment and increasing skilled workforce through the strengthening of the workforce pipeline and through creating places where workers want to be.

Performance Measurement

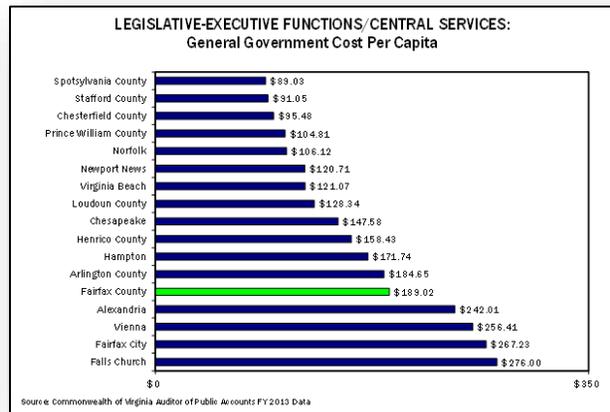
Since 1997, Fairfax County has used performance measurement to gain insight into, and make judgments about, the effectiveness and efficiency of its programs, processes and employees. While performance measures do not in and of themselves produce higher levels of effectiveness, efficiency and quality, 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 July 2018, Fairfax County was one of only 29 jurisdictions to receive ICMA’s highest recognition for performance measurement, the “Certificate of Excellence.”



Strategic Linkages

Fairfax County also uses benchmarking, the systematic comparison of performance with other jurisdictions, in order to discover best practices that will enhance performance. The County has participated in the International City/County Management Association's (ICMA) benchmarking effort since 2000. According to ICMA, approximately 25 cities and counties provide comparable data annually in the following service areas: Police, Fire/EMS, Library, Parks and Recreation, Youth Services, Code Enforcement, Refuse Collection/Recycling, Housing, Facilities, Information Technology, Human Resources, Risk Management and Purchasing, although not every participating jurisdiction completes every template. ICMA performs extensive data cleaning to ensure the greatest accuracy and comparability of data. 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. 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 2020 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.



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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. Nearly 13 percent of current employees will be eligible for retirement by the end of FY 2020, and over 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

Strategic Linkages

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 (IT) Initiatives

The County is committed to providing the necessary investment in 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.

In FY 2020, funding of \$1.65 million, which includes a General Fund transfer of \$1.20 million, a transfer of \$0.25 million from Fund 40030, Cable Communications, and interest income of \$0.2 million, is provided for initiatives that meet one or multiple priorities established by the Senior Information Technology Steering Committee. These initiatives include a mix of projects that provide benefits for both residents and employees and that adequately balance new and continuing initiatives with the need for securing and strengthening the County’s technology infrastructure. Funded projects will support initiatives in general County services, public safety, human services and enterprise technology security and infrastructure. Although many initiatives meet more than one of the technology priorities, for simplicity, projects have been grouped into only one priority area.

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 County Vision Elements and 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.

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- ▶ **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.

Key County Indicators

Introduction

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.

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

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 as part of a LOBs Phase 2 initiative.

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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 2016 Actual	FY 2017 Actual	FY 2018 Actual
Ratio of Crimes Against Persons Offenses to 100,000 County Population (Calendar Year)	700.9	715.3	687.1
Clearance rate of Crimes Against Persons Offenses (Calendar Year) ¹	56.5%	53.2%	52.3%
Percent of time Advanced Life Support (ALS) transport units on scene within 9 minutes	89.6%	89.4%	88.2%
Fire suppression response rate for engine company within 5 minutes, 20 seconds	50.7%	50.9%	48.8%
Percent of low birth weight babies (under 5 lbs 8 oz) ¹	7.1%	NA	NA
Immunizations: completion rates for 2 year olds	57%	62%	63%
Virginia Department of Education (VDOE) On-Time Graduation Rate	92.3%	91.4%	91.5%
Children in foster care per 1,000 in total youth population ²	0.76	0.61	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	93.5%	91%	88%
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	93%	95%	95%

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.

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 FY 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 2018, the Fairfax County **ratio of 687.1 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. In the past, this indicator reported on the ratio of "Violent" Group A Offenses per 100,000 residents that were assigned to the Criminal Investigations Bureau. The Crimes Against Persons indicator will be used in the future to be consistent with Fairfax County Police Department's annual report on Group A Offenses which can be accessed via the following link <https://www.fairfaxcounty.gov/police/chief/crimestatistics>

In CY 2018, the case **clearance rate of Crimes Against Persons Offenses** was 52.3 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 48.8 percent of the time in FY 2018. **Advanced Life Support transport units arrived on the scene within 9 minutes** 88.2 percent of the time in FY 2018.

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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 2018 immunization completion rate of 63 percent for two-year olds was slightly higher than in FY 2017. 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 91.5 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 88 percent combined satisfaction rating for two support programs: Adult Day Health Care (ADHC) and Congregate Meals programs. ADHC satisfaction was 91 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 slightly in FY 2018 to 88 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 2018, FCHD found that 95 percent of all food establishments were in compliance with FDA risk factor control measures to reduce foodborne illness.



The Fairfax County Health Department is committed to protecting the health of County residents by ensuring restaurants operate safely.

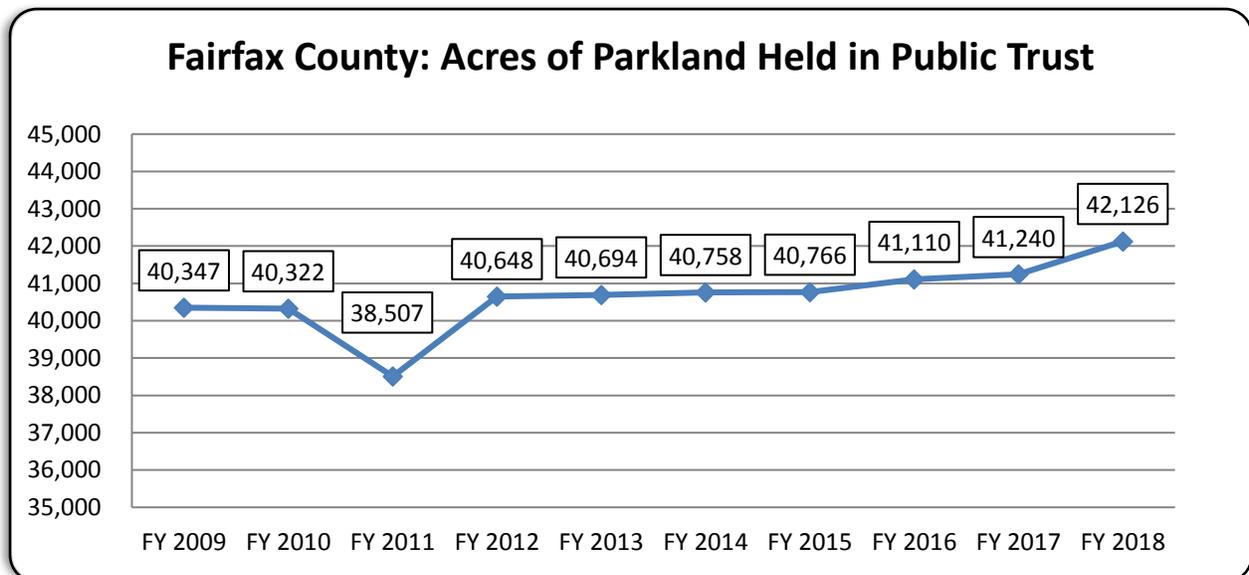
Strategic Linkages



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Key County Indicators	FY 2016 Actual	FY 2017 Actual	FY 2018 Actual
Acres of parkland held in public trust	41,110	41,240	42,126
Miles of trails and sidewalks maintained by the County	658	665	668
Annual number of visitations to libraries, park facilities and recreation and community centers	11,011,123	11,013,129	11,045,568
Value of construction authorized on existing residential units	\$122,368,210	\$130,298,774	\$132,900,228
Annual percent of new dwelling units within business or transit centers as measured by zoning approvals	99.0%	97.0%	94%
Percent of people in the labor force who both live and work in Fairfax County	54.4%	54.5%	54.6%
Number of affordable rental senior housing units	3,113	3,113	3,113

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 2018, 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 2018 total acreage to 42,126. In addition, the availability of trails and sidewalks supports pedestrian friendly access, and accessibility for non-motorized traffic. This indicator is measured by the

Strategic Linkages



The County maintains 668 miles of trails and sidewalks in addition to the nearly 1,687 miles of trails and sidewalks maintained by the Virginia Department of Transportation within Fairfax County's boundaries.

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 2018, DPWES maintained 668 miles of trails and sidewalks. In addition to miles maintained by the County, approximately 1,687 miles are maintained by the Virginia Department of Transportation (VDOT) and approximately 332 miles are contained within County parks. In addition, approximately 1,131 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 will provide for upgrades to all of the building systems, including roof and HVAC replacement, which have outlived their useful life and will be designed to accommodate current operations and energy efficiency. In addition, the renovations will 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 will be improved, the space to accommodate a higher number of public computers will be increased, and wireless access will be enhanced. In FY 2018, the number of visits to all libraries, parks and recreation facilities increased to 11,045,568.

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 2018 increased 2.0 percent over to FY 2017 (in contrast with the 6.5 percent increase from FY 2016 to FY 2017). While the rate of growth slowed during FY 2018, demand for residential construction permits has continued to rise. Fairfax County's monthly Economic Indicators Report data indicates that, overall, consumers remain confident that economic growth will continue through FY 2019. Based on these factors, staff expects that the value of construction in FY 2019 will increase compared to FY 2018.

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 2018, 94 percent or 4,844 dwelling units were approved within business or transit centers, including 2,240 in Tysons and 957 in Reston.

Strategic Linkages

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.

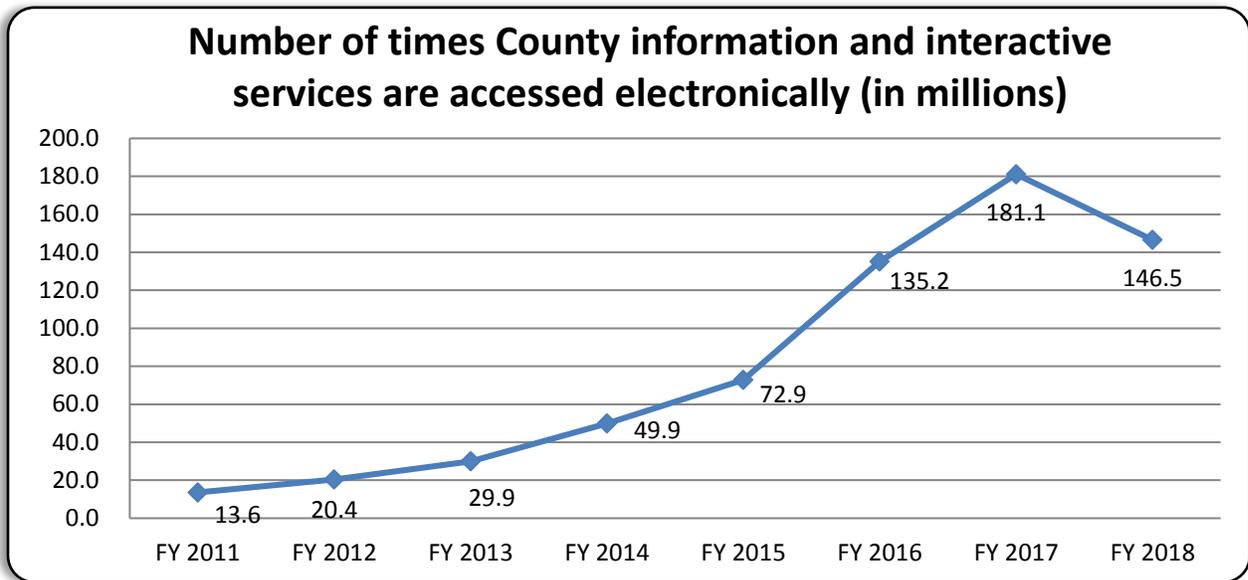


Connecting People and Places: Transportation, technology, and information effectively and efficiently connect people and ideas. As a result, people feel a part of their community and have the ability to access places and resources in a timely, safe and convenient manner.

Key County Indicators	FY 2016 Actual	FY 2017 Actual	FY 2018 Actual
Number of times County information and interactive services are accessed electronically (millions)	135.2	181.1	146.5
Library materials circulation per capita	10.5	9.8	9.5
Percent of library circulation represented by materials in languages other than English	1.4%	1.3%	1.3%
Percent change in transit passengers (Metrobus and Metrorail)	(11.19%)	(9.02%)	0.82%

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 2018 measure of 146.5 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). While this is still a significant level of use, County Facebook and Twitter stats declined in FY 2018 due to both private companies eliminating fake and bot accounts, as well as additional changes in the distribution methodology for Facebook posts.

Strategic Linkages



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 9.5 in FY 2018. 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 3,258,619 in FY 2018. 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 11.2 million items by Fairfax County Public Library (FCPL) in FY 2018, 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 slight increase of 0.8 percent in Fairfax County transit passengers (Metrorail, Metrobus) in FY 2018, up from 30.6 million in FY 2017 to 30.8 million in FY 2018.

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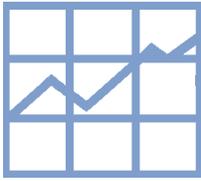
FAIRFAX CONNECTOR ridership decrease of 3.7 percent in FY 2018 is comparable to regional peers and is attributable to several factors, including:

- Washington Metropolitan Transit Authority's Metrorail capital maintenance program
- Low average fuel prices that encourage automobile use
- A mode shift from bus to rail in response to completion of the Silver Line Phase 1
- Impact of other transportation alternatives such as private network companies e.g. Uber, Lyft
- Increases in teleworking and alternative work schedules

In FY 2020, 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 to date have been largely 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 2007 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 2020, this amount totals \$37.0 million and will provide continued support for West Ox Division rush hour and midday service and enable the continuation of increased frequencies on overcrowded priority bus routes (Routes 171, 401/402 and 950). It also supports a route from Tysons to Dulles Airport, as endorsed by the Board on July 27, 2010; improves the frequency of Richmond Highway corridor routes; and improves the frequency of Route 310 servicing Franconia Road to Rolling Valley, where headways will decrease from every 30 minutes to every 20 minutes. Beginning in FY 2014, the County benefits from approximately \$111.8 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.

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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 2016 Actual	FY 2017 Actual	FY 2018 Actual
Total employment (Total All Industries, All Establishment Sizes, equaling the total number of jobs in Fairfax County)	603,348	610,491	619,796
Growth rate	1.1%	1.2%	1.5%
Unemployment rate (not seasonally adjusted)	3.3%	3.0%	2.5%
Commercial/Industrial percent of total Real Estate Assessment Base	18.67%	18.89%	19.12%
Percent change in Gross County Product (adjusted for inflation)	1.2%	2.1%	2.7%
Percent of persons living below the federal poverty line (Calendar Year)	6.1%	5.9%	6.8%
Percent of homeowners that pay 30.0 percent or more of household income on housing (Calendar Year)	26.6%	25.3%	26.4%
Percent of renters that pay 30.0 percent or more of household income on rent (Calendar Year)	44.4%	45.6%	47.3%
Direct (excludes sublet space) office space vacancy rate (Calendar Year)	15.8%	15.5%	14.9%

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 2018, the number of jobs increased for the fourth straight year. In June 2018, employment was 1.5 percent above the June 2017 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 2.5 percent in 2018, down from 3.0 percent in 2017.

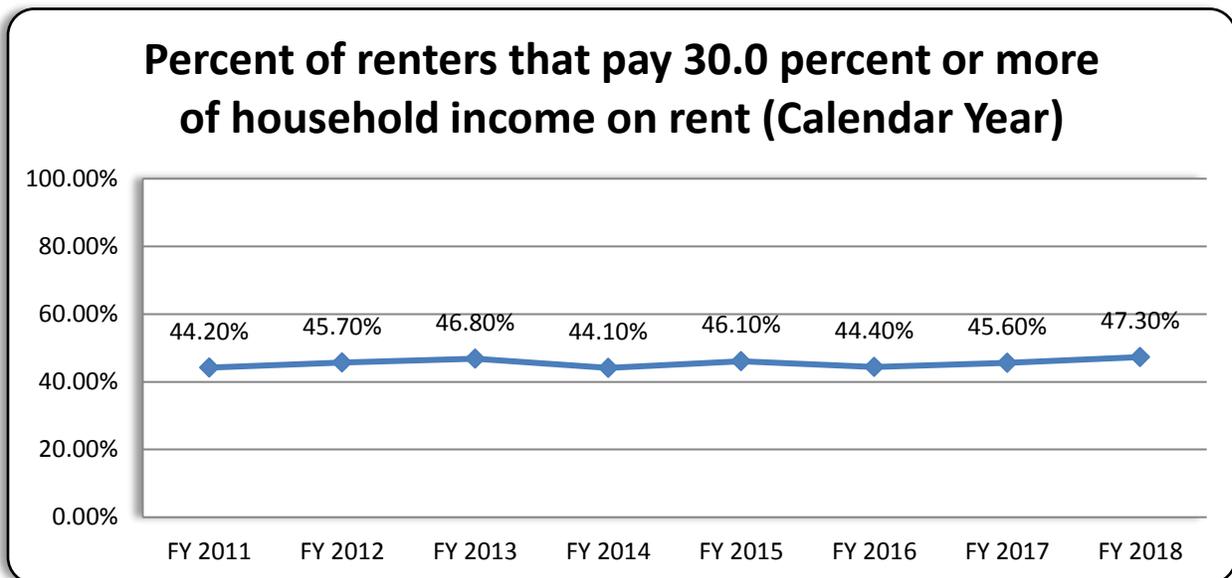
The **Commercial/Industrial percent of total Real Estate Assessment Base** is a benchmark identified by the Board of Supervisors, which places priority on a diversified real estate revenue base. The target is 25 percent of the assessment base. From FY 2001 to FY 2007, the Commercial/Industrial percentage 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 19.12 percent in FY 2018, 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. The Commercial/Industrial percentage of the County's FY 2020 Real Estate Tax base is 19.66 percent, an increase of 0.23 percentage points over the FY 2019 level. Commercial/Industrial property values as a percentage of the Real Estate Tax base increased in

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FY 2020 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 2.7 percent in 2018 after increasing 2.1 percent in 2017.

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., \$24,600 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 6.8 percent poverty rate in FY 2018 is better than most, yet it still translates to over 78,000 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 2018 data represent CY 2017 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 2018, 26.4 percent of homeowners paid 30 percent or more of their household income on housing, while a substantially greater number of renters, 47.3 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 2018 data represent CY 2017 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 15.5 percent in 2017 to 14.9 percent as of year-end 2018. Including sublet space, the overall office vacancy rate as of year-end 2018 was 15.5 percent, a decrease from the 16.3 percent recorded as of year-end 2017. The amount of empty office space stood at approximately 18.4 million square feet. Industry experts anticipate vacancy rates to remain relatively stable through 2019 as tenants monitor economic conditions and the direction of the federal

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budget. Total office leasing activity during 2018 was approximately 9.6 million square feet, compared to 11.7 million square feet leased in 2017. 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 2016 Actual	FY 2017 Actual	FY 2018 Actual
Unhealthy Air Days as reported by Metropolitan Washington Council of Governments (Calendar Year)	13	8	9
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	2.6
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	38,878	27,542	28,080
Solid Waste Recycled as a percentage of the waste generated within the County (Calendar Year) ³	50%	49%	below 50%

- (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 recycling rate for FY 2018 is an estimate. An actual value based on Virginia Department of Environmental Quality regulations will be included for the FY 2020 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>.

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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 2018 was 9, up from 8 in calendar year 2017, 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 permit and Total Maximum Daily Loads (TMDLs) already established for several 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. 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 more good or bad sites being selected year to year. Variability in

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annual weather patterns (i.e. drought or snowfall) may also affect these fluctuations. In FY 2018, the SQI held steady from the previous year at 2.6.

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 2019 and beyond. These estimates will be revised following the next data collection and analysis cycle, tentatively planned for 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 2018, the equivalent number of homes powered by alternatively generated electrical energy was 28,080 homes. 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 2018, that use was the equivalent of 260,000 therms of natural gas.

Solid waste management is a key environmental responsibility of Fairfax County. Fairfax County manages trash and **recycling** according to the solid waste hierarchy that prefers reduction, reuse and recycling before incineration or landfilling. The County's Solid Waste Management Program (SWMP) has responsibility for providing a system for municipal solid waste generated as documented in the 20-Year Solid Waste Management Plan 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

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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, is estimated to be less than 50 percent for calendar year 2018 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 2016 Actual	FY 2017 Actual	FY 2018 Actual
Volunteerism for Public Health and Community Improvement (Medical Reserve Corps and Volunteer Fairfax)	15,799	16,666	14,139
Volunteer hours leveraged by the Consolidated Community Funding Pool	463,571	383,738	365,279
Total Volunteer Hours Reported in the Volunteer Management System (VMS) ¹	1,395,231	1,499,642	1,658,255
Residents completing educational programs about local government (includes Citizens Police Academy and Fairfax County Youth Leadership Program)	180	214	151
Percent of registered voters who voted in general and special elections	30.3%	76.0%	56.0%
Percent of Park Authority, Fairfax County Public Schools, and Community and Recreation Services athletic fields adopted by community groups	29.0%	29.2%	29.2%

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 more than 200,000 volunteers organized into 1,000 individual units, whose purpose is to build strong, healthy, and prepared communities. At the local level, 746 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. 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.

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During FY 2018, there were 38 training and exercise opportunities provided to Fairfax MRC volunteers for a total of 2,053 training hours. Training opportunities included Adult Mental Health Training, Active Shooter Training, STOP the BLEED, Point of Dispensing (POD) Training, CPR/First Aid Training, Vector Borne Illnesses Training, Safety Officer Training and Introduction to Epidemiology. In addition, a simulated POD exercise conducted at the Centreville High School evaluated the Fairfax County Health Department's ability to provide critical services during a disaster, specifically dispensing medication to residents. For a total of 123 hours, 18 MRC volunteers staffed the POD assisting with filling out screening forms, dispensing medication and answering questions while 20 MRC volunteers participated as actors to receive the simulated medication. In addition, 47 volunteers dedicated 418 hours supporting Fairfax County Public Schools by conducting vision and hearing screenings at various schools across the county; 5 medical and non-medical volunteers provided 38 hours in support of the shelter operations organized to assist the senior residents affected by the major fire at a Centreville apartment complex; 8 medical volunteers contributed 78 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; 10 volunteers provided medical and non-medical support to children during the FREE Physicals Clinic by assisting with language interpretation, greeting, flow control and physicals. During FY 2018, Fairfax MRC volunteers contributed 3,969 hours for a total value of \$108,066. 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 beneficial 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 four 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.

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Through various programs and services, Volunteer Fairfax has referred or connected 13,393 individuals in FY 2018 which equates to 47,270 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. The system was designed so that a volunteer completes a single application form for all agencies and answers a few supplemental questions depending on the opportunity to which they apply. In FY 2018, VMS recorded 1,658,255 volunteer hours. Both the number of volunteers registered in VMS and the total hours have risen steadily since FY 2015. VMS reported data includes MRC data and some activities supported by Volunteer Fairfax.

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 2018, 125 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

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exceeds state averages. Turnout for the November 2017 General Election for federal offices (FY 2018) was 56.0 percent; the decrease in voter turnout is typical for state offices compared to the preceding presidential election. The County’s 56.0 percent turnout represents 331,187 citizens who voted at the polls on Election Day and 52,338 voters who cast absentee ballots in person or by mail.

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 29.2 percent athletic fields. 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 (FCPA), 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.



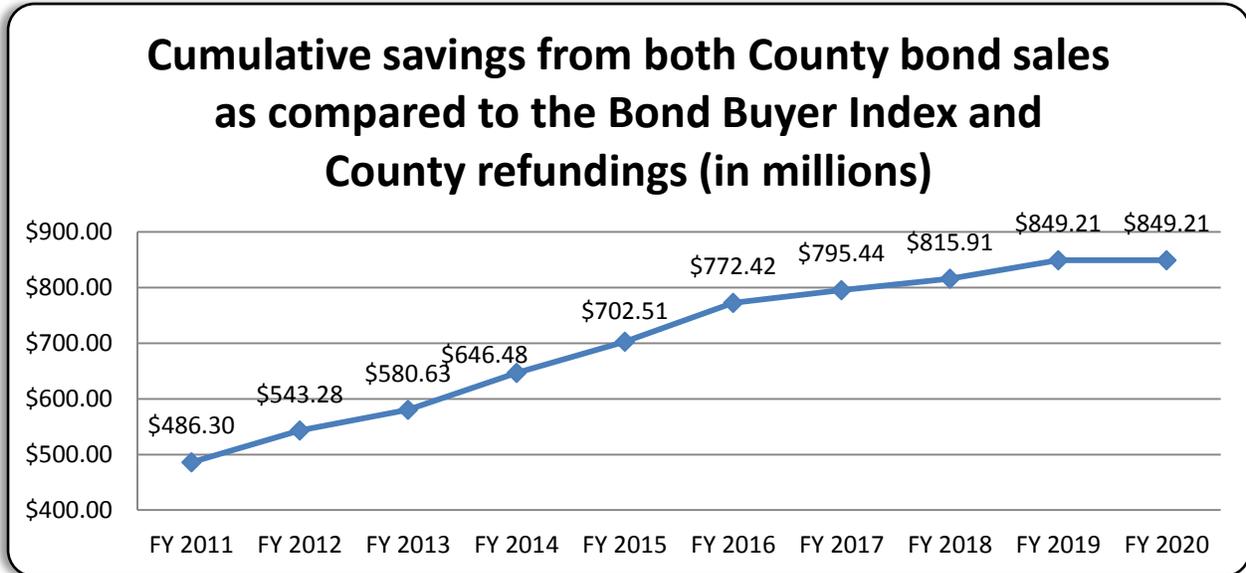
Exercising Corporate Stewardship: Fairfax County government is accessible, responsible, and accountable. As a result, actions are responsive, providing superior customer service and reflecting sound management of County resources and assets.

Key County Indicators	FY 2016 Actual	FY 2017 Actual	FY 2018 Actual	FY 2019 Estimate	FY 2020 Estimate
Average tax collection rate for Real Estate Taxes, Personal Property Taxes and Business, Professional, and Occupational License Taxes	99.65%	99.58%	99.71%	99.49%	99.49%
County direct expenditures per capita	\$1,242	\$1,276	\$1,286	\$1,409	\$1,404
Percent of household income spent on residential Real Estate Tax	4.92%	5.06%	5.01%	5.08%	5.06%
County (merit regular) positions per 1,000 citizens	10.97	10.97	10.92	10.97	11.01
Number of consecutive years receipt of highest possible bond rating from major rating agencies (Aaa/AAA/AAA)	38	39	40	41	42
Cumulative savings from both County bond sales as compared to the Bond Buyer Index and County refundings (in millions)	\$772.42	\$795.44	\$815.91	\$849.21	\$849.21
Number of consecutive years receipt of unqualified audit	35	36	37	38	39

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*

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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 \$849.21 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) 2018 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 29 jurisdictions participating in ICMA's Center for Performance Measurement earned this prestigious award in 2018.

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 11.01 in FY 2020. The ratio has increased slightly since FY 2016 due to limited position growth slightly outpacing County population growth. However, 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.

Strategic Linkages

County direct expenditures per capita of \$1,404 in FY 2020 represent a slight decrease from FY 2019. 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 2020 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 a decrease from FY 2019 primarily reflecting no change in the Real Estate Tax rate, as well as a slight increase in "typical" household income that outpaced the growth in the mean assessed value of residential properties within 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 2020, real property taxes represent **65.0** percent of total General Fund revenues.

Strategic Linkages

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 2019, FCPS' total approved membership is 189,757; nation's 10th largest school district.**
- **198 schools and centers.**
- **Full-day kindergarten at all elementary schools.**
- **Needs-based staffing at all schools.**
- **Nearly ninety-two percent of FCPS graduates plan to continue to post-secondary education.**
- **In 2018, Thomas Jefferson High School of Science and Technology was ranked by U.S. News and World Report as the number ten gold medal school and number ten 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 2019 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

General Fund Statement



FY 2020

Advertised Budget Plan

FY 2020 ADVERTISED FUND STATEMENT

FUND 10001, GENERAL FUND

	FY 2018 Actual	FY 2019 Adopted Budget Plan	FY 2019 Revised Budget Plan	FY 2020 Advertised Budget Plan	Inc/(Dec) Over Revised	% Inc/(Dec) Over Revised
Beginning Balance	\$212,812,947	\$126,151,342	\$234,056,303	\$164,151,062	(\$69,905,241)	(29.87%)
Revenue ^{1,2}						
Real Property Taxes	\$2,651,840,881	\$2,790,371,574	\$2,790,371,574	\$2,890,593,420	\$100,221,846	3.59%
Personal Property Taxes ³	411,121,898	411,966,088	417,307,288	426,457,026	9,149,738	2.19%
General Other Local Taxes	526,923,911	521,305,877	522,515,580	527,746,118	5,230,538	1.00%
Permit, Fees & Regulatory Licenses	52,721,959	53,009,977	53,305,534	53,559,013	253,479	0.48%
Fines & Forfeitures	12,178,390	12,178,536	12,438,697	12,583,545	144,848	1.16%
Revenue from Use of Money & Property	43,523,165	49,159,119	69,585,705	82,283,249	12,697,544	18.25%
Charges for Services	82,474,118	81,868,225	82,845,373	83,305,683	460,310	0.56%
Revenue from the Commonwealth ³	305,493,063	309,465,119	309,465,119	311,662,618	2,197,499	0.71%
Revenue from the Federal Government	42,584,098	35,682,621	38,758,489	39,350,986	592,497	1.53%
Recovered Costs/Other Revenue	17,405,818	16,636,952	16,883,193	16,934,540	51,347	0.30%
Total Revenue	\$4,146,267,301	\$4,281,644,088	\$4,313,476,552	\$4,444,476,198	\$130,999,646	3.04%
Transfers In						
Fund 40030 Cable Communications	\$3,772,651	\$3,877,319	\$3,877,319	\$2,785,414	(\$1,091,905)	(28.16%)
Fund 40080 Integrated Pest Management	141,000	141,000	141,000	141,000	0	0.00%
Fund 40100 Stormwater Services	1,125,000	1,125,000	1,125,000	1,125,000	0	0.00%
Fund 40130 Leaf Collection	0	0	0	54,000	54,000	-
Fund 40140 Refuse Collection and Recycling Operations	548,000	548,000	548,000	494,000	(54,000)	(9.85%)
Fund 40150 Refuse Disposal	626,000	626,000	626,000	626,000	0	0.00%
Fund 40170 I-95 Refuse Disposal	186,000	186,000	186,000	186,000	0	0.00%
Fund 69010 Sewer Operation and Maintenance	2,850,000	2,850,000	2,850,000	2,850,000	0	0.00%
Fund 80000 Park Revenue	820,000	820,000	820,000	820,000	0	0.00%
Total Transfers In	\$10,068,651	\$10,173,319	\$10,173,319	\$9,081,414	(\$1,091,905)	(10.73%)
Total Available	\$4,369,148,899	\$4,417,968,749	\$4,557,706,174	\$4,617,708,674	\$60,002,500	1.32%
Direct Expenditures ²						
Personnel Services	\$800,512,121	\$865,206,541	\$866,166,896	\$900,774,453	\$34,607,557	4.00%
Operating Expenses	353,975,712	362,769,688	406,847,904	369,237,656	(37,610,248)	(9.24%)
Recovered Costs	(37,849,448)	(37,942,821)	(37,942,821)	(37,367,094)	575,727	(1.52%)
Capital Equipment	3,727,265	354,744	4,191,345	466,734	(3,724,611)	(88.86%)
Fringe Benefits	362,766,578	389,922,233	392,682,092	401,584,222	8,902,130	2.27%
Total Direct Expenditures	\$1,483,132,228	\$1,580,310,385	\$1,631,945,416	\$1,634,695,971	\$2,750,555	0.17%

FY 2020 ADVERTISED FUND STATEMENT

FUND 10001, GENERAL FUND

	FY 2018 Actual	FY 2019 Adopted Budget Plan	FY 2019 Revised Budget Plan	FY 2020 Advertised Budget Plan	Inc/(Dec) Over Revised	% Inc/(Dec) Over Revised
Transfers Out						
Fund S10000 School Operating ⁴	\$1,966,919,600	\$2,051,659,207	\$2,051,659,207	\$2,136,016,697	\$84,357,490	4.11%
Fund S31000 School Construction	13,100,000	15,600,000	15,600,000	13,100,000	(2,500,000)	(16.03%)
Fund 10010 Revenue Stabilization ⁵	24,264,285	6,527,583	10,481,305	0	(10,481,305)	(100.00%)
Fund 10020 Community Funding Pool	11,141,700	11,698,785	11,698,785	11,698,785	0	0.00%
Fund 10030 Contributory Fund	13,794,771	13,674,778	14,174,778	14,368,492	193,714	1.37%
Fund 10040 Information Technology	9,485,617	3,254,750	5,670,240	1,200,000	(4,470,240)	(78.84%)
Fund 20000 County Debt Service	146,035,225	149,052,944	147,052,944	131,759,616	(15,293,328)	(10.40%)
Fund 20001 School Debt Service	189,130,953	193,381,033	193,381,033	197,982,182	4,601,149	2.38%
Fund 30000 Metro Operations and Construction	13,557,955	20,695,098	20,695,098	47,079,985	26,384,887	127.49%
Fund 30010 General Construction and Contributions	37,256,048	16,161,476	21,455,055	17,443,691	(4,011,364)	(18.70%)
Fund 30020 Infrastructure Replacement and Upgrades	11,390,244	0	15,597,901	0	(15,597,901)	(100.00%)
Fund 30050 Transportation Improvements	0	0	45,000	0	(45,000)	(100.00%)
Fund 30060 Pedestrian Walkway Improvements	1,693,507	600,000	2,344,718	700,000	(1,644,718)	(70.15%)
Fund 30070 Public Safety Construction	350,000	0	0	0	0	-
Fund 40000 County Transit Systems	34,429,649	36,151,131	36,151,131	40,633,472	4,482,341	12.40%
Fund 40040 Fairfax-Falls Church Community Services Board	130,429,318	135,445,375	135,334,383	145,441,727	10,107,344	7.47%
Fund 40330 Elderly Housing Programs	1,837,024	1,862,722	1,862,722	1,879,658	16,936	0.91%
Fund 50000 Federal/State Grants	5,106,999	5,486,978	5,486,978	4,432,654	(1,054,324)	(19.22%)
Fund 60000 County Insurance	26,533,081	24,236,650	24,236,650	24,273,437	36,787	0.15%
Fund 60020 Document Services Division	3,941,831	3,941,831	3,941,831	3,941,831	0	0.00%
Fund 60030 Technology Infrastructure Services	500,000	0	0	0	0	-
Fund 73030 OPEB Trust	10,490,000	10,490,000	10,490,000	10,490,000	0	0.00%
Fund 83000 Alcohol Safety Action Program	572,561	684,916	684,916	724,689	39,773	5.81%
Total Transfers Out	\$2,651,960,368	\$2,700,605,257	\$2,728,044,675	\$2,803,166,916	\$75,122,241	2.75%
Total Disbursements	\$4,135,092,596	\$4,280,915,642	\$4,359,990,091	\$4,437,862,887	\$77,872,796	1.79%
Total Ending Balance	\$234,056,303	\$137,053,107	\$197,716,083	\$179,845,787	(\$17,870,296)	(9.04%)
Less:						
Managed Reserve ⁶	\$126,032,663	\$136,934,428	\$164,151,062	\$179,845,787	\$15,694,725	9.56%
Reserve for Potential FY 2019 One-Time Requirements ⁷	118,679	118,679	4,605,310		(4,605,310)	(100.00%)
FY 2018 Audit Adjustments ²	1,938,970		1,938,970		(1,938,970)	(100.00%)
FY 2019 Mid-Year Revenue Adjustments ¹			27,020,741		(27,020,741)	(100.00%)
Total Available	\$105,965,991	\$0	\$0	\$0	\$0	-

FY 2020 ADVERTISED FUND STATEMENT

FUND 10001, GENERAL FUND

FY 2018 Actual	FY 2019 Adopted Budget Plan	FY 2019 Revised Budget Plan	FY 2020 Advertised Budget Plan	Inc/(Dec) Over Revised	% Inc/(Dec) Over Revised
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¹ FY 2019 Revised Budget Plan revenues reflect a net increase of \$27,020,741 based on revised revenue estimates as of fall 2018. The FY 2019 Third Quarter Review will contain a detailed explanation of these changes. This amount has been held in reserve for one-time FY 2019 requirements and is not carried forward into FY 2020.

² In order to appropriately reflect actual revenues and expenditures in the proper fiscal year, FY 2018 revenues are increased \$3,363,907 and FY 2018 expenditures are increased \$1,424,937 to reflect audit adjustments as included in the FY 2018 Comprehensive Annual Financial Report (CAFR). As a result, the FY 2019 Revised Budget Plan Beginning Balance reflects a net increase of \$1,938,970. Details of the FY 2018 audit adjustments will be included in the FY 2019 Third Quarter package. This one-time funding is expected to be utilized as part of the FY 2019 Third Quarter Review and, as a result, is not carried forward into FY 2020.

³ 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.

⁴ The proposed County General Fund transfer for school operations in FY 2020 totals \$2,136,016,697, an increase of \$84,357,490, or 4.11 percent, over the FY 2019 Adopted Budget Plan. It should be noted that this amount fully funds the transfer request included in the Fairfax County School Board's Advertised Budget.

⁵ 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. The FY 2020 projected balance in the Revenue Stabilization Reserve is \$224.00 million, or 5.05% 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 2020 Advertised Budget Plan, the FY 2020 projected balance in the Managed Reserve is \$179.85 million, or 4.05 percent of total General Fund disbursements.

⁷ As part of the FY 2018 Third Quarter Review, an amount of \$118,679 was set aside in reserve to address potential FY 2019 one-time requirements. As part of the FY 2018 Carryover Review, an amount of \$4,486,631 was added to the reserve for a total of \$4,605,310. This one-time funding is expected to be utilized as part of the FY 2019 Third Quarter Review and, as a result, is not carried forward into FY 2020.

FY 2020 ADVERTISED SUMMARY GENERAL FUND DIRECT EXPENDITURES

# Agency Title	FY 2018 Actual	FY 2019 Adopted Budget Plan	FY 2019 Revised Budget Plan	FY 2020 Advertised Budget Plan	Inc/(Dec) Over Revised	% Inc/(Dec) Over Revised
Legislative-Executive Functions / Central Services						
01 Board of Supervisors	\$5,088,578	\$6,126,534	\$6,168,990	\$5,461,082	(\$707,908)	(11.48%)
02 Office of the County Executive	6,439,657	7,061,851	7,133,263	7,586,643	453,380	6.36%
03 Department of Clerk Services	0	0	0	1,802,780	1,802,780	--
06 Department of Finance	7,769,692	8,782,805	9,484,188	8,935,339	(548,849)	(5.79%)
11 Department of Human Resources	7,359,894	7,693,713	7,811,463	7,944,535	133,072	1.70%
12 Department of Procurement and Material Management	4,169,111	7,164,763	8,088,317	7,412,277	(676,040)	(8.36%)
13 Office of Public Affairs	1,471,604	1,722,104	1,881,231	1,770,105	(111,126)	(5.91%)
15 Office of Elections	4,528,348	4,169,525	4,187,320	4,423,771	236,451	5.65%
17 Office of the County Attorney	7,358,236	7,825,694	8,995,367	8,019,319	(976,048)	(10.85%)
20 Department of Management and Budget	4,938,069	5,203,443	5,461,562	5,460,450	(1,112)	(0.02%)
37 Office of the Financial and Program Auditor	319,485	400,704	402,471	409,814	7,343	1.82%
41 Civil Service Commission	452,272	454,134	454,134	464,464	10,330	2.27%
42 Office of the Independent Police Auditor	227,580	316,377	317,744	325,077	7,333	2.31%
57 Department of Tax Administration	24,317,624	25,942,250	27,121,037	27,682,973	561,936	2.07%
70 Department of Information Technology	32,826,499	35,088,139	35,750,532	36,440,847	690,315	1.93%
Total Legislative-Executive Functions / Central Services	\$107,266,649	\$117,952,036	\$123,257,619	\$124,139,476	\$881,857	0.72%
Judicial Administration						
80 Circuit Court and Records	\$11,396,334	\$11,763,757	\$11,786,163	\$12,325,281	\$539,118	4.57%
82 Office of the Commonwealth's Attorney	3,711,043	4,083,927	4,130,942	4,296,431	165,489	4.01%
85 General District Court	3,814,798	4,231,416	4,595,653	4,360,169	(235,484)	(5.12%)
91 Office of the Sheriff	19,902,785	19,977,092	21,564,500	20,456,598	(1,107,902)	(5.14%)
Total Judicial Administration	\$38,824,960	\$40,056,192	\$42,077,258	\$41,438,479	(\$638,779)	(1.52%)
Public Safety						
04 Department of Cable and Consumer Services	\$809,284	\$860,438	\$860,594	\$753,175	(\$107,419)	(12.48%)
31 Land Development Services	11,819,365	12,265,578	12,676,769	12,525,199	(151,570)	(1.20%)
81 Juvenile and Domestic Relations District Court	22,120,514	24,479,926	26,007,801	25,588,937	(418,864)	(1.61%)
90 Police Department	192,853,382	203,479,070	206,704,951	213,255,334	6,550,383	3.17%
91 Office of the Sheriff	45,516,633	50,763,097	52,884,049	52,003,405	(880,644)	(1.67%)
92 Fire and Rescue Department	199,106,073	209,376,423	214,603,010	216,369,937	1,766,927	0.82%
93 Office of Emergency Management	1,810,661	1,903,057	2,638,061	1,932,528	(705,533)	(26.74%)
96 Department of Animal Sheltering	2,161,126	2,625,643	2,647,625	2,728,118	80,493	3.04%
97 Department of Code Compliance	4,322,855	4,630,445	4,649,167	4,746,844	97,677	2.10%
Total Public Safety	\$480,519,893	\$510,383,677	\$523,672,027	\$529,903,477	\$6,231,450	1.19%

FY 2020 ADVERTISED SUMMARY GENERAL FUND DIRECT EXPENDITURES

# Agency Title	FY 2018 Actual	FY 2019 Adopted Budget Plan	FY 2019 Revised Budget Plan	FY 2020 Advertised Budget Plan	Inc/(Dec) Over Revised	% Inc/(Dec) Over Revised
Public Works						
08 Facilities Management Department	\$57,171,867	\$59,200,956	\$61,844,724	\$58,503,560	(\$3,341,164)	(5.40%)
25 Business Planning and Support	1,009,631	1,015,756	995,649	970,611	(25,038)	(2.51%)
26 Office of Capital Facilities	14,137,513	14,675,931	15,042,595	15,194,945	152,350	1.01%
87 Unclassified Administrative Expenses	4,154,659	3,948,694	4,098,869	3,948,694	(150,175)	(3.66%)
Total Public Works	\$76,473,670	\$78,841,337	\$81,981,837	\$78,617,810	(\$3,364,027)	(4.10%)
Health and Welfare						
67 Department of Family Services	\$195,956,308	\$218,353,739	\$223,483,048	\$145,466,205	(\$78,016,843)	(34.91%)
68 Department of Administration for Human Services ¹	13,421,349	0	0	0	0	--
71 Health Department	57,516,466	62,427,094	64,280,083	64,969,634	689,551	1.07%
73 Office to Prevent and End Homelessness	13,020,272	14,354,529	15,062,439	14,877,504	(184,935)	(1.23%)
77 Office of Strategy Management for Health and Human Services	0	3,863,769	3,633,130	3,489,329	(143,801)	(3.96%)
79 Department of Neighborhood and Community Services	29,533,496	31,136,968	32,483,909	116,499,062	84,015,153	258.64%
Total Health and Welfare	\$309,447,891	\$330,136,099	\$338,942,609	\$345,301,734	\$6,359,125	1.88%
Parks and Libraries						
51 Fairfax County Park Authority	\$25,004,732	\$26,590,585	\$26,840,827	\$27,481,008	\$640,181	2.39%
52 Fairfax County Public Library	28,753,171	29,364,003	30,773,020	30,037,629	(735,391)	(2.39%)
Total Parks and Libraries	\$53,757,903	\$55,954,588	\$57,613,847	\$57,518,637	(\$95,210)	(0.17%)
Community Development						
16 Economic Development Authority	\$7,873,057	\$7,840,615	\$7,990,615	\$7,948,557	(\$42,058)	(0.53%)
31 Land Development Services	15,501,448	16,160,968	16,565,153	16,588,304	23,151	0.14%
35 Department of Planning and Zoning	11,911,771	11,618,294	13,639,004	12,089,140	(1,549,864)	(11.36%)
36 Planning Commission	824,927	857,046	860,561	0	(860,561)	(100.00%)
38 Department of Housing and Community Development	6,416,330	6,845,003	7,033,169	7,302,039	268,870	3.82%
39 Office of Human Rights and Equity Programs	1,498,459	1,797,169	1,963,159	1,841,481	(121,678)	(6.20%)
40 Department of Transportation	8,160,306	8,583,491	9,045,516	8,834,765	(210,751)	(2.33%)
Total Community Development	\$52,186,298	\$53,702,586	\$57,097,177	\$54,604,286	(\$2,492,891)	(4.37%)
Nondepartmental						
87 Unclassified Administrative Expenses	\$195,045	\$1,973,787	\$12,950,526	\$200,000	(\$12,750,526)	(98.46%)
89 Employee Benefits	364,459,919	391,310,083	394,352,516	402,972,072	8,619,556	2.19%
Total Nondepartmental	\$364,654,964	\$393,283,870	\$407,303,042	\$403,172,072	(\$4,130,970)	(1.01%)
Total General Fund Direct Expenditures	\$1,483,132,228	\$1,580,310,385	\$1,631,945,416	\$1,634,695,971	\$2,750,555	0.17%

¹ As part of a Health and Human Services realignment, administrative functions provided by Agency 68, Department of Administration for Human Services (DAHS), are decentralized to individual agencies to ensure regulatory, financial and program compliance and to more effectively support each agency's specialized service needs. DAHS is replaced by Agency 77, Office of Strategy Management for Health and Human Services.



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General Fund Revenue Overview



FY 2020

Advertised Budget Plan

General Fund Revenue Overview

SUMMARY OF GENERAL FUND REVENUE AND TRANSFERS IN

Category	FY 2018 Actual	FY 2019 Adopted Budget Plan	FY 2019 Revised Budget Plan ¹	FY 2020 Advertised Budget Plan	Change from the FY 2019 Revised Budget Plan	
					Increase/ (Decrease)	Percent Change
Real Estate Taxes - Current and Delinquent	\$2,651,840,881	\$2,790,371,574	\$2,790,371,574	\$2,890,593,420	\$100,221,846	3.6%
Personal Property Taxes - Current and Delinquent ²	622,435,842	623,280,032	628,621,232	637,770,970	9,149,738	1.5%
Other Local Taxes	526,923,911	521,305,877	522,515,580	527,746,118	5,230,538	1.0%
Permits, Fees and Regulatory Licenses	52,721,959	53,009,977	53,305,534	53,559,013	253,479	0.5%
Fines and Forfeitures	12,178,390	12,178,536	12,438,697	12,583,545	144,848	1.2%
Revenue from Use of Money/Property	43,523,165	49,159,119	69,585,705	82,283,249	12,697,544	18.2%
Charges for Services	82,474,118	81,868,225	82,845,373	83,305,683	460,310	0.6%
Revenue from the Commonwealth and Federal Government ²	136,763,218	133,833,796	136,909,664	139,699,660	2,789,996	2.0%
Recovered Costs / Other Revenue	17,405,819	16,636,952	16,883,193	16,934,540	51,347	0.3%
Total Revenue	\$4,146,267,303	\$4,281,644,088	\$4,313,476,552	\$4,444,476,198	\$130,999,646	3.0%
Transfers In	10,068,651	10,173,319	10,173,319	9,081,414	(1,091,905)	(10.7%)
Total Receipts	\$4,156,335,954	\$4,291,817,407	\$4,323,649,871	\$4,453,557,612	\$129,907,741	3.0%

¹ FY 2019 revenue estimates were increased a net \$31.8 million as part of the FY 2018 Carryover Review and the fall 2018 review of revenues. Explanations of these changes can be found in the following narrative. The FY 2019 Third Quarter Review may contain further adjustments as necessary.

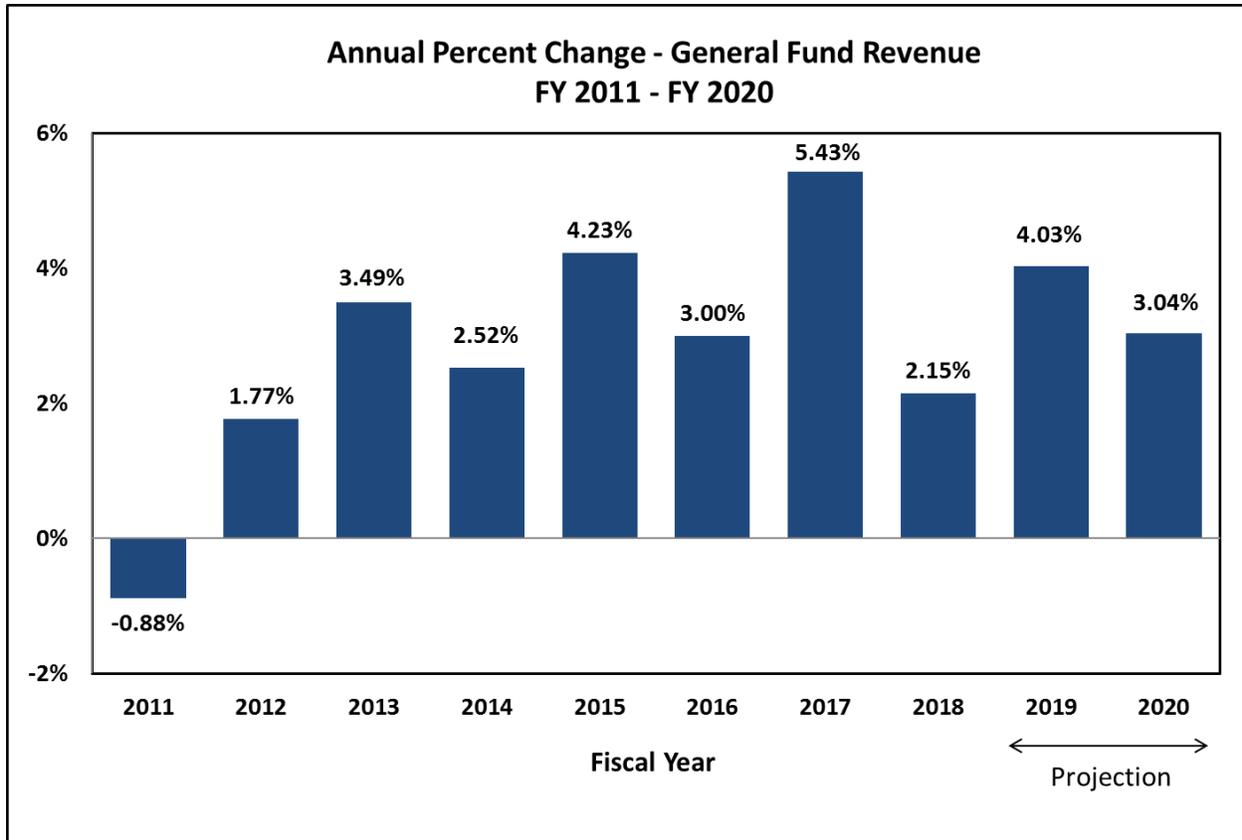
² The portion of the Personal Property Tax reimbursed by the Commonwealth as a result of the Personal Property Tax Relief Act of 1998 is included in the Personal Property Tax category for the purpose of discussion in this section.

As reflected in the preceding table, FY 2020 General Fund revenues are projected to be \$4,444,476,198, an increase of \$162,832,110 or 3.8 percent over the FY 2019 Adopted Budget Plan. FY 2019 revenue estimates were increased a net \$31.8 million in a number of revenue categories as part of the *FY 2018 Carryover Review* and the fall 2018 review of revenues. As a result, the FY 2020 General Fund revenue reflects an increase of \$130,999,646 or 3.0 percent over the *FY 2019 Revised Budget Plan*. The increase is primarily the result of a \$100.2 million increase in Real Estate Taxes based on rising assessments. In addition, Personal Property Taxes are projected to increase \$9.1 million due to an increase in vehicle and business levy; Revenue from Use of Money and Property is projected to increase \$12.7 million primarily because of rising interest rates, and Other Local Taxes are expected to increase \$5.2 million on projected growth in Local Sales Tax, Transient Occupancy Tax, and Business, Professional, and Occupational License Tax.

Incorporating Transfers In, FY 2020 General Fund receipts are anticipated to be \$4,453,557,612. The Transfers In to the General Fund total \$9.1 million and reflect \$2.8 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.

General Fund Revenue Overview

The following chart shows General Fund revenue growth since FY 2011. Revenues rose at an average annual growth rate of 3.0 percent in the period from FY 2011 to FY 2016. General Fund 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 is projected to increase a 4.03 percent growth 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 3.04 percent is projected in FY 2020.



Economic Indicators

The U. S. economy expanded at rates of 4.2 percent and 3.4 percent in the second and third quarters of 2018, respectively, and economic growth likely remained robust in the last quarter of 2018. As the economy continued to add jobs at a solid clip throughout 2018 and the beginning of 2019, with 304,000 jobs added in January, the unemployment rate dipped to levels not seen since 1969. The current economic expansion, buttressed by strong consumer spending thanks to rising wage growth and strong labor market gains, is the second longest in history at 116 months. Economists expect a slowdown in growth in 2019 due to tighter financial conditions and a fading fiscal stimulus from the federal tax reform approved in 2018.

With continued strength in the labor market and economic activity rising at a healthy rate, the Federal Reserve raised the federal funds rate four times throughout 2018. The rate now stands at a range of 2.25 percent to 2.5 percent and the Fed has indicated that two interest rate hikes are possible in 2019. The Federal Open Market Committee, which sets the rates, assured that it will "continue to monitor global economic and financial developments and assess their implications for the economic outlook."

General Fund Revenue Overview

After a slow recovery from the Great Recession and sequestration, Virginia's economic performance picked up the pace in 2018. The increase in federal government contract spending as a result of the Bipartisan Budget Agreement of 2018 bodes well for Virginia's economy in the short-term. In addition, attracting Amazon's HQ2 to Northern Virginia is expected to provide a boost to the region's economic performance, spur innovation and further diversify the economy away from federal spending dependency.

Employment gains in the Washington region were above the historical average in 2018. Three sectors – professional and business services, education and health services, and leisure and hospitality – outperformed their historic job growth pattern in 2018. In Fairfax County, the unemployment rate fell to 2.2 percent as of November 2018, down from 2.8 percent in November 2017. According to estimates from IHS Markit, the County's Gross County Product (GCP), adjusted for inflation, increased at a rate of 2.1 percent in 2017, and growth accelerated to an estimated 2.7 percent in 2018.

The region's economic outlook for 2019 became a lot more uncertain due to the 35-day partial government shutdown in the beginning of the year. According to Dr. Stephen Fuller, a George Mason University professor, 40 percent of the region's 360,000 federal workers were furloughed or worked without pay and 25 percent of the federal contractor workforce was laid off during the shutdown. While the full impact of the shutdown in the long-term is unclear and hard to quantify, it did impact the economy negatively in the short-term as a result of reduced spending by federal workers. Some of the costs were also transferred to local governments in the form of higher public assistance expenditures and lower tax revenues. Further headwinds for the local and national economy during 2019 include the decelerating global markets, higher interest rates, increased market volatility and trade policy uncertainty. In addition, what adds to future uncertainty is a divided Congress that will need to tackle the expiration of the debt ceiling suspension on March 1, 2019 and the return of the sequester-level discretionary spending caps on October 1, 2019.

Local Housing Market

Based on information from the Metropolitan Regional Information System (MRIS), the average sales price of homes sold in Fairfax County rose 1.9 percent from \$567,829 in 2017 to \$578,723 in 2018. Home prices continue to increase primarily as a result of tight inventory of homes for sale. Since 2009, the average home sales price has risen 38.7 percent, or an average annual growth of 3.7 percent.

MRIS also reported that 15,683 homes sold in the County in 2018, down 2.6 percent from 2017. Homes that sold during 2018 were on the market for an average of 52 days, down from 61 days in 2017.

Local Nonresidential Market

According to the Fairfax County Economic Development Authority, the direct office vacancy rate at year-end 2018 was 14.9 percent, down from 15.5 percent at year-end 2017. The overall office vacancy rate, which includes empty sublet space, was 15.5 percent at year-end 2018, down from 16.3 percent recorded at year-end 2017. The amount of empty office space fell to 18.4 million square feet. Industry experts expect vacancy rates to remain relatively stable through 2019 as tenants monitor economic conditions and the direction of the federal budget.

At year-end 2018, office development continued around Metro stations in the Silver Line corridor and in other areas of the County as well. Six office buildings totaling more than 1.5 million square feet were underway in three submarkets in December 2018. The amount of new space delivered in 2018 – more than 1.5 million square feet – exceeded the roughly 870,000 square feet delivered in 2017.

General Fund Revenue Overview

Office leasing activity topped 9.6 million square feet by the end of 2018. As has been the case for the past several years, the overwhelming majority of leasing activity during 2018 involved renewals and consolidations. 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 54 million square feet of new office space is in the development pipeline countywide.

Revenue

In FY 2020, current and delinquent Real Estate Tax revenue comprises 65.0 percent of total County General Fund revenues. FY 2020 Real Estate property values were established as of January 1, 2019 and reflect market activity through calendar year 2018. The Real Estate Tax base is projected to increase 3.60 percent in FY 2020 and is made up of a 2.45 percent increase in total equalization (reassessment of existing residential and nonresidential properties), and an increase of 1.15 percent for new construction.

The FY 2019 and FY 2020 General Fund revenue estimates discussed in this section are based on a review of Fairfax County economic indicators, actual FY 2018 receipts, and FY 2019 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 2020.

General Fund Revenue Overview

MAJOR REVENUE SOURCES

The following major revenue categories discussed in this section comprise 98.7 percent of total FY 2020 General Fund revenue. Unless otherwise indicated, comparative data are presented relative to the *FY 2019 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 2018 Actual	FY 2019 Adopted Budget Plan	FY 2019 Revised Budget Plan ¹	FY 2020 Advertised Budget Plan	Change from the FY 2019 Revised Budget Plan	
					Increase / (Decrease)	Percent Change
Real Estate Tax - Current	\$2,641,900,635	\$2,781,410,559	\$2,781,410,559	\$2,881,632,405	\$100,221,846	3.6%
Personal Property Tax						
Current ²	606,998,834	608,539,553	613,380,753	622,530,491	9,149,738	1.5%
Paid Locally	395,684,890	397,225,609	402,066,809	411,216,547	9,149,738	2.3%
Reimbursed by Commonwealth	211,313,944	211,313,944	211,313,944	211,313,944	0	0.0%
Business, Professional and Occupational License Tax-Current	162,298,747	160,086,487	164,733,228	167,204,226	2,470,998	1.5%
Local Sales Tax	182,172,429	185,686,835	186,726,741	191,394,909	4,668,168	2.5%
Recordation/Deed of Conveyance Taxes	31,960,941	31,193,902	28,488,338	28,488,338	0	0.0%
Gas & Electric Utility Taxes	45,883,971	45,533,698	45,533,698	45,533,698	0	0.0%
Communications Sales Tax	12,856,026	10,528,299	8,366,196	5,688,439	(2,677,757)	(32.0%)
Vehicle License Fee	27,227,944	27,464,107	27,464,107	27,464,107	0	0.0%
Transient Occupancy Tax	22,129,369	22,120,618	22,682,603	23,249,668	567,065	2.5%
Cigarette Tax	6,502,880	6,561,630	5,976,682	5,916,915	(59,767)	(1.0%)
Permits, Fees and Regulatory Licenses	52,721,959	53,009,977	53,305,534	53,559,013	253,479	0.5%
Investment Interest	41,438,317	46,992,592	67,403,726	80,017,523	12,613,797	18.7%
Charges for Services	82,474,118	81,868,225	82,845,373	83,305,683	460,310	0.6%
Fines and Forfeitures	12,178,390	12,178,536	12,438,697	12,583,545	144,848	1.2%
Recovered Costs / Other Revenue	17,405,819	16,636,952	16,883,193	16,934,540	51,347	0.3%
Revenue from the Commonwealth and Federal Government ²	136,763,218	133,833,796	136,909,664	139,699,660	2,789,996	2.0%
Total Major Revenue Sources	\$4,082,913,597	\$4,223,645,766	\$4,254,549,092	\$4,385,203,160	\$130,654,068	3.1%

¹ FY 2019 revenue estimates were increased a net \$31.8 million as part of the *FY 2018 Carryover Review* and the fall 2018 review of revenues. Explanations of these changes can be found in the following narrative. The *FY 2019 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.

General Fund Revenue Overview

REAL ESTATE TAX-CURRENT

FY 2018 Actual	FY 2019 Adopted	FY 2019 Revised	FY 2020 Advertised	Increase/ (Decrease)	Percent Change
\$2,641,900,635	\$2,781,410,559	\$2,781,410,559	\$2,881,632,405	\$100,221,846	3.6%

The FY 2020 Advertised Budget Plan estimate for Current Real Estate Taxes is \$2,881,632,405 and represents an increase of \$100,221,846 or 3.6 percent over the *FY 2019 Revised Budget Plan* estimate. The increase is the result of the rise of the Real Estate tax base of 3.60 percent. The proposed FY 2020 Real Estate tax rate is \$1.15 per \$100 of assessed value, the same as in FY 2019.

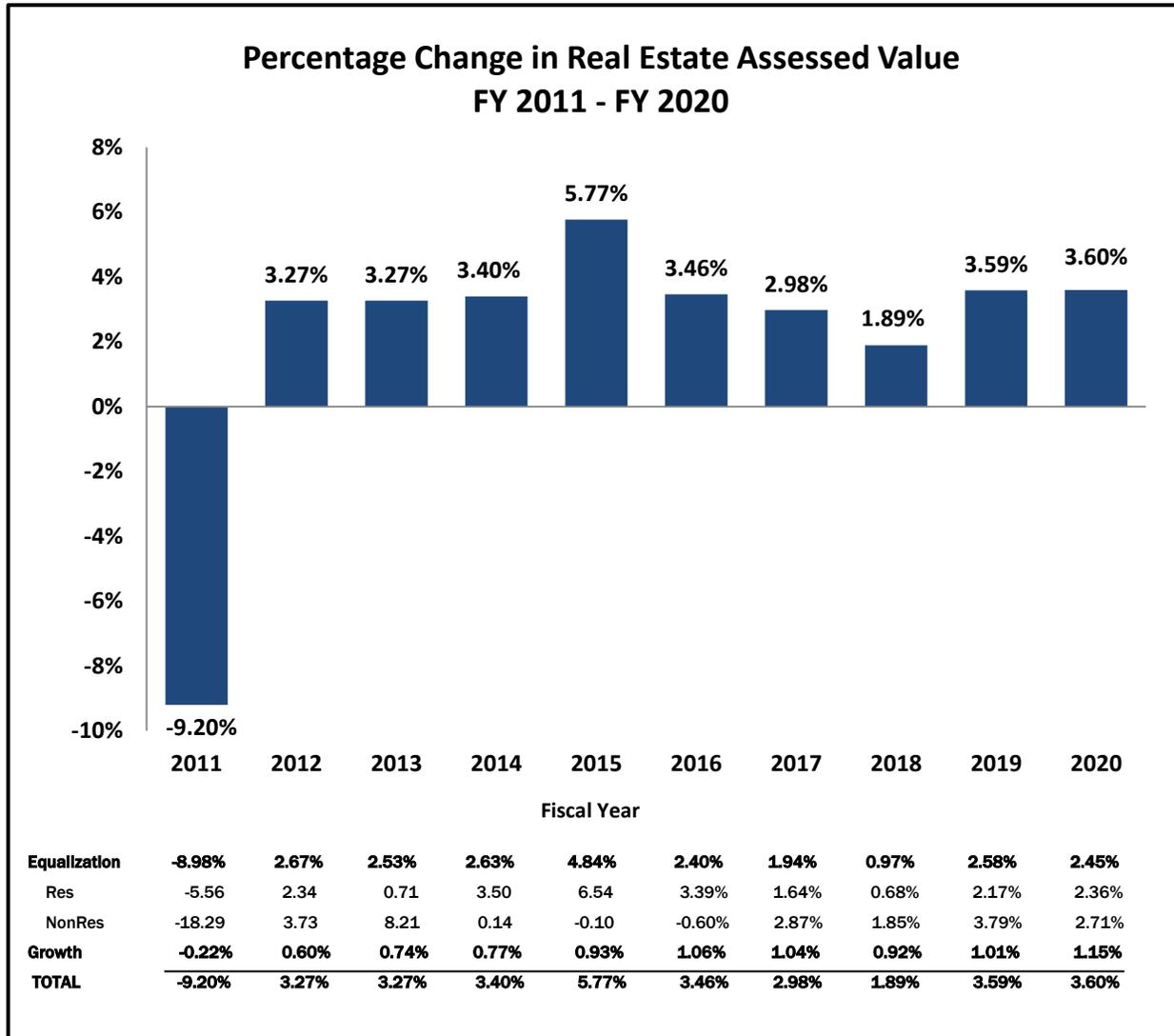
The FY 2020 value of assessed real property represents an increase of 3.60 percent, as compared to the FY 2019 Real Estate Land Book, and is comprised of an increase in equalization of 2.45 percent and an increase of 1.15 percent associated with new construction. The FY 2020 figures reflected in this document are based on final assessments for Tax Year 2019 (FY 2020), which were established as of January 1, 2019. In addition to the revenue shown in the table above, the projected value of one-half penny on the Real Estate Tax rate (\$12.8 million) is allocated to The Penny for Affordable Housing Fund and \$5.5 million is allocated to Fund 70040, Mosaic District Community Development Authority. Throughout FY 2020, 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 2020 **Main Assessment Book Value** is \$255,191,954,950 and represents an increase of \$8,857,622,800, or 3.60 percent, over the FY 2019 main assessment book value of \$246,334,332,150.

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 3.49 percent through FY 2020.

General Fund Revenue Overview

The following chart shows changes in the County’s assessed value base from FY 2011 to FY 2020.



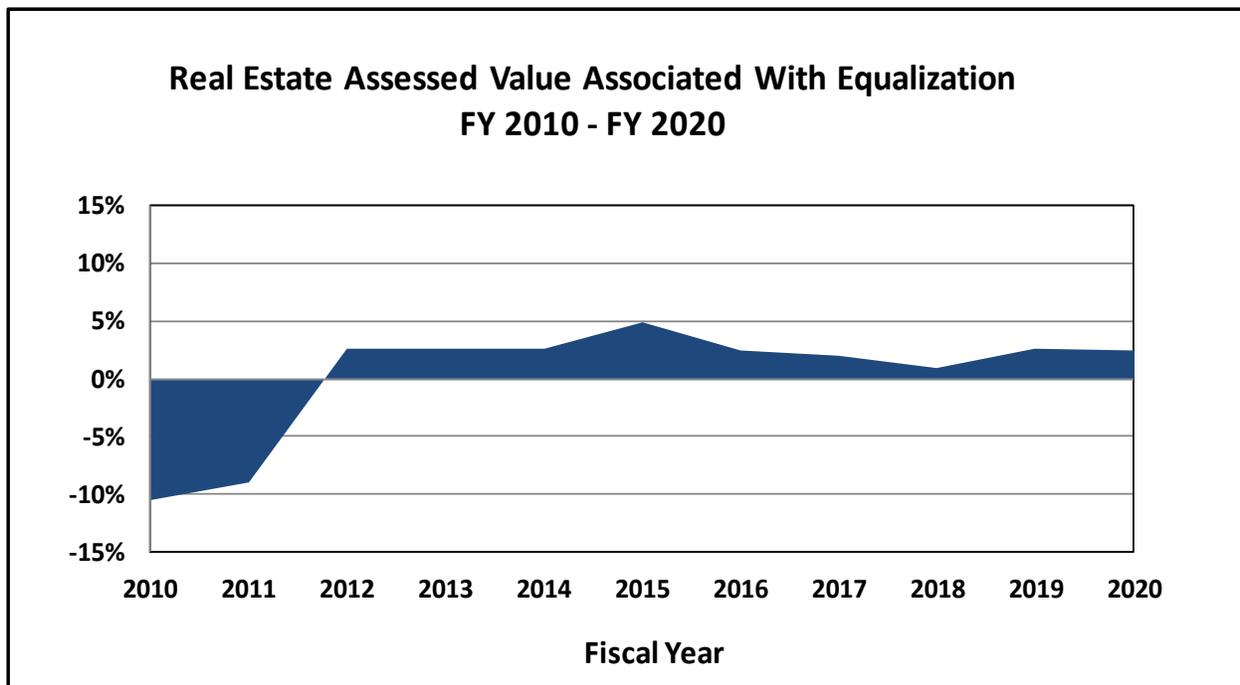
The overall change in the assessment base is comprised of **equalization** and **normal growth**. For reporting purposes, individual properties are identified as being in either the equalization category or the growth category, but not both. Equalization properties are those whose values change due to 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 2020 assessment base reflects a total equalization increase of 2.45 percent and an increase of 1.15 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 73.81 percent in FY 2019 to 73.30 percent in FY 2020. The following table reflects changes in the Real Estate Tax assessment base from FY 2014 through FY 2020.

General Fund Revenue Overview

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

Assessed Base Change Due To:	FY 2014	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019	FY 2020
Equalization	\$5,259.4	\$10,026.1	\$5,269.7	\$4,401.5	\$2,269.9	\$6,140.1	\$6,032.5
% Change	2.63%	4.84%	2.40%	1.94%	0.97%	2.58%	2.45%
Residential	3.50%	6.54%	3.39%	1.64%	0.68%	2.17%	2.36%
Nonresidential	0.14%	(0.10%)	(0.60%)	2.87%	1.85%	3.79%	2.71%
Normal Growth	\$1,550.4	\$1,922.0	\$2,318.0	\$2,362.6	\$2,148.1	\$2,403.1	\$2,825.1
% Change	0.77%	0.93%	1.06%	1.04%	0.92%	1.01%	1.15%
Residential	0.42%	0.51%	0.51%	0.56%	0.36%	0.57%	0.68%
Nonresidential	1.79%	2.13%	2.74%	2.54%	2.61%	2.29%	2.47%
Total Change	\$6,809.8	\$11,948.1	\$7,587.7	\$6,764.2	\$4,418.0	\$8,543.2	\$8,857.6
% Change	3.40%	5.77%	3.46%	2.98%	1.89%	3.59%	3.60%
Total Book	\$207,073.1	\$219,021.3	\$226,609.0	\$233,373.1	\$237,791.1	\$246,334.3	\$255,192.0

Equalization, or reassessment of existing residential and nonresidential property, represents an increase in value of \$6,032,548,910, or 2.45 percent, in FY 2020. Both residential and non-residential property values rose in FY 2020. Growth in non-residential equalization has been higher than that of residential equalization in the last four years. Overall, residential equalization reflects a 2.36 percent increase in FY 2020, compared to a 2.17 percent increase in FY 2019. Nonresidential equalization rose 2.71 percent in FY 2020, compared to a 3.79 percent increase in FY 2019. Changes in the assessment base as a result of equalization are shown in the following graph.



General Fund Revenue Overview

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. In FY 2008, FY 2009, FY 2010, and FY 2011, overall residential equalization declined 0.33 percent, 3.38 percent, 12.55 percent, and 5.56 percent, respectively, as the inventory of homes for sale grew and home prices fell in the County, as they did throughout the Northern Virginia area. After falling four consecutive years, the value of residential properties in the County increased in the last nine years. The total value of residential properties including new construction in FY 2020 is \$187.4 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 2.17 percent in FY 2020. The value of single family homes has the most impact on the total residential base because they represent nearly 72 percent of the total. The value of townhouse properties increased 3.12 percent in FY 2020, while that of condominium properties increased 2.98 percent. Changes in residential equalization by housing type since FY 2015 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.

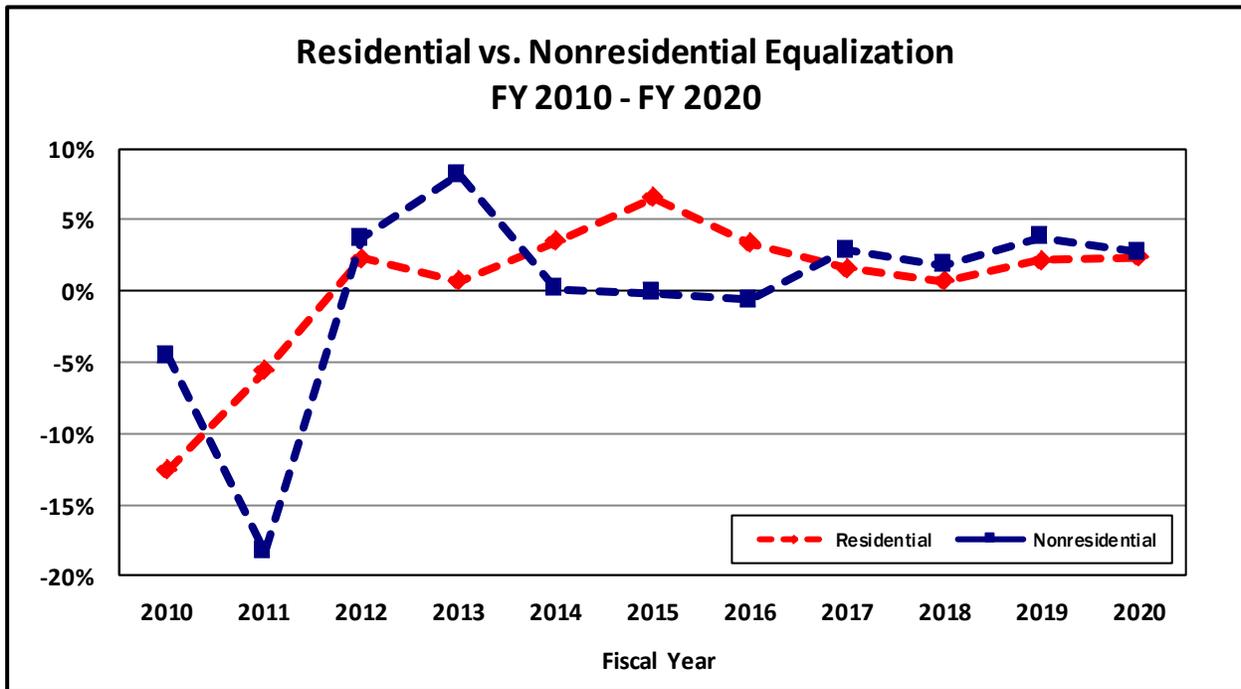
Residential Equalization Changes

Housing Type/ (Percent of Base)	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019	FY 2020
Single Family (71.6%)	5.82%	3.27%	1.69%	0.62%	2.11%	2.17%
Townhouse/Duplex (19.9%)	8.39%	3.81%	2.05%	1.37%	2.86%	3.12%
Condominiums (8.0%)	10.51%	4.48%	0.73%	(0.32%)	1.68%	2.98%
Vacant Land (0.4%)	3.38%	3.03%	0.92%	0.03%	2.01%	3.11%
Other (0.1%) ¹	3.42%	2.56%	6.42%	9.52%	9.70%	1.67%
Total Residential Equalization (100%)	6.54%	3.39%	1.64%	0.68%	2.17%	2.36%

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 \$562,601. This is an increase of \$12,971 over the FY 2019 value of \$549,630. At the Real Estate tax rate of \$1.15 per \$100 of assessed value, the typical residential annual tax bill will rise, on average, \$149.16 in FY 2020 to \$6,469.91.

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, before increasing 2.87 percent in FY 2017 and 1.85 percent in FY 2018. In FY 2019, nonresidential values increased 3.79 percent, followed by an increase of 2.71 percent in FY 2020. The total value of nonresidential properties including new construction in FY 2020 is \$67.8 billion.

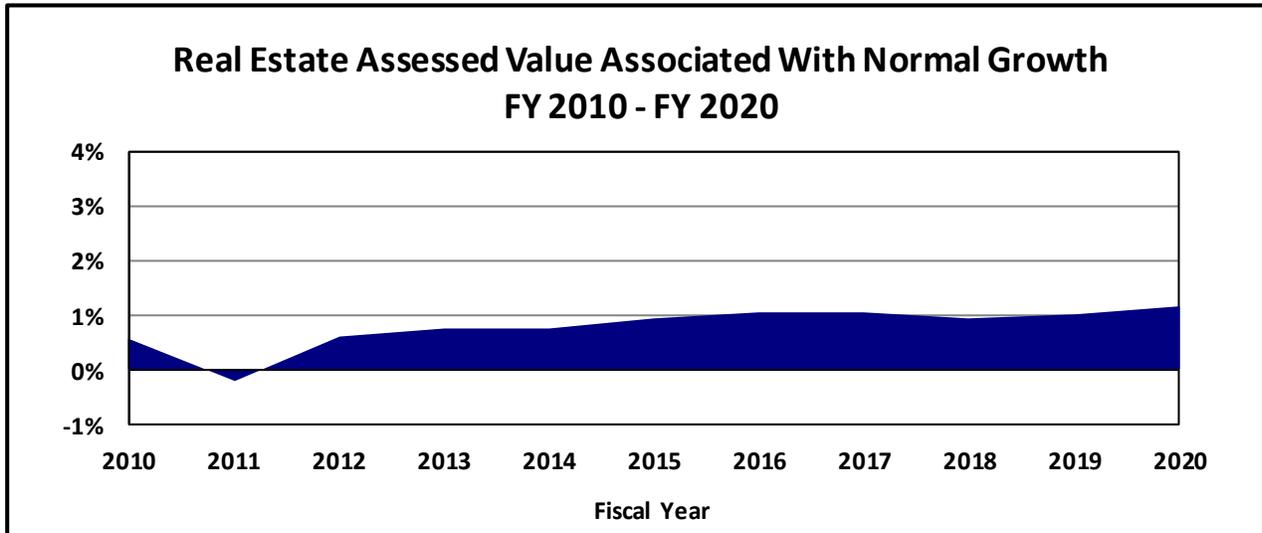
Office Elevator properties (mid- and high-rises), the largest component of the nonresidential tax base at 31.0 percent, experienced an increase of 3.32 percent in FY 2020 after increasing 2.82 percent in FY 2019. Apartment values, which represent 25.2 percent of the total nonresidential base, rose 2.13 percent in FY 2020. Retail properties increased only 1.66 percent in FY 2020 after a strong 7.00 percent rise in FY 2019. Nonresidential equalization changes by category since FY 2015 are presented in the following table.

Nonresidential Equalization Changes

Category (Percent of Base)	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019	FY 2020
Apartments (25.2%)	3.59%	1.20%	2.92%	3.37%	2.40%	2.13%
Office Condominiums (3.7%)	(0.07%)	0.58%	1.86%	0.49%	1.19%	1.77%
Industrial (6.9%)	1.77%	5.83%	7.43%	(0.26%)	9.61%	5.90%
Retail (17.4%)	1.52%	2.46%	1.60%	7.39%	7.00%	1.66%
Office Elevator (31.0%)	(2.93%)	(4.67%)	3.42%	(1.39%)	2.82%	3.32%
Office - Low Rise (2.7%)	(2.41%)	(5.00%)	1.73%	1.39%	1.11%	2.75%
Vacant Land (3.3%)	(1.19%)	(4.62%)	1.50%	(1.17%)	(0.35%)	4.28%
Hotels (3.5%)	(4.82%)	0.26%	3.61%	(0.12%)	8.13%	6.62%
Other (6.3%)	2.37%	5.26%	3.70%	6.73%	6.13%	2.80%
Nonresidential Equalization (100%)	(0.10%)	(0.60%)	2.87%	1.85%	3.79%	2.71%

General Fund Revenue Overview

The **Growth** component increased the FY 2020 assessment base by \$2,825,073,890, or 1.15 percent, over the FY 2019 assessment book value. New construction increased the residential property base by 0.68 percent and nonresidential properties by 2.47 percent.



In addition to the final equalization and normal growth adjustments in the Main Assessment Book, the following projected adjustments were made to the FY 2020 Real Estate Tax revenue estimate:

Exonerations, Certificates and Tax Abatements are anticipated to reduce the Real Estate assessment base by \$1,023.4 million in FY 2020, resulting in a reduction in levy of \$11.8 million.

Additional Assessments expected to be included in the new Real Estate base total \$525.0 million, or a levy increase of \$5.0 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 2020 by \$2,770.0 million. The reduction in tax levy due to the Tax Relief program is approximately \$31.9 million at the Real Estate tax rate of \$1.15 per \$100 of assessed value. In FY 2020, 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 2020 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 2020 income and asset thresholds for the Real Estate Tax Relief Program.

General Fund Revenue Overview

FY 2020			
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	No Limit	No Limit	full or partial based on mean assessed value
Surviving Spouse of First Responder Killed in the Line of Duty	No Limit	No Limit	full or partial based on mean assessed value

The FY 2020 local assessment base of \$251,923,563,580 is derived from the main assessment book and subsequent adjustments discussed above. From this local assessment base, a local tax levy of \$2,897,120,981 is calculated using the Real Estate Tax rate of \$1.15 per \$100 of assessed value. Based on an expected local collection rate of 99.70 percent, revenue from local assessments is estimated to be \$2,888,429,618. In FY 2020, 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 \$25.5 million in revenue.

Added to the local assessment base is an estimated \$1,000,000,000 in assessed value for Public Service Corporations (PSC) property. Using the Real Estate tax rate of \$1.15 per \$100 of assessed value, the tax levy on PSC property is \$11,500,000. The collection rate on PSC property is expected to be 100.0 percent.

The total assessment base, including Public Service Corporations, is \$252,923,563,580, with a total tax levy of \$2,908,620,981 at the Real Estate Tax rate of \$1.15 per \$100 of assessed value. Estimated FY 2020 revenue from the Real Estate Tax, including receipts from Public Service Corporations totals \$2,899,929,618. Of this amount, the approximate value of one-half cent on the Real Estate Tax rate, \$12,763,000, has been directed to Fund 30300, The Penny for Affordable Housing Fund and \$5,534,213 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 2020 is \$610,031,670, with a tax levy of \$7,015,364 at the Real Estate Tax rate of \$1.15 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 \$6,994,318. 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 \$5,534,213 in FY 2020. Accordingly, the difference of \$1,460,105 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 2020 Estimated Real Estate Assessments and Tax Levy

	Assessed Value	FY 2020 Tax Levy at \$1.15/\$100 of Assessed Value
FY 2019 Real Estate Book	\$246,334,332,150	\$2,832,844,820
FY 2020 Equalization	6,032,548,910	69,374,312
FY 2020 Growth	2,825,073,890	32,488,350
TOTAL FY 2020 REAL ESTATE BOOK	\$255,191,954,950	\$2,934,707,482
Exonerations	(\$1,000,000,000)	(\$11,500,000)
Certificates	(13,000,000)	(149,500)
Tax Abatements	(10,391,370)	(119,501)
Subtotal Exonerations	(\$1,023,391,370)	(\$11,769,001)
Supplemental Assessments	\$525,000,000	\$6,037,500
Tax Relief	(2,770,000,000)	(31,855,000)
Local Assessments	\$251,923,563,580	\$2,897,120,981
Public Service Corporation	\$1,000,000,000	\$11,500,000
TOTAL¹	\$252,923,563,580	\$2,908,620,981

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 2020 is \$610,031,670, with a tax levy of \$7,015,364.

Total General Fund revenue from the Real Estate Tax is \$2,881,632,405. The total local collection rates experienced in this category since FY 2005 are shown in the following table:

Real Estate Tax Local Collection Rates

Fiscal Year	Collection Rate	Fiscal Year	Collection Rate
2005	99.62%	2013	99.71%
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 (estimated) ¹	99.70%
2012	99.69%	2020 (estimated) ¹	99.70%

¹ In FY 2020, every 0.1 percentage point change in the collection rate yields a revenue change of \$2.9 million.

The Commercial/Industrial percentage of the County's FY 2020 Real Estate Tax base is 19.66 percent, an increase of 0.23 percentage point over the FY 2019 level of 19.43 percent. Commercial/Industrial property values as a percentage of the Real Estate Tax base increased in FY 2020 as a result of new office construction and a 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

General Fund Revenue Overview

property except multi-family rental apartments, which make up 7.04 percent of the County's Real Estate Tax base in FY 2020. Fairfax County's historical Commercial/Industrial percentages are detailed in the following table:

Commercial/Industrial Percentages

Fiscal Year	Percentage	Fiscal Year	Percentage
2005	18.20%	2013	20.77%
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%

PERSONAL PROPERTY TAX-CURRENT

	FY 2018 Actual	FY 2019 Adopted	FY 2019 Revised	FY 2020 Advertised	Increase/ (Decrease)	Percent Change
Paid Locally	\$395,684,890	\$397,225,609	\$402,066,809	\$411,216,547	\$9,149,738	2.3%
Reimbursed by State	211,313,944	211,313,944	211,313,944	211,313,944	0	0.0%
Total	\$606,998,834	\$608,539,553	\$613,380,753	\$622,530,491	\$9,149,738	1.5%

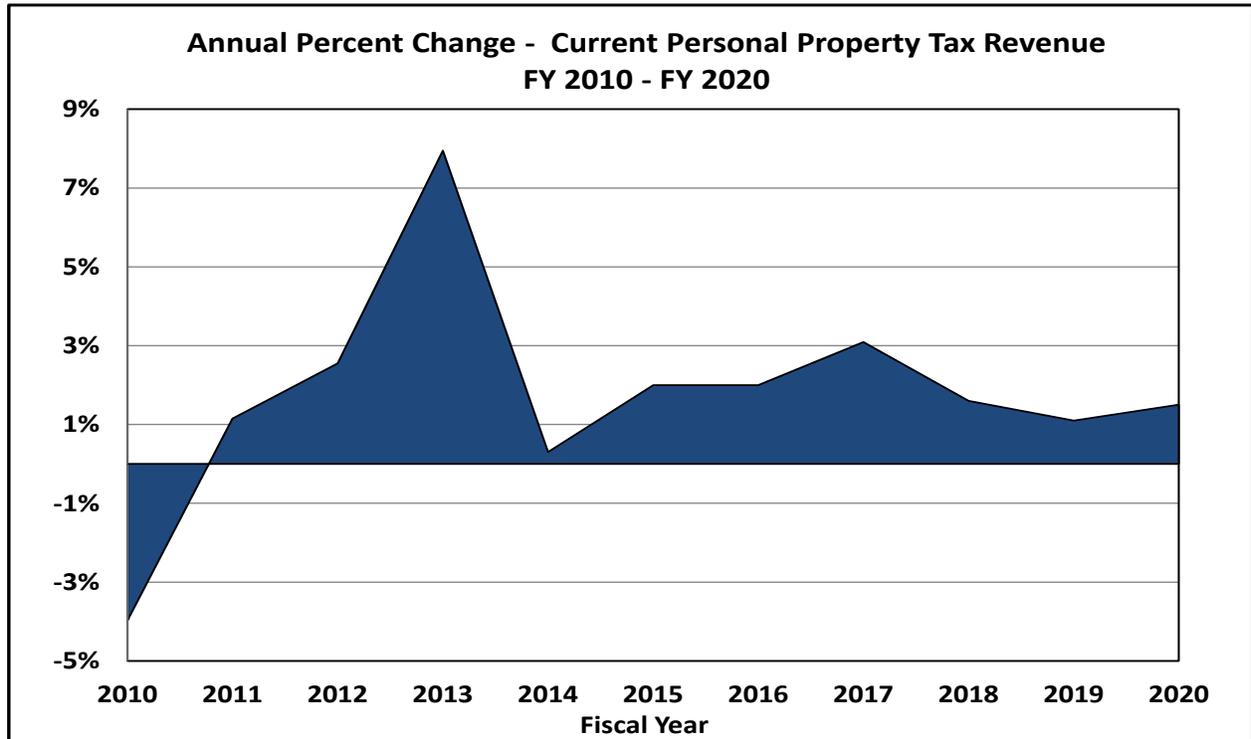
The FY 2020 Advertised Budget Plan estimate for Personal Property Tax revenue of \$622,530,491 represents an increase of \$9,149,738 or 1.5 percent over the *FY 2019 Revised Budget Plan* estimate. The increase is primarily due to an increase in the vehicle levy based on a preliminary analysis of vehicles currently in the County valued with information from the National Automobile Dealers Association, as well as an increase in the Business Personal Property levy.

The Personal Property Tax on vehicles represents 77.0 percent of the total assessment base in FY 2020. 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

General Fund Revenue Overview

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 2020, the reimbursement percentage is anticipated to be set at 59.0 percent.

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



In FY 2010, receipts decreased 4.0 percent mainly as a result of a significant decline of 10.8 percent in average vehicle levy reflecting the downturn in the economy in calendar year 2009. FY 2011 Personal Property Tax receipts increased 1.1 percent due to an increase in the average vehicle levy, partially offset with a decrease in business volume and average business levy. FY 2012 Personal Property Tax receipts increased 2.6 percent due to an increase in both the average vehicle and business levies. FY 2013 receipts increased a solid 7.9 percent mainly as a result of a rise of 7.1 percent in total vehicle levy. 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. Since FY 2014 through FY 2018, Personal Property Tax revenue has experienced an average annual growth of 2.2 percent. Personal Property Tax receipts are expected to increase 1.1 percent in FY 2019, and growth of 1.5 percent is projected in FY 2020. The vehicle component, which comprises 77.0 percent of total Personal Property levy, is expected to increase 1.6 percent based on preliminary analysis of vehicles in the County valued with information from the National Automobile Dealers Associations (NADA). Total vehicle volume is forecast to remain level with FY 2019.

General Fund Revenue Overview

Changes in vehicle volume and average vehicle levy since FY 2010 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 2010	0.1%	\$387	(10.8%)
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 (est.)	0.5%	\$477	1.9%
FY 2020 (est.)	0.0%	\$485	1.6%

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. Business levy is anticipated to resume growing at 0.8 percent in FY 2019 and 1.0 percent in FY 2020.

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 \$1.15 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 2020 Estimated Personal Property Assessments and Tax Levy

Category	FY 2020 Assessed Value	Tax Rate (per \$100)	FY 2020 Tax Levy	Percent of Total Levy
Vehicles				
Privately Owned	\$10,182,654,017	\$4.57	\$406,225,026	64.5%
Business Owned	587,727,133	4.57	23,722,252	3.8%
Leased	1,394,086,086	4.57	54,833,710	8.7%
Subtotal	\$12,164,467,236		\$484,780,988	77.0%
Business Personal Property				
Furniture and Fixtures	\$1,993,315,078	\$4.57	\$91,648,834	14.5%
Computer Equipment	810,848,798	4.57	37,222,906	5.9%
Machinery and Tools	31,062,799	4.57	1,423,501	0.2%
Research and Development	184,989	4.57	8,454	0.0%
Subtotal	\$2,835,411,664		\$130,303,695	20.6%
Other Personal Property				
Boats, Trailers, Miscellaneous	\$18,242,247	\$4.57	\$867,985	0.1%
Mobile Homes	12,439,160	1.15	145,989	0.1%
Subtotal	\$30,681,407		\$1,013,974	0.2%
Exonerations	(\$84,989,746)	\$4.57	(\$27,724,440)	-4.4%
Omitted Assessments	243,712,474	4.57	6,160,987	1.0%
Total Local Assessed Value and Levy	\$15,189,283,035		\$594,535,204	94.4%
Public Service Corporations				
Equalized	\$3,073,690,180	\$1.15	\$35,347,437	5.6%
Vehicles	6,833,171	4.57	312,276	0.0%
Subtotal	\$3,080,523,351		\$35,659,713	5.6%
TOTAL	\$18,269,806,386		\$630,194,917	100.0%

FY 2020 Personal Property Tax assessments including Public Service Corporations are \$18,269,806,386, with a total tax levy of \$630,194,917. Personal Property Tax revenue collections are projected to be \$622,530,491, 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 2005 are shown in the following table:

Personal Property Tax Collection Rates

Fiscal Year	Collection Rate	Fiscal Year	Collection Rate
2005	97.9%	2013	98.4%
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 (estimated) ¹	98.0%
2012	98.2%	2020 (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.

General Fund Revenue Overview

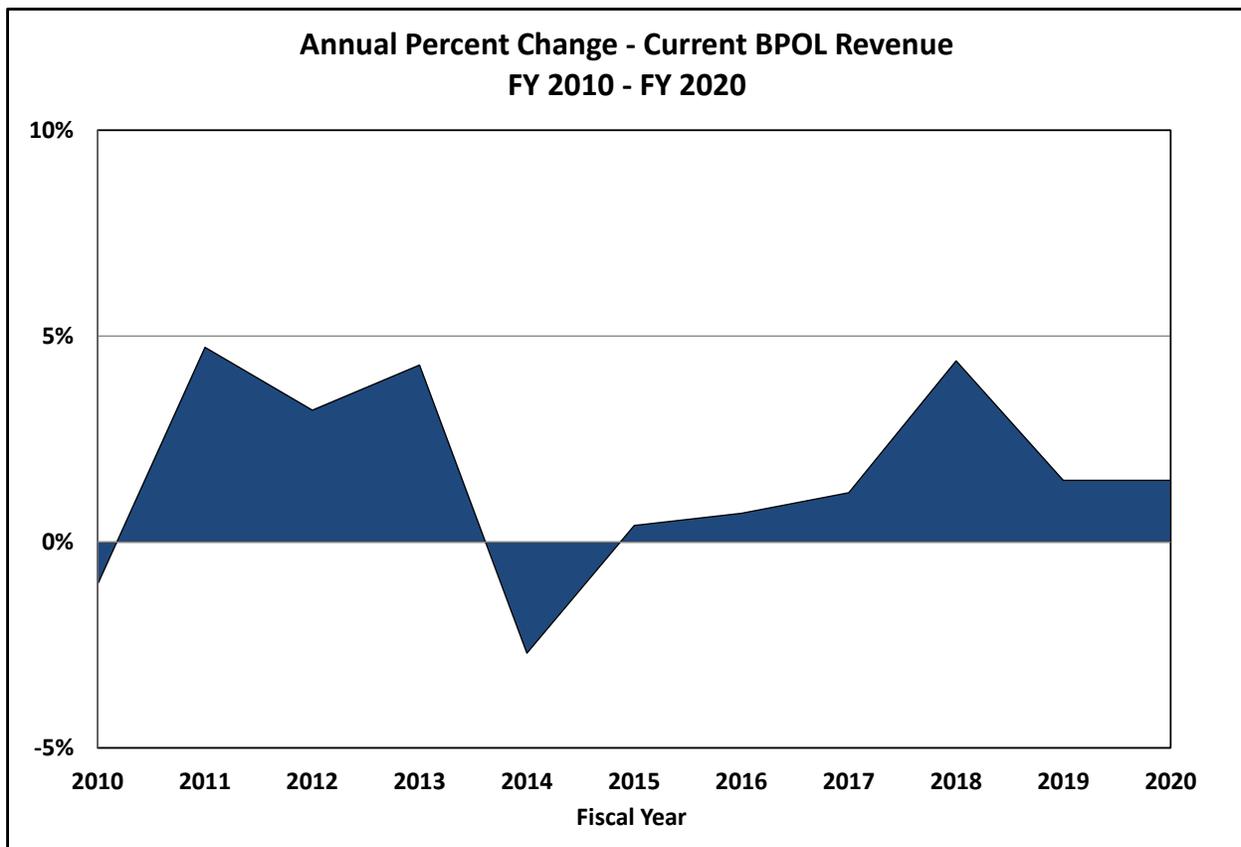
FY 2019 Current Personal Property Tax Revenue

As part of the *FY 2018 Carryover Review* and the fall 2018 revenue review, the FY 2019 Personal Property Tax estimate was increased a net \$4.8 million compared to the FY 2019 Adopted Budget Plan estimate. The increase is primarily due to a higher projected vehicle levy.

BUSINESS, PROFESSIONAL AND OCCUPATIONAL LICENSE TAX-CURRENT

FY 2018 Actual	FY 2019 Adopted	FY 2019 Revised	FY 2020 Advertised	Increase/ (Decrease)	Percent Change
\$162,298,747	\$160,086,487	\$164,733,228	\$167,204,226	\$2,470,998	1.5%

The FY 2020 Advertised Budget Plan estimate for Business, Professional, and Occupational License Taxes (BPOL) of \$167,204,226 reflects an increase of \$2,470,998 or 1.5 percent over the *FY 2019 Revised Budget Plan*. As shown in the following chart, FY 2010 BPOL receipts, which were based on the gross receipts of businesses in calendar year 2009, fell 1.0 percent due to the downturn in the in the local economy. Growth of 4.7 percent in FY 2011 BPOL receipts reflected the improvement in local economic conditions. 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. The combined Consultant and Business Service Occupations categories, which represent almost 42 percent of total BPOL receipts, increased 5.5 percent over the FY 2017 level, after growing only 0.5 percent the previous year. The Retail category, which represents 19 percent of total BPOL receipts, rose 0.8 percent in FY 2018.



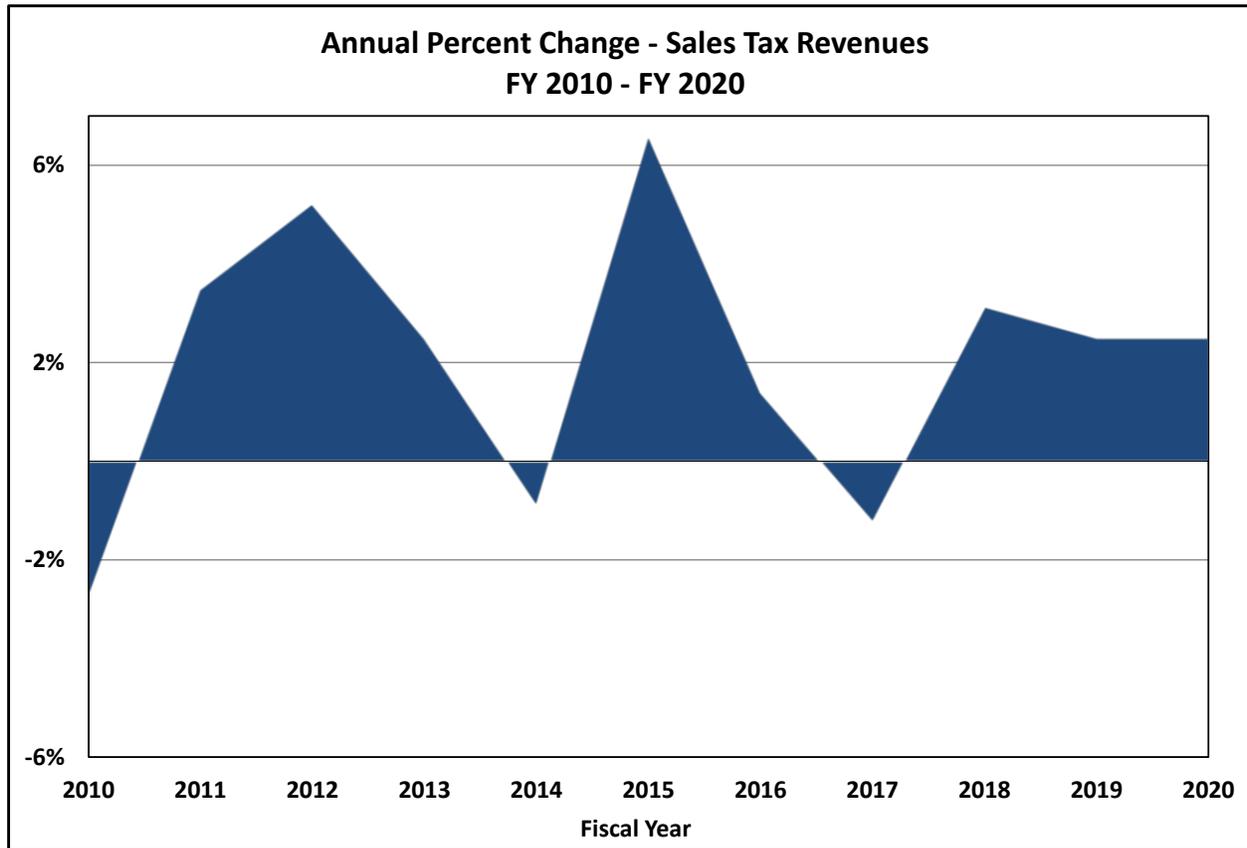
General Fund Revenue Overview

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 at this time. Based on actual FY 2018 receipts and an econometric model using calendar year Sales Tax receipts and employment as predictors, the FY 2019 BPOL estimate was increased \$4.6 million during the fall 2018 revenue review, representing an increase of 1.5 percent over FY 2018. A 1.5 percent growth in BPOL receipts is projected in FY 2020.

LOCAL SALES TAX

FY 2018 Actual	FY 2019 Adopted	FY 2019 Revised	FY 2020 Advertised	Increase/ (Decrease)	Percent Change
\$182,172,429	\$185,686,835	\$186,726,741	\$191,394,909	\$4,668,168	2.5%

The FY 2020 Advertised Budget Plan estimate for Sales Tax receipts of \$191,394,909 reflects an increase of \$4,668,168 or 2.5 percent over the *FY 2019 Revised Budget Plan*. The following chart illustrates that the level of Sales Tax receipts has varied with economic conditions.



Sales Tax collections fell 2.8 percent in FY 2010, following a decline of 4.4 percent in FY 2009 due to the national recession which began in December 2007. Sales Tax receipts rose 3.5 percent in FY 2011, the first increase since FY 2008. 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

General Fund Revenue Overview

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. During the fall 2018 revenue review, the FY 2019 estimate was increased \$1.0 million based on year-to-date collections, which were up 2.7 percent through December. The revised FY 2019 estimate reflects a growth rate of 2.5 percent over the FY 2018 actual receipts. Sales Tax receipts in FY 2020 are projected to rise 2.5 percent over the FY 2019 estimate based on the anticipation that consumer spending will increase moderately throughout FY 2020.

RECORDATION/DEED OF CONVEYANCE TAXES

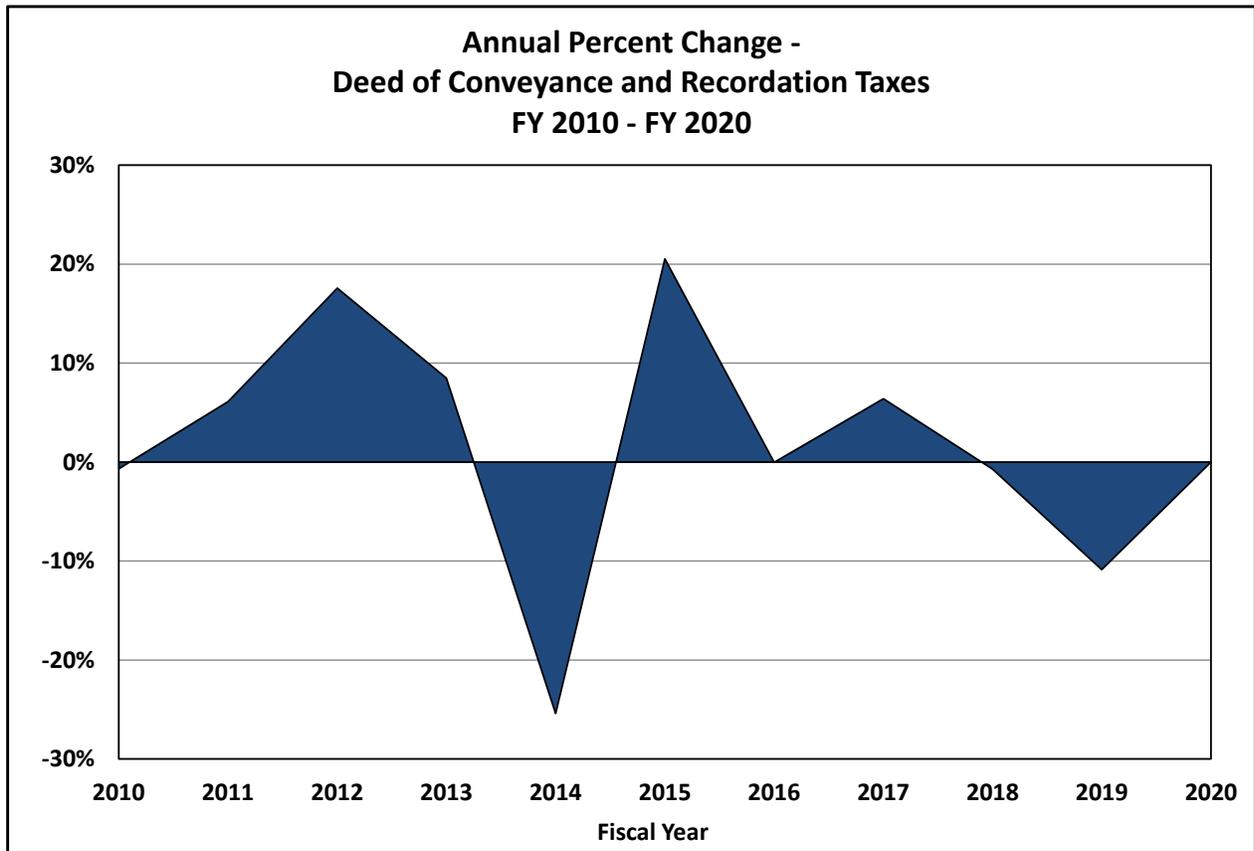
FY 2018 Actual	FY 2019 Adopted	FY 2019 Revised	FY 2020 Advertised	Increase/ (Decrease)	Percent Change
\$31,960,941	\$31,193,902	\$28,488,338	\$28,488,338	\$0	0.0%

The FY 2020 Advertised Budget Plan estimate for Recordation and Deed of Conveyance Taxes of \$28,488,338 represents no change from the *FY 2019 Revised Budget Plan*. The FY 2020 estimate is comprised of \$21,697,038 in Recordation Tax revenues and \$6,791,300 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.

Revenue from these categories decreased a slight 0.7 percent in FY 2010. 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. This downward trend continued during FY 2019, with collections down a combined 9.4 percent through December. Based on this information, the Recordation Tax estimate was decreased \$2.5 million during the fall 2018 revenue review, reflecting a decrease of 11.9 percent. The Deed of Conveyance Tax estimate was decreased \$0.2 million and reflects a decline of 7.4 percent. The FY 2020 estimate for Recordation and Deed of Conveyance Taxes assumes no growth over the FY 2019 level.

General Fund Revenue Overview



CONSUMER UTILITY TAXES - GAS AND ELECTRIC

FY 2018 Actual	FY 2019 Adopted	FY 2019 Revised	FY 2020 Advertised	Increase/ (Decrease)	Percent Change
\$45,883,971	\$45,533,698	\$45,533,698	\$45,533,698	\$0	0.0%

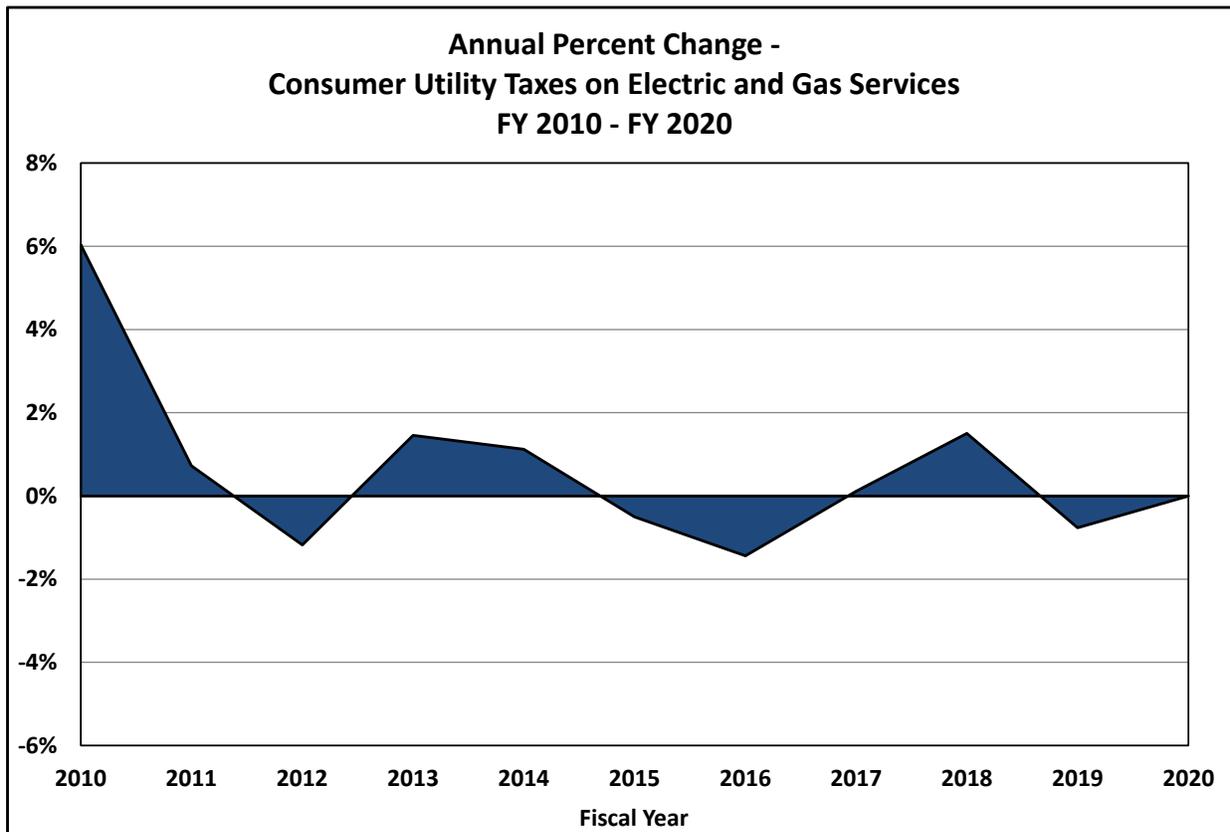
The FY 2020 Advertised Budget Plan estimate for Consumer Utility Taxes on gas and electric services of \$45,533,698 represents no change from the *FY 2019 Revised Budget Plan*. The FY 2020 estimate is comprised of \$36,349,049 in taxes on electric service and \$9,184,649 in taxes on gas service. County 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.

General Fund Revenue Overview

CONSUMER UTILITY TAXES ON ELECTRICITY AND NATURAL GAS

ELECTRICITY		NATURAL GAS	
Electric Power Customer Class	Monthly Tax FY 2001 - FY 2020	Natural Gas Customer Class	Monthly Tax FY 2001 - FY 2020
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		Master Metered	
Apartments	\$0.00323 per kWh	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	
Minimum	+\$1.15 per bill	Interruptible	\$0.00563 per CCF
Maximum	\$1,000 per bill	Minimum	+\$4.50 per meter
		Maximum	\$300 per meter

Revenues from Consumer Utility Taxes on gas and electric services from FY 2010 to FY 2018 have remained stable, growing at an average annual rate of just 0.2 percent. FY 2019 year-to-date collections are essentially level with last year. Based on this information, the FY 2019 revenue estimate remains at the adopted level and no growth is projected in FY 2020.



General Fund Revenue Overview

COMMUNICATIONS SALES TAX

FY 2018 Actual	FY 2019 Adopted	FY 2019 Revised	FY 2020 Advertised	Increase/ (Decrease)	Percent Change
\$12,856,026	\$10,528,299	\$8,366,196	\$5,688,439	(\$2,677,757)	(32.0%)

The FY 2020 Advertised Budget Plan estimate for the General Fund portion of the Communications Sales Tax of \$5,688,439 reflects a decrease of \$2,677,757 or 32.0 percent from the *FY 2019 Revised Budget Plan*. 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 2019 General Fund estimate was reduced \$2.2 million as part of the fall 2018 revenue review based on actual receipts during FY 2018 and collection trends during FY 2019. In FY 2020, total Communications Sales Taxes are projected to be \$68.0 million. Of the total tax, Cable Franchise Fees of \$15.6 million will be directed to Fund 40030, Cable Communications. Of the remaining tax, \$46.7 million will be posted in Fund 40090, E-911 and \$5.7 million to the General Fund in FY 2020.

The distribution of the tax since FY 2018 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 2018	FY 2019 Projected	FY 2020 Projected
Fund 40030, Cable Communications	\$17,146,263	\$16,631,875	\$15,599,422
Fund 40090, E-911	42,012,354	44,450,304	46,697,339
General Fund	12,856,026	8,366,196	5,688,439
Total	\$72,014,643	\$69,448,375	\$67,985,200

General Fund Revenue Overview

VEHICLE REGISTRATION LICENSE FEE

FY 2018 Actual	FY 2019 Adopted	FY 2019 Revised	FY 2020 Advertised	Increase/ (Decrease)	Percent Change
\$27,227,944	\$27,464,107	\$27,464,107	\$27,464,107	\$0	0.0%

The FY 2020 Advertised Budget Plan estimate for Vehicle Registration Fee revenue of \$27,464,107 reflects no change from the FY 2019 Revised Budget Plan based on the assumption that vehicle volume in the County will remain stable 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 FY 2019 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

FY 2018 Actual	FY 2019 Adopted	FY 2019 Revised	FY 2020 Advertised	Increase/ (Decrease)	Percent Change
\$22,129,369	\$22,120,618	\$22,682,603	\$23,249,668	\$567,065	2.5%

The FY 2020 Advertised Budget Plan estimate for Transient Occupancy Tax of \$23,249,668 represents an increase of \$567,065 or 2.5 percent over the FY 2019 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 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. Based on actual year-to-date collections, the FY 2019 estimate was increased \$0.6 million during the fall 2018 revenue review, reflecting a growth of 2.5 percent over the FY 2018 level. FY 2020 estimate reflects the same growth rate of 2.5 percent.

CIGARETTE TAX

FY 2018 Actual	FY 2019 Adopted	FY 2019 Revised	FY 2020 Advertised	Increase/ (Decrease)	Percent Change
\$6,502,880	\$6,561,630	\$5,976,682	\$5,916,915	(\$59,767)	(1.0%)

The FY 2020 Advertised Budget Plan estimate for Cigarette Tax of \$5,916,915 reflects a decrease of \$59,767 or 1.0 percent from the FY 2019 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.

General Fund Revenue Overview

Cigarette Tax receipts fell for a sixth consecutive year, decreasing 4.9 percent in FY 2018. During the fall 2018 revenue review, the FY 2019 estimate was decreased \$0.6 million, reflecting a decline of 8.1 percent, based on actual receipts during FY 2018 and year-to-date collections trends. FY 2020 Cigarette Tax receipts are anticipated to decline 1.0 percent.

PERMITS, FEES AND REGULATORY LICENSES

FY 2018 Actual	FY 2019 Adopted	FY 2019 Revised	FY 2020 Advertised	Increase/ (Decrease)	Percent Change
\$52,721,959	\$53,009,977	\$53,305,534	\$53,559,013	\$253,479	0.5%

The FY 2020 Advertised Budget Plan estimate for Permits, Fees, and Regulatory Licenses of \$53,559,013 reflects an increase of \$253,479 or 0.5 percent over the *FY 2019 Revised Budget Plan*. This increase is primarily due to a modest increase in Land Development Service (LDS) fees and Fire Marshal Fees.

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 FY 2020 estimate for LDS fee revenue of \$40.4 million reflects an increase of \$106,577 or 0.3 percent over the FY 2019 projected level. The revenue increase is offset by an expenditure increase for no net cost to the County to support investments in ongoing efforts to provide proactive education and outreach to businesses and residents engaging in activities requiring permits and inspections.

During the fall 2018 revenue review, various permits and fees were reviewed and, based on actual FY 2018 receipts and year-to-date collections, FY 2019 estimates were increased a net \$0.3 million, reflecting growth of 1.1 percent over the FY 2018 level.

INVESTMENT INTEREST

FY 2018 Actual	FY 2019 Adopted	FY 2019 Revised	FY 2020 Advertised	Increase/ (Decrease)	Percent Change
\$41,438,317	\$46,992,592	\$67,403,726	\$80,017,523	\$12,613,797	18.7%

The FY 2020 Advertised Budget Plan estimate for Investment Interest of \$80,017,523 reflects an increase of \$12,613,797 or 18.7 percent over the *FY 2019 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.

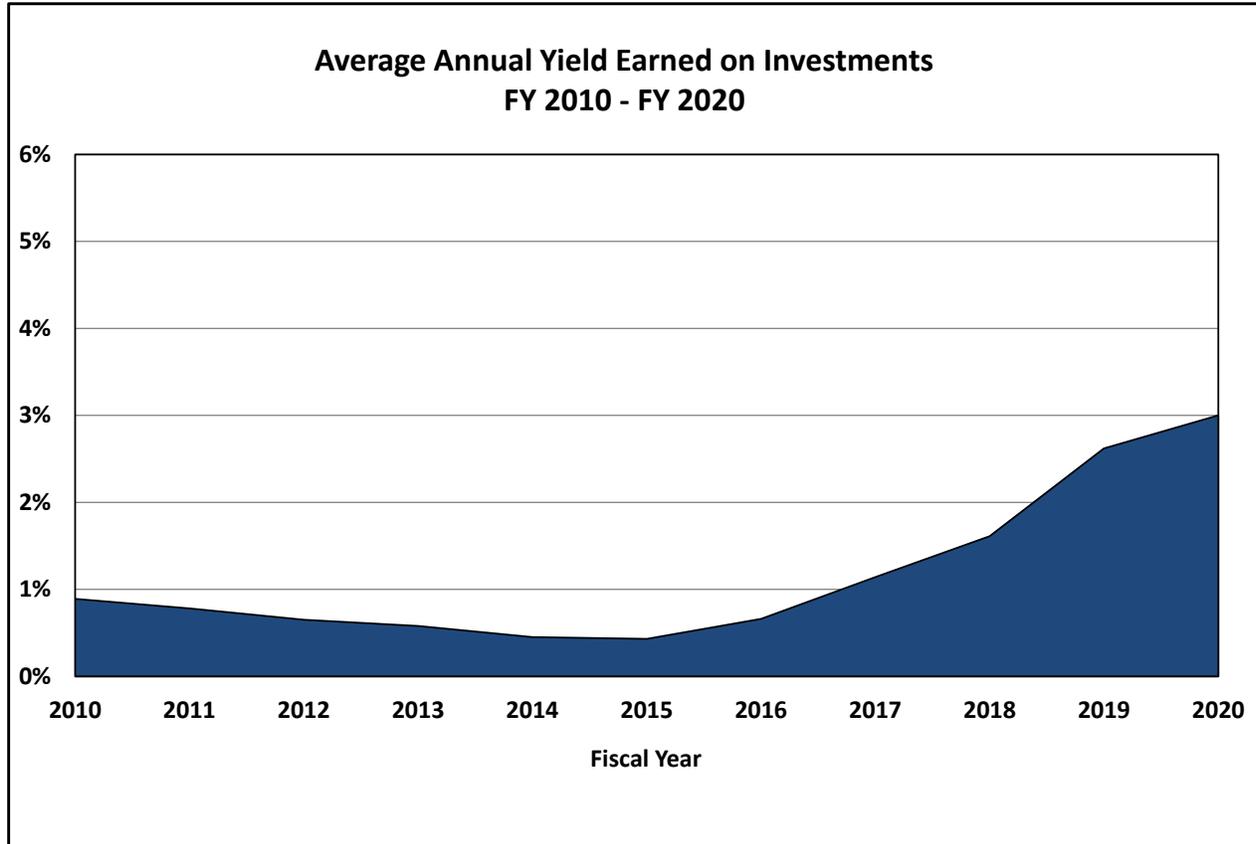
In December 2015, the Federal Reserve raised the target range for the federal funds rate by a quarter-percentage point for the first time in almost a decade as policy makers cited the improved labor market

General Fund Revenue Overview

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 now stands at a range of 2.25 percent to 2.5 percent. The FY 2019 Adopted Budget Plan estimate had assumed an average annual yield of 1.95 percent. Based on the actual FY 2018 level and year-to-date activity, the FY 2019 estimate of Interest on Investments was increased \$20.4 million during the fall 2018 revenue review to \$67.4 million. The projected annual yield for FY 2019 is 2.62 percent. The Fed has indicated that two interest rate hikes are possible in 2019. However, some experts worry that the Fed might be moving too quickly amid tightening financial conditions. The Federal Open Market Committee, which sets the rates, assured that it will "continue to monitor global economic and financial developments and assess their implications for the economic outlook." The FY 2020 Advertised Budget Plan estimate for Investment Interest of \$80.0 million is based on a projected average yield of 3.00 percent, a portfolio size of \$3.6 billion and a General Fund percentage net of administrative fees of 77.10 percent. 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 2010.



General Fund Revenue Overview

CHARGES FOR SERVICES

FY 2018 Actual	FY 2019 Adopted	FY 2019 Revised	FY 2020 Advertised	Increase/ (Decrease)	Percent Change
\$82,474,118	\$81,868,225	\$82,845,373	\$83,305,683	\$460,310	0.6%

The FY 2020 Advertised Budget Plan estimate for Charges for Services revenue of \$83,305,683 reflects an increase of \$460,310 or 0.6 percent over the *FY 2019 Revised Budget Plan*. This increase is primarily the result of projected increases in School Age Child Care (SACC) fee revenue and Emergency Medical Services (EMS) Transport fee revenue.

SACC fees, which comprise over 52 percent of the total Charges for Services category, are projected to increase \$0.3 million or 0.6 percent to \$43.5 million in FY 2020. In addition, revenue from EMS Transport fee is projected to increase \$0.2 million or 1.0 percent.

The estimate for SACC fee revenue was increased by \$0.6 million during the *FY 2018 Carryover Review* as a result of increased capacity at elementary schools located throughout the County. Since the adoption of the FY 2019 budget, estimated Charges for Services revenue has been increased a net \$1.0 million based on a review of actual FY 2018 receipts and year-to-date collections.

FINES AND FORFEITURES

FY 2018 Actual	FY 2019 Adopted	FY 2019 Revised	FY 2020 Advertised	Increase/ (Decrease)	Percent Change
\$12,178,390	\$12,178,536	\$12,438,697	\$12,583,545	\$144,848	1.2%

The FY 2020 Advertised Budget Plan estimate for Fines and Forfeitures of \$12,583,545 reflects an increase of \$144,848 or 1.2 percent over the *FY 2019 Revised Budget Plan*. The increase is primarily the result of higher General District Court Fines, projected to increase 1.0 percent, and Parking Violations, projected to increase 2.0 percent, in FY 2020.

The FY 2019 estimate for Fines and Forfeitures was increased a net \$0.3 million during the fall 2018 revenue review. The increase is primarily the result of adjusting the estimate for Parking Violations revenue based on actual FY 2018 receipts and year-to-date collection trends in FY 2019.

REVENUE FROM THE COMMONWEALTH/FEDERAL GOVERNMENT¹

FY 2018 Actual	FY 2019 Adopted	FY 2019 Revised	FY 2020 Advertised	Increase/ (Decrease)	Percent Change
\$136,763,218	\$133,833,796	\$136,909,664	\$139,699,660	\$2,789,996	2.0%

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 2020 Advertised Budget Plan estimate for Revenue from the Commonwealth and Federal Government of \$139,699,660 reflects an increase of \$2,789,996 or 2.0 percent over the *FY 2019 Revised Budget Plan* estimate. A revenue increase of \$1.0 million is based on the projected State Aid to Localities with Police Departments (HB 599) FY 2020 distribution to Fairfax County included in the state budget. Statutory policy requires that HB 599 funding increase at the rate of General Fund revenue growth. The total estimated HB 599 funding is \$26.4 million in FY 2020. In addition, an increase of \$0.6 million is associated with the state funding for a 2.0 percent salary increase for Constitutional officers and state-supported local

General Fund Revenue Overview

employees, which was included in the adopted state budget. An increase of \$1.1 million is associated with additional positions in the Adult and Aging Division within the Department of Family Services in order to address increasing caseloads and compliance issues, as well as the transfer of grant revenue from Fund 50000, Federal-State Grant Fund, to the General Fund. The revenue increase is fully offset by an expenditure increase for no net impact to the General Fund.

The *FY 2019 Revised Budget Plan* estimate for Revenue from the Commonwealth and Federal Government represents an increase of \$3.1 million over the FY 2019 Adopted Budget Plan estimate as a result of adjustments made during the *FY 2018 Carryover Review*. The revenue increase is associated with additional positions in the Public Assistance program. The positions will continue to address the increase in caseloads in the Self-Sufficiency Division and the Adult and Aging Division within the Department of Family Services, as well as increases due to the state's recent expansion of Medicaid eligibility. The revenue increase is fully offset by an expenditure increase for no net impact to the General Fund.

General Fund Disbursement Overview



FY 2020

Advertised Budget Plan

General Fund Disbursement Overview

SUMMARY OF GENERAL FUND DIRECT EXPENDITURES

Category	FY 2018 Actual	FY 2019 Adopted Budget Plan	FY 2019 Revised Budget Plan	FY 2020 Advertised Budget Plan	Increase/ (Decrease) Over Revised	Percent Increase/ (Decrease)
Positions /	9,965 /	10,007 /	10,053 /	10,132 /	79	0.79%
Full-Time Equivalents	9,846.72	9,888.32	9,934.70	10,013.20	78.50	0.79%
Personnel Services	\$800,512,121	\$865,206,541	\$866,166,896	\$900,774,453	\$34,607,557	4.00%
Operating Expenses	353,975,712	362,769,688	406,847,904	369,237,656	(37,610,248)	(9.24%)
Recovered Costs	(37,849,448)	(37,942,821)	(37,942,821)	(37,367,094)	575,727	(1.52%)
Capital Equipment	3,727,265	354,744	4,191,345	466,734	(3,724,611)	(88.86%)
Fringe Benefits	362,766,578	389,922,233	392,682,092	401,584,222	8,902,130	2.27%
Total Direct Expenditures	\$1,483,132,228	\$1,580,310,385	\$1,631,945,416	\$1,634,695,971	\$2,750,555	0.17%

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 2020 Advertised Budget Plan direct expenditure level of \$1,634,695,971 represents an increase of \$2,750,555 or 0.17 percent over the FY 2019 Revised Budget Plan direct expenditure level of \$1,631,945,416. The FY 2020 funding level reflects an increase of \$54,385,586, or 3.44 percent, over the FY 2019 Adopted Budget Plan direct expenditure level of \$1,580,310,385.

Personnel Services

In FY 2020, funding for Personnel Services totals \$900,774,453, an increase of \$34,607,557 or 4.00 percent over the FY 2019 Revised Budget Plan funding level of \$866,166,896. Personnel Services increased \$35,567,912, or 4.11 percent, over the FY 2019 Adopted Budget Plan funding level of \$865,206,541. The net FY 2020 General Fund agency positions represent an increase of 79/78.50 FTE positions over the FY 2019 Revised Budget Plan. For agency-level detail, the FY 2020 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 \$817,578,382 reflects a net increase of \$35,484,310 or 4.54 percent over the FY 2019 Adopted Budget Plan. This increase primarily reflects funding for a 1.0 percent market rate adjustment for all employees and performance-based and longevity increases for non-uniformed merit employees, both effective July 2019; merit and longevity increases (including the full-year impact of FY 2019 increases) for uniformed employees awarded on the employees' anniversary dates; and adjustments to the pay scale for uniformed Fire and Rescue employees based on the Fire and Rescue Organizational and Pay Study.
- ◆ **Limited-Term** position funding (temporary and non-merit benefits-eligible employees) reflects an increase of \$913,544 or 4.17 percent over the FY 2019 Adopted Budget Plan. This increase primarily reflects funding for a 1.0 percent market rate adjustment for all employees, as well as increases in the Department of Neighborhood and Community Services associated with the opening of the new Lewinsville Multi-Service Center and increasing capacity at elementary schools located throughout the County in the School-Age Child Care (SACC) program.

General Fund Disbursement Overview

- ◆ **Overtime Pay** funding reflects an increase of \$1,609,748 or 2.84 percent over the FY 2019 Adopted Budget Plan primarily due to compensation adjustments in Public Safety agencies, effective July 2019.
- ◆ **Position Adjustments** in the FY 2020 Advertised Budget Plan reflect a net increase of 79/77.50 FTE positions over the *FY 2019 Revised Budget Plan* due to the following:
 - An increase of 23/22.0 FTE positions in the Department of Family Services: 19/18.0 FTE positions transferred from Fund 50000, Federal-State Grant Fund to appropriately align resources, 1/1.0 FTE position to support the new Medical Respite program at the new Bailey's Crossroads homeless shelter, 1/1.0 FTE position to support the opening of the new Lewinsville Multi-Service Center, 1/1.0 FTE position to support the Children's Services Act service quality monitoring, and 1/1.0 FTE position to convert limited-term support to a merit position in the Parenting Education Program.
 - An increase of 19/18.5 FTE positions in the Department of Neighborhood and Community Services: 15/15.0 FTE positions as a result of converting existing limited-term support into merit positions, 2/2.0 FTE positions to support the opening of the new Lewinsville Multi-Service Center, 1/1.0 FTE position to replace grant funding for Early Childhood Education programming, and 1/0.5 FTE position to implement an Early Childhood Mental Health Consultation System.
 - An increase of 19/19 FTE positions in the Police Department: 17/17.0 FTE positions to support staffing in the South County Police Station, 2/2.0 FTE positions to support additional Animal Protection Police.
 - An increase of 7/7.0 FTE positions in the Health Department: 3/3.0 FTE positions to support the Epidemiology and Population health program, 2/2.0 FTE positions for Public Health Nurses, 1/1.0 FTE position to support the new Medical Respite program at the new Baileys Crossroads homeless shelter, and 1/1.0 FTE position for the Rabies program.
 - An increase of 6/6.0 FTE positions in Capital Facilities: 5/5.0 FTE positions to support increased workload with the Capital Improvement Program, and 1/1.0 FTE position associated with the Noman M. Cole, Jr. Pollution Control Plant.
 - An increase of 6/6.0 FTE positions required to support the fourth year of the County's Diversion First initiative, which is a multiagency collaboration: 1/1.0 FTE position to the Juvenile and Domestic Relations District Court, 1/1.0 FTE position to the Office of the Commonwealth's Attorney, 1/1.0 FTE position to the General District Court, 1/1.0 FTE position to the Police Department, 1/1.0 FTE position to the Sheriff's Office, and 1/1.0 FTE position to the Fire and Rescue Department.
 - A net increase of 3/3.0 FTE positions in the Office of the County Executive associated with the new Office of Environmental and Energy Coordination, including 1/1.0 FTE new position and 2/2.0 FTE positions transferred from Fund 40030, Cable Communications.
 - An increase of 2/2.0 FTE positions in Circuit Court and Records to support the new Court Management System.
 - An increase of 1/1.0 FTE position in Land Development Services to support permit education and outreach.

General Fund Disbursement Overview

- A decrease of 4/4.0 FTE positions in the Juvenile and Domestic Relations District Court associated with the reorganization of staff resulting from the move from leased space for the East County Probation Office to County-owned space.
- A decrease of 2/2.0 FTE positions associated with the consolidation of functions in the new Department of Clerk Services.
- A decrease of 1/1.0 FTE position as the result of a transferred position from the Office of Strategy Management for Health and Human Services to the Fairfax-Falls Church Community Services Board to better align resources with workload requirements.

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

Fringe Benefits

In FY 2020, funding for Fringe Benefits totals \$401,584,222, an increase of \$8,902,130 or 2.3 percent over the *FY 2019 Revised Budget Plan* level of \$392,682,092 and an increase of \$11,661,989 or 3.0 percent over the FY 2019 Adopted Budget Plan level of \$389,922,233. The increase over the FY 2019 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 \$9,326,099 reflects the impact of employee compensation adjustments, including a 1.0 percent market rate adjustment (MRA) for all employees and performance-based and longevity increases for non-uniformed merit employees, both effective July 2019; merit and longevity increases (including the full-year impact of FY 2019 increases) for uniformed employees awarded on the employees' anniversary dates; adjustments to the uniformed Fire and Rescue Department pay scales to provide greater consistency across pay plans and to align pay practices with other local jurisdictions; as well as adjustments to the Sheriff's Office organizational structure and pay policies to implement a 3.0 percent increase to the C-scale pay plan. These increases impact Social Security and Retirement.
- ◆ An increase of \$3,160,757 in employer contributions to the retirement systems is due to adjustments to the employer contribution rates, partially offset by savings based on year-to-date FY 2019 experience. Based on the results of the annual actuarial valuation, and a change in the amortization schedule to increase the amortization of the unfunded actuarial accrued liability from 99 to 100 percent, there is a net increase to the employer contribution rates for the Employees' and Police Officers systems and no net change in the employer contribution rate for the Uniformed system.
- ◆ An increase of \$4,286,413 in Fringe Benefits is based on funding for new positions added in FY 2020 and funding required for the full-year impact of positions added in FY 2019. This increase impacts Health, Dental and Life Insurance, Social Security, and Retirement.
- ◆ These increases are partially offset by savings in several fringe benefit categories. Included in these savings is a decrease of \$1,927,946 as the result of a concerted educational campaign that has resulted in migration out of the County's high-cost copay plan into other more cost-effective coinsurance and consumer-directed health plans.

General Fund Disbursement Overview

Operating Expenses

In FY 2020, Operating Expenses total \$369,237,656, a decrease of \$37,610,248 or 9.24 percent from the *FY 2019 Revised Budget Plan* funding level of \$406,847,904. Operating Expenses increased by \$6,467,968 or 1.78 percent over the FY 2019 Adopted Budget Plan funding level of \$362,769,688. Major adjustments from the FY 2019 Adopted Budget Plan are as follows:

- ◆ A net increase of \$2,281,805 in the Department of Neighborhood and Community Services is associated with expanding services and replacing grant funding for Early Childhood Education programming. This increase also supports contract rate increases, the continued expansion of the Opportunity Neighborhood initiative into the Annandale Area, and to support an increase in custodial overtime hourly rate charges by Fairfax County Public Schools (FCPS) for the use of FCPS facilities. It should be noted that this figure does not reflect the impact on Operating Expenses of the transfer of the Office for Children from the Department of Family Services.
- ◆ A net increase of \$2,123,403 in the Department of Family Services is associated with expanded capacity at Artemis House Domestic Violence Shelter, expansion of the multicultural mental health services and crisis response services for youth, implementation of a Psychiatric Consultation Program and contract increases. It should be noted that this figure does not reflect the impact on Operating Expenses of the transfer of the Office for Children to the Department of Neighborhood and Community Services.
- ◆ A net increase of \$2,135,903 in the Police Department is primarily associated with operating costs related to the South County Police Station, the Diversion First initiative, the Opioid Task Force, the transition of Urban Areas Security Initiative (UASI) programs from federal funding to local government funding, and anticipated billings for maintenance and operating charges to the Department of Vehicle Services.
- ◆ A net increase of \$904,162 in the Department of Information Technology to support recurring costs related to Payment Card Industry (PCI) compliance and the transition of Urban Areas Security Initiative (UASI) programs from federal funding to local government funding. This increase is also associated with Technology Infrastructure support and compensation related chargebacks for staff supporting Fund 60020, Document Services, and Fund 60030, Technology Infrastructure Services;
- ◆ A net increase of \$455,000 in Juvenile and Domestic Relations District Court associated with the Gang Prevention initiative, mediation services in relation to the Health and Human Services plan, and the Diversion First initiative to support Multi-Systemic Therapy.
- ◆ A net increase of \$452,789 in the Office to Prevent and End Homelessness (OPEH) to support the new Bailey's Crossroads Homeless Shelter, which is scheduled to open during FY 2020, as well as for contract rate increases;
- ◆ A net increase of \$433,037 in the Fire and Rescue Department associated with anticipated billings for maintenance and operating charges to the Department of Vehicle Services, as well as for the Diversion First initiative.
- ◆ A net increase of \$428,093 in the Health Department primarily to support the Homeless Healthcare program, as well as for contract rate increases.

General Fund Disbursement Overview

Capital Equipment

In FY 2020, Capital Equipment funding for General Fund agencies totals \$466,734, a decrease of \$3,724,611 or 88.86 percent from the *FY 2019 Revised Budget Plan* funding level of \$4,191,345. Capital Equipment funding increased by \$111,990 over the FY 2019 Adopted Budget Plan funding level of \$354,744. Major adjustments are primarily associated with the Police Department as a result of purchasing two vehicles for Animal Services.

Recovered Costs

In FY 2020, Recovered Costs total \$37,367,094, a decrease of \$575,727 or 1.52 percent from the FY 2019 Adopted Budget Plan level of \$37,942,921, and a decrease of \$575,727 or 1.52 percent from the *FY 2019 Revised Budget Plan* level of \$37,942,921. This is primarily associated with a decrease in the Facilities Management Department primarily due to the elimination of the existing leases for the East County Probation Office on Old Lee Highway, the Fairfax-Falls Church Community Services Board's Springfield Office at Traford Lane, and the City Square property at Page Avenue, as well as adjustments in the Department of Public Works and Environmental Services (DPWES) related to capital projects.

General Fund Disbursement Overview

SUMMARY OF GENERAL FUND TRANSFERS

The FY 2020 Transfers Out from the General Fund total \$2,803,166,916, an increase of \$75,122,241, or 2.8 percent, over the *FY 2019 Revised Budget Plan* Transfers Out of \$2,728,044,675. These transfers support programs and activities that reflect the Board of Supervisors' priorities.

Adjustments are summarized below.

	Increase/ (Decrease) Over FY 2019 Revised
Fund S10000, Public School Operating	\$84,357,490
Fund S31000, Public School Construction	(2,500,000)
Fund 10010, Revenue Stabilization Fund	(10,481,305)
Fund 10030, Contributory Fund	193,714
Fund 10040, Information Technology	(4,470,240)
Funds 20000 and 20001, Consolidated Debt Service	(10,692,179)
Fund 30000, Metro Operations and Construction	26,384,887
Fund 30010, General Construction and Contributions	(4,011,364)
Fund 30020, Infrastructure Replacement and Upgrades	(15,597,901)
Fund 30050, Transportation Improvements	(45,000)
Fund 30060, Pedestrian Walkway Improvements	(1,644,718)
Fund 40000, County Transit Systems	4,482,341
Fund 40040, Fairfax-Falls Church Community Services Board	10,107,344
Fund 40330, Elderly Housing Programs	16,936
Fund 50000, Federal-State Grant Fund	(1,054,324)
Fund 60000, County Insurance Fund	36,787
Fund 83000, Alcohol Safety Action Program	39,773
Total	\$75,122,241

Fund S10000, Public School Operating

The FY 2020 General Fund transfer to Fund S10000, Public School Operating, is \$2,136,016,697, an increase of \$84,357,490, or 4.1 percent, over the *FY 2019 Revised Budget Plan* transfer of \$2,051,659,207. 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 52.9 percent of total General Fund Disbursements.

Fund S31000, Public School Construction

The FY 2020 General Fund transfer to Fund S31000, Public School Construction, is \$13,100,000, a decrease of \$2,500,000, or 16.0 percent, from the *FY 2019 Revised Budget Plan* transfer of \$15,600,000. The *FY 2019 Revised Budget Plan* includes a one-time increase of \$2.5 million to increase the school bond sale capacity from \$155 million to \$180 million beginning in FY 2019.

General Fund Disbursement Overview

Fund 10010, Revenue Stabilization Fund

The FY 2020 General Fund transfer to Fund 10010, Revenue Stabilization, is \$0, a decrease of \$10,481,305, or 100 percent, from the *FY 2019 Revised Budget Plan* transfer of \$10,481,305. No General Fund Transfer is included in FY 2020 as the fund achieved fully funded status in FY 2018, while anticipated interest earnings in FY 2019 and FY 2020 are projected to maintain the reserve at its new target level of 5.0 percent of General Fund disbursements.

Fund 10030, Contributory Fund

The FY 2020 General Fund transfer to Fund 10030, Contributory Fund, is \$14,368,492, an increase of \$193,714, or 1.4 percent, over the *FY 2019 Revised Budget Plan* transfer of \$14,174,778. More detail on the Contributory Fund follows the General Fund Disbursement Overview.

Fund 10040, Information Technology

The FY 2020 General Fund transfer to Fund 10040, Information Technology, is \$1,200,000, a decrease of \$4,470,240, or 78.8 percent, from the *FY 2019 Revised Budget Plan* transfer of \$5,670,240. Required funding is dependent on the costs associated with new projects that are selected each year, the remaining costs associated with completing or implementing prior planned projects, and available balances in the fund, therefore the required transfer may fluctuate each year. The FY 2020 transfer is provided for initiatives that meet one or multiple priorities established by the Senior Information Technology Steering Committee. These initiatives include a mix of projects that provide benefits for both citizens and employees and that adequately balance new and continuing initiatives with the need for securing and strengthening the County's technology infrastructure. Detailed information on the Information Technology program may be found in the Fund 10040, Information Technology, narrative in Volume 2 of the [FY 2020 Advertised Budget Plan](#).

Funds 20000 and 20001, Consolidated Debt Service

The FY 2020 General Fund transfer to Funds 20000 and 20001, Consolidated Debt Service, is \$329,741,798, a decrease of \$10,692,179, or 3.1 percent, from the *FY 2019 Revised Budget Plan* transfer of \$340,433,977. This decrease takes into account scheduled General Obligation bond payments as well as the retirement of past bond issuances for County administration buildings and a Capital Renewal loan.

Fund 30000, Metro Operations and Construction

The FY 2020 General Fund transfer to Fund 30000, Metro Operations and Construction, is \$47,079,985, an increase of \$26,384,887, or 127.5 percent, over the *FY 2019 Revised Budget Plan* transfer of \$20,695,098, 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 2020 General Fund transfer to Fund 30010, General Construction and Contributions, is \$17,443,691, a decrease of \$4,011,364, or 18.7 percent, from the *FY 2019 Revised Budget Plan* transfer of \$21,455,055. The *FY 2019 Revised Budget Plan* includes one-time funding adjustments as approved by the Board of Supervisors as part of the Third Quarter and Carryover Reviews. FY 2020 funding is limited to only the most critical priority projects.

General Fund Disbursement Overview

Fund 30020, Infrastructure Replacement and Upgrades

The FY 2020 General Fund transfer to Fund 30020, Infrastructure Replacement and Upgrades, is \$0, a decrease of \$15,597,901, or 100 percent, from the *FY 2019 Revised Budget Plan* transfer of \$15,597,901. The *FY 2019 Revised Budget Plan* includes one-time funding adjustments as approved by the Board of Supervisors as part of the Third Quarter and Carryover Reviews. Due to budget constraints, there is no funding included as part of the FY 2020 Advertised Budget Plan; however, it is anticipated that funding will be included at the *FY 2019 Third Quarter Review* or the *FY 2019 Carryover Review*.

Fund 30050, Transportation Improvements

The FY 2020 General Fund transfer to Fund 30050, Transportation Improvements, is \$0, a decrease of \$45,000, or 100 percent, from the *FY 2019 Revised Budget Plan* transfer of \$45,000. The *FY 2019 Revised Budget Plan* includes one-time funding adjustments as approved by the Board of Supervisors as part of the *FY 2018 Carryover Review*.

Fund 30060, Pedestrian Walkway Improvements

The FY 2020 General Fund transfer to Fund 30060, Pedestrian Walkway Improvements, is \$700,000, a decrease of \$1,644,718, or 70.2 percent, from the *FY 2019 Revised Budget Plan* transfer of \$2,344,718. The *FY 2019 Revised Budget Plan* includes one-time funding adjustments as approved by the Board of Supervisors as part of the Third Quarter and Carryover Reviews. FY 2020 funding is limited to only the most critical priority projects.

Fund 40000, County Transit Systems

The FY 2020 General Fund transfer to Fund 40000, County Transit Systems, is \$40,633,472, an increase of \$4,482,341, or 12.4 percent, over the *FY 2019 Revised Budget Plan* transfer of \$36,151,131, due to increasing operating costs and decreasing state aid balances.

Fund 40040, Fairfax-Falls Church Community Services Board

The FY 2020 General Fund transfer to Fund 40040, Fairfax-Falls Church Community Services Board, is \$145,441,727, an increase of \$10,107,344, or 7.5 percent, over the *FY 2019 Revised Budget Plan* transfer of \$135,334,383. This net increase is primarily due to a 1.0 market rate adjustment (MRA) for all employees and performance-based and longevity increases for non-uniformed merit employees; additional support for the June 2019 special education graduates; 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; increased fringe benefit requirements in FY 2020; and additional funding to support position realignments within the Human Services system. These increases are partially offset by commercial lease savings. Detailed information can be found in the Fund 40040, Fairfax-Falls Church Community Services Board, narrative in Volume 2 of the FY 2020 Advertised Budget Plan.

Fund 40330, Elderly Housing Programs

The FY 2020 General Fund transfer to Fund 40330, Elderly Housing Programs, is \$1,879,658, an increase of \$16,936, or 0.9 percent, over the *FY 2019 Revised Budget Plan* transfer of \$1,862,722. This increase is due to a 1.0 percent MRA for all employees and performance-based and longevity increases for non-uniformed merit employees, both effective July 2019. Detailed information can be found in the Fund 40330, Elderly Housing Programs, narrative in Volume 2 of the FY 2020 Advertised Budget Plan.

General Fund Disbursement Overview

Fund 50000, Federal-State Grant Fund

The FY 2020 General Fund transfer to Fund 50000, Federal-State Grant Fund, is \$4,432,654, a decrease of \$1,054,324, or 19.2 percent, from the *FY 2019 Revised Budget Plan* transfer of \$5,486,978. 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. This decrease in Local Cash Match requirements is primarily due to the transfer of Department of Family Services grants to the General Fund to more appropriately align resources.

Fund 60000, County Insurance Fund

The FY 2020 General Fund transfer to Fund 60000, County Insurance, is \$24,273,437, an increase of \$36,787, or 0.2 percent, over the *FY 2019 Revised Budget Plan* transfer of \$24,236,650. This increase is due to a 1.0 percent MRA for all employees and performance-based and longevity increases for non-uniformed merit employees, both effective July 2019. Detailed information on the County Insurance Fund can be found in the Fund 60000, County Insurance, narrative in Volume 2 of the [FY 2020 Advertised Budget Plan](#).

Fund 83000, Alcohol Safety Action Program

The FY 2020 General Fund transfer to Fund 83000, Alcohol Safety Action Program, is \$724,689, an increase of \$39,773 or 5.8 percent over the *FY 2019 Revised Budget Plan* transfer of \$684,916. This increase is due to a 1.0 percent MRA for all employees and performance-based and longevity increases for non-uniformed merit employees, both effective July 2019.

Fund 10030

Summary of Contributory Agencies

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. FY 2020 funding totals \$14,369,203 and reflects an increase of \$693,714 or 5.1 percent over the FY 2019 Adopted Budget Plan funding level of \$13,675,489. The required Transfer In from the General Fund is \$14,368,492. Individual contributions are described in detail in the narrative of Fund 10030, Contributory Fund, in Volume 2 of the FY 2020 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.

Fairfax County	FY 2018 Actual	FY 2019 Adopted Budget Plan	FY 2019 Revised Budget Plan	FY 2020 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 Governments	1,039,064	1,064,441	1,064,441	1,203,241
National Association of Counties	21,635	21,635	21,635	21,635
Northern Virginia Regional Commission	734,481	739,381	739,381	743,197
Northern Virginia Transportation Commission	173,721	169,598	169,598	164,451
Virginia Association of Counties	238,831	243,608	243,608	244,922
Washington Airports Task Force	50,000	50,000	50,000	50,000
Subtotal Legislative-Executive	\$2,272,732	\$2,303,663	\$2,303,663	\$2,442,446
Public Safety:				
NOVARIS	\$9,577	\$9,577	\$9,577	\$9,577
NVERS	110,000	10,000	10,000	10,000
Subtotal Public Safety	\$119,577	\$19,577	\$19,577	\$19,577
Health and Welfare:				
Health Systems Agency of Northern Virginia	\$108,200	\$108,200	\$108,200	\$108,200
Medical Care for Children	237,000	237,000	237,000	237,000
Northern Virginia Healthcare Center/Birmingham Green Adult Care Residence	2,605,826	2,700,168	2,700,168	2,808,377
Volunteer Fairfax	405,772	405,772	405,772	405,772
Subtotal Health and Welfare	\$3,356,798	\$3,451,140	\$3,451,140	\$3,559,349

Fund 10030

Summary of Contributory Agencies

Fairfax County	FY 2018 Actual	FY 2019 Adopted Budget Plan	FY 2019 Revised Budget Plan	FY 2020 Advertised Budget Plan
Parks, Recreation and Cultural:				
Arts Council of Fairfax County	\$387,894	\$331,694	\$331,694	\$507,545
Arts Council of Fairfax County - Arts Groups Grants	96,900	96,900	96,900	96,900
Challenge Grant Funding Pool for the Arts	444,125	444,125	444,125	500,000
Dulles Air and Space Museum	100,000	100,000	100,000	100,000
Fairfax Symphony Orchestra	301,032	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	2,158,822	2,152,052	2,152,052	2,193,507
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
Turning Point Suffragist Memorial	200,000	0	0	0
Wolf Trap Foundation for the Performing Arts	125,938	125,938	125,938	125,938
Subtotal Parks, Recreation & Cultural	\$4,053,161	\$3,750,191	\$4,250,191	\$4,023,372
Community Development:				
Architectural Review Board	\$8,200	\$8,200	\$8,200	\$8,200
Commission for Women	6,916	6,916	6,916	6,916
Convention and Visitors Corporation	2,828,465	2,867,077	2,867,077	3,012,470
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 Translational Medicine Institute	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	86,887	86,594	86,594	114,742
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	\$3,986,942	\$4,025,261	\$4,025,261	\$4,198,802
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	\$13,914,867	\$13,675,489	\$14,175,489	\$14,369,203



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Other Funds Overview



FY 2020

Advertised Budget Plan

Other Funds Overview

OTHER FUNDS 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 \$11,463,280,771 (excluding the General Fund) and total revenues of \$4,412,909,743 (excluding the General Fund). The revenues are a decrease of \$849,777,822, or 16.15 percent, from the *FY 2019 Revised Budget Plan* and an increase of \$285,032,210, or 6.91 percent, over the FY 2019 Adopted Budget Plan. The decrease from the *FY 2019 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, Stormwater Services 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 2019 Adopted Budget Plan is due primarily to increased County and Fairfax County Public Schools (FCPS) retirement fund-related revenues, FCPS Operating revenues, Stormwater Services and Sewer revenues 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 2020 Advertised Budget Plan. Also, the FY 2020 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 2020 expenditures for Other Funds total \$6,778,108,900 (excluding General Fund direct expenditures), and reflect a decrease of \$1,877,891,545 or 21.69 percent, from the *FY 2019 Revised Budget Plan* funding level of \$8,656,000,445. 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 2019, expenditures increased \$393,062,529, or 6.16 percent, over the FY 2019 Adopted Budget Plan total of \$6,385,046,371. Of this increase, an amount of \$129,243,134 reflects an increase to the Public School Operating Fund, \$10,507,876 reflects an increase to the Fairfax-Falls Church Community Services Board Fund and \$31,688,469 reflects a net increase to both the Health Benefits Fund and the Public School Health and Flexible Benefits Fund. In addition, an amount of \$50,948,834 reflects the combined increase in the Employees', Uniformed, Police, and Educational Employees' Retirement Funds resulting from a higher number of retirees and higher individual payment levels.

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 2020 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 2020 Advertised Budget.

Other Funds Overview

GENERAL FUND GROUP

The General Fund Group consists of four funds in addition to the General Fund and accounts for revenue and expenditures for the Consolidated Community Funding Pool, Contributory, Revenue Stabilization, and Information Technology Funds. Prior to the FY 2014 Adopted Budget Plan, all of these funds, except for the Revenue Stabilization Fund, were part of Special Revenue Funds. In FY 2020, General Fund Group expenditures total \$27,717,988 (excluding the General Fund), a decrease of \$38,640,683, or 58.23 percent, from the *FY 2019 Revised Budget Plan* funding level of \$66,358,671 due primarily to the carryover of ongoing IT project funds. Excluding adjustments in FY 2019, expenditures decreased \$1,261,036, or 4.35 percent, from the FY 2019 Adopted Budget Plan level of \$28,979,024.

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 2020 Debt Service expenditures total \$337,211,783.

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 2020, Special Revenue Fund expenditures total \$3,885,484,681, a decrease of \$684,181,340 or 14.97 percent, from the *FY 2019 Revised Budget Plan* funding level of \$4,569,666,021 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 2019, expenditures increased \$140,534,109, or 3.75 percent, over the FY 2019 Adopted Budget Plan level of \$3,744,950,572.

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 2020 Internal Service expenditures total \$897,246,178, a decrease of \$38,076,438, or 4.07 percent, from the *FY 2019 Revised Budget Plan* level of \$935,322,616 primarily due to decreases in the County Insurance, Department of Vehicle Services and Health Benefits Funds. Excluding adjustments in FY 2019, expenditures increased \$37,283,247, or 4.34 percent, over the FY 2019 Adopted Budget Plan level of \$859,962,931.

Other Funds Overview

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 2020 Enterprise Funds expenditures for sewer operation and maintenance and sewer debt service total \$353,399,062, an increase of \$1,914,311, or 0.54 percent, from the *FY 2019 Revised Budget Plan* total of \$351,484,751 primarily due to an increase in the Sewer Bond Construction Fund to provide funding for future treatment plant requirements.



Excluding adjustments in FY 2019, expenditures increased \$130,843,257, or 58.79 percent, over the FY 2019 Adopted Budget Plan level of \$222,555,805.

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 2020 Custodial and Trust funds combined expenditures total \$963,872,223, an increase of \$55,462,193, or 6.11 percent, over the *FY 2019 Revised Budget Plan* funding level of \$908,410,030. This increase is primarily due to increases in the four existing retirement funds resulting from a higher number of retirees and higher individual payment levels. Excluding adjustments in FY 2019, combined Custodial and Trust funds expenditures increased \$52,390,662, or 5.75 percent, over the FY 2019 Adopted Budget Plan level of \$911,481,561.



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Capital Projects Overview



FY 2020

Advertised Budget Plan

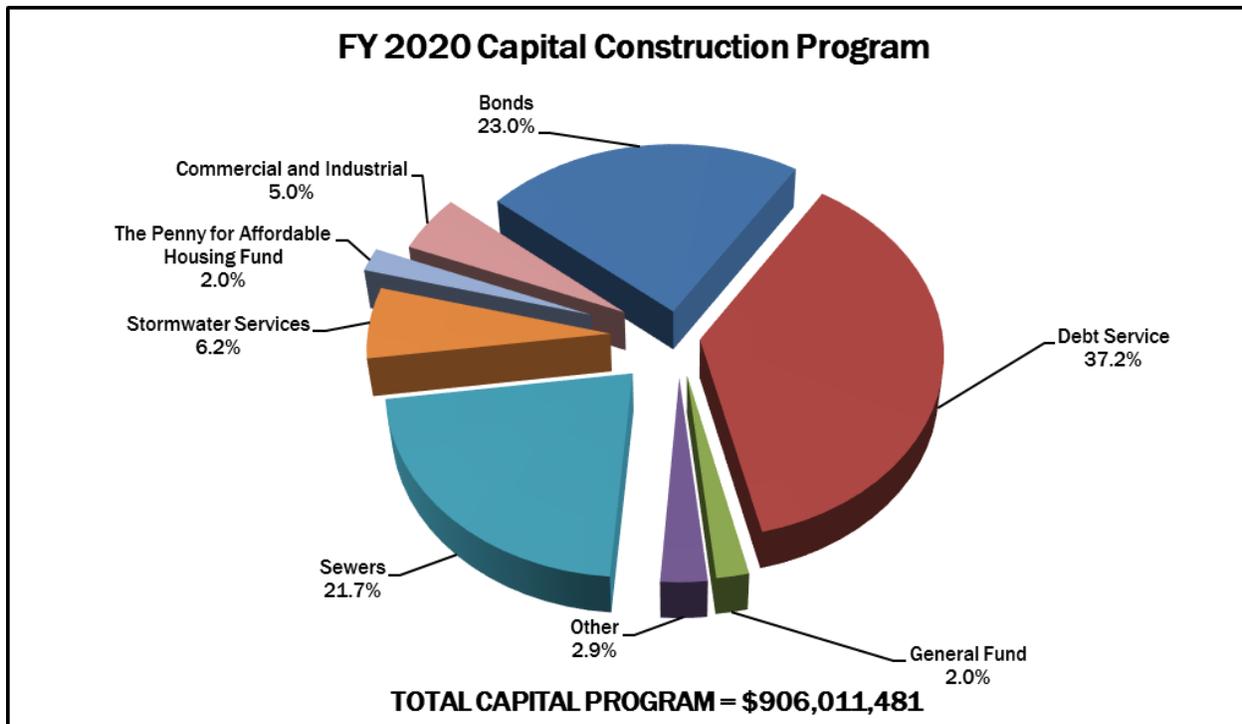
Capital Projects Overview

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 \$906,011,481 is included in FY 2020 for the County's Capital Construction Program. Of this amount, \$337,211,783 is included for debt service and \$568,799,698 is included for capital expenditures. The source of funding for capital expenditures includes: \$18,143,691 from the General Fund; \$208,000,000 in General Obligation Bonds; \$196,500,000 in sewer system revenues; \$18,400,000 in Real Estate revenues supporting the Affordable Housing Program; \$56,586,444 in Stormwater Services revenue; \$45,251,990 in Commercial and Industrial tax revenues; and \$25,917,573 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.



Capital Projects Overview

General Fund Support

In FY 2020, an amount of \$18,143,691 is supported by the General Fund for capital projects. This includes an amount of \$12,353,691 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 2020 General Fund Capital Program represents an increase of \$1,382,215 from the FY 2019 Adopted Budget Plan primarily associated with increased support for Environmental Improvement Program projects, annual requirements associated with the Americans with Disability Act (ADA) compliance, and increased annual funding for walkway and roadway repairs consistent with established multi-year plans. Due to budget constraints, there is no funding included for infrastructure replacement and upgrade projects in FY 2020, however, an amount of \$8,538,000 is anticipated to be funded as part of the *FY 2019 Third Quarter Review* or *FY 2019 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.

The FY 2020 General Fund Supported Program is illustrated below:

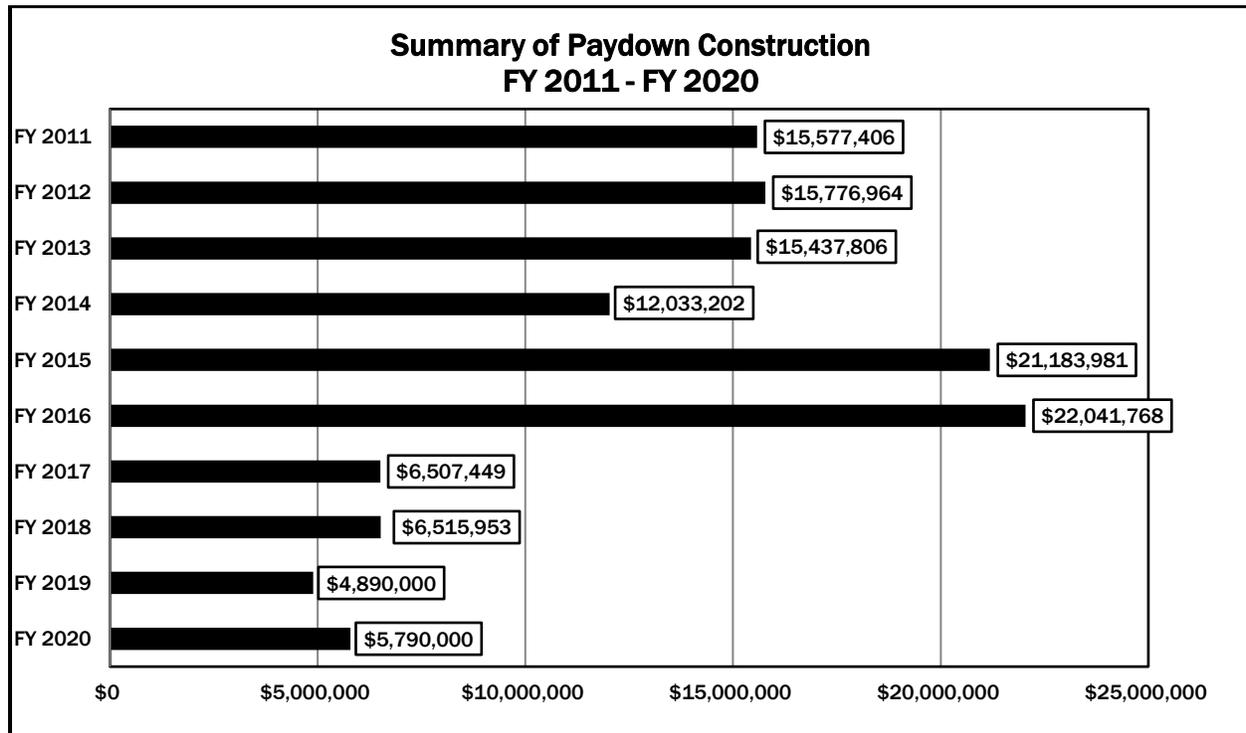
FY 2020 Capital Construction/Paydown Summary*			
	Commitments, Contributions and Facility Maintenance	Paydown	Total General Fund Support
Athletic Field Maintenance and Sports Projects	\$4,435,338	\$1,700,000	\$6,135,338
Park Authority Inspections, Maintenance and Infrastructure Upgrades	\$960,000	\$1,740,000	\$2,700,000
Environmental Initiatives	\$916,615	\$0	\$916,615
Revitalization Maintenance	\$1,410,000	\$0	\$1,410,000
Payments and Contributions / On-going Development Efforts	\$4,631,738	\$200,000	\$4,831,738
County Infrastructure Replacement and Upgrades	\$0	\$0	\$0
ADA Improvements	\$0	\$650,000	\$650,000
Reinvestment, Repairs of County Roads and Walkways	\$0	\$1,500,000	\$1,500,000
Total General Fund Support	\$12,353,691	\$5,790,000	\$18,143,691

* 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 2019 Paydown Program funding totaled \$36,585,247. This trend is expected to continue in FY 2020.

Capital Projects Overview

The graph below depicts the level of Paydown funding between FY 2011 and FY 2020. The decrease beginning in FY 2017 is associated with the revised definition of the Paydown program.



Specifics of the FY 2020 General Fund Supported Program include:

Athletic Field Maintenance and Sports Projects

FY 2020 funding in the amount of \$7,610,338 has been included for the athletic field maintenance and sports program. This level of funding is supported by a General Fund transfer of \$6,135,338 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 associated with maintenance include:

- ◆ An amount of \$860,338 provides for contracted services to improve the condition of athletic fields scheduled for community use at FCPS elementary schools, middle schools and centers. Maintenance responsibilities include mowing and annual aeration/over-seeding. This effort is supported entirely by the General Fund and is managed by the Park Authority.

Capital Projects Overview

- ◆ 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. This includes 408 non-Park Authority athletic fields of which 352 are located at elementary, middle schools, and centers. 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 2020 projection of revenue generated from the Athletic Services Fee and \$750,000 is supported by the General Fund.
- ◆ An amount of \$50,000 is included for routine maintenance of girls' softball field amenities on select Fairfax County Public School 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 2020 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 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 \$2,700,000 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 262 athletic fields, of which 39 are synthetic turf and 223 are natural turf. In addition, the field inventory includes 115 lighted and 115 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 2020 projection of revenue generated from the Athletic Services Fee, and \$75,000 is supported by the General Fund.

Capital Projects Overview

Specific funding levels associated with Paydown capital improvements include:

- ◆ An amount of \$250,000 is included to continue the replacement and upgrading of Fairfax County Public Schools (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 2020 funding supports the replacement and repair for one field's existing lighting systems. This project is supported entirely by the General Fund and coordinated by the Department of Neighborhood and Community Services.
- ◆ An amount of \$2,250,000 is included for the turf field replacement program in FY 2020. 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 92 synthetic turf fields throughout the County, of which 24 are FCPS stadium fields and 68 are County Parks/FCPS non-stadium fields. There are over 130,000 youth and adult participants (duplicated number) 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 68 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.

Park Inspections, Maintenance and Infrastructure Upgrades

FY 2020 funding in the amount of \$2,700,000 has been included for Park facilities and grounds, an increase of \$50,000 over the [FY 2019 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 and repair work is required for roofs, HVAC, electrical and lighting systems, fire alarm systems and security systems. Funding is essential to the maintenance and repair of building stabilization, including infrastructure replacement and upgrades at 551,091 square feet of non-revenue supported Park Authority structures and buildings. Maintenance is also required on over 580 pieces of grounds equipment. Specific projects funded in FY 2020 include:

Facility Maintenance

- ◆ 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 23,512 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.

Capital Projects Overview

- ◆ An amount of \$484,000 is included to provide corrective and preventive maintenance and inspections at over 551,091 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.

Infrastructure Replacement and Upgrades (Paydown)

- ◆ 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 repairs on outdoor public restrooms and picnic shelters (\$200,000); 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 (\$125,000); replacement of windows, doors, and siding at picnic shelters, outdoor restrooms, and historic sites (\$150,000); replacement of HVAC equipment at Nature Centers, Visitor Centers, and Maintenance Shops (\$250,000) 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 327 miles of trails and replacement of un-repairable wooden bridges with fiber glass bridges to meet county code. FY 2020 funding represents an increase of \$50,000 to address trail reinvestment throughout the park system. This increase is consistent with annual increases to county-wide trail reinvestment funding.

Environmental Initiatives

FY 2020 funding of \$916,615 has been included for environmental initiatives, an increase of \$381,615 over the FY 2019 Adopted Budget Plan. FY 2020 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, as well as other invasive removal initiatives. These programs restore hundreds of acres of important natural areas, protect tree canopy, and reach thousands of volunteers. 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 represents an increase of \$50,000 to continue to implement portions of unfunded treatment plans to control non-native invasive vegetation at two high quality natural areas. Two hundred and forty acres will be treated at Ellick Park and Natural Area Preserve, as well as a 22-acre treatment plan at South Run District Park. The activities will ensure the ecological integrity of the three natural areas and prevent further degradation of their native communities.

Capital Projects Overview

- ◆ 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 has a current inventory of over 2,400 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 in the county and have a deep impact on many youth and adults. Programs 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, Enviroscene trainings, storm drain marking, the Sustainable Garden Tour and more.
- ◆ An amount of \$75,000 is included for the Watershed Protection and Energy Conservation Matching Grant Program. This program is intended to support energy education and outreach initiatives and promote community engagement around sustainability and conservation issues. Specifically, the program will provide financial incentives to empower civic associations, places of worship and homeowners through their associations to implement on-the-ground sustainability projects. The initiative will build on current programs that provide technical assistance, hands-on support, outreach and education to Fairfax County 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 Energy Action Fairfax (EAF) LED Light Bulb Exchange Program to support nine LED Lightbulb Exchange events. In the spring of 2018, EAF hosted seven LED Lightbulb Exchanges throughout the county in conjunction with the Fairfax County Public Library system. The LEDs that EAF distributed in 2018 were 60W equivalent, warm white and ENERGY STAR® certified. These LEDs use 85 percent less energy than a comparable "old" incandescent bulb and 33 percent less energy than a compact fluorescent light (CFL). In total, 8,000 LEDs were distributed in 2018 to approximately 1,600 people at seven events. Based on an average home's lighting consumption, use of these LEDs will result in annual avoidance of nearly 200,000 kilowatt hours (kWh) and energy savings of \$22,000. The avoided electricity use equates to approximately 280,000 pounds of carbon dioxide not being released into the atmosphere – about the same as taking 28 passenger vehicles off the road.
- ◆ An amount of \$41,500 is included for the *Watch the Green Grow* pilot program, which is an outreach and education program with the overarching goal of creating buffers surrounding natural areas by encouraging green behaviors on private property. The outcome will be a web map "snapshot" of stewardship activities of an informed citizenry that actively and voluntarily engages in behaviors that protect and enhance Fairfax County's natural areas and wildlife corridors. This project is designed as a public education project to increase residents' awareness of the value of public green spaces (especially wildlife corridors) and lead them to adopt small but important stewardship behaviors that will help buffer these places from urbanization stressors like invasive plants.

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- ◆ An amount of \$138,000 is included for the installation of water smart web-based irrigation controllers at Green Spring Gardens. More than 30 acres is watered at Green Spring Gardens using 400 feet of hose and oscillating sprinklers. The current practice leads to an excess of inefficiencies. The new irrigation controller uses local weather data to automatically adjust watering times and saves water consumption by watering only when needed. The manufacturer estimates that smart irrigation technology can save 40 percent on water consumption.
- ◆ An amount of \$60,000 is included for the “Bike to Parks” bike rack installation pilot project. This pilot project will promote biking as a safe and reliable transportation choice for recreational destinations. The Park Authority will add 60 bike racks in approximately 15 parks and RECenters that are near countywide trails in two high density revitalization areas, Annandale and Richmond Highway. In addition to the bike racks installation at the collaboratively identified locations, this project will include public outreach, and targeted improvements such as adding bike lanes and connections at appropriate locations, and adding signage and wayfinding systems from major regional trails to the bicycle parking locations at park entrances.
- ◆ An amount of \$250,000 is included for energy efficiency and renewable energy systems to be incorporated into the Sully Woodlands Stewardship Education Center. The Stewardship Education Center will be an indoor/outdoor, state-of-the-art interpretive center, providing educational and visitor services in environmental stewardship, natural and cultural resource management activities, and land management of the Sully Woodlands region. A major goal of the program is to achieve net positive energy usage, meaning the facility must produce more energy than it uses. The building will be used as a demonstration tool educating the public about sustainable features used on the facility that could also be used at their homes.
- ◆ An amount of \$75,000 is included for Natural Landscape projects associated with the Natural Landscape Implementation Plan. Staff will identify cost-effective natural landscaping retrofit projects that apply natural landscaping concepts and techniques in the landscape design, implementation, and maintenance of County-owned properties and facilities. Natural landscaping is guided by locally native plant species and these materials can be used to protect and enhance existing natural resources, including soil and water; mitigate climate change, improve and preserve air quality; and contribute to resource conservation.

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 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. FY 2020 funding of \$950,000 will support revitalization area improvements such as maintenance and/or replacement of degraded and/or failing sidewalk and crosswalk pavers. Routine and non-routine repairs and recurring landscape maintenance are

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also required in the Tyson's Corner Silver Line area along the Route 7 corridor, from Route 123 to the Dulles Toll Road. Routine maintenance includes landscape maintenance along the median and both sides of the road, trash removal, snow removal, and stormwater facility maintenance. This area is different from other Metro stations due to the County's responsibility to maintain 27 water quality swales under the raised tracks of the Silver Line located in VDOT right-of-way. Typical maintenance for the swales includes litter and sediment removal, vegetation care, and structural maintenance. FY 2020 funding of \$460,000 will support the Tysons Silver Line area. These two maintenance initiatives were previously budgeted in separate projects, however in FY 2020 the funding has been combined into one project to provide maximum flexibility and efficiency.

Payments and Contributions

- ◆ Funding of \$814,023 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 consistent with the FY 2019 Adopted Budget Plan funding level.
- ◆ Funding of \$2,572,715 is included for Fairfax County's contribution to the Northern Virginia Community College (NVCC). Funding provides for the continued construction and maintenance of various capital projects on college campuses within the NVCC system. The FY 2020 rate of \$2.25 per capita is applied to the population figure provided by the Weldon Cooper Center.

On-going Development Efforts

- ◆ An amount of \$150,000 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. This estimate represents an increase of \$75,000 over the FY 2019 Adopted Budget Plan and is based on actual funding requirements in the past several years.
- ◆ 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 represents an increase of \$20,000 from the FY 2019 Adopted Budget Plan and is based in 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, consistent with the FY 2019 Adopted Budget Plan funding level. 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 2020 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.

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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 2020 facility inventory of over 11 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 2020 in this fund. However, an amount of \$8,538,000 is anticipated to be funded as part of the *FY 2019 Third Quarter Review* or *FY 2019 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. These projects, all Category F, will address emergency building repairs, fire alarm system replacement, HVAC system upgrades, roof repairs and waterproofing, elevator repairs, and electrical system upgrades/repairs.

Americans with Disabilities Act (ADA) Compliance

FY 2020 funding in the amount of \$650,000 has been included for the continuation of Americans with Disabilities Act (ADA) improvements, an increase of \$650,000 over the FY 2019 Adopted Budget Plan. Specific funding levels in FY 2020 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, over time sidewalks may settle 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 to ensure the greatest needs are addressed.
- ◆ Funding in the amount of \$300,000 is included for the continuation of Park Authority ADA improvements to support Park Authority Transition Plan requirements. The Parks Authority continues to complete ADA improvements to facilities which were identified as part of the Department of Justice required self-assessments identified in the settlement of agreement signed by the Board of Supervisors on January 28, 2011.

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- ◆ 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. The FY 2020 funding level represents an increase of \$100,000 over the FY 2019 Adopted Budget Plan based on recommendations included in the 2015 Rinker Study. This 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. It is anticipated that funding for the \$4 million reinvestment program will be supported by funding from the allocation of the Capital Sinking Fund. Annual investment funding was also identified and is recommended to increase each year. 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, patching of existing travelways, minor ditching and stabilization of shoulders, and drainage facilities. The FY 2020 annual funding level is consistent with the recommendation of the Rinker Study.
- ◆ 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 678 miles of walkways and 76 pedestrian bridges. Ongoing 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. The FY 2020 funding level represents an increase of \$100,000 over the FY 2019 Adopted Budget Plan based on recommendations included in the 2013 Rinker Study. This study was conducted in order to build an accurate inventory and condition assessment of County walkways and revealed that there are approximately 10 miles of trails in extremely poor condition requiring \$3 million in initial reinvestment. The \$3 million reinvestment program was supported by funding from the allocation of the Capital Sinking Fund and work continues on reinvestment associated with deteriorating trails throughout the County. In addition, the Rinker Study did not include an assessment of pedestrian bridges and sinking fund allocations have enable some progress in this area. Annual investment funding was also identified and is recommended to increase each year. The FY 2020 annual funding level is consistent with the recommendation of the Rinker Study.

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

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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 8.20 percent, and net debt as a percentage of market value at 1.15 percent as of June 30, 2018.

Continual monitoring and adjustments to the County's CIP have been necessary, as economic conditions have changed. The FY 2020 – FY 2024 Advertised Capital Improvement Program (With Future Fiscal Years to 2029) is released concurrently with the FY 2020 Budget. It should be noted that the operating budget is directly affected by the approval of the capital budget and its capital project components. The operating budget must support the debt service costs of all bond issues related to the capital budget, as well as the operating maintenance costs for each facility and improvement.

In FY 2020, an amount of \$208,000,000 is included in General Obligation Bond funding. Specific funding levels in FY 2020 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 2020 Advertised Budget.
- ◆ Funding in the amount of \$25,000,000 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.

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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/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. FY 2019 represents the final year of the five-year spending plan and the rate is currently \$0.0325 per \$100 of assessed value. Staff has made significant progress in the implementation of watershed master plans, public outreach efforts, stormwater monitoring activities and operational maintenance programs related to existing storm drainage infrastructure including stormwater conveyance, quality improvements, and regulatory requirements. Therefore, staff is recommending that the FY 2020 stormwater service rate remain at the current rate of \$0.0325 per \$100 of assessed real estate value.

FY 2020 funding will support \$56,586,444 for capital project implementation including, infrastructure reinvestment, regulatory requirements, dam safety, and contributory funding requirements. Specific funding levels in FY 2020 include:

- ◆ Funding in the amount \$7,000,000 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 6,800 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 \$9,000,000 is included for Dam Safety and Facility Rehabilitation, including \$3,000,000 for dam maintenance and \$6,000,000 for rehabilitation. There are currently more than 6,700 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. Total funding in the amount of \$9.0 million is included for Dam Safety and Facility Rehabilitation in FY 2020, including \$3.0 million for maintenance and \$6.0 million for rehabilitation.

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- ◆ Funding in the amount of \$8,500,000 is included for Conveyance System Inspections, Development and Rehabilitation in FY 2020, including \$2,000,000 for inspections and development and \$6,500,000 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 more than 5 percent of the pipes were in complete failure and an additional 15 percent required immediate repair. Increased MS4 Permit regulations apply to these 1,500 miles of existing conveyance systems, 6,700 stormwater structures, and a portion of the immediate downstream channel at the 6,800 pipe outlets. Acceptable industry standards indicate that one dollar re-invested 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 \$25,623,984 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, Total Maximum Daily Load (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 Bay by 2025. Compliance with the 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 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 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 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.

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- ◆ Lastly, FY 2020 funding of \$662,460 is included for County contributions. An amount of \$527,730 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 of whom are elected every four years by the voters of Fairfax County and two who 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 \$134,730 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.

The Penny for Affordable Housing Fund

The Penny for Affordable Housing, formerly known as the Housing Flexibility Fund, was established in FY 2006 and is designed to serve as a readily available local funding source with the flexibility to 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 of Supervisors reduced annual funding to The Penny for Affordable Housing, by 50 percent in order to balance the budget. From FY 2006 through FY 2019, the fund has provided a total of \$234.8 million for affordable housing in Fairfax County.

A total of 3,016 affordable units have been preserved for both homeownership and rental purposes in a variety of large and small projects. Of that number, 252 units are preserved as affordable housing for periods of five years or less, and 2,764 units are preserved for 20 years or longer. A variety of funding sources were used to preserve these units; however, The Penny for Affordable Housing 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 The Penny for Affordable Housing, both of these apartment complexes may have been lost as affordable housing.

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In FY 2020, funding of \$18,400,000 is allocated as follows: \$5,750,575 for Wedgewood for the annual debt service, \$2,689,188 for Crescent Apartments annual debt service, \$9,395,237 for the Housing Blueprint Project, and \$565,000 for Affordable/Workforce Housing.

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 3,247 miles of sewer lines, 63 pumping stations, and 57 flow metering stations, covering approximately 234 square miles of the County's 407-square-mile land and water area. 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. By agreement, other regional facilities include the Alexandria Renew Enterprises (AlexRenew) Treatment Plant, the Upper Occoquan Service Authority Plant, the District of Columbia Blue Plains Plant, Loudoun Water and the Arlington County Plant. Fairfax County utilizes all of these facilities to accommodate a total treatment capacity of 157 MGD.



Photo of the Noman M. Cole, Jr. Pollution Control Plant

Total FY 2020 funding is \$196,500,000, including support for the following projects:

- ◆ Funding of \$121,500,000 is included to support the reinvestment in the Noman Cole, Jr. Pollution Control Plant in order to maintain regulatory compliance requirements pertaining 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. based on the current schedule of identified and active projects, these bond proceeds will support the capital projects through FY 2023. This funding will be supported by anticipated sewer revenue bonds.
- ◆ Funding in the amount of \$9,957,000 is included for facility improvements to the DC Water's Blue Plains Treatment Plant 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.

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- ◆ Funding in the amount of \$19,680,000 will fund 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 2020 funding is included 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 Alexandria Renew Enterprises Treatment Plant.
- ◆ Funding in the amount of \$784,000 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 \$19,260,000 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 \$300,000 is provided for the systematic rehabilitation of the County's 3,247 miles of sanitary sewer lines. Rehabilitation includes, among other things, the use of trenchless technology to rehabilitate approximately 25 miles of sewer per year.
- ◆ Funding in the amount of \$931,000 is included to complete the rehabilitation of force mains at the Little Hunting Creek, Accotink, Mount Vernon, Langley High School, Ravenwood, Tyson's-Dodge, Waynewood I and II, Wellington I, and Riverwood.
- ◆ Funding in the amount of \$8,020,000 is included for the regularly scheduled repair, renovation, and replacement of pumping station equipment and facilities. There are five pumping stations scheduled to be in the design phase during FY 2020, including Accotink, Piney Branch, Oak Marr, Springfield Estates and Braddock Road. Eight pumping stations are scheduled to be in the construction phase during FY 2020, including Little Hunting Creek, Holmes Run, Central Intelligence Agency located in McLean, Wellington, Ravenwood, Langley Oaks, Weid, High Ridge and Lakevale.
- ◆ Funding in the amount of \$14,000,000 is included for the inspection, repair, and replacement of gravity sewers within the wastewater collection system. FY 2020 funding is provided for the closed circuit television (CCTV) inspection of more than 200 miles of sewer, the rehabilitation of over 35 miles of sewer using cured-in-place pipe (CIPP), and the repair and replacement of defective and aging gravity sewers. Initiatives include repairs for sewer sags and defective slipliners as well as replacements for large diameter infrastructure.

Capital Projects Overview

- ◆ Funding in the amount of \$410,000 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 2020 funding will provide for the next phase of this program, which includes construction work.
- ◆ Funding in the amount of \$258,000 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 2020 funding will provide for the next phase of this program which includes construction work.
- ◆ Funding in the amount of \$400,000 is included for the maintenance of the Robert P. McMath Facility that is the headquarters for the Wastewater Collection Division.

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 2020 rate is \$0.125 per \$100 of assessed value (the maximum allowed per state code), which will generate approximately \$56 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 2020 funding of \$45,251,990 is included for capital projects and metro capital program contribution. Of this amount, funding in the amount of \$31,251,990 is included in FY 2020 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. This is a new requirement following the 2018 Virginia General Assembly session and this contribution was not included in the [FY 2019 Adopted Budget Plan](#).

Capital Projects Overview

Other Financing

Funding in the amount of \$25,917,573 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 \$24,342,573 supports various other projects financed by other sources of revenue. Specific funding levels in FY 2019 include:

Special Revenue:

- ◆ Funding of \$226,000 is included for the Reston Community Center Fund for Phase II of the Roof Replacement Project, as well as the installation of a projection screen inside the theatre and warming oven at the Lake Anne facility.
- ◆ Funding of \$500,000 is included for I-95 Refuse Disposal Fund for I-95 Landfill New Service Road project.

Housing:

- ◆ Funding of \$198,265 is included for the Undesignated Housing Trust Fund project for reallocation to specific projects when identified and approved by both the Fairfax County Redevelopment and Housing Authority (FCRHA) and Board of Supervisors.
- ◆ Funding in the amount of \$600,000 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.

Other:

- ◆ Funding in the amount of \$22,818,308 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 2020 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 Overview

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 2020

Facility	Fiscal Year Completion	Additional Positions	Estimated Net Operating Costs
FY 2020 New, Renovated, or Expanded Facilities			
Facilities Management Department (FMD) Operational Costs for New Facilities	FY 2020	0/0.0 FTE	\$110,621
Bailey's Shelter	FY 2020	2/2.0	\$553,593
Artemis House	FY 2020	0/0.0	\$1,007,684
Lewinsville	FY 2020	3/3.0	\$433,651
South County Police Station/Animal Shelter	FY 2020	17/17.0	\$2,619,597
Total FY 2020 Costs		22/22.0 FTE	\$4,725,146

Capital Projects Overview

The following facilities are scheduled to open in the near future and may require additional staffing and operational costs through FY 2023. Requests for funding will be reviewed as part of the development of the annual budget in the year the facility becomes operational.

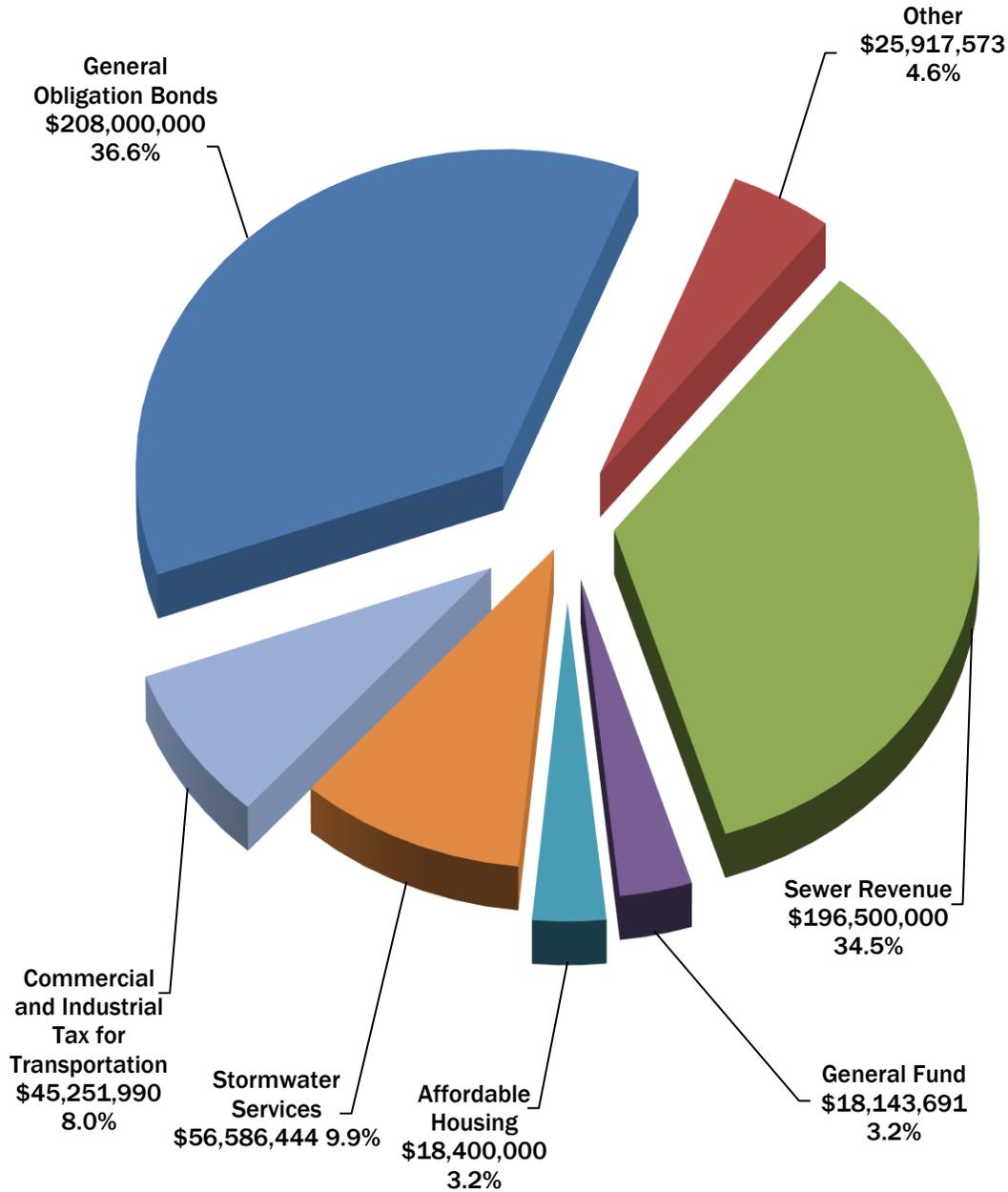
Facility	Fiscal Year Completion
Jefferson Fire Station	FY 2020
Bailey's Shelter	FY 2020
Lorton Fire Station	FY 2021
Reston Fire Station	FY 2021
Edsall Road Fire Station	FY 2021
Scotts Run (Tyson's East) Fire Station	FY 2021
Merrifield Fire Station	FY 2022
Woodlawn Fire Station	FY 2022
Patrick Henry Shelter	FY 2022
Eleanor Kennedy Shelter	FY 2022
Penn Daw Fire Station	FY 2022
Lorton Community Center	FY 2022
Embry Rucker Shelter	FY 2023
Police Heliport	FY 2023
Police Tactical Operations Renovation (Pine Ridge)	FY 2023
South County Police Station/Animal Shelter	FY 2023
Sully Community Center	FY 2023
Events Center	TBD
Original Mt. Vernon High School Redevelopment	TBD
Courtroom Renovations Phase III and IV	TBD
Reston Regional Library	TBD
RTCN Shelter and Human Services Center	TBD

Summary of FY 2020 Capital Construction Program

Major segments of the County's FY 2020 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 2020 Funded Capital Projects. In addition, a list of all projects funded in FY 2020 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 2020 Advertised Budget](#).

Capital Projects Overview

CAPITAL CONSTRUCTION PROJECTS FY 2020 SOURCE OF FUNDS

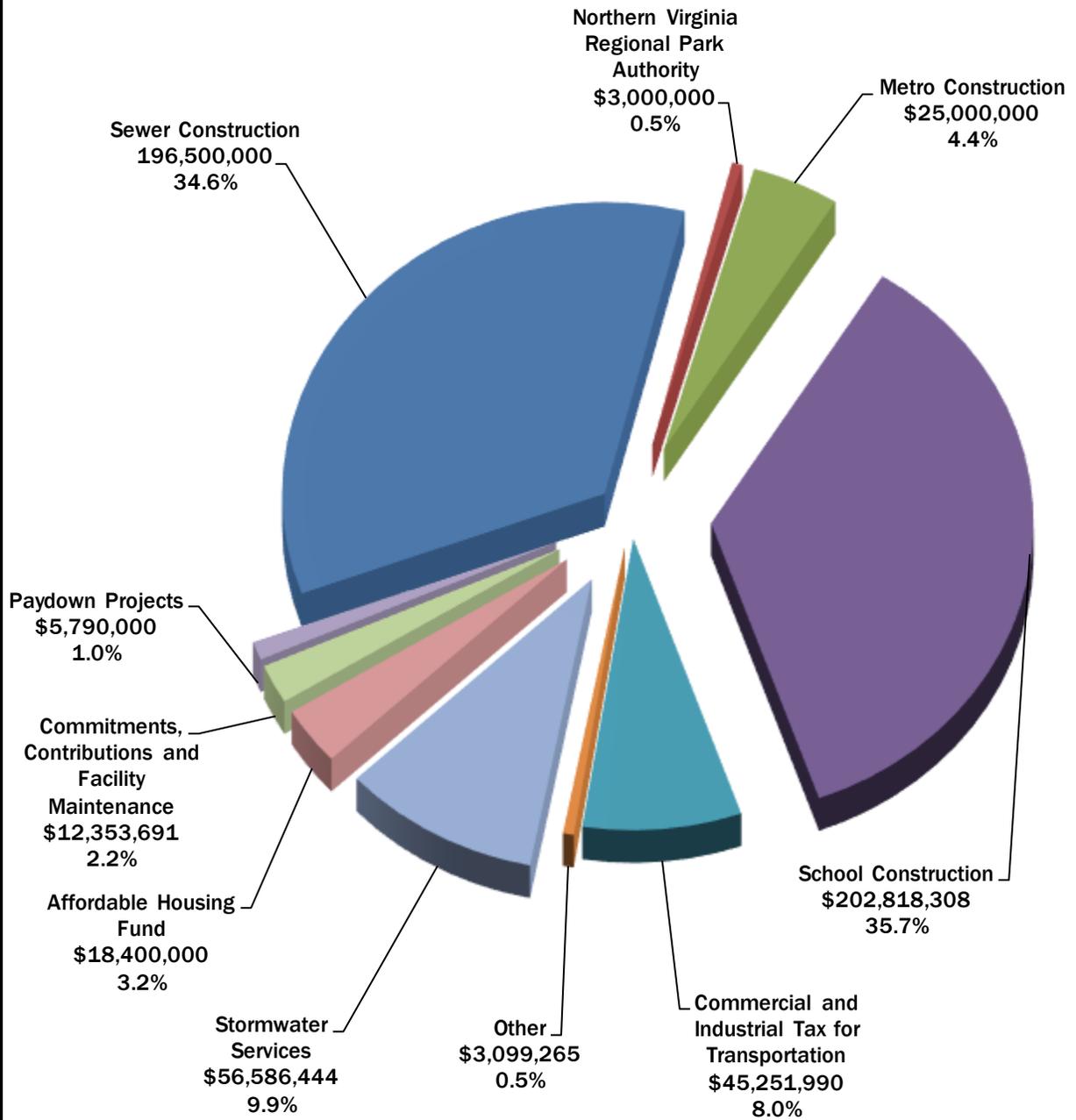


TOTAL = \$568,799,698

NOTE: This chart does not include debt service funding.

Capital Projects Overview

CAPITAL CONSTRUCTION PROJECTS FY 2020 EXPENDITURES

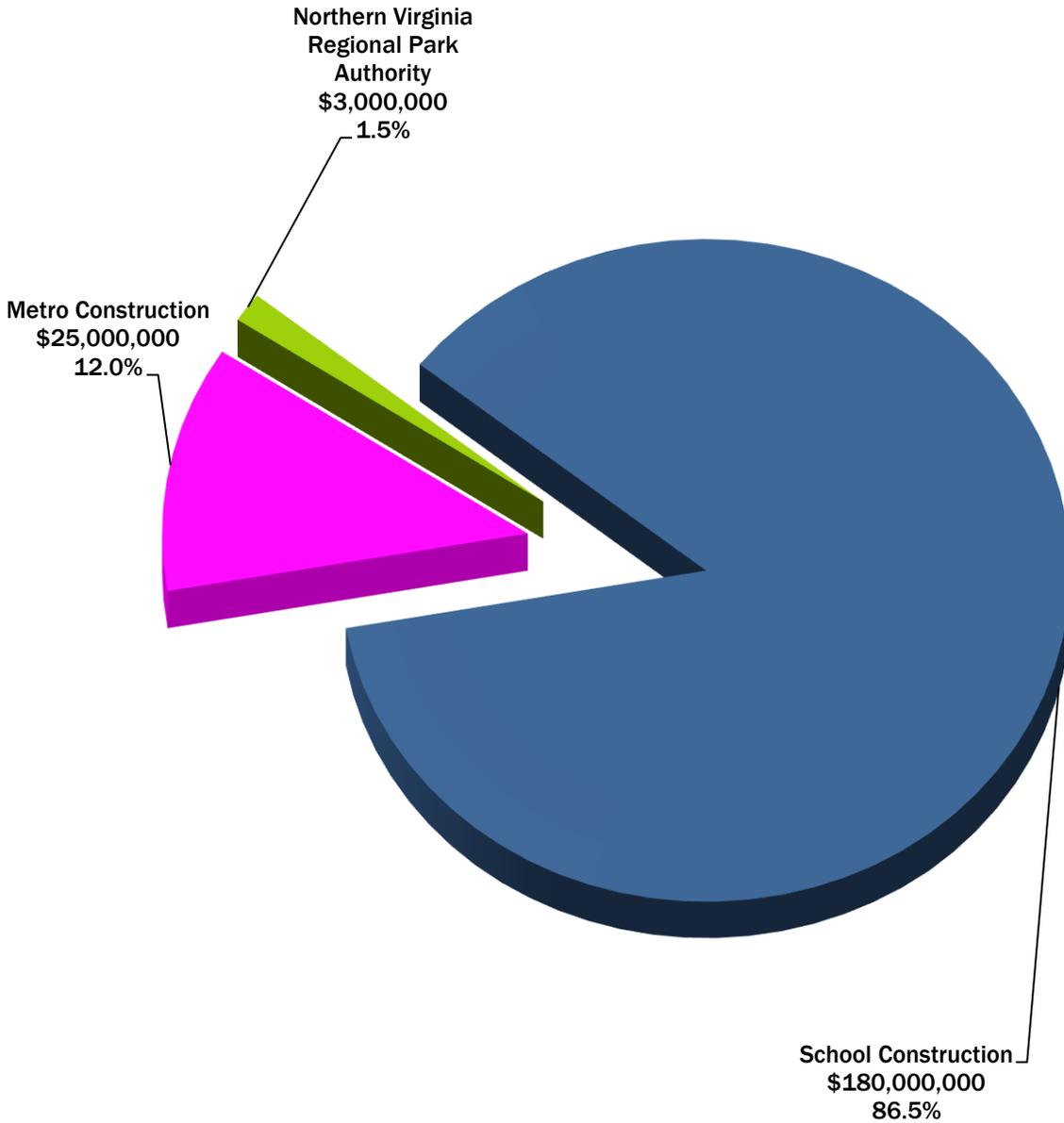


TOTAL = \$568,799,698

NOTE: This chart does not include debt service funding.

Capital Projects Overview

GENERAL OBLIGATION BOND FINANCED CAPITAL PROJECTS FY 2020 EXPENDITURES



TOTAL = \$208,000,000

**SUMMARY SCHEDULE OF FY 2020
FUNDED CAPITAL PROJECTS**

FY 2020 FINANCING

Fund/Title	FY 2018 Actual	FY 2019 Adopted Budget Plan	FY 2019 Revised Budget Plan	FY 2020 Advertised Budget Plan	General Obligation Bonds ¹	General Fund	Federal/ State Aid	Other ²
SPECIAL REVENUE FUNDS³								
40000 County Transit Systems	\$1,970,853	\$0	\$9,735,752	\$0	\$0	\$0	\$0	\$0
40010 County and Regional Transportation Projects	51,136,869	54,076,686	373,651,933	45,251,990	0	0	0	45,251,990
40050 Reston Community Center	442,370	0	6,848,407	226,000	0	0	0	226,000
40060 McLean Community Center	3,452,338	0	3,276,308	0	0	0	0	0
40100 Stormwater Services ⁴	56,964,285	54,672,620	123,831,270	56,586,444	0	0	0	56,586,444
40140 Refuse Collection	0	0	801,915	0	0	0	0	0
40150 Refuse Disposal	308,442	0	3,128,140	0	0	0	0	0
40170 I-95 Refuse Disposal	219,361	0	6,628,171	500,000	0	0	0	500,000
40300 Housing Trust Fund	2,967,138	689,954	11,316,893	798,265	0	0	0	798,265
Subtotal	\$117,461,656	\$109,439,260	\$539,218,789	\$103,362,699	\$0	\$0	\$0	\$103,362,699
DEBT SERVICE FUNDS								
20000 Consolidated County and Schools Debt Service Fund	\$338,549,702	\$349,973,431	\$361,396,155	\$337,211,783	\$0	\$334,131,783	\$0	\$3,080,000
Subtotal	\$338,549,702	\$349,973,431	\$361,396,155	\$337,211,783	\$0	\$334,131,783	\$0	\$3,080,000
CAPITAL PROJECTS FUNDS								
30000 Metro Operations and Construction ⁵	\$30,000,000	\$30,000,000	\$35,400,000	\$25,000,000	\$25,000,000	\$0	\$0	\$0
30010 General Construction and Contributions	53,190,035	20,736,476	205,628,527	22,018,691	3,000,000	17,443,691	0	1,575,000
30020 Infrastructure Replacement and Upgrades	10,659,130	0	44,455,675	0	0	0	0	0
30030 Library Construction	5,861,588	0	21,196,861	0	0	0	0	0
30040 Contributed Roadway Improvements	9,929,188	0	30,388,814	0	0	0	0	0
30050 Transportation Improvements	14,987,015	0	102,447,424	0	0	0	0	0
30060 Pedestrian Walkway Improvements	2,542,697	600,000	4,901,007	700,000	0	700,000	0	0
30070 Public Safety Construction	20,331,960	0	232,975,415	0	0	0	0	0
30080 Commercial Revitalization Program	46,081	0	1,843,344	0	0	0	0	0

**SUMMARY SCHEDULE OF FY 2020
FUNDED CAPITAL PROJECTS**

FY 2020 FINANCING

Fund/Title	FY 2018 Actual	FY 2019 Adopted Budget Plan	FY 2019 Revised Budget Plan	FY 2020 Advertised Budget Plan	General Obligation Bonds ¹	General Fund	Federal/ State Aid	Other ²
30090 Pro Rata Share Drainage Construction	2,719,139	0	4,033,335	0	0	0	0	0
30300 The Penny for Affordable Housing Fund	17,926,479	18,000,000	48,580,666	18,400,000	0	0	0	18,400,000
30310 Housing Assistance Program	523,751	0	5,630,878	0	0	0	0	0
30400 Park Authority Bond Construction	18,484,855	0	111,287,455	0	0	0	0	0
S31000 Public School Construction	180,410,901	179,828,018	607,701,577	202,818,308	180,000,000	0	0	22,818,308
Subtotal	\$367,612,819	\$249,164,494	\$1,456,470,978	\$268,936,999	\$208,000,000	\$18,143,691	\$0	\$42,793,308
ENTERPRISE FUNDS								
69300 Sewer Construction Improvements	\$69,829,875	\$70,000,000	\$111,227,814	\$75,000,000	\$0	\$0	\$0	\$75,000,000
69310 Sewer Bond Construction	32,937,655	0	86,309,040	121,500,000	0	0	0	121,500,000
Subtotal	\$102,767,530	\$70,000,000	\$197,536,854	\$196,500,000	\$0	\$0	\$0	\$196,500,000
TOTAL	\$926,391,707	\$778,577,185	\$2,554,622,776	\$906,011,481	\$208,000,000	\$352,275,474	\$0	\$345,736,007

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 2020 FUNDED CAPITAL PROJECTS
(For additional information see referenced Fund narratives)

FY 2020 Fairfax County Adversised Budget Plan (Overview) - 153

Fund	Project Name	Project	FY 2020 Advertised Total	General Fund	General Obligation Bonds	Athletic Services Fee	Sewer Revenues	Stormwater Revenues	Penny for Affordable Housing	Commercial and Industrial Revenues	Other Revenues
30000	Metro Operations and Construction Contribution	N/A	\$25,000,000		\$25,000,000						
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	\$860,338	\$860,338							
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	EIP - Environmental Initiatives	2G02-001-000	\$666,615	\$666,615							
30010	EIP - Invasive Plant Removal	2G51-032-000	\$250,000	\$250,000							
30010	NOVA Community College Contribution	2G25-013-000	\$2,572,715	\$2,572,715							
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	\$150,000	\$150,000							
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	\$814,023	\$814,023							
30010	Survey Control Network Monumentation	2G25-019-000	\$95,000	\$95,000							
30060	Reinvestment and Repairs to County Walkways	2G25-057-000	\$700,000	\$700,000							
30300	Affordable/Workforce Housing	2H38-072-000	\$565,000						\$565,000		
30300	Crescent Apartments Debt Service	2H38-075-000	\$2,689,188						\$2,689,188		

FY 2020 FUNDED CAPITAL PROJECTS
(For additional information see referenced Fund narratives)

FY 2020 Fairfax County Advertised Budget Plan (Overview) - 154

Fund	Project Name	Project	FY 2020 Advertised Total	General Fund	General Obligation Bonds	Athletic Services Fee	Sewer Revenues	Stormwater Revenues	Penny for Affordable Housing	Commercial and Industrial Revenues	Other Revenues
30300	Housing Blueprint Project	2H38-180-000	\$9,395,237						\$9,395,237		
30300	Wedgewood Debt Service	2H38-081-000	\$5,750,575						\$5,750,575		
40050	RCC-CenterStage Theatre Enhancements	CC-000008	\$15,000								\$15,000
40050	RCC-Facility Enhancements	CC-000002	\$11,000								\$11,000
40050	Reston Community Center Improvements	CC-000001	\$200,000								\$200,000
40010	Construction Reserve	2G40-001-000	\$12,671,648							\$12,671,648	
40010	Construction Reserve NVTA 30%	2G40-107-000	\$17,191,521							\$17,191,521	
40010	Herndon NVTA 30% Capital	2G40-105-000	\$833,660							\$833,660	
40010	Metro Capital Transfer NVTA 30%	2G40-164-000	\$14,000,000							\$14,000,000	
40010	Vienna NVTA 30% Capital	2G40-106-000	\$555,161							\$555,161	
40100	Conveyance System Inspection/Development	2G25-028-000	\$2,000,000					\$2,000,000			
40100	Conveyance System Rehabilitation	SD-000034	\$6,500,000					\$6,500,000			
40100	Dam & Facility Maintenance	2G25-031-000	\$3,000,000					\$3,000,000			
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	NVSWD Contributory	2G25-007-000	\$527,730					\$527,730			
40100	Occoquan Monitoring Contributory	2G25-008-000	\$134,730					\$134,730			
40100	Stormwater Allocation to Towns	2G25-027-000	\$800,000					\$800,000			
40100	Stormwater Regulatory Program	2G25-006-000	\$7,000,000					\$7,000,000			
40100	Stream and Water Quality Improvements	SD-000031	\$25,623,984					\$25,623,984			
40170	I-95 Refuse Disposal	SW-000027	\$500,000								\$500,000
40300	ADU Acquisitions	HF-000093	\$600,000								\$600,000
40300	Undesignated Housing Trust Fund	2H38-060-000	\$198,265								\$198,265
69300	Alexandria WWTP Upgrades and Rehabilitation	WW-000021	\$19,680,000				\$19,680,000				
69300	Arlington WWTP Rehabilitation	WW-000020	\$784,000				\$784,000				
69300	Blue Plains WWTP Upgrades and Rehabilitation	WW-000022	\$9,957,000				\$9,957,000				
69300	Collection System Replacement and Rehabilitation	WW-000007	\$300,000				\$300,000				
69300	Extension and Improvement Projects	WW-000006	\$1,000,000				\$1,000,000				
69300	Force Main Rehabilitation	WW-000008	\$931,000				\$931,000				
69300	Gravity Sewers	WW-000028	\$14,000,000				\$14,000,000				
69300	Large Diameter Pipe Rehabilitation and Replacement	WW-000026	\$258,000				\$258,000				
69300	Noman Cole Treatment Plant Renewal	WW-000009	\$19,260,000				\$19,260,000				
69300	Pumping Station Rehabilitation	WW-000001	\$8,020,000				\$8,020,000				
69300	Robert P. McMath Facility Improvements	WW-000004	\$400,000				\$400,000				

FY 2020 FUNDED CAPITAL PROJECTS
(For additional information see referenced Fund narratives)

Fund	Project Name	Project	FY 2020 Advertised Total	General Fund	General Obligation Bonds	Athletic Services Fee	Sewer Revenues	Stormwater Revenues	Penny for Affordable Housing	Commercial and Industrial Revenues	Other Revenues
69300	Sewer Sag Program	WW-000024	\$410,000				\$410,000				
69310	Sewer Bond Construction	WW-000017	\$110,000,000				\$110,000,000				
69310	Sewer Bond Construction	WW-000016	\$11,500,000				\$11,500,000				
S31000	Public School Construction	N/A	\$202,818,308		\$180,000,000						\$22,818,308
		Total	\$568,799,698	\$18,143,691	\$208,000,000	\$1,475,000	\$196,500,000	\$56,586,444	\$18,400,000	\$45,251,990	\$24,442,573



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Trends and Demographics



FY 2020

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 2014 to FY 2020. This period provides five years of actual data, estimates for FY 2019 based on year-to-date experience, and projections for FY 2020. Historical dollar amounts are converted to FY 2020 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 1.1 percent from FY 2014 to FY 2018. Using a forecast from the Congressional Budget Office, inflation is projected to be 2.1 percent in FY 2019 and 2.6 percent FY 2020.

HOUSEHOLD TAXATION TRENDS: SELECTED CATEGORIES FY 2014 - FY 2020

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 FY 2020 Real Estate tax rate of \$1.15 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 \$7,382.09 in selected County General Fund taxes in FY 2020, \$19.58 less than in FY 2019 after adjusting for inflation. From FY 2014 to FY 2020, the inflation adjusted County taxes paid by the "typical" household have increased \$945.18. Note that taxes paid in FY 2014 through FY 2020 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.)

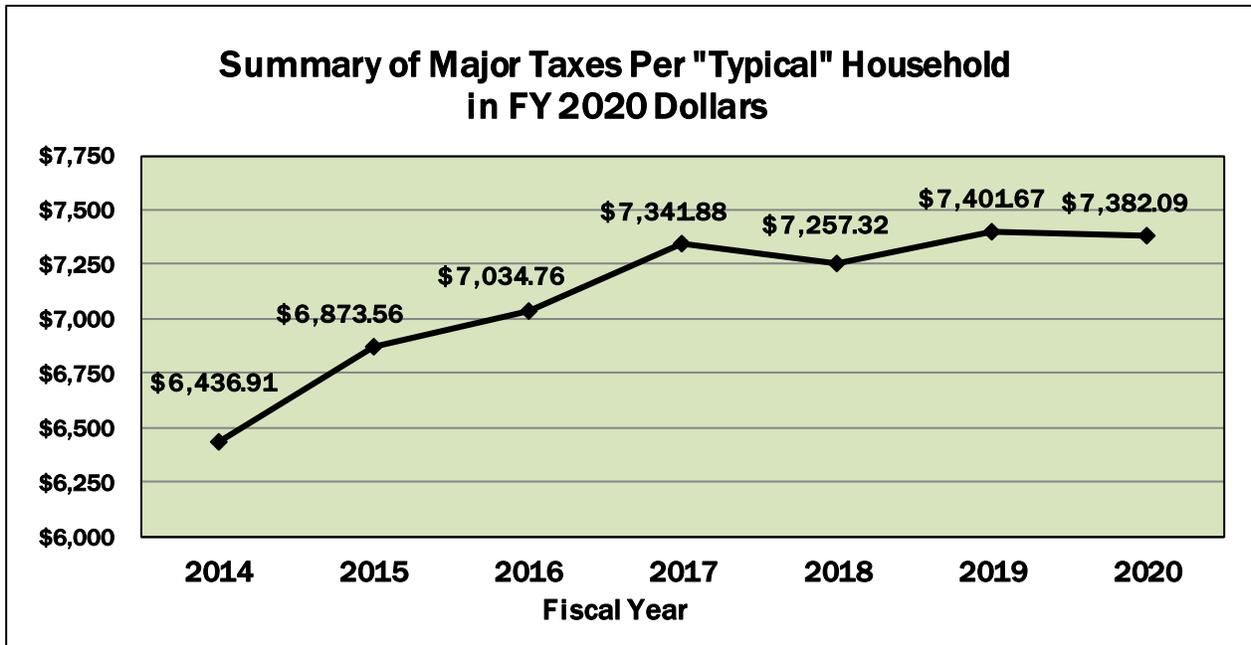
Summary of Major Taxes Per "Typical" Household

	Number of Households	Real Estate Tax in FY 2020 Dollars	Personal Property Tax in FY 2020 Dollars ¹	Sales Tax in FY 2020 Dollars	Consumer Utility Tax in FY 2020 Dollars	Total Taxes in FY 2020 Dollars ¹
FY 2014	401,000	\$5,560.42	\$361.80	\$452.42	\$62.27	\$6,436.91
FY 2015	403,900	\$5,961.62	\$373.29	\$477.53	\$61.12	\$6,873.56
FY 2016	402,400	\$6,107.34	\$388.27	\$479.68	\$59.47	\$7,034.76
FY 2017	405,800	\$6,428.05	\$387.62	\$467.58	\$58.63	\$7,341.88
FY 2018	409,563	\$6,340.01	\$393.44	\$465.95	\$57.92	\$7,257.32
FY 2019²	412,031	\$6,485.09	\$395.99	\$464.97	\$55.62	\$7,401.67
FY 2020²	414,539	\$6,469.91	\$396.59	\$461.71	\$53.88	\$7,382.09

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 63.0 in FY 2014, 62.0 percent in FY 2015, FY 2016, and FY 2017, 60.5 percent in FY 2018, and 60.0 percent in FY 2019. The reduction in FY 2020 is anticipated to be set at 59.0 percent. The difference in revenue will be paid to the County by the Commonwealth.

² Estimated.

Trends and Demographics



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 2020 Dollars
FY 2014	\$467,394	\$1.085	\$5,071.22	\$5,560.42
FY 2015	\$500,146	\$1.090	\$5,451.59	\$5,961.62
FY 2016	\$519,134	\$1.090	\$5,658.56	\$6,107.34
FY 2017	\$529,567	\$1.130	\$5,984.11	\$6,428.05
FY 2018	\$535,597	\$1.130	\$6,052.25	\$6,340.01
FY 2019¹	\$549,630	\$1.150	\$6,320.75	\$6,485.09
FY 2020¹	\$562,601	\$1.150	\$6,469.91	\$6,469.91

¹ Estimated.

As shown in the preceding table, Real Estate Taxes per "typical" residence are projected to increase \$149.16 between FY 2019 and FY 2020 to \$6,469.91, not adjusting for inflation. This increase is the result of the 2.36 percent increase in the mean assessed value of residential properties within the County.

Since FY 2014, Real Estate Taxes have increased \$1,398.69, or an average annual increase of 4.1 percent per year, not adjusting for inflation. Adjusted for inflation, Real Estate Taxes per "typical" residence are \$909.49 more than in FY 2014, an average annual increase of 2.6 percent.

Trends and Demographics

Personal Property Tax Per "Typical" Household

	Personal Property Taxes Attributed to Individuals	Number of Households	Tax per Household	Tax per Household in FY 2020 Dollars	After PPTRA	
					Adjusted Tax per Household ¹	Adjusted Tax per Household in FY 2020 Dollars ¹
FY 2014	\$357,621,289	401,000	\$891.82	\$977.85	\$329.97	\$361.80
FY 2015	\$362,819,728	403,900	\$898.29	\$982.33	\$341.35	\$373.29
FY 2016	\$380,942,855	402,400	\$946.68	\$1,021.76	\$359.74	\$388.27
FY 2017	\$385,350,570	405,800	\$949.61	\$1,020.06	\$360.85	\$387.62
FY 2018	\$389,434,193	409,563	\$950.85	\$996.06	\$375.59	\$393.44
FY 2019²	\$397,565,507	412,031	\$964.89	\$989.98	\$385.96	\$395.99
FY 2020²	\$400,984,723	414,539	\$967.30	\$967.30	\$396.59	\$396.59

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 63.0 percent in FY 2014, 62.0 percent in FY 2015, FY 2016, and FY 2017, 60.5 percent in FY 2018, and 60.0 percent in FY 2019. The reduction in FY 2020 is anticipated to be set at 59.0 percent. The difference in revenue will be paid to the County by the Commonwealth.

² Estimated.

Personal Property Taxes paid by the "typical" household are shown in the preceding chart. 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 63.0 percent in FY 2014, 62.0 percent in FY 2015, FY 2016, and FY 2017, 60.5 percent in FY 2018, and 60.0 percent in FY 2019. The reimbursement percentage in FY 2020 is expected to be set at 59.0 percent.

The tax per household analysis shown above 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 increase \$0.60 between FY 2019 and FY 2020 to \$396.59. The FY 2020 Personal Property Tax per "typical" household is \$66.62 higher than what was paid in FY 2014, not adjusting for inflation. When adjustments are made for inflation, the "typical" household is projected to pay \$34.79 more in FY 2020 than FY 2014. There have been no changes to the Personal Property Tax rate of \$4.57 per \$100 of assessed value for individuals during the FY 2014 to FY 2020 period, except for mobile homes and boats which are taxed at the prevailing Real Estate Tax rate each fiscal year.

Trends and Demographics

The FY 2020 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 weigh more than 4,000 pounds. The fee for motorcycles is \$18.

Sales Tax Per "Typical" Household

	Total Sales Tax	Number of Households	Tax per Household	Tax per Household In FY 2020 Dollars
FY 2014	\$165,459,545	401,000	\$412.62	\$452.42
FY 2015	\$176,374,517	403,900	\$436.68	\$477.53
FY 2016	\$178,839,665	402,400	\$444.43	\$479.68
FY 2017	\$176,640,592	405,800	\$435.29	\$467.58
FY 2018	\$182,172,429	409,563	\$444.80	\$465.95
FY 2019¹	\$186,726,741	412,031	\$453.19	\$464.97
FY 2020¹	\$191,394,909	414,539	\$461.71	\$461.71

¹ Estimated.

As shown in the table above, FY 2020 Sales Tax paid per household is estimated to be \$461.71 or \$49.09 more than FY 2014, not adjusting for inflation. This represents an average annual increase of 1.9 percent since FY 2014. Adjusting for inflation, FY 2020 Sales Tax paid per household is estimated to be \$9.29 more than FY 2014, an average annual increase of 0.3 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.

Trends and Demographics

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 2020 Dollars
FY 2014	\$22,771,865	401,000	\$56.79	\$62.27
FY 2015	\$22,573,422	403,900	\$55.89	\$61.12
FY 2016	\$22,171,148	402,400	\$55.10	\$59.47
FY 2017	\$22,148,894	405,800	\$54.58	\$58.63
FY 2018¹	\$22,644,509	409,563	\$55.29	\$57.92
FY 2019¹	\$22,334,885	412,031	\$54.21	\$55.62
FY 2020¹	\$22,334,885	414,539	\$53.88	\$53.88

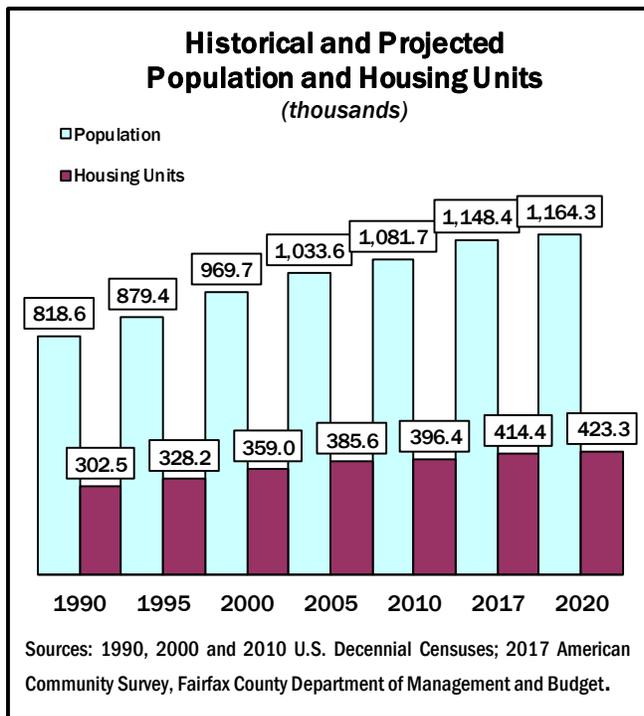
¹ Estimated.

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 have remained relatively stable from FY 2014 through FY 2020. In FY 2020, the "typical" household will pay an estimated \$53.88 in Consumer Utility Taxes, \$2.91 less than in FY 2014, without adjusting for inflation. From FY 2014 to FY 2020, the "typical" household has experienced an average annual decrease of 2.4 percent, or \$8.39 over the period, adjusted for inflation.

Trends and Demographics

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.



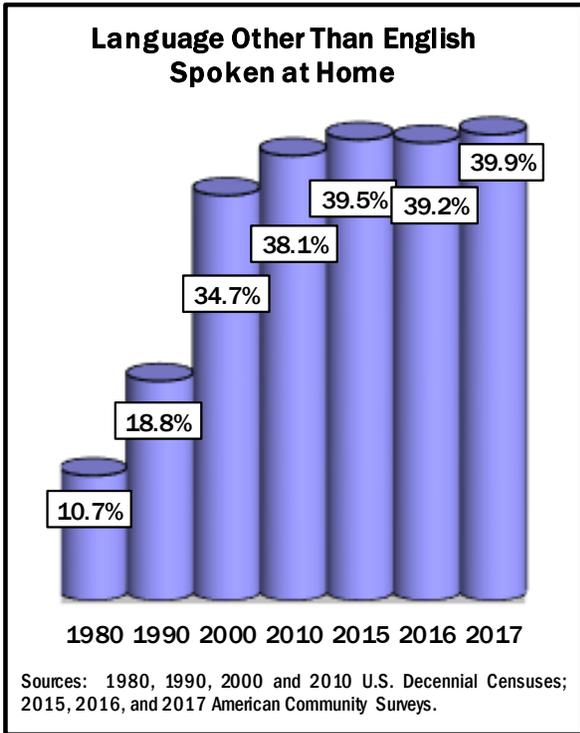
Population and Housing

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 2017 American Community Survey, Fairfax County had a population of 1,148,433 residents in 2017. Between 2010 and 2020, the population of Fairfax County is expected to increase over 82,600 residents to 1,164,315.

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 2020, population and housing units are anticipated to grow 7.6 percent and 6.8 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.

Trends and Demographics

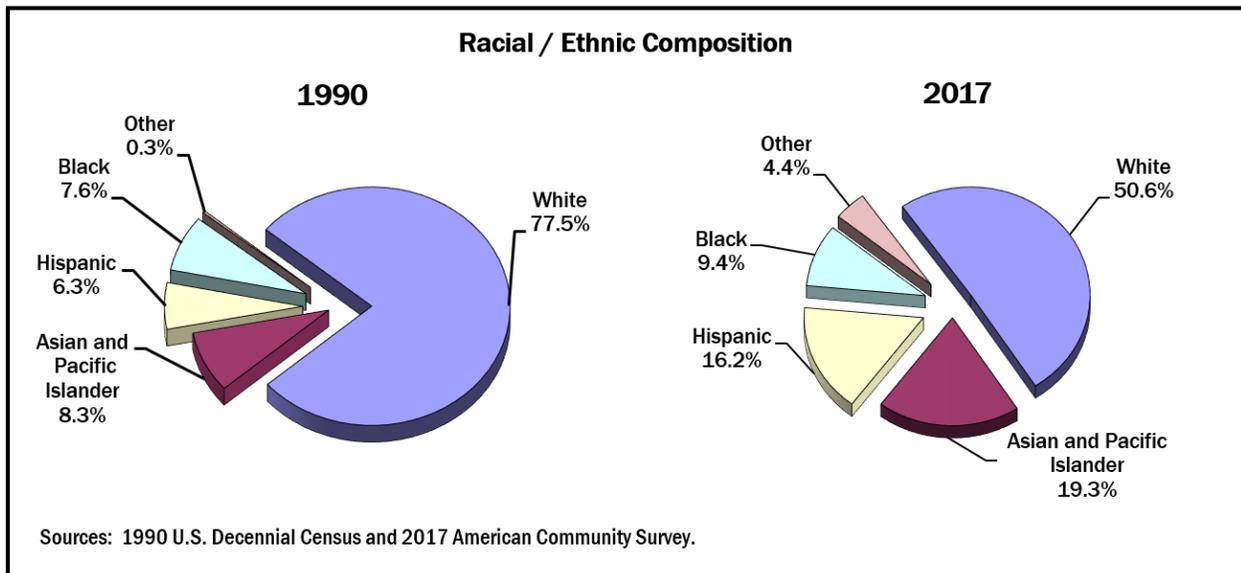


Cultural Diversity

Fairfax County’s population is rich in diversity. Based on the 2017 American Community Survey, the number of persons speaking a language other than English at home is estimated to be approximately 429,217 residents, or 39.9 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 2018, total public school membership increased 21.9 percent, while ESOL enrollment grew 165.3 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 2017, over 49 percent of 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 2017. 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.

Trends and Demographics

Population Age Distribution

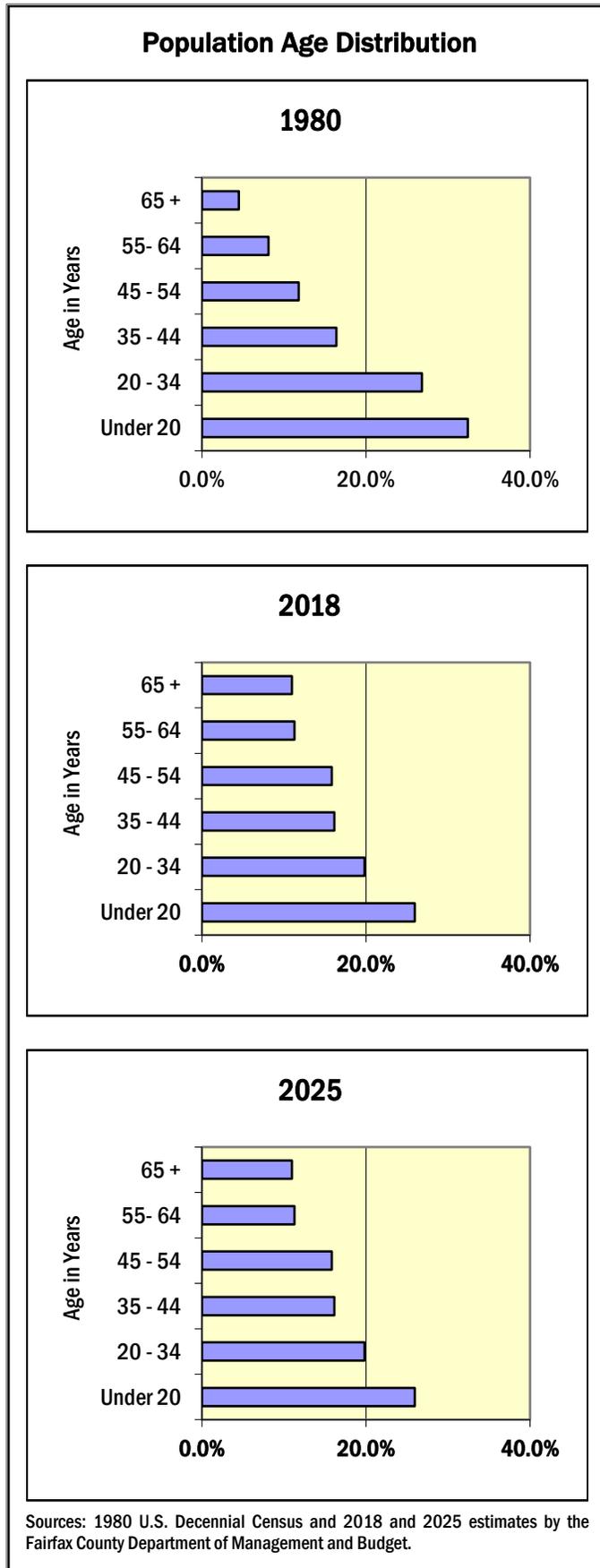
Fairfax County's population has grown steadily older since 1980. Between 1980 and 2018, the percentage of children age 19 years and younger became a smaller proportion of the total population, dropping from 32.4 percent to 25.8 percent in 2018. It is anticipated that the percentage of children will decrease somewhat through 2025, with the percentage of those 19 years old and younger decreasing slightly to 24.3 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 2018, 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 17.7 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.



Trends and Demographics

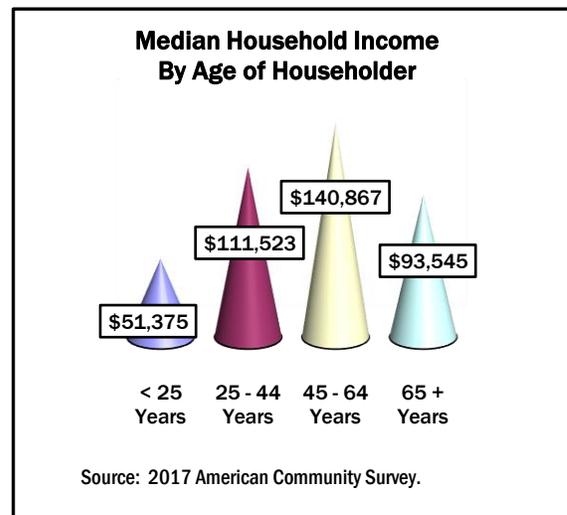
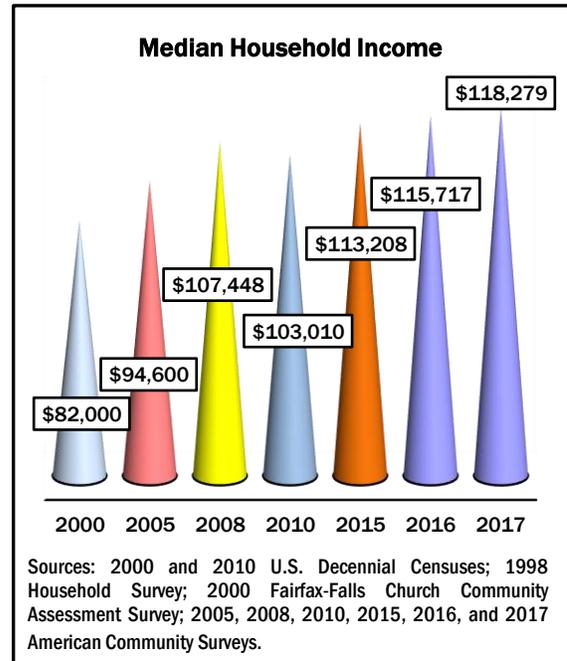
Household Income

The median household income in Fairfax County was \$118,279 in 2017, one of the highest in the nation for counties with a population of 250,000 or more. Fairfax County's 2017 median household income increased 2.2 percent compared to 2016. 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 \$140,867 in 2017.

The median household income of people age 65 or older drops to \$93,545. 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.

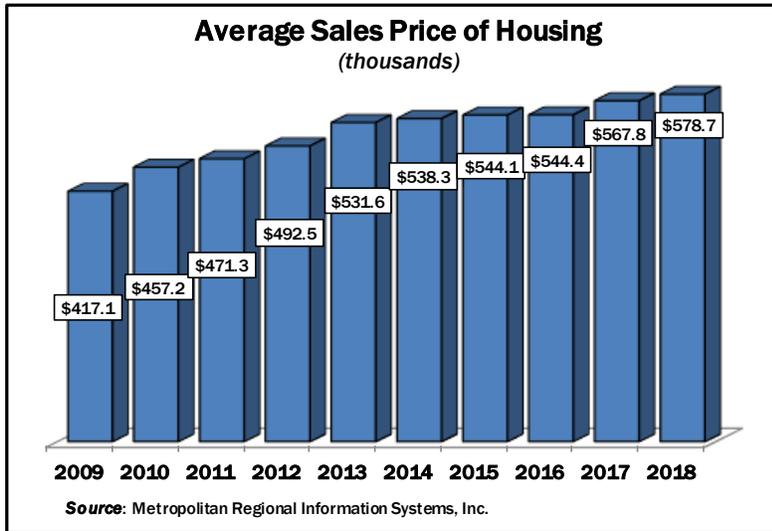


Trends and Demographics

ECONOMIC TRENDS

Housing Market

In FY 2020, Real Estate Tax revenue is projected to comprise approximately 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.

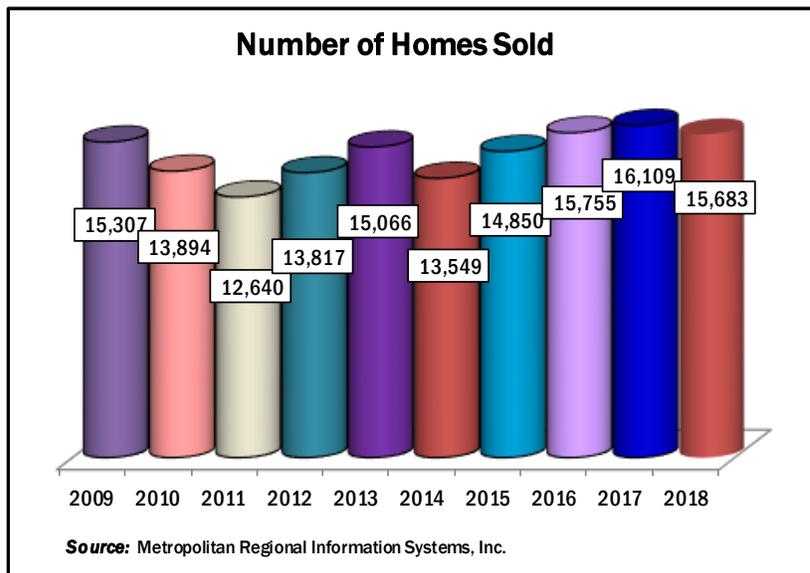


Average Sales Price of Housing

Based on data from the Metropolitan Regional Information Systems, Inc. (MRIS), the average sales price for all types of homes sold in Fairfax County increased 1.9 percent from \$567,829 in 2017 to \$578,723 in 2018. Due to the recession, home prices fell each year from 2006 through 2009. Since 2009, the average sales price of housing has risen 38.7 percent, or an average annual growth of 3.7 percent.

Homes Sold in Fairfax County

Based on data from MRIS, 15,683 homes were sold in Fairfax County during 2018, a 2.6 percent decrease from the 16,109 sold in 2017. 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 2018, the number of homes sold has averaged 15,849 over the past three years. The average days on the market for active residential real estate listings in Fairfax County was 52 days for all of 2018, down from 61 days in 2017.



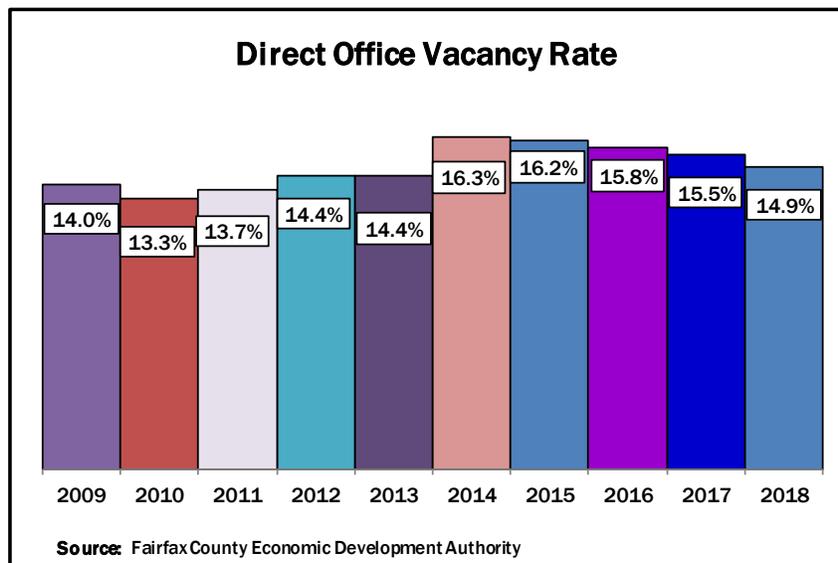
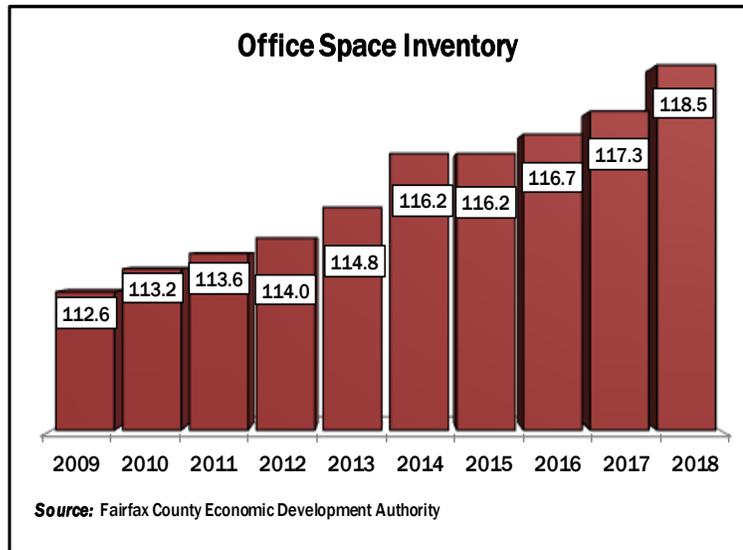
Trends and Demographics

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 2018 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 118.5 million square feet as of year-end 2018, an increase of 1.2 million square feet over 2017. The increase is due in large part to the delivery of the 975,000 square foot Capital One office building. Since 2009, the total inventory of office space in Fairfax County has risen about 5.9 million square feet. As of year-end 2018, more than 1.5 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

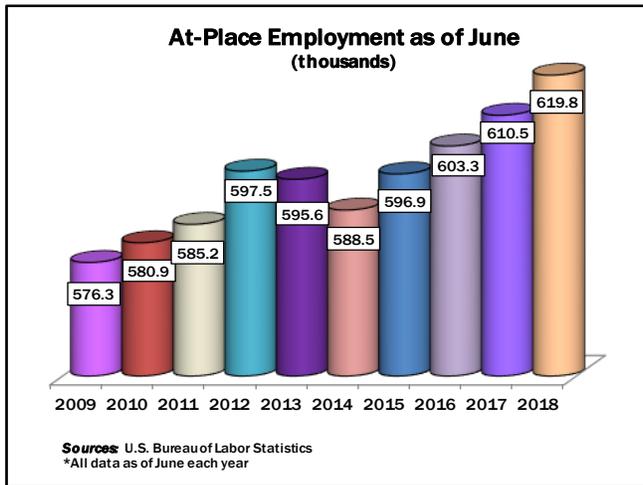
The direct office vacancy rate decreased from 15.5 percent in 2017 to 14.9 percent as of year-end 2018. The rate has decreased for four years in a row. Demand for newer space, and space near Metro stations, remained strong while many older properties experienced increased vacancies. Including sublet space, the overall office vacancy rate as of year-end 2018 was 15.5 percent, down from the 16.3 percent recorded as of year-end 2017. The amount of empty

office space fell to 18.4 million square feet. Industry experts anticipate vacancy rates to remain relatively stable through 2019 as tenants monitor economic conditions and the direction of the federal budget. New office space deliveries exceeded 1.5 million square feet in 2018. This compares to approximately 870,000 square feet delivered in 2017. Total office leasing activity in 2018 was 9.6 million square feet, a decrease of 17.9 percent from the 11.7 million square feet leased in 2017.

Trends and Demographics

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.



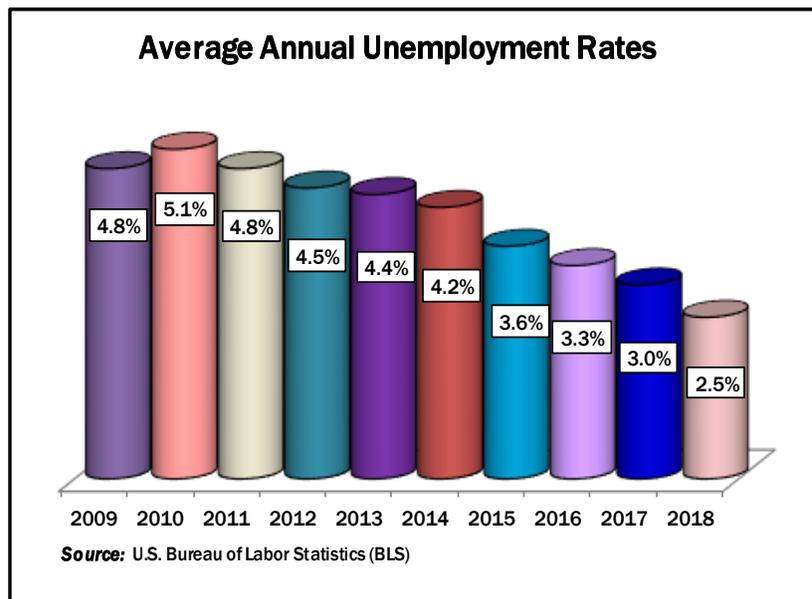
At-Place Employment

According to data from the Bureau of Labor Statistics, the number of jobs in Fairfax County dropped by 15,700 jobs, a 2.6 percent decline, in 2009 due to the 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 increased 1.4 percent in 2015, 1.1 percent in 2016, and 1.2 percent in 2017. As of June 2018, the estimated number of jobs in the County totals 619,796. This represents an increase of about 9,300 jobs over June 2017, 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 low unemployment rates even during economic recessions. As the result of the economic downturn, job losses accelerated in 2009 and the average unemployment rate rose two percentage points to 4.8 percent. In 2010, the unemployment rate rose again to 5.1 percent. The unemployment rate has fallen each year since 2010. In 2018, the unemployment rate of 2.5 percent was the lowest in eleven years.



Long-Term Financial Policies and Tools



FY 2020

Advertised Budget Plan

Long-Term Financial Policies and Tools

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.

Fairfax County is proud to have been named “one of the best-managed jurisdictions in America” by *Governing* magazine and the Government Performance Project (GPP) during their last evaluation of counties in 2001. The GPP conducted a comprehensive study evaluating the management practices of 40 counties across the country and Fairfax County received an overall grade of “A-,” one of only two jurisdictions to receive this highest grade. For the past 34 years, Fairfax County has earned the Government Finance Officer’s (GFOA) Distinguished Budget Presentation Award. Fairfax County also received accolades from GFOA for “Special Performance Measures Recognition” in fiscal years 2004, 2005, 2007, 2008 and 2009. Fairfax County has been nationally recognized as a leader in performance measurement, garnering awards such as the International City and County Management Association’s (ICMA) Center for Performance Measurement Certificate of Distinction for each fiscal year from 2004 through 2008. In addition, the County received ICMA’s Certificate of Excellence, its newest and highest level of recognition for excellence in performance measurement from 2009 through 2018.



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

Long-Term Financial Policies and Tools

Disbursements. In addition, a new Economic Opportunity Reserve will be 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. Funding of this increase began immediately; however, it will take several years to fully fund the new target level.

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 will be 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 ongoing review of the debt ratio impact 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 through the use of 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 was able to accelerate 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 2018, the County has approved \$4.74 billion of new debt via referendum, with \$2.94 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 \$562.84 million. Including savings of \$286.37 million from the various refunding sales, the total benefit to the County equates to \$849.21 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.

Long-Term Financial Policies and Tools

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.

Long-Term Financial Policies and Tools

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.

Long-Term Financial Policies and Tools

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 2019, Fairfax County is 1 of only 47 counties in the country with "triple A" bond ratings from all three rating agencies.

As of January 2019, 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 47 of the nation's 3,069 counties
- only 13 of the nation's 50 states
- only 33 of the nation's 35,000+ cities and towns

Long-Term Financial Policies

The following is a description of the primary financial policies that are used to manage the County's resources and contribute to its outstanding fiscal condition.

Long-Term Financial Policies and Tools

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 2019 and FY 2020

At a regular meeting of the Board of Supervisors of Fairfax County, Virginia, held in the Board Auditorium of the Fairfax County Government Center on Tuesday, April 24, 2018, the Board approved the following Budget Guidance for FY 2019 and FY 2020:

Strategic Planning

The Board of Supervisors endorses the County Executive's strategic planning initiative. As the County Executive stated in his budget message, the Fairfax Team is poised to deliver a strategic budget process that will look for efficiencies, as well as opportunities, in service delivery, and work to increase our commercial base, with a goal of creating a more favorable balance with our residential assessments.

The County Executive also has been working in collaboration with the Fairfax County Public Schools to implement operational efficiencies. The FY 2019 budget was developed with an eye on FY 2020 as well. As both organizations realize slowed growth, a concerted effort will be required to identify additional operational efficiencies that will provide the pathway for a productive and creative budget process in future years.

The County has developed many financial policies and multi-year funding plans that uphold the Board's budget priorities and annual budget guidance, the Lines of Business review, and the One Fairfax policy initiative, and all provide a framework for enhanced County service delivery. We are now ready to facilitate an opportunity to further enhance our framework to include our partners, and to collaboratively move Fairfax forward.

The County team has already begun to develop the County Strategic Planning process and a more detailed memorandum to the Board on the specific timeline is being drafted to be distributed by mid-May. Among the high-level details that are anticipated are a procurement process to engage consultant support of the initiative. It is expected that the procurement will be completed and a consultant will be selected by early Fall. The consultant, in consultation with Senior County Leadership and a Strategic Plan Team, to be named with representatives from across the organization, will oversee the work of the initiative. Simultaneously, staff will be reviewing the Lines of Business opportunities to prioritize those that are most likely to generate savings. Additional projects, currently not on the LOBs Phase 2 work plan, will also be reviewed by the County Executive to determine if additional work should begin now on them. The opportunities that will be identified are currently being reviewed by County staff and include service delivery redesigns, consolidation of space, privatization options, employment of technology and elimination of redundancies. These details will also be presented to the Board as part of the May memorandum.

Schools Operating Support and Board of Supervisors/School Board Collaboration

With limited projected revenue growth and an estimated budgetary shortfall in FY 2020, the recent collaborative approach taken in the development of prior year budgets will need to continue. Similar to this year, it is likely that many important priorities on both sides will not be able to be funded next year. However, it is important that work continue through the Joint Budget Development Workgroup and the Boards continue to hold more frequent discussions on budget issues, utilizing the joint budget development timeline presented to the Boards in February 2017. Successes such as funding for gang prevention and combating the opioid epidemic should be models for upcoming budget development. The Boards, as well as staff from both the County and Schools, should also continue collaborative work regarding shared services and joint capital initiatives (including their impact on the Capital Improvement Program). The work on school security enhancements that have been underway will also need to be reviewed for any funding requirements.

Long-Term Financial Policies and Tools

In addition, as the County continues to review its Lines of Business for efficiencies, a similarly detailed programmatic review by School staff and the School Board would be helpful in setting collaborative priorities for Fairfax County residents for FY 2020. These discussions, as well as the presentation of updated revenue projections and forecasts in the fall, are necessary to identify specific recommendations to shape the joint list of County and School priorities and provide for a more well-informed backdrop as FY 2020 budget decisions are made.

In the absence of a State budget at this point, some assumptions have been made about State revenues in FY 2019. Staff from both the County and Schools are directed to continue to report back to the Boards once the State budget is adopted to ensure that all assumptions are validated.

Employee Pensions

The next discussion on employee pensions is expected to take place at an upcoming Personnel Committee meeting on May 22. Additional discussions should focus on the narrowed list of options that had been presented to the Pension Workgroup. The discussions going forward should also be focused on maintaining the defined benefit plans but be thorough enough to preclude the need to review every few years. The Board takes its fiduciary responsibility very seriously and has made the difficult funding decisions that have resulted in the current health of the systems. However, as a reminder of why the review is essential, and to clarify misunderstandings that may still exist among employees, the funding to maintain the health of the systems and address gradual elimination of the unfunded liability has been significant. Constrained growth in future budgets requires that we ensure the most efficient provision of strong defined benefit systems into the future. It is anticipated that all decisions required to implement changes effective for new hires as of January 1, 2019, be made in the coming months. In order to meet this goal, all Board action will need to be completed by October 2018 so that future County employees to be hired after January 1, 2019, are fully informed about any changes that may affect them.

School Readiness

Significant capital and operating funding has been included in the last several years to address the array of school readiness requirements. The County's new Equitable School Readiness Strategic Plan incorporates the goals of One Fairfax and represents a deep commitment to and strategies for assuring that all children receive the support and services they need for their optimal development. County, community and school staff will continue to work together to eliminate disparities in access, affordability and quality of early childhood services. As the next step in the process it is directed that SCYPT propose a 5 plus year plan for expansion of the early childhood services with identification of requirements from both the County and Schools to ensure that future budget discussions are informed by specific requirements.

Public Safety Priority Issues

A number of compensation, staffing, operational and equipment/capital issues have been / are being worked on within Public Safety agencies. These issues need to be addressed by the County in a prioritized and phased approach. As part of a deliberate and comprehensive review, staff is directed to schedule time for discussion by the Board at appropriate upcoming Committee meetings.

As it relates to compensation, the discussions should include, but not be limited to, the Police and Sheriff pay concerns that were identified in the recent PFM study, the recommendations from the Fire and Rescue compensation and organization study that is currently underway, Sheriff environmental pay, and issues raised by employee groups such as Police pay compression and pay for Animal Protection Police.

In terms of operational priorities, issues such as body cameras, other results of the ad-hoc Police commission, and the results of the Fire and Rescue review should also be considered.

Finally, equipment and capital issues related to apparatus and facilities need to also be clearly laid out for the Board to ensure that the conversation about priorities is fully informed.

Long-Term Financial Policies and Tools

Metro

Given the urgency of Metro funding and the need for reforms, Metro has been a significant policy discussion the last several years. The Board is extremely disappointed that Northern Virginia Transportation Authority (NVTA) funds have been diverted to such a large extent as part of Virginia's Metro funding plan. It is also disappointing that the funding enhancements sought by the Governor to amend the original General Assembly Metro bill were not approved. The approach that is left on the table hinders road building and transit expansion in the Commonwealth. We will continue to advocate that other funding sources be considered in the future to prevent over reliance on NVTA funds given our very large unmet needs even before the redirection of these NVTA funds.

Health and Human Services Innovation Fund

The Innovation Fund is a new initiative proposed by the County intended to encourage businesses and non-profits to team up to implement new and innovative approaches that transform their service delivery practices, create entrepreneurial venues that support the mission of the non-profits, or utilize technology to improve customer outcomes. The fund would provide matched seed funding for up to three years to test new service methods, integrate technology with practices, evaluate approaches, meet franchise fees and outfit small business entrepreneurial services, and other areas that will result in a fundamental change in service/business.

The County Executive is directed to evaluate and report to the Board on the merits of funding the Innovation Fund as well as a process for selecting projects. This analysis should be completed in time to allow funding recommendations, if any, to be considered for inclusion in the FY 2018 Carryover Review.

Employment and Day Services for Adults with Developmental Disabilities

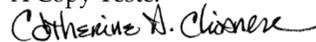
The County Executive is directed to coordinate staff of the Community Services Board, Human Services agencies, and the Department of Management and Budget, to work with the Welcoming Inclusion Network (WIN) in order to develop options for funding employment and day services for adults with developmental disabilities. Staff is directed to develop two to four options for various levels of services and funding and present these options to the Board of Supervisors this calendar year. At least one of these options must be designed to provide appropriate services to all eligible people without use of a significant waiting list.

Lake Accotink

The County Executive, the Park Authority and Stormwater Management are directed to develop multiple options, with the appropriate funding mechanism for each, to address the critical environmental issues at Lake Accotink. These options shall be presented to the Board of Supervisors during the Fall of 2018 with an eye toward funding decisions, including a potential bond, in 2019.

I now move the Budget Guidance that I just reviewed which will help direct the FY 2020 Budget process.

A Copy Teste:



Catherine A. Chianese,

Clerk to the Board of Supervisors

Long-Term Financial Policies and Tools

Reserve Policies

The reserve policies adopted by the County are complimentary 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 so as 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 2020 Advertised Budget Plan, total reserve funding is estimated at 9.10 percent of General Fund Disbursements. Additional allocations to reach 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 2020 Advertised Budget Plan, funding equates to 4.05 percent or \$179.85 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 2020 Advertised Budget Plan, funding equates to 5.05 percent or \$224.0 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.

Long-Term Financial Policies and Tools

Economic Opportunity Reserve

- Policy of one percent of General Fund Disbursements.
- Funding for this reserve would only occur after the Managed Reserve and the Revenue Stabilization Fund are fully funded at their new policy levels of four percent and five percent, respectively.
- 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.

Long-Term Financial Policies and Tools

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

Long-Term Financial Policies and Tools

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 a Percentage of Combined General Fund Disbursements

<u>Fiscal Year Ending</u>	<u>Debt Service Requirements¹</u>	<u>General Fund Disbursements²</u>	<u>Percentage</u>
2016	323,859,385	3,860,655,340	8.39%
2017	313,389,406	4,005,844,810	7.82%
2018	337,076,503	4,112,554,168	8.20%
2019 (est.)	363,265,837	4,359,990,091	8.33%
2020 (est.)	351,862,158	4,437,862,887	7.93%

¹ The amount includes total principal and interest payments on the County's outstanding tax supported debt obligations, including General Obligation Bonds, economic development authority bonds, and other tax supported debt obligations budgeted in other funds. Source: FY 2016 to FY 2018 Comprehensive Annual Financial Report; FY 2019 and FY 2020 Fairfax County Department of Management and Budget.

² Source: Fairfax County Department of Management and Budget.

Net Debt as a Percentage of Market Value of Taxable Property

<u>Fiscal Year Ending</u>	<u>Net Bonded Indebtedness¹</u>	<u>Estimated Market Value²</u>	<u>Percentage</u>
2016	2,875,166,000	241,306,896,262	1.19%
2017	2,895,516,000	248,802,572,781	1.16%
2018	2,918,416,000	253,512,049,641	1.15%
2019 (est.)	2,922,384,000	262,158,107,097	1.11%
2020 (est.)	3,078,764,000	271,193,369,966	1.14%

¹ The amount includes outstanding General Obligation Bonds and other tax supported debt obligations as of June 30 in the year shown and is from the Fairfax County Department of Management and Budget. Source: FY 2016 to FY 2018 Comprehensive Annual Financial Report and Fairfax County Department of Tax Administration; FY 2019 and FY 2020 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.

Long-Term Financial Policies and Tools

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.

Long-Term Financial Policies and Tools

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.

At the end of FY 2001, the funding ratios for the County's three retirement systems ranged from 97 percent to 102 percent. In FY 2002, the Board of Supervisors adopted a corridor approach to employer contributions, which was designed by the County's actuaries to set annual contributions at the level necessary to maintain strong funding ratios in each of the plans while reducing the volatility in the employer contribution rates that is typical for plans that are near fully-funded. In the corridor method of funding, a fixed contribution rate is assigned to each system and the County contributes at the fixed rate unless the system's funding ratio falls outside the pre-selected corridor of 90-120 percent or if benefit enhancements are approved. If the funding ratio falls below 90 percent, the unfunded actuarial accrued liability below 90 percent is amortized over a conservative 15-year period, and this amount is included in the annual employer contribution for each fund.

The corridor approach cushioned the County from dramatic rate adjustments for several years. However, the global financial crisis during FY 2009 resulted in significant losses in the value of the invested assets of all three retirement systems. Because only 90 percent of the unfunded liability is amortized and included in the employer contribution under the corridor approach, the funding ratios have improved, but at a slower pace than desired. As a result, the County has taken multiple steps to improve the financial position of the retirement systems. These steps include increasing contribution levels and limiting increases in liabilities:

- In FY 2010, the requirements regarding the award of ad-hoc Cost-of-Living Adjustments (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. This additional ad-hoc COLA is considered a benefit enhancement and results in an increase in the employer contribution rate. Staff reviewed the ad-hoc COLA policy at the Board of Supervisors' direction in FY 2010, and it was determined that the financial conditions that must be met for a Board of Trustees to consider granting an ad-hoc COLA should be strengthened, especially since the granting of such a COLA impacts the employer contribution rates and, thus, requires County funding. As a result, 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.

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- In FY 2011, the employer contribution rates were increased by adjusting the amortization level of the unfunded liability from 90 percent to 91 percent.
- In FY 2012, the Department of Human Resources, as directed by the Board of Supervisors, contracted with a benefits consultant to conduct a comprehensive review of the retirement plans. The consultant's report was presented in February and March 2012. Based on the results of this study, the Board of Supervisors adopted several 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. The savings resulting from these changes have been incorporated in the employer contribution rates. Although initial savings are minimal, savings are expected to grow as more employees are hired under these new plan provisions.
- From FY 2015 to FY 2019, the employer contribution rates were increased annually by adjusting the amortization level of the unfunded liability from 91 percent to 99 percent.

Despite the changes made both to the retirement systems and the employer funding levels, mixed investment returns in recent years have resulted in the funding ratios for each of the retirement systems decreasing slightly, and currently range from 71 percent to 84 percent. The County is committed to further strengthening the financial position of the systems, and has established a goal to reach a 90 percent funded status for all plans by FY 2025. 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:

- Increases in the employer contribution rates will continue 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 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 employer contribution rates in the FY 2020 Advertised Budget Plan include increases to adjust the amortization level of the unfunded liability from 99 percent to 100 percent. 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 continues to use conservative assumptions regarding its funding approach,

Long-Term Financial Policies and Tools

including a 15-year amortization period and a discount rate of 7.25 percent, which was lowered from 7.5 percent following a FY 2016 experience study.

The Board of Supervisors continues to take a proactive stance in regards to the County retirement systems, and directed a review as part of the Lines of Business (LOBs) Phase 2 process. Following the investment impact of the Great Recession and changes in comparator pension plans (especially the Virginia Retirement System) since the County's last comprehensive review, and on the heels of the multi-year funding strategy approved in 2015, the review was necessary to continue to strengthen the long-term viability of the systems.

Based on this review, the Board of Supervisors approved changes for new employees hired on or after July 1, 2019. These changes included the elimination of the Pre-Social Security supplement for the Employees' and Uniformed systems, and the elimination of a prior provision that increased the annual annuity calculation by 3 percent for the Employees, Uniformed, and Police Retirement plans. Although no short-term budgetary savings are expected from these changes, the adjustments for new hires will place downward pressure on future pension liability calculations, allowing the County to move towards full funding of its systems at a faster pace.

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.

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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 is able to 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

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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.
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.

Long-Term Financial Policies and Tools

Ten Fundamental Principles of Information Technology

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.
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.

Financial Management Tools and Planning Documents

This section is intended to provide a brief description of some of the financial management tools and long-range planning documents used by the County.

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 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

Long-Term Financial Policies and Tools

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 2020

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.

Financial, Statistical and Summary Tables

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 2020 ADVERTISED FUND STATEMENT
FUND 10001, GENERAL FUND

	FY 2018 Actual	FY 2019 Adopted Budget Plan	FY 2018 Carryover	Other Actions July-January	FY 2019 Revised Budget Plan	FY 2020 Advertised Budget Plan	Inc/(Dec) Over Revised	% Inc/(Dec) Over Revised
Beginning Balance	\$212,812,947	\$126,151,342	\$105,965,991	\$1,938,970	\$234,056,303	\$164,151,062	(\$69,905,241)	(29.87%)
Revenue ^{1,2}								
Real Property Taxes	\$2,651,840,881	\$2,790,371,574	\$0	\$0	\$2,790,371,574	\$2,890,593,420	\$100,221,846	3.59%
Personal Property Taxes ³	411,121,898	411,966,088	1,077,477	4,263,723	417,307,288	426,457,026	9,149,738	2.19%
General Other Local Taxes	526,923,911	521,305,877	0	1,209,703	522,515,580	527,746,118	5,230,538	1.00%
Permit, Fees & Regulatory Licenses	52,721,959	53,009,977	0	295,557	53,305,534	53,559,013	253,479	0.48%
Fines & Forfeitures	12,178,390	12,178,536	0	260,161	12,438,697	12,583,545	144,848	1.16%
Revenue from Use of Money & Property	43,523,165	49,159,119	0	20,426,586	69,585,705	82,283,249	12,697,544	18.25%
Charges for Services	82,474,118	81,868,225	648,378	328,770	82,845,373	83,305,683	460,310	0.56%
Revenue from the Commonwealth ³	305,493,063	309,465,119	0	0	309,465,119	311,662,618	2,197,499	0.71%
Revenue from the Federal Government	42,584,098	35,682,621	3,075,868	0	38,758,489	39,350,986	592,497	1.53%
Recovered Costs/Other Revenue	17,405,818	16,636,952	10,000	236,241	16,883,193	16,934,540	51,347	0.30%
Total Revenue	\$4,146,267,301	\$4,281,644,088	\$4,811,723	\$27,020,741	\$4,313,476,552	\$4,444,476,198	\$130,999,646	3.04%
Transfers In								
Fund 40030 Cable Communications	\$3,772,651	\$3,877,319	\$0	\$0	\$3,877,319	\$2,785,414	(\$1,091,905)	(28.16%)
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	0	0	0	0	54,000	54,000	-
Fund 40140 Refuse Collection and Recycling Operations	548,000	548,000	0	0	548,000	494,000	(54,000)	(9.85%)
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	\$10,068,651	\$10,173,319	\$0	\$0	\$10,173,319	\$9,081,414	(\$1,091,905)	(10.73%)
Total Available	\$4,369,148,899	\$4,417,968,749	\$110,777,714	\$28,959,711	\$4,557,706,174	\$4,617,708,674	\$60,002,500	1.32%
Direct Expenditures ²								
Personnel Services	\$800,512,121	\$865,206,541	\$3,406,334	(\$2,445,979)	\$866,166,896	\$900,774,453	\$34,607,557	4.00%
Operating Expenses	353,975,712	362,769,688	44,085,848	(7,632)	406,847,904	369,237,656	(37,610,248)	(9.24%)
Recovered Costs	(37,849,448)	(37,942,821)	0	0	(37,942,821)	(37,367,094)	575,727	(1.52%)
Capital Equipment	3,727,265	354,744	1,382,990	2,453,611	4,191,345	466,734	(3,724,611)	(88.86%)
Fringe Benefits	362,766,578	389,922,233	2,759,859	0	392,682,092	401,584,222	8,902,130	2.27%
Total Direct Expenditures	\$1,483,132,228	\$1,580,310,385	\$51,635,031	\$0	\$1,631,945,416	\$1,634,695,971	\$2,750,555	0.17%
Transfers Out								
Fund S10000 School Operating ⁴	\$1,966,919,600	\$2,051,659,207	\$0	\$0	\$2,051,659,207	\$2,136,016,697	\$84,357,490	4.11%
Fund S31000 School Construction	13,100,000	15,600,000	0	0	15,600,000	13,100,000	(2,500,000)	(16.03%)
Fund 10010 Revenue Stabilization ⁵	24,264,285	6,527,583	3,953,722	0	10,481,305	0	(10,481,305)	(100.00%)
Fund 10020 Community Funding Pool	11,141,700	11,698,785	0	0	11,698,785	11,698,785	0	0.00%
Fund 10030 Contributory Fund	13,794,771	13,674,778	500,000	0	14,174,778	14,368,492	193,714	1.37%
Fund 10040 Information Technology	9,485,617	3,254,750	2,415,490	0	5,670,240	1,200,000	(4,470,240)	(78.84%)
Fund 20000 County Debt Service	146,035,225	149,052,944	(2,000,000)	0	147,052,944	131,759,616	(15,293,328)	(10.40%)
Fund 20001 School Debt Service	189,130,953	193,381,033	0	0	193,381,033	197,982,182	4,601,149	2.38%
Fund 30000 Metro Operations and Construction	13,557,955	20,695,098	0	0	20,695,098	47,079,985	26,384,887	127.49%

FY 2020 ADVERTISED FUND STATEMENT

FUND 10001, GENERAL FUND

	FY 2018 Actual	FY 2019 Adopted Budget Plan	FY 2018 Carryover	Other Actions July-January	FY 2019 Revised Budget Plan	FY 2020 Advertised Budget Plan	Inc/(Dec) Over Revised	% Inc/(Dec) Over Revised
Transfers Out (continued)								
Fund 30010 General Construction and Contributions	37,256,048	16,161,476	5,293,579	0	21,455,055	17,443,691	(4,011,364)	(18.70%)
Fund 30020 Infrastructure Replacement and Upgrades	11,390,244	0	15,597,901	0	15,597,901	0	(15,597,901)	(100.00%)
Fund 30050 Transportation Improvements	0	0	45,000	0	45,000	0	(45,000)	(100.00%)
Fund 30060 Pedestrian Walkway Improvements	1,693,507	600,000	1,744,718	0	2,344,718	700,000	(1,644,718)	(70.15%)
Fund 30070 Public Safety Construction	350,000	0	0	0	0	0	0	-
Fund 40000 County Transit Systems	34,429,649	36,151,131	0	0	36,151,131	40,633,472	4,482,341	12.40%
Fund 40040 Community Services Board	130,429,318	135,445,375	(110,992)	0	135,334,383	145,441,727	10,107,344	7.47%
Fund 40330 Elderly Housing Programs	1,837,024	1,862,722	0	0	1,862,722	1,879,658	16,936	0.91%
Fund 50000 Federal/State Grants	5,106,999	5,486,978	0	0	5,486,978	4,432,654	(1,054,324)	(19.22%)
Fund 60000 County Insurance	26,533,081	24,236,650	0	0	24,236,650	24,273,437	36,787	0.15%
Fund 60020 Document Services Division Services	3,941,831	3,941,831	0	0	3,941,831	3,941,831	0	0.00%
	500,000	0	0	0	0	0	0	-
Fund 73030 OPEB Trust	10,490,000	10,490,000	0	0	10,490,000	10,490,000	0	0.00%
Fund 83000 Alcohol Safety Action Program	572,561	684,916	0	0	684,916	724,689	39,773	5.81%
Total Transfers Out	\$2,651,960,368	\$2,700,605,257	\$27,439,418	\$0	\$2,728,044,675	\$2,803,166,916	\$75,122,241	2.75%
Total Disbursements	\$4,135,092,596	\$4,280,915,642	\$79,074,449	\$0	\$4,359,990,091	\$4,437,862,887	\$77,872,796	1.79%
Total Ending Balance	\$234,056,303	\$137,053,107	\$31,703,265	\$28,959,711	\$197,716,083	\$179,845,787	(\$17,870,296)	(9.04%)
Less:								
Managed Reserve ⁶	\$126,032,663	\$136,934,428	\$27,216,634		\$164,151,062	\$179,845,787	\$15,694,725	9.56%
Reserve for Potential FY 2019 One-Time Requirements ⁷	118,679	118,679	4,486,631		4,605,310		(4,605,310)	(100.00%)
FY 2018 Audit Adjustments ²	1,938,970			1,938,970	1,938,970		(1,938,970)	(100.00%)
FY 2019 Mid-Year Revenue Adjustments ¹				27,020,741	27,020,741		(27,020,741)	(100.00%)
Total Available	\$105,965,991	\$0	\$0	\$0	\$0	\$0	\$0	-

¹ FY 2019 Revised Budget Plan revenues reflect a net increase of \$27,020,741 based on revised revenue estimates as of fall 2018. These changes are shown in the "Other Actions July-June" column. This amount has been held in reserve for one-time FY 2019 requirements and is not carried forward into FY 2020.

² In order to appropriately reflect actual revenues and expenditures in the proper fiscal year, FY 2018 revenues are increased \$3,363,907 and FY 2018 expenditures are increased \$1,424,937 to reflect audit adjustments as included in the FY 2018 Comprehensive Annual Financial Report (CAFR). As a result, the FY 2019 Revised Budget Plan Beginning Balance reflects a net increase of \$1,938,970. Details of the FY 2018 audit adjustments will be included in the FY 2019 Third Quarter package. This one-time funding is expected to be utilized as part of the FY 2019 Third Quarter Review and, as a result, is not carried forward into FY 2020.

³ 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.

⁴ The proposed County General Fund transfer for school operations in FY 2020 totals \$2,136,016,697, an increase of \$84,357,490, or 4.11 percent, over the FY 2019 Adopted Budget Plan. It should be noted that this amount fully funds the transfer request included in the Fairfax County School Board's Advertised Budget.

⁵ 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. The FY 2020 projected balance in the Revenue Stabilization Reserve is \$224.00 million, or 5.05% 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 2020 Advertised Budget Plan, the FY 2020 projected balance in the Managed Reserve is \$179.85 million, or 4.05 percent of total General Fund disbursements.

⁷ As part of the FY 2018 Third Quarter Review, an amount of \$118,679 was set aside in reserve to address potential FY 2019 one-time requirements. As part of the FY 2018 Carryover Review, an amount of \$4,486,631 was added to the reserve for a total of \$4,605,310. This one-time funding is expected to be utilized as part of the FY 2019 Third Quarter Review and, as a result, is not carried forward into FY 2020.

FY 2020 ADVERTISED SUMMARY GENERAL FUND DIRECT EXPENDITURES

# Agency Title	FY 2018 Actual	FY 2019 Adopted Budget Plan	FY 2018 Carryover	Other Actions July - January	FY 2019 Revised Budget Plan	FY 2020 Advertised Budget Plan	Inc/(Dec) Over Revised	% Inc/(Dec) Over Revised
Legislative-Executive Functions / Central Services								
01 Board of Supervisors	\$5,088,578	\$6,126,534	\$42,456	\$0	\$6,168,990	\$5,461,082	(\$707,908)	(11.48%)
02 Office of the County Executive	6,439,657	7,061,851	71,412	0	7,133,263	7,586,643	453,380	6.36%
03 Department of Clerk Services	0	0	0	0	0	1,802,780	1,802,780	--
06 Department of Finance	7,769,692	8,782,805	701,383	0	9,484,188	8,935,339	(548,849)	(5.79%)
11 Department of Human Resources	7,359,894	7,693,713	117,750	0	7,811,463	7,944,535	133,072	1.70%
12 Department of Procurement and Material Management	4,169,111	7,164,763	923,554	0	8,088,317	7,412,277	(676,040)	(8.36%)
13 Office of Public Affairs	1,471,604	1,722,104	159,127	0	1,881,231	1,770,105	(111,126)	(5.91%)
15 Office of Elections	4,528,348	4,169,525	17,795	0	4,187,320	4,423,771	236,451	5.65%
17 Office of the County Attorney	7,358,236	7,825,694	1,169,673	0	8,995,367	8,019,319	(976,048)	(10.85%)
20 Department of Management and Budget	4,938,069	5,203,443	258,119	0	5,461,562	5,460,450	(1,112)	(0.02%)
37 Office of the Financial and Program Auditor	319,485	400,704	1,767	0	402,471	409,814	7,343	1.82%
41 Civil Service Commission	452,272	454,134	0	0	454,134	464,464	10,330	2.27%
42 Office of the Independent Police Auditor	227,580	316,377	1,367	0	317,744	325,077	7,333	2.31%
57 Department of Tax Administration	24,317,624	25,942,250	1,178,787	0	27,121,037	27,682,973	561,936	2.07%
70 Department of Information Technology	32,826,499	35,088,139	662,393	0	35,750,532	36,440,847	690,315	1.93%
Total Legislative-Executive Functions / Central Services	\$107,266,649	\$117,952,036	\$5,305,583	\$0	\$123,257,619	\$124,139,476	\$881,857	0.72%
Judicial Administration								
80 Circuit Court and Records	\$11,396,334	\$11,763,757	\$22,406	\$0	\$11,786,163	\$12,325,281	\$539,118	4.57%
82 Office of the Commonwealth's Attorney	3,711,043	4,083,927	47,015	0	4,130,942	4,296,431	165,489	4.01%
85 General District Court	3,814,798	4,231,416	364,237	0	4,595,653	4,360,169	(235,484)	(5.12%)
91 Office of the Sheriff	19,902,785	19,977,092	1,587,408	0	21,564,500	20,456,598	(1,107,902)	(5.14%)
Total Judicial Administration	\$38,824,960	\$40,056,192	\$2,021,066	\$0	\$42,077,258	\$41,438,479	(\$638,779)	(1.52%)
Public Safety								
04 Department of Cable and Consumer Services	\$809,284	\$860,438	\$156	\$0	\$860,594	\$753,175	(\$107,419)	(12.48%)
31 Land Development Services	11,819,365	12,265,578	411,191	0	12,676,769	12,525,199	(151,570)	(1.20%)
81 Juvenile and Domestic Relations District Court	22,120,514	24,479,926	1,527,875	0	26,007,801	25,588,937	(418,864)	(1.61%)
90 Police Department	192,853,382	203,479,070	3,225,881	0	206,704,951	213,255,334	6,550,383	3.17%
91 Office of the Sheriff	45,516,633	50,763,097	2,120,952	0	52,884,049	52,003,405	(880,644)	(1.67%)
92 Fire and Rescue Department	199,106,073	209,376,423	5,226,587	0	214,603,010	216,369,937	1,766,927	0.82%
93 Office of Emergency Management	1,810,661	1,903,057	735,004	0	2,638,061	1,932,528	(705,533)	(26.74%)
96 Department of Animal Sheltering	2,161,126	2,625,643	21,982	0	2,647,625	2,728,118	80,493	3.04%
97 Department of Code Compliance	4,322,855	4,630,445	18,722	0	4,649,167	4,746,844	97,677	2.10%
Total Public Safety	\$480,519,893	\$510,383,677	\$13,288,350	\$0	\$523,672,027	\$529,903,477	\$6,231,450	1.19%
Public Works								
08 Facilities Management Department	\$57,171,867	\$59,200,956	\$2,643,768	\$0	\$61,844,724	\$58,503,560	(\$3,341,164)	(5.40%)
25 Business Planning and Support	1,009,631	1,015,756	(20,107)	0	995,649	970,611	(25,038)	(2.51%)
26 Office of Capital Facilities	14,137,513	14,675,931	366,664	0	15,042,595	15,194,945	152,350	1.01%
87 Unclassified Administrative Expenses	4,154,659	3,948,694	150,175	0	4,098,869	3,948,694	(150,175)	(3.66%)
Total Public Works	\$76,473,670	\$78,841,337	\$3,140,500	\$0	\$81,981,837	\$78,617,810	(\$3,364,027)	(4.10%)

FY 2020 ADVERTISED SUMMARY GENERAL FUND DIRECT EXPENDITURES

# Agency Title	FY 2018 Actual	FY 2019 Adopted Budget Plan	FY 2018 Carryover	Other Actions July - January	FY 2019 Revised Budget Plan	FY 2020 Advertised Budget Plan	Inc/(Dec) Over Revised	% Inc/(Dec) Over Revised
Health and Welfare								
67 Department of Family Services	\$195,956,308	\$218,353,739	\$5,129,309	\$0	\$223,483,048	\$145,466,205	(\$78,016,843)	(34.91%)
68 Department of Administration for Human Services ¹	13,421,349	0	0	0	0	0	0	--
71 Health Department	57,516,466	62,427,094	1,852,989	0	64,280,083	64,969,634	689,551	1.07%
73 Office to Prevent and End Homelessness	13,020,272	14,354,529	707,910	0	15,062,439	14,877,504	(184,935)	(1.23%)
77 Office of Strategy Management for Health and Human Services	0	3,863,769	(230,639)	0	3,633,130	3,489,329	(143,801)	(3.96%)
79 Department of Neighborhood and Community Services	29,533,496	31,136,968	1,346,941	0	32,483,909	116,499,062	84,015,153	258.64%
Total Health and Welfare	\$309,447,891	\$330,136,099	\$8,806,510	\$0	\$338,942,609	\$345,301,734	\$6,359,125	1.88%
Parks and Libraries								
51 Fairfax County Park Authority	\$25,004,732	\$26,590,585	\$250,242	\$0	\$26,840,827	\$27,481,008	\$640,181	2.39%
52 Fairfax County Public Library	28,753,171	29,364,003	1,409,017	0	30,773,020	30,037,629	(735,391)	(2.39%)
Total Parks and Libraries	\$53,757,903	\$55,954,588	\$1,659,259	\$0	\$57,613,847	\$57,518,637	(\$95,210)	(0.17%)
Community Development								
16 Economic Development Authority	\$7,873,057	\$7,840,615	\$150,000	\$0	\$7,990,615	\$7,948,557	(\$42,058)	(0.53%)
31 Land Development Services	15,501,448	16,160,968	404,185	0	16,565,153	16,588,304	23,151	0.14%
35 Department of Planning and Zoning	11,911,771	11,618,294	2,020,710	0	13,639,004	12,089,140	(1,549,864)	(11.36%)
36 Planning Commission	824,927	857,046	3,515	0	860,561	0	(860,561)	(100.00%)
38 Department of Housing and Community Development	6,416,330	6,845,003	188,166	0	7,033,169	7,302,039	268,870	3.82%
39 Office of Human Rights and Equity Programs	1,498,459	1,797,169	165,990	0	1,963,159	1,841,481	(121,678)	(6.20%)
40 Department of Transportation	8,160,306	8,583,491	462,025	0	9,045,516	8,834,765	(210,751)	(2.33%)
Total Community Development	\$52,186,298	\$53,702,586	\$3,394,591	\$0	\$57,097,177	\$54,604,286	(\$2,492,891)	(4.37%)
Nondepartmental								
87 Unclassified Administrative Expenses	\$195,045	\$1,973,787	\$10,976,739	\$0	\$12,950,526	\$200,000	(\$12,750,526)	(98.46%)
89 Employee Benefits	364,459,919	391,310,083	3,042,433	0	394,352,516	402,972,072	8,619,556	2.19%
Total Nondepartmental	\$364,654,964	\$393,283,870	\$14,019,172	\$0	\$407,303,042	\$403,172,072	(\$4,130,970)	(1.01%)
Total General Fund Direct Expenditures	\$1,483,132,228	\$1,580,310,385	\$51,635,031	\$0	\$1,631,945,416	\$1,634,695,971	\$2,750,555	0.17%

¹ As part of a Health and Human Services realignment, administrative functions provided by Agency 68, Department of Administration for Human Services (DAHS), are decentralized to individual agencies to ensure regulatory, financial and program compliance and to more effectively support each agency's specialized service needs. DAHS is replaced by Agency 77, Office of Strategy Management for Health and Human Services.

FY 2020 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	\$418,360,761	\$0	\$2,512,713	\$384,925,624	\$192,098,081	\$126,571,495	\$0	\$10,536,528,180	\$11,660,996,854
Revenues									
Real Property Taxes	\$2,890,593,420	\$0	\$12,400,000	\$205,076,645	\$0	\$0	\$5,534,213	\$0	\$3,113,604,278
Personal Property Taxes ⁵	637,770,970	0	0	0	0	0	0	0	637,770,970
General Other Local Taxes	527,746,118	0	0	46,697,339	0	0	11,498,009	0	585,941,466
Permits, Fees & Regulatory	53,559,013	0	0	22,831,529	0	0	0	0	76,390,542
Fines & Forfeitures	12,583,545	0	0	17,309	0	0	0	0	12,600,854
Revenue from the Use of Money and Property	85,883,249	0	0	12,262,896	28,369,901	650,000	1,000,000	864,330,087	992,496,133
Charges for Services	83,305,683	0	1,475,000	160,719,120	61,770	234,328,095	0	0	479,889,668
Revenue from the Commonwealth ⁵	100,348,674	0	0	828,900,884	0	0	0	0	929,249,558
Revenue from the Federal Government	39,350,986	2,500,000	0	193,034,757	0	0	0	500,000	235,385,743
Sale of Bonds	0	0	208,000,000	0	0	130,000,000	0	0	338,000,000
Other Revenue	16,934,540	580,000	7,775,357	95,691,866	737,268,987	764,606	0	597,041,373	1,456,056,729
Total Revenue	\$4,448,076,198	\$3,080,000	\$229,650,357	\$1,565,232,345	\$765,700,658	\$365,742,701	\$18,032,222	\$1,461,871,460	\$8,857,385,941
Transfers In	\$36,598,691	\$334,131,783	\$86,811,220	\$2,392,120,315	\$32,929,370	\$229,000,000	\$0	\$10,490,000	\$3,122,081,379
Total Available	\$4,903,035,650	\$337,211,783	\$318,974,290	\$4,342,278,284	\$990,728,109	\$721,314,196	\$18,032,222	\$12,008,889,640	\$23,640,464,174
Expenditures by Category									
Legislative-Executive/Central Services	\$128,319,922	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$128,319,922
Education	0	0	202,818,308	3,146,930,516	539,299,177	0	0	241,145,271	4,130,193,272
Judicial Administration	41,438,479	0	0	773,473	0	0	0	0	42,211,952
Public Safety	529,923,054	0	0	81,111,089	0	0	0	0	611,034,143
Public Works	78,617,810	0	0	168,769,005	0	353,399,062	0	0	600,785,877
Health and Welfare	360,559,868	0	0	254,643,784	0	0	0	0	615,203,652
Parks and Libraries	61,502,009	0	0	15,320,146	0	0	0	0	76,822,155
Community Development	58,788,088	0	87,639,986	212,861,668	0	0	18,032,222	0	377,321,964
Capital Improvements	0	0	22,718,691	0	0	0	0	0	22,718,691
Debt Service	0	337,211,783	0	0	0	0	0	0	337,211,783
Non-Departmental	403,264,729	0	0	5,075,000	357,947,001	0	0	704,694,730	1,470,981,460
Total Expenditures	\$1,662,413,959	\$337,211,783	\$313,176,985	\$3,885,484,681	\$897,246,178	\$353,399,062	\$18,032,222	\$945,840,001	\$8,412,804,871
Transfers Out	\$2,803,166,916	\$0	\$3,224,303	\$82,825,364	\$0	\$231,850,000	\$0	\$0	\$3,121,066,583
Total Disbursements	\$4,465,580,875	\$337,211,783	\$316,401,288	\$3,968,310,045	\$897,246,178	\$585,249,062	\$18,032,222	\$945,840,001	\$11,533,871,454
Ending Fund Balance	\$437,454,775	\$0	\$2,573,002	\$373,968,239	\$93,481,931	\$136,065,134	\$0	\$11,063,049,639	\$12,106,592,720

¹ Not reflected are the following adjustments to balance in FY 2020:

Fund 10001, General Fund, does not assume carryover of FY 2018 Audit Adjustment Reserve of (\$1,938,970), Reserve for Potential FY 2019 One-Time Requirements of (\$4,605,310), and FY 2019 Mid-Year Revenue Adjustment Reserve of (\$27,020,741).

² 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 Adversited Budget Plan, which is currently (\$600) less than the amount shown in the School Board's Adversited Budget. Final adjustments will be reflected at the FY 2019 Carryover Review.
 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.

³ Not reflected are the following adjustments to balance in FY 2020:

Fund S60000, Public School Insurance Fund, 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.

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 2020 ADVERTISED REVENUE AND RECEIPTS BY FUND

SUMMARY OF APPROPRIATED FUNDS

Fund	FY 2018 Actual ¹	FY 2019 Adopted Budget Plan ²	FY 2019 Revised Budget Plan	FY 2020 Advertised Budget Plan ³	Increase/ (Decrease) Over Revised	% Increase/ (Decrease) Over Revised
GOVERNMENTAL FUNDS						
General Fund Group						
10001 General Fund	\$4,146,267,301	\$4,281,644,088	\$4,313,476,552	\$4,444,476,198	\$130,999,646	3.04%
10010 Revenue Stabilization	2,959,281	3,400,000	3,400,000	3,400,000	0	0.00%
10030 Contributory Fund	0	0	0	0	0	-
10040 Information Technology	2,143,262	100,000	300,000	200,000	(100,000)	(33.33%)
Total General Fund Group	\$4,151,369,844	\$4,285,144,088	\$4,317,176,552	\$4,448,076,198	\$130,899,646	3.03%
Debt Service Funds						
20000 Consolidated Debt Service	\$3,305,581	\$3,180,000	\$3,180,000	\$3,080,000	(\$100,000)	(3.14%)
Capital Project Funds						
30000 Metro Operations and Construction	\$27,780,000	\$30,000,000	\$24,313,000	\$25,000,000	\$687,000	2.83%
30010 General Construction and Contributions	30,856,692	4,575,000	97,852,917	4,575,000	(93,277,917)	(95.32%)
30020 Infrastructure Replacement and Upgrades	410,290	0	0	0	0	-
30030 Library Construction	5,000,000	0	11,664,000	0	(11,664,000)	(100.00%)
30040 Contributed Roadway Improvements	4,469,430	198,985	198,985	192,152	(6,833)	(3.43%)
30050 Transportation Improvements	18,019,399	0	82,840,000	0	(82,840,000)	(100.00%)
30060 Pedestrian Walkway Improvements	997,341	0	0	0	0	-
30070 Public Safety Construction	10,738,150	0	177,780,000	0	(177,780,000)	(100.00%)
30080 Commercial Revitalization Program	11,428	0	929,048	0	(929,048)	(100.00%)
30090 Pro Rata Share Drainage Construction	5,718,653	0	0	0	0	-
30300 The Penny for Affordable Housing Fund	18,102,058	18,000,000	18,000,000	18,400,000	400,000	2.22%
30310 Housing Assistance Program	0	0	0	0	0	-
30400 Park Authority Bond Construction	20,110,959	0	104,310,000	0	(104,310,000)	(100.00%)
S31000 Public School Construction	161,878,186	156,464,442	542,122,615	181,483,205	(360,639,410)	(66.52%)
Total Capital Project Funds	\$304,092,586	\$209,238,427	\$1,060,010,565	\$229,650,357	(\$830,360,208)	(78.34%)
Special Revenue Funds						
40000 County Transit Systems	\$24,135,211	\$27,055,033	\$26,341,527	\$21,584,403	(\$4,757,124)	(18.06%)
40010 County and Regional Transportation Projects	109,377,246	97,232,264	226,032,218	90,875,106	(135,157,112)	(59.80%)
40030 Cable Communications	24,490,330	26,015,876	23,746,091	22,749,209	(996,882)	(4.20%)
40040 Fairfax-Falls Church Community Services Board	34,329,991	34,501,838	34,501,838	35,013,362	511,524	1.48%
40050 Reston Community Center	8,830,782	8,619,072	9,000,836	9,138,177	137,341	1.53%
40060 McLean Community Center	5,567,532	5,711,801	5,711,801	6,139,100	427,299	7.48%
40070 Burgundy Village Community Center	34,941	67,366	67,366	78,428	11,062	16.42%
40080 Integrated Pest Management Program	2,383,703	2,463,644	2,463,644	2,551,955	88,311	3.58%
40090 E-911	47,173,122	48,006,555	48,006,555	50,253,590	2,247,035	4.68%
40100 Stormwater Services	83,185,546	77,886,250	88,313,522	81,954,210	(6,359,312)	(7.20%)
40110 Dulles Rail Phase I Transportation Improvement District	22,769,184	20,447,085	20,447,085	21,809,181	1,362,096	6.66%
40120 Dulles Rail Phase II Transportation Improvement District	17,360,792	17,872,062	17,872,062	19,470,335	1,598,273	8.94%
40125 Metrorail Parking System Pledged Revenues	9,921,137	7,533,430	7,933,430	10,753,408	2,819,978	35.55%
40130 Leaf Collection	2,172,108	2,189,716	2,189,716	2,193,554	3,838	0.18%
40140 Refuse Collection and Recycling Operations	17,151,917	17,263,682	17,263,682	18,935,224	1,671,542	9.68%
40150 Refuse Disposal	49,351,799	51,365,902	51,365,902	55,891,862	4,525,960	8.81%
40170 I-95 Refuse Disposal	6,402,995	9,699,000	9,699,000	9,793,250	94,250	0.97%
40180 Tysons Service District	7,428,679	7,967,957	7,967,957	8,395,515	427,558	5.37%
40190 Reston Service District	910,414	1,984,998	1,984,998	2,193,484	208,486	10.50%

FY 2020 ADVERTISED REVENUE AND RECEIPTS BY FUND SUMMARY OF APPROPRIATED FUNDS

Fund	FY 2018 Actual ¹	FY 2019 Adopted Budget Plan ²	FY 2019 Revised Budget Plan	FY 2020 Advertised Budget Plan ³	Increase/ (Decrease) Over Revised	% Increase/ (Decrease) Over Revised
Special Revenue Funds (Cont.)						
40300 Housing Trust Fund	\$2,544,587	\$689,954	\$689,954	\$798,265	\$108,311	15.70%
40330 Elderly Housing Programs	1,355,837	1,406,788	1,406,788	1,284,622	(122,166)	(8.68%)
40360 Homeowner and Business Loan Programs	2,038,219	2,500,000	2,500,000	2,500,000	0	0.00%
50000 Federal/State Grants	105,606,919	114,580,911	223,827,952	108,116,881	(115,711,071)	(51.70%)
50800 Community Development Block Grant	5,120,889	4,974,689	10,859,859	5,574,509	(5,285,350)	(48.67%)
50810 HOME Investment Partnerships Grant	3,090,897	1,530,449	4,152,025	2,103,044	(2,048,981)	(49.35%)
S10000 Public School Operating	753,631,330	775,856,726	797,369,475	830,612,785	33,243,310	4.17%
S40000 Public School Food and Nutrition Services	80,317,160	85,351,028	85,351,028	85,318,381	(32,647)	(0.04%)
S43000 Public School Adult and Community Education	8,442,049	9,317,708	9,732,115	8,262,679	(1,469,436)	(15.10%)
S50000 Public School Grants and Self Supporting Programs	57,697,528	51,003,617	63,987,299	50,887,826	(13,099,473)	(20.47%)
Total Special Revenue Funds	\$1,492,822,844	\$1,511,095,401	\$1,800,785,725	\$1,565,232,345	(\$235,553,380)	(13.08%)
TOTAL GOVERNMENTAL FUNDS	\$5,951,590,855	\$6,008,657,916	\$7,181,152,842	\$6,246,038,900	(\$935,113,942)	(13.02%)
PROPRIETARY FUNDS						
Internal Service Funds						
60000 County Insurance	\$1,482,649	\$1,270,859	\$1,270,859	\$2,370,859	\$1,100,000	86.56%
60010 Department of Vehicle Services	84,060,107	79,744,012	80,244,012	81,852,466	1,608,454	2.00%
60020 Document Services	4,792,909	5,557,762	5,557,762	5,205,392	(352,370)	(6.34%)
60030 Technology Infrastructure Services	37,111,099	37,653,221	37,653,221	38,510,778	857,557	2.28%
60040 Health Benefits	189,348,815	197,324,914	197,324,914	192,669,307	(4,655,607)	(2.36%)
S60000 Public School Insurance	13,197,357	13,231,339	13,231,339	13,231,339	0	0.00%
S62000 Public School Health and Flexible Benefits	407,510,229	430,822,581	424,163,857	431,860,517	7,696,660	1.81%
Total Internal Service Funds	\$737,503,165	\$765,604,688	\$759,445,964	\$765,700,658	\$6,254,694	0.82%
Enterprise Funds						
69000 Sewer Revenue	\$227,407,370	\$222,107,903	\$222,107,903	\$235,742,701	\$13,634,798	6.14%
69030 Sewer Bond Debt Reserve	0	0	0	8,500,000	8,500,000	-
69310 Sewer Bond Construction	6,221,008	0	5,428,740	121,500,000	116,071,260	2138.09%
Total Enterprise Funds	\$233,628,378	\$222,107,903	\$227,536,643	\$365,742,701	\$138,206,058	60.74%
TOTAL PROPRIETARY FUNDS	\$971,131,543	\$987,712,591	\$986,982,607	\$1,131,443,359	\$144,460,752	14.64%
FIDUCIARY FUNDS						
Custodial Funds						
70000 Route 28 Tax District	\$10,808,490	\$11,983,354	\$11,983,354	\$12,498,009	\$514,655	4.29%
70040 Mosaic District Community Development Authority	5,218,739	5,406,400	5,406,400	5,534,213	127,813	2.36%
Total Custodial Funds	\$16,027,229	\$17,389,754	\$17,389,754	\$18,032,222	\$642,468	3.69%
Trust Funds						
73000 Employees' Retirement Trust	\$535,150,687	\$570,327,565	\$570,327,565	\$596,926,420	\$26,598,855	4.66%
73010 Uniformed Employees Retirement Trust	228,336,350	224,258,718	224,258,718	236,296,753	12,038,035	5.37%
73020 Police Retirement Trust	165,254,402	171,099,345	171,099,345	183,989,902	12,890,557	7.53%
73030 OPEB Trust	40,237,716	3,324,500	3,324,500	3,289,398	(35,102)	(1.06%)
S71000 Educational Employees' Retirement	340,537,956	393,514,220	388,391,774	407,351,975	18,960,201	4.88%
S71100 Public School OPEB Trust	71,370,866	33,237,012	33,237,012	34,017,012	780,000	2.35%
Total Trust Funds	\$1,380,887,977	\$1,395,761,360	\$1,390,638,914	\$1,461,871,460	\$71,232,546	5.12%
TOTAL FIDUCIARY FUNDS	\$1,396,915,206	\$1,413,151,114	\$1,408,028,668	\$1,479,903,682	\$71,875,014	5.10%

FY 2020 ADVERTISED REVENUE AND RECEIPTS BY FUND

SUMMARY OF APPROPRIATED FUNDS

Fund	FY 2018 Actual ¹	FY 2019 Adopted Budget Plan ²	FY 2019 Revised Budget Plan	FY 2020 Advertised Budget Plan ³	Increase/ (Decrease) Over Revised	% Increase/ (Decrease) Over Revised
TOTAL APPROPRIATED FUNDS	\$8,319,637,604	\$8,409,521,621	\$9,576,164,117	\$8,857,385,941	(\$718,778,176)	(7.51%)
Appropriated From (Added to) Surplus	(\$656,936,059)	(\$454,547,260)	\$710,758,306	(\$528,996,105)	(\$1,239,754,411)	(174.43%)
TOTAL AVAILABLE	\$7,662,701,545	\$7,954,974,361	\$10,286,922,423	\$8,328,389,836	(\$1,958,532,587)	(19.04%)
Less: Internal Service Funds	(\$737,503,165)	(\$765,604,688)	(\$759,445,964)	(\$765,700,658)	(\$6,254,694)	0.82%
NET AVAILABLE	\$6,925,198,380	\$7,189,369,673	\$9,527,476,459	\$7,562,689,178	(\$1,964,787,281)	(20.62%)

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 2018:**

Fund S40000, Public School Food and Nutrition Services, change in inventory of (\$57,118)
Fund S60000, Public School Insurance, net change in accrued liability of (\$1,840,303)

² **Not reflected are the following adjustments to balance in FY 2019:**

Fund S40000, Public School Food and Nutrition Services, assumes carryover of General Reserve of \$16,616,696.
Fund S60000, Public School Insurance Fund, assumes carryover of Allocated Reserve of \$4,213,433.
Fund S62000, Public School Health and Flexible Benefits, assumes carryover of Premium Stabilization Reserve of \$51,716,932.

³ **Not reflected are the following adjustments to balance in FY 2020:**

Fund 10001, General Fund, does not reflect carryover of FY 2018 Audit Adjustment Reserve of (\$1,938,970), Reserve for Potential FY 2019 One-Time Requirements of (\$4,605,310), and FY 2019 Mid-Year Revenue Adjustment Reserve of (\$26,470,333).
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*.
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.

FY 2020 ADVERTISED EXPENDITURES BY FUND SUMMARY OF APPROPRIATED FUNDS

Fund	FY 2018 Estimate	FY 2018 Actual	FY 2019 Adopted Budget Plan	FY 2019 Revised Budget Plan	FY 2020 Advertised Budget Plan	Increase/ (Decrease) Over Revised	% Increase/ (Decrease) Over Revised
GOVERNMENTAL FUNDS							
General Fund Group							
10001 General Fund	\$1,560,135,539	\$1,483,132,228	\$1,580,310,385	\$1,631,945,416	\$1,634,695,971	\$2,750,555	0.17%
10020 Consolidated Community Funding Pool	11,308,474	11,222,858	11,698,785	11,784,401	11,698,785	(85,616)	(0.73%)
10030 Contributory Fund	13,920,482	13,914,867	13,675,489	14,175,489	14,369,203	193,714	1.37%
10040 Information Technology	45,596,291	12,318,050	3,604,750	40,398,781	1,650,000	(38,748,781)	(95.92%)
Total General Fund Group	\$1,630,960,786	\$1,520,588,003	\$1,609,289,409	\$1,698,304,087	\$1,662,413,959	(\$35,890,128)	(2.11%)
Debt Service Funds							
20000 Consolidated Debt Service	\$351,346,845	\$338,549,702	\$349,973,431	\$361,396,155	\$337,211,783	(\$24,184,372)	(6.69%)
Capital Project Funds							
30000 Metro Operations and Construction	\$40,904,941	\$40,904,941	\$47,978,553	\$42,291,223	\$69,239,986	\$26,948,763	63.72%
30010 General Construction and Contributions	225,546,619	53,190,035	20,736,476	205,628,527	22,018,691	(183,609,836)	(89.29%)
30020 Infrastructure Replacement and Upgrades	39,106,614	10,659,130	0	44,455,675	0	(44,455,675)	(100.00%)
30030 Library Construction	26,409,449	5,861,588	0	21,196,861	0	(21,196,861)	(100.00%)
30040 Contributed Roadway Improvements	36,463,114	9,929,188	0	30,388,814	0	(30,388,814)	(100.00%)
30050 Transportation Improvements	115,369,540	14,987,015	0	102,447,424	0	(102,447,424)	(100.00%)
30060 Pedestrian Walkway Improvements	4,577,600	2,542,697	600,000	4,901,007	700,000	(4,201,007)	(85.72%)
30070 Public Safety Construction	251,016,377	20,331,960	0	232,975,415	0	(232,975,415)	(100.00%)
30080 Commercial Revitalization Program	1,889,425	46,081	0	1,843,344	0	(1,843,344)	(100.00%)
30090 Pro Rata Share Drainage Construction	3,305,160	2,719,139	0	4,033,335	0	(4,033,335)	(100.00%)
30300 The Penny for Affordable Housing Fund	48,033,014	17,926,479	18,000,000	48,580,666	18,400,000	(30,180,666)	(62.12%)
30310 Housing Assistance Program	6,154,629	523,751	0	5,630,878	0	(5,630,878)	(100.00%)
30400 Park Authority Bond Construction	126,763,522	18,484,855	0	111,287,455	0	(111,287,455)	(100.00%)
S31000 Public School Construction	591,140,757	180,410,901	179,828,018	607,701,577	202,818,308	(404,883,269)	(66.63%)
Total Capital Project Funds	\$1,516,680,761	\$378,517,760	\$267,143,047	\$1,463,362,201	\$313,176,985	(\$1,150,185,216)	(78.60%)
Special Revenue Funds							
40000 County Transit Systems	\$119,476,868	\$98,537,050	\$101,186,760	\$111,548,369	\$102,349,745	(\$9,198,624)	(8.25%)
40010 County and Regional Transportation Projects	373,044,940	57,198,163	62,167,198	381,342,446	53,900,387	(327,442,059)	(85.87%)
40030 Cable Communications	22,796,997	11,456,061	15,068,001	22,660,362	11,971,027	(10,689,335)	(47.17%)
40040 Fairfax-Falls Church Community Services Board	183,206,357	160,587,584	169,947,213	179,201,805	180,455,089	1,253,284	0.70%
40050 Reston Community Center	14,590,581	7,851,670	8,304,386	15,163,393	9,134,677	(6,028,716)	(39.76%)
40060 McLean Community Center	12,088,696	8,440,426	5,614,079	8,931,764	6,139,100	(2,792,664)	(31.27%)
40070 Burgundy Village Community Center	284,120	229,884	46,163	66,601	46,369	(20,232)	(30.38%)
40080 Integrated Pest Management Program	3,301,595	1,880,859	3,262,578	3,303,754	3,302,224	(1,530)	(0.05%)
40090 E-911	55,493,492	41,750,513	50,049,843	61,605,402	52,296,878	(9,308,524)	(15.11%)
40100 Stormwater Services	142,061,757	75,249,170	76,761,250	146,643,345	80,829,210	(65,814,135)	(44.88%)
40110 Dulles Rail Phase I Transportation Improvement District	15,569,700	15,569,700	15,575,650	35,575,650	15,570,400	(20,005,250)	(56.23%)
40120 Dulles Rail Phase II Transportation Improvement District	14,970,654	0	500,000	5,060,654	500,000	(4,560,654)	(90.12%)
40125 Metrorail Parking System Pledged Revenues	83,861,898	51,822,357	9,061,861	41,101,402	10,676,724	(30,424,678)	(74.02%)
40130 Leaf Collection	1,872,293	1,857,212	1,883,766	1,883,766	2,548,981	665,215	35.31%
40140 Refuse Collection and Recycling Operations	19,604,005	17,885,568	18,558,146	20,005,661	18,695,338	(1,310,323)	(6.55%)
40150 Refuse Disposal	57,426,688	52,366,485	54,158,191	57,896,280	55,807,582	(2,088,698)	(3.61%)
40170 I-95 Refuse Disposal	15,428,873	6,246,943	8,008,360	15,475,155	7,585,670	(7,889,485)	(50.98%)
40180 Tysons Service District	6,450,000	0	0	11,562,586	0	(11,562,586)	(100.00%)
40190 Reston Service District	0	0	0	500,000	0	(500,000)	(100.00%)
40300 Housing Trust Fund	11,607,422	2,967,138	689,954	11,316,893	798,265	(10,518,628)	(92.95%)
40330 Elderly Housing Programs	3,303,559	3,074,739	3,268,166	3,427,475	3,164,280	(263,195)	(7.68%)
40360 Homeowner and Business Loan Programs	4,895,854	3,151,265	2,554,631	3,324,337	2,555,131	(769,206)	(23.14%)
50000 Federal/State Grants	287,853,718	109,385,469	120,067,889	268,683,146	112,549,535	(156,133,611)	(58.11%)
50800 Community Development Block Grant	9,620,824	5,126,239	4,974,689	10,890,917	5,574,509	(5,316,408)	(48.82%)
50810 HOME Investment Partnerships Grant	3,809,005	2,696,519	1,530,449	4,967,724	2,103,044	(2,864,680)	(57.67%)
S10000 Public School Operating	2,802,767,751	2,694,123,194	2,827,625,720	2,926,044,519	2,956,868,854	30,824,335	1.05%
S40000 Public School Food and Nutrition Services	100,602,607	77,784,423	101,967,724	104,722,703	104,653,289	(69,414)	(0.07%)

FY 2020 ADVERTISED EXPENDITURES BY FUND SUMMARY OF APPROPRIATED FUNDS

Fund	FY 2018 Estimate	FY 2018 Actual	FY 2019 Adopted Budget Plan	FY 2019 Revised Budget Plan	FY 2020 Advertised Budget Plan	Increase/ (Decrease) Over Revised	% Increase/ (Decrease) Over Revised
Special Revenue Funds (Cont.)							
S43000 Public School Adult and Community Education	\$9,441,026	\$8,819,888	\$9,552,708	\$9,967,115	\$9,237,679	(\$729,436)	(7.32%)
S50000 Public School Grants & Self Supporting ¹ Programs	103,881,493	73,931,674	72,565,197	106,792,797	76,170,694	(30,622,103)	(28.67%)
Total Special Revenue Funds	\$4,479,312,773	\$3,589,990,193	\$3,744,950,572	\$4,569,666,021	\$3,885,484,681	(\$684,181,340)	(14.97%)
TOTAL GOVERNMENTAL FUNDS	\$7,978,301,165	\$5,827,645,658	\$5,971,356,459	\$8,092,728,464	\$6,198,287,408	(\$1,894,441,056)	(23.41%)
PROPRIETARY FUNDS							
Internal Service Funds							
60000 County Insurance	\$43,424,371	\$30,930,944	\$26,646,940	\$37,146,940	\$27,832,727	(\$9,314,213)	(25.07%)
60010 Department of Vehicle Services	93,044,892	80,374,159	82,955,709	91,497,797	86,099,424	(5,398,373)	(5.90%)
60020 Document Services	10,435,561	8,896,067	9,876,129	10,134,581	9,406,521	(728,060)	(7.18%)
60030 Technology Infrastructure Services	46,444,866	40,493,106	44,004,399	48,910,166	44,004,292	(4,905,874)	(10.03%)
60040 Health Benefits	219,767,534	180,093,037	196,495,469	230,074,632	190,604,037	(39,470,595)	(17.16%)
S60000 Public School Insurance	21,622,969	14,390,085	17,444,772	20,580,241	19,179,763	(1,400,478)	(6.80%)
S62000 Public School Health and Flexible Benefits	461,059,848	389,354,611	482,539,513	496,978,259	520,119,414	23,141,155	4.66%
Total Internal Service Funds	\$895,800,041	\$744,532,009	\$859,962,931	\$935,322,616	\$897,246,178	(\$38,076,438)	(4.07%)
Enterprise Funds							
69010 Sewer Operation and Maintenance	\$98,985,200	\$97,498,466	\$101,737,799	\$103,129,891	\$106,043,107	\$2,913,216	2.82%
69020 Sewer Bond Parity Debt Service	25,550,727	23,520,080	25,036,131	25,036,131	25,072,781	36,650	0.15%
69040 Sewer Bond Subordinate Debt Service	25,784,734	21,934,018	25,781,875	25,781,875	25,783,174	1,299	0.01%
69300 Sewer Construction Improvements	111,057,689	69,829,875	70,000,000	111,227,814	75,000,000	(36,227,814)	(32.57%)
69310 Sewer Bond Construction	118,340,832	32,937,655	0	86,309,040	121,500,000	35,190,960	40.77%
Total Enterprise Funds	\$379,719,182	\$245,720,094	\$222,555,805	\$351,484,751	\$353,399,062	\$1,914,311	0.54%
TOTAL PROPRIETARY FUNDS	\$1,275,519,223	\$990,252,103	\$1,082,518,736	\$1,286,807,367	\$1,250,645,240	(\$36,162,127)	(2.81%)
FIDUCIARY FUNDS							
Custodial Funds							
70000 Route 28 Tax District	\$11,457,615	\$10,824,560	\$11,983,354	\$11,983,592	\$12,498,009	\$514,417	4.29%
70040 Mosaic District Community Development Authority	5,218,739	5,218,739	5,406,400	5,406,400	5,534,213	127,813	2.36%
Total Custodial Funds	\$16,676,354	\$16,043,299	\$17,389,754	\$17,389,992	\$18,032,222	\$642,230	3.69%
Trust Funds							
73000 Employees' Retirement Trust	\$363,512,283	\$343,661,961	\$405,465,087	\$405,465,087	\$447,174,308	\$41,709,221	10.29%
73010 Uniformed Employees Retirement Trust	123,660,617	113,708,900	138,195,542	138,195,542	140,076,942	1,881,400	1.36%
73020 Police Retirement Trust	105,398,036	95,187,077	100,577,486	100,577,486	104,920,591	4,343,105	4.32%
73030 OPEB Trust	22,234,125	21,993,695	12,503,529	12,503,529	12,522,889	19,360	0.15%
S71000 Educational Employees' Retirement	204,776,175	198,526,423	214,154,663	211,082,894	217,169,771	6,086,877	2.88%
S71100 Public School OPEB Trust	22,263,500	54,892,816	23,195,500	23,195,500	23,975,500	780,000	3.36%
Total Trust Funds	\$841,844,736	\$827,970,872	\$894,091,807	\$891,020,038	\$945,840,001	\$54,819,963	6.15%
TOTAL FIDUCIARY FUNDS	\$858,521,090	\$844,014,171	\$911,481,561	\$908,410,030	\$963,872,223	\$55,462,193	6.11%
TOTAL APPROPRIATED FUNDS	\$10,112,341,478	\$7,661,911,932	\$7,965,356,756	\$10,287,945,861	\$8,412,804,871	(\$1,875,140,990)	(18.23%)
Less: Internal Service Funds²	(\$895,800,041)	(\$744,532,009)	(\$859,962,931)	(\$935,322,616)	(\$897,246,178)	\$38,076,438	(4.07%)
NET EXPENDITURES	\$9,216,541,437	\$6,917,379,923	\$7,105,393,825	\$9,352,623,245	\$7,515,558,693	(\$1,837,064,552)	(19.64%)

¹ Pending School Board approval, FY 2020 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 2020 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 2019 Carryover Review.

² Total Appropriated Funds Expenditures are reduced by Internal Service Fund Expenditures, as the amounts are already included.

FY 2020 ADVERTISED CHANGES IN FUND BALANCE SUMMARY OF APPROPRIATED FUNDS

Fund	Balance 6/30/17	Balance 6/30/18	Balance 6/30/19	Balance 6/30/20	Appropriated From/(Added to) Surplus
GOVERNMENTAL FUNDS					
General Fund Group					
10001 General Fund	\$212,812,947	\$234,056,303	\$197,716,083	\$179,845,787	\$17,870,296
10010 Revenue Stabilization	178,694,833	206,722,399	220,603,704	224,003,704	(3,400,000)
10020 Consolidated Community Funding Pool	166,774	85,616	0	0	0
10030 Contributory Fund	161,781	41,685	40,974	40,263	711
10040 Information Technology	25,629,952	34,178,541	0	0	0
Total General Fund Group	\$417,466,287	\$475,084,544	\$418,360,761	\$403,889,754	\$14,471,007
Debt Service Funds					
20000 Consolidated Debt Service	\$22,148,358	\$13,422,724	\$0	\$0	\$0
Capital Project Funds					
30000 Metro Operations and Construction	\$2,219,670	(\$330)	\$0	\$0	\$0
30010 General Construction and Contributions	67,897,850	81,320,555	0	0	0
30020 Infrastructure Replacement and Upgrades	20,978,970	28,857,774	0	0	0
30030 Library Construction	10,394,449	9,532,861	0	0	0
30040 Contributed Roadway Improvements	35,998,952	30,388,814	0	0	0
30050 Transportation Improvements	16,530,040	19,562,424	0	0	0
30060 Pedestrian Walkway Improvements	2,408,138	2,556,289	0	0	0
30070 Public Safety Construction	64,439,225	55,195,415	0	0	0
30080 Commercial Revitalization Program	948,949	914,296	0	0	0
30090 Pro Rata Share Drainage Construction	1,033,821	4,033,335	0	0	0
30300 The Penny for Affordable Housing Fund	30,405,087	30,580,666	0	0	0
30310 Housing Assistance Program	6,154,629	5,630,878	0	0	0
30400 Park Authority Bond Construction	5,351,351	6,977,455	0	0	0
S31000 Public School Construction	32,244,001	40,345,603	2,512,713	2,573,002	(60,289)
Total Capital Project Funds	\$297,005,132	\$315,896,035	\$2,512,713	\$2,573,002	(\$60,289)
Special Revenue Funds					
40000 County Transit Systems	\$10,439,074	\$11,200,115	\$125,000	\$0	\$125,000
40010 County and Regional Transportation Projects	195,929,664	206,727,777	13,300,000	13,300,000	0
40030 Cable Communications	11,757,235	12,089,759	106,748	0	106,748
40040 Fairfax-Falls Church Community Services Board	25,360,113	29,531,838	15,166,254	15,166,254	0
40050 Reston Community Center	6,910,714	7,889,826	1,727,269	1,730,769	(3,500)
40060 McLean Community Center	10,192,822	7,319,928	4,099,965	4,099,965	0
40070 Burgundy Village Community Center	345,099	150,156	150,921	182,980	(32,059)
40080 Integrated Pest Management Program	2,805,322	3,167,166	2,186,056	1,294,787	891,269
40090 E-911	11,305,117	16,727,726	3,128,879	1,085,591	2,043,288
40100 Stormwater Services	52,643,447	59,454,823	0	0	0
40110 Dulles Rail Phase I Transportation Improvement District	53,328,545	60,528,029	45,399,464	51,638,245	(6,238,781)
40120 Dulles Rail Phase II Transportation Improvement District	82,815,932	100,176,724	112,988,132	131,958,467	(18,970,335)
40125 Metrorail Parking System Pledged Revenues	89,895,623	51,445,536	21,330,047	21,406,731	(76,684)
40130 Leaf Collection	5,019,757	5,334,653	5,640,603	5,231,176	409,427
40140 Refuse Collection and Recycling Operations	9,069,970	7,788,319	4,498,340	4,244,226	254,114
40150 Refuse Disposal	76,567,190	72,926,504	65,770,126	65,228,406	541,720
40170 I-95 Refuse Disposal	33,050,773	33,020,825	27,058,670	29,080,250	(2,021,580)
40180 Tysons Service District	20,676,660	28,105,339	24,510,710	32,906,225	(8,395,515)
40190 Reston Service District	0	910,414	2,395,412	4,588,896	(2,193,484)
40300 Housing Trust Fund	11,278,550	10,855,999	229,060	229,060	0
40330 Elderly Housing Programs	3,194,536	3,312,658	3,154,693	3,154,693	0
40360 Homeowner and Business Loan Programs	4,869,808	3,756,762	2,932,425	2,877,294	55,131

FY 2020 ADVERTISED CHANGES IN FUND BALANCE SUMMARY OF APPROPRIATED FUNDS

Fund	Balance 6/30/17	Balance 6/30/18	Balance 6/30/19	Balance 6/30/20	Appropriated From/(Added to) Surplus
Special Revenue Funds (Cont.)					
50000 Federal/State Grants	\$38,782,031	\$40,110,480	\$742,264	\$742,264	\$0
50800 Community Development Block Grant	36,408	31,058	0	0	0
50810 HOME Investment Partnerships Program	421,321	815,699	0	0	0
S10000 Public School Operating	146,832,120	138,573,340	28,284,586	6,579,899	21,704,687
S40000 Public School Food and Nutrition Services	16,896,056	19,371,675	0	0	0
S43000 Public School Adult and Community Education	(553,238)	(86,484)	0	0	0
S50000 Public School Grants and Self Supporting Programs	16,518,907	21,243,918	0	0	0
Total Special Revenue Funds	\$936,389,556	\$952,480,562	\$384,925,624	\$396,726,178	(\$11,800,554)
TOTAL GOVERNMENTAL FUNDS	\$1,673,009,333	\$1,756,883,865	\$805,799,098	\$803,188,934	\$2,610,164
PROPRIETARY FUNDS					
Internal Service Funds					
60000 County Insurance	\$94,498,434	\$91,583,220	\$79,943,789	\$78,755,358	\$1,188,431
60010 Department of Vehicle Services	41,391,282	45,077,230	33,823,445	29,576,487	4,246,958
60020 Document Services	1,572,467	1,411,140	776,152	516,854	259,298
60030 Technology Infrastructure Services	9,404,873	9,029,309	2,486,466	1,707,054	779,412
60040 Health Benefits	54,764,457	64,020,235	31,270,517	33,335,787	(2,065,270)
S60000 Public School Insurance	54,179,645	51,146,614	43,797,712	43,797,712	0
S62000 Public School Health and Flexible Benefits	54,658,784	72,814,402	0	0	0
Total Internal Service Funds	\$310,469,942	\$335,082,150	\$192,098,081	\$187,689,252	\$4,408,829
Enterprise Funds					
69000 Sewer Revenue	\$82,540,638	\$90,507,789	\$95,645,692	\$102,388,393	(\$6,742,701)
69010 Sewer Operation and Maintenance	4,520,581	5,612,115	102,224	109,117	(6,893)
69020 Sewer Bond Parity Debt Service	6,414,178	5,824,098	2,037,967	65,186	1,972,781
69030 Sewer Bond Debt Reserve	24,920,718	24,926,274	24,926,274	33,426,274	(8,500,000)
69040 Sewer Bond Subordinate Debt Service	600,231	4,391,213	3,859,338	76,164	3,783,174
69300 Sewer Construction Improvements	41,718,026	41,227,814	0	0	0
69310 Sewer Bond Construction	107,596,947	80,880,300	0	0	0
Total Enterprise Funds	\$268,311,319	\$253,369,603	\$126,571,495	\$136,065,134	(\$9,493,639)
TOTAL PROPRIETARY FUNDS	\$578,781,261	\$588,451,753	\$318,669,576	\$323,754,386	(\$5,084,810)
FIDUCIARY FUNDS					
Custodial Funds					
70000 Route 28 Tax District	\$16,308	\$238	\$0	\$0	\$0
70040 Mosaic District Community Development Authority	0	0	0	0	0
Total Custodial Funds	\$16,308	\$238	\$0	\$0	\$0
Trust Funds					
73000 Employees' Retirement Trust	\$3,749,393,253	\$3,940,881,979	\$4,105,744,457	\$4,255,496,569	(\$149,752,112)
73010 Uniformed Employees Retirement Trust	1,645,259,503	1,759,886,953	1,845,950,129	1,942,169,940	(96,219,811)
73020 Police Retirement Trust	1,365,839,965	1,435,907,290	1,506,429,149	1,585,498,460	(79,069,311)
73030 OPEB Trust	279,564,003	308,298,024	309,608,995	310,865,504	(1,256,509)
S71000 Educational Employees' Retirement	2,304,258,096	2,446,269,629	2,623,578,509	2,813,760,713	(190,182,204)
S71100 Public School OPEB Trust	118,697,379	135,175,429	145,216,941	155,258,453	(10,041,512)
Total Trust Funds	\$9,463,012,199	\$10,026,419,304	\$10,536,528,180	\$11,063,049,639	(\$526,521,459)
TOTAL FIDUCIARY FUNDS	\$9,463,028,507	\$10,026,419,542	\$10,536,528,180	\$11,063,049,639	(\$526,521,459)
TOTAL APPROPRIATED FUNDS	\$11,714,819,101	\$12,371,755,160	\$11,660,996,854	\$12,189,992,959	(\$528,996,105)

**GENERAL FUND PROPERTY TAX RATES
FY 2011 - FY 2020
(per \$100 assessed valuation)**

Tax Category	FY 2011	FY 2012	FY 2013	FY 2014	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019	FY 2020 Proposed
Real Estate	\$1.090	\$1.070	\$1.075	\$1.085	\$1.090	\$1.090	\$1.130	\$1.130	\$1.150	\$1.150
Public Service	\$1.090	\$1.070	1.075	1.085	1.090	1.090	1.130	1.130	1.150	1.150
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
Development	4.57	4.57	4.57	4.57	4.57	4.57	4.57	4.57	4.57	4.57
Mobile Homes ³	1.090	1.070	1.075	1.085	1.090	1.090	1.130	1.130	1.150	1.150
Public Service	1.090	1.070	1.075	1.085	1.090	1.090	1.130	1.130	1.150	1.150

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 2011 - FY 2020

Tax Category	FY 2011	FY 2012	FY 2013	FY 2014	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019	FY 2020 Proposed
Sewage Rates (Fund 69000)										
Sewer Charge (per 1,000 gal.)	\$5.27	\$6.01	\$6.55	\$6.55	\$6.62	\$6.65	\$6.68	\$6.75	\$7.00	\$7.28
Availability Fee - Single Family Home	\$7,750	\$7,750	\$7,750	\$7,750	\$7,750	\$7,750	\$7,750	\$8,100	\$8,100	\$8,340
Refuse Rates										
Leaf Collection (Fund 40130) ¹	\$0.015	\$0.015	\$0.015	\$0.015	\$0.015	\$0.015	\$0.015	\$0.013	\$0.013	\$0.012
Refuse Collection per unit (Fund 40140)	\$345	\$345	\$345	\$345	\$345	\$345	\$345	\$345	\$350	\$385
Refuse Disposal per ton (Fund 40150)	\$60	\$60	\$60	\$60	\$62	\$62	\$62	\$64	\$66	\$68
Community Centers										
Reston (Fund 40050) ¹	\$0.047	\$0.047	\$0.047	\$0.047	\$0.047	\$0.047	\$0.047	\$0.047	\$0.047	\$0.047
McLean (Fund 40060) ¹	\$0.024	\$0.023	\$0.022	\$0.022	\$0.023	\$0.023	\$0.023	\$0.023	\$0.023	\$0.023
Burgundy Village (Fund 40070) ¹	\$0.02	\$0.02	\$0.02	\$0.02	\$0.02	\$0.02	\$0.02	\$0.02	\$0.02	\$0.02
Other Special Taxing Districts										
Commercial & Industrial Tax for Transportation Projects (Fund 40010) ^{1,2}	\$0.11	\$0.11	\$0.11	\$0.125	\$0.125	\$0.125	\$0.125	\$0.125	\$0.125	\$0.125
Integrated Pest Management Program (Fund 40080) ¹	\$0.001	\$0.001	\$0.001	\$0.001	\$0.001	\$0.001	\$0.001	\$0.001	\$0.001	\$0.001
Stormwater Services (Fund 40100) ^{1,3}	\$0.015	\$0.015	\$0.020	\$0.020	\$0.0225	\$0.0250	\$0.0275	\$0.0300	\$0.0325	\$0.0325
Dulles Rail Phase I (Fund 40110) ¹	\$0.22	\$0.22	\$0.22	\$0.21	\$0.21	\$0.19	\$0.17	\$0.15	\$0.13	\$0.13
Dulles Rail Phase II (Fund 40120) ¹	\$0.05	\$0.10	\$0.15	\$0.20	\$0.20	\$0.20	\$0.20	\$0.20	\$0.20	\$0.20
Tysons Service District (Fund 40180) ^{1,4}	--	--	--	\$0.04	\$0.04	\$0.05	\$0.05	\$0.05	\$0.05	\$0.05
Reston Service District (Fund 40190) ^{1,5}	--	--	--	--	--	--	--	\$0.021	\$0.021	\$0.021
Route 28 Corridor (Fund 70000) ¹	\$0.18	\$0.18	\$0.18	\$0.18	\$0.18	\$0.18	\$0.18	\$0.18	\$0.18	\$0.18

¹ Per \$100 of assessed value.

² 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.

³ 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](#).

⁴ This service district was established on January 8, 2013 to fund transportation infrastructure in Tysons.

⁵ This service district was created as part of the FY 2018 Budget process.

ASSESSED VALUATION, TAX RATES, LEVIES AND COLLECTIONS GENERAL FUND, FISCAL YEARS 2018-2020

	FY 2018 Actual	FY 2019 Adopted Budget Plan	FY 2019 Revised Budget Plan	FY 2020 Advertised Budget Plan
ASSESSED VALUATION OF TAXABLE PROPERTY				
Real Estate				
Local Assessment	\$237,791,162,200	\$246,334,332,150	\$246,334,332,150	\$255,191,954,950
Public Service Corporations	969,415,190	998,645,367	998,645,367	1,000,000,000
Supplemental Assessments	560,452,714	500,000,000	500,000,000	525,000,000
Less: Tax Relief for Elderly/Disabled	(2,500,592,385)	(2,655,000,000)	(2,655,000,000)	(2,770,000,000)
Less: Exonerations/Certificates/Tax Abatements	(900,713,577)	(1,047,106,160)	(1,047,106,160)	(1,023,391,370)
Total Real Estate Taxable Valuation¹	\$235,919,724,142	\$244,130,871,357	\$244,130,871,357	\$252,923,563,580
Personal Property				
Vehicles	\$11,695,580,499	\$11,861,266,778	\$11,979,219,521	\$12,164,467,236
Business Property (excluding vehicles)	2,786,439,964	2,803,826,798	2,807,409,698	2,835,411,664
Mobile Homes	12,402,474	14,952,397	15,459,699	12,439,160
Other Personal Property ²	18,188,447	17,038,758	17,616,845	18,242,247
Public Service Corporations	2,940,891,917	2,999,751,985	3,020,120,938	3,080,523,351
Omitted Assessments	216,875,841	270,833,585	273,035,269	243,712,474
Less: Exonerations	(78,053,643)	(84,935,763)	(85,626,230)	(84,989,746)
Total Personal Property Valuation	\$17,592,325,499	\$17,882,734,538	\$18,027,235,740	\$18,269,806,386
Total Taxable Property Valuation	\$253,512,049,641	\$262,013,605,895	\$262,158,107,097	\$271,193,369,966
TAX RATE (per \$100 assessed value)				
Real Estate				
Regular-Local Assessment	\$1.13	\$1.15	\$1.15	\$1.15
Public Service Corporations-Equalized	1.13	1.15	1.15	1.15
Personal Property				
Vehicle/Business/Other	\$4.57	\$4.57	\$4.57	\$4.57
Public Service Corporations-Equalized	1.13	1.15	1.15	1.15
Mobile Homes	1.13	1.15	1.15	1.15
LEVIES AND COLLECTIONS				
Property Tax Levy				
Real Estate Tax Levy	\$2,665,892,883	\$2,807,505,021	\$2,807,505,021	\$2,908,620,981
Personal Property Tax Levy	608,657,736	615,937,250	620,872,719	630,194,917
Total Property Tax Levy	\$3,274,550,619	\$3,423,442,271	\$3,428,377,740	\$3,538,815,898
Property Tax Collections				
Collection of Current Taxes ³	\$3,266,018,208	\$3,407,656,512	\$3,412,497,712	\$3,522,460,109
Percentage of Total Levy Collected	99.7%	99.5%	99.5%	99.5%
Net Collections of Delinquent Taxes	25,377,255	23,701,494	24,201,494	24,201,494
Total Property Tax Collections	\$3,291,395,463	\$3,431,358,006	\$3,436,699,206	\$3,546,661,603
Yield of \$0.01 per \$100 of Real Estate Tax Collections	\$23,825,544	\$24,640,931	\$24,643,028	\$25,525,401
Yield of \$0.01 per \$100 of Personal Property Tax Collections	\$1,255,346	\$1,255,942	\$1,266,078	\$1,285,708

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 2020 is \$610,031,670, with a tax levy of \$7,015,364.

² Other Personal Property includes boats, trailers, and miscellaneous.

³ Includes the approximate value of one-half of one cent on the Real Estate Tax rate, which is directed to The Penny for Affordable Housing Fund. The value is \$11.90 million, \$12.30 million, and \$12.76 million in FY 2018, FY 2019 and FY 2020, respectively. It also includes Real Estate tax revenue directed to the Mosaic District Community Development Authority for debt service payments in the amount of \$5,534,213 in FY 2020.

FY 2020 ADVERTISED GENERAL FUND REVENUE

Revenue Category	FY 2018 Actual	FY 2019 Adopted Budget Plan	FY 2019 Revised Budget Plan	FY 2020 Advertised Budget Plan	Increase/ (Decrease) Over Revised	% Increase/ (Decrease) Over Revised
<u>TOTAL REAL PROPERTY TAXES</u>						
Real Estate Tax - Current	\$2,630,946,239	\$2,769,926,137	\$2,769,926,137	\$2,870,132,405	\$100,206,268	3.6%
R. E. Tax - Public Service Corps	10,954,396	11,484,422	11,484,422	11,500,000	15,578	0.1%
Subtotal R. E. Tax - Current	\$2,641,900,635	\$2,781,410,559	\$2,781,410,559	\$2,881,632,405	\$100,221,846	3.6%
R. E. Tax Penalties - Current	\$4,360,348	\$3,954,824	\$3,954,824	\$3,954,824	\$0	0.0%
R. E. Tax Interest - Current	100,616	63,249	63,249	63,249	0	0.0%
R. E. PSC - Penalty Current	883	2,038	2,038	2,038	0	0.0%
R. E. PSC - Interest Current	10	42	42	42	0	0.0%
R.E. Tax Delinquent - Prior Years	4,676,607	4,317,675	4,317,675	4,317,675	0	0.0%
R.E. Tax Penalties - Prior years	673,717	544,570	544,570	544,570	0	0.0%
R.E. Tax Interest - Prior Years	128,066	78,617	78,617	78,617	0	0.0%
Subtotal R. E. Tax - Delinq. Collections	\$9,940,247	\$8,961,015	\$8,961,015	\$8,961,015	\$0	0.0%
TOTAL REAL PROPERTY TAXES	\$2,651,840,881	\$2,790,371,574	\$2,790,371,574	\$2,890,593,420	\$100,221,846	3.6%
<u>PERSONAL PROPERTY TAXES</u>						
Personal Property Tax - Current	\$362,206,855	\$362,479,041	\$367,106,306	\$375,556,834	\$8,450,528	2.3%
P. P. Tax - Public Service Corps	33,478,035	34,746,568	34,960,503	35,659,713	699,210	2.0%
Subtotal P. P. Tax - Current	\$395,684,890	\$397,225,609	\$402,066,809	\$411,216,547	\$9,149,738	2.3%
P. P. Tax Penalties - Current	\$6,292,810	\$6,097,651	\$6,097,651	\$6,097,651	\$0	0.0%
P.P. Tax Interest - Current	487,807	324,163	324,163	324,163	0	0.0%
P.P. Tax Delinquent - Prior Years	7,044,454	6,153,349	6,653,349	6,653,349	0	0.0%
P.P. Tax Penalties - Prior Years	1,203,291	1,373,007	1,373,007	1,373,007	0	0.0%
P.P. Tax Interest - Prior Years	408,646	792,309	792,309	792,309	0	0.0%
Subtotal P. P. Tax - Delinquent	\$15,437,008	\$14,740,479	\$15,240,479	\$15,240,479	\$0	0.0%
TOTAL PERSONAL PROPERTY TAXES	\$411,121,898	\$411,966,088	\$417,307,288	\$426,457,026	\$9,149,738	2.2%
<u>GENERAL OTHER LOCAL TAXES</u>						
Short-Term Daily Rental	\$430,938	\$452,663	\$430,938	\$430,938	\$0	0.0%
Vehicle Registration Fee	26,523,777	26,843,417	26,843,417	26,843,417	0	0.0%
Vehicle Registration Fee - Delinquent	704,166	620,690	620,690	620,690	0	0.0%
Auto Delinquent - DMV Hold	72,805	0	0	0	0	--
Bank Franchise Tax	22,596,914	20,879,555	21,450,000	21,664,500	214,500	1.0%
Cigarette Tax	6,502,880	6,561,630	5,976,682	5,916,915	(59,767)	(1.0%)
Gross Receipts Tax on Rental Cars	2,872,674	3,050,195	2,915,161	2,944,313	29,152	1.0%
Land Transfer Fees	25,313	26,194	26,194	26,194	0	0.0%
Communication Sales and Use Tax	12,856,026	10,528,299	8,366,196	5,688,439	(2,677,757)	(32.0%)
Subtotal	\$72,585,493	\$68,962,643	\$66,629,278	\$64,135,406	(\$2,493,872)	(3.7%)
Sales Tax - Local	\$182,100,980	\$185,585,554	\$186,625,460	\$191,293,628	\$4,668,168	2.5%
Sales Tax - Mobile Home	71,449	101,281	101,281	101,281	0	0.0%
Subtotal Sales Tax	\$182,172,429	\$185,686,835	\$186,726,741	\$191,394,909	\$4,668,168	2.5%

FY 2020 ADVERTISED GENERAL FUND REVENUE

Revenue Category	FY 2018 Actual	FY 2019 Adopted Budget Plan	FY 2019 Revised Budget Plan	FY 2020 Advertised Budget Plan	Increase/ (Decrease) Over Revised	% Increase/ (Decrease) Over Revised
Deed of Conveyance Tax	\$7,337,083	\$6,997,243	\$6,791,300	\$6,791,300	\$0	0.0%
Recordation Tax	24,623,858	24,196,659	21,697,038	21,697,038	0	0.0%
Subtotal Deed of Conveyance/Recordation Taxes	\$31,960,941	\$31,193,902	\$28,488,338	\$28,488,338	\$0	0.0%
Transient Occupancy Tax	\$10,660,120	\$10,652,310	\$10,926,623	\$11,199,788	\$273,165	2.5%
Transient Occupancy Tax -- Additional	11,469,249	11,468,308	11,755,980	12,049,880	293,900	2.5%
Subtotal Transient Occupancy Tax	\$22,129,369	\$22,120,618	\$22,682,603	\$23,249,668	\$567,065	2.5%
TOTAL Other Local Taxes	\$308,848,232	\$307,963,998	\$304,526,960	\$307,268,321	\$2,741,361	0.9%
Electric Utility Tax - Dominion Virginia Power	\$34,417,477	\$34,604,029	\$34,604,029	\$34,604,029	\$0	0.0%
Electric Utility Tax - No. Va. Elec. Coop.	1,751,821	1,745,020	1,745,020	1,745,020	0	0.0%
Subtotal Electric Utility Tax	\$36,169,298	\$36,349,049	\$36,349,049	\$36,349,049	\$0	0.0%
Gas Utility Tax - Washington Gas	\$9,186,447	\$8,694,714	\$8,694,714	\$8,694,714	\$0	0.0%
Gas Utility Tax - Columbia Gas of VA	528,225	489,935	489,935	489,935	0	0.0%
Subtotal Gas Utility Tax	\$9,714,673	\$9,184,649	\$9,184,649	\$9,184,649	\$0	0.0%
TOTAL Consumer Utility Tax	\$45,883,971	\$45,533,698	\$45,533,698	\$45,533,698	\$0	0.0%
Electric Consumption Tax	\$2,904,241	\$2,939,406	\$2,939,406	\$2,954,103	\$14,697	0.5%
Natural Gas Consumption Tax	802,424	696,311	696,311	699,793	3,482	0.5%
Subtotal Consumption Tax	\$3,706,665	\$3,635,717	\$3,635,717	\$3,653,896	\$18,179	0.5%
BPOL Tax - Amusements	\$340,422	\$253,109	\$345,528	\$350,710	\$5,182	1.5%
BPOL Tax - Builders and Developers	343,810	284,953	348,967	354,202	5,235	1.5%
BPOL Tax - Business Service Occupation	33,747,256	33,217,134	34,253,464	34,767,266	513,802	1.5%
BPOL Tax - Consultant/Specialist	34,806,087	33,739,241	35,328,178	35,858,101	529,923	1.5%
BPOL Tax - Contractors	9,145,619	8,185,555	9,282,804	9,422,046	139,242	1.5%
BPOL Tax - Hotels and Motels	1,627,239	1,741,682	1,651,648	1,676,423	24,775	1.5%
BPOL Tax - Money Lenders	756,366	885,442	767,712	779,228	11,516	1.5%
BPOL Tax - Personal Service Occupations	6,951,742	6,799,385	7,056,019	7,161,859	105,840	1.5%
BPOL Tax - Prof. & Spec. Occupations	19,781,820	19,646,111	20,078,548	20,379,726	301,178	1.5%
BPOL Tax - Real Estate Brokers	1,808,450	1,783,228	1,835,577	1,863,111	27,534	1.5%
BPOL Tax - Rent of House, Apt & Condo	13,649,366	13,634,446	13,854,106	14,061,918	207,812	1.5%
BPOL Tax - Repair Services	1,864,329	1,916,517	1,892,294	1,920,678	28,384	1.5%
BPOL Tax - Research and Development	756,548	905,189	767,896	779,414	11,518	1.5%
BPOL Tax - Retail Merchants	31,329,548	32,024,918	31,799,491	32,276,483	476,992	1.5%
BPOL Tax - Telephone Companies	3,296,727	3,091,561	3,346,177	3,396,370	50,193	1.5%
BPOL Tax - Wholesale Merchants	2,093,418	1,978,016	2,124,819	2,156,691	31,872	1.5%
Subtotal BPOL - Current	\$162,298,747	\$160,086,487	\$164,733,228	\$167,204,226	\$2,470,998	1.5%
BPOL Tax - Penalties & Interest - Current Year	\$243,422	\$360,000	\$360,000	\$360,000	\$0	0.0%
BPOL Tax - Delinquent Taxes - Prior Years	4,874,587	3,196,977	3,196,977	3,196,977	0	0.0%
BPOL Tax - Delinquent Penalty & Interest - Prior Years	1,068,287	529,000	529,000	529,000	0	0.0%
Subtotal BPOL - Delinquents	\$6,186,296	\$4,085,977	\$4,085,977	\$4,085,977	\$0	0.0%
TOTAL Business, Professional & Occupational Licenses	\$168,485,043	\$164,172,464	\$168,819,205	\$171,290,203	\$2,470,998	1.5%
TOTAL GENERAL OTHER LOCAL TAXES	\$526,923,911	\$521,305,877	\$522,515,580	\$527,746,118	\$5,230,538	1.0%

FY 2020 ADVERTISED GENERAL FUND REVENUE

Revenue Category	FY 2018 Actual	FY 2019 Adopted Budget Plan	FY 2019 Revised Budget Plan	FY 2020 Advertised Budget Plan	Increase/ (Decrease) Over Revised	% Increase/ (Decrease) Over Revised
PERMITS, FEES & REGULATORY LICENSES						
Building Permits	\$15,681,664	\$15,576,957	\$15,576,957	\$15,683,534	\$106,577	0.7%
Electrical Permits	3,398,375	3,129,042	3,129,042	3,129,042	0	0.0%
Plumbing Permits	2,226,737	2,047,029	2,047,029	2,047,029	0	0.0%
Mechanical Permits	2,346,669	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	9,424	6,139	6,139	6,139	0	0.0%
Elevator Inspection Licenses	1,483,251	2,082,507	2,082,507	2,082,507	0	0.0%
Appliance Permits	661,886	646,606	646,606	646,606	0	0.0%
Building Re-inspection Fees	7,686	11,189	11,189	11,189	0	0.0%
Electrical Re-inspection Fees	5,616	9,567	9,567	9,567	0	0.0%
Plumbing Re-inspection Fees	2,916	4,869	4,869	4,869	0	0.0%
Mechanical Re-inspection Fees	3,066	6,836	6,836	6,836	0	0.0%
Plan Resubmission Fee-New Construction	473,814	563,737	563,737	563,737	0	0.0%
Plan Resubmission Fee-Alteration Construction	598,139	985,871	985,871	985,871	0	0.0%
Subtotal Inspection Services	\$27,551,849	\$27,684,383	\$27,684,383	\$27,790,960	\$106,577	0.4%
Site Plan Fees	\$4,009,283	\$3,892,659	\$3,892,659	\$3,892,659	\$0	0.0%
Developer Bond Extension	423,513	469,245	469,245	469,245	0	0.0%
Subdivision Plat Fees	305,762	240,959	240,959	240,959	0	0.0%
Subdivision Plan Fees	2,402,167	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	18,955	22,678	22,678	22,678	0	0.0%
Inspection - Site Plans	3,978,892	4,149,423	4,149,423	4,149,423	0	0.0%
Inspection - Subplans	788,341	950,462	950,462	950,462	0	0.0%
VSMP Maintenance Fee	118,486	127,800	127,800	127,800	0	0.0%
VSMP Permit Fee	30,512	67,168	67,168	67,168	0	0.0%
VSMP Civil Penalties	0	102	102	102	0	0.0%
VSMP Transfer Fee	4,658	3,182	3,182	3,182	0	0.0%
VSMP Modification Fee	8,414	743	743	743	0	0.0%
VSMP Discharge Fee	121,536	60,641	60,641	60,641	0	0.0%
Subtotal Design Review	\$12,228,131	\$12,648,915	\$12,648,915	\$12,648,915	\$0	0.0%
TOTAL Inspection Services and Design Review	\$39,779,980	\$40,333,298	\$40,333,298	\$40,439,875	\$106,577	0.3%
Zoning Fees	\$2,132,763	\$2,458,992	\$2,351,506	\$2,351,506	\$0	0.0%
Sign Permit Fees	111,720	114,665	114,665	114,665	0	0.0%
Board of Zoning Appeals Fees	300,435	234,762	234,762	234,762	0	0.0%
Wetlands Permits	600	600	600	600	0	0.0%
Non-Residential Use Permits Fees (NON-RUP's Fees)	140,210	142,660	142,660	142,660	0	0.0%
Zoning Compliance Letters/Temp Special Permits	365,080	314,015	314,015	314,015	0	0.0%
Subtotal Zoning Revenue	\$3,050,808	\$3,265,694	\$3,158,208	\$3,158,208	\$0	0.0%
Dog Licenses & Dangerous Dog Fees	\$837,376	\$880,293	\$880,293	\$880,293	\$0	0.0%
Auto Graveyard Licenses	200	150	200	200	0	0.0%
Carnival Permits	25	0	25	25	0	0.0%
Dance Hall Licenses	3,590	3,690	3,690	3,690	0	0.0%
Fortune Teller Licenses	500	500	500	500	0	0.0%
Mixed Drink Establishment Licenses	210,011	205,365	205,365	205,365	0	0.0%
Land Use Assessment Application Fees	327	792	792	792	0	0.0%
Massage Therapist Permits	54,975	54,100	54,100	55,182	1,082	2.0%

FY 2020 ADVERTISED GENERAL FUND REVENUE

Revenue Category	FY 2018 Actual	FY 2019 Adopted Budget Plan	FY 2019 Revised Budget Plan	FY 2020 Advertised Budget Plan	Increase/ (Decrease) Over Revised	% Increase/ (Decrease) Over Revised
Election Filing Fees	0	9,553	9,553	0	(9,553)	(100.0%)
Concealed Weapon Permits	220,738	207,214	207,214	207,214	0	0.0%
Precious Metal & Gem Dealers / Pawnbrokers Licenses	9,000	11,850	9,400	9,400	0	0.0%
Solicitors Licenses	9,920	11,550	9,920	9,920	0	0.0%
Towing Permit	1,200	1,500	1,500	1,500	0	0.0%
Fire Prevention Code Permits	1,843,668	1,887,750	1,887,750	1,925,505	37,755	2.0%
Fire Marshal Fees	5,060,907	4,902,631	5,144,941	5,247,840	102,899	2.0%
Acceptance Test Overtime Fees	475,489	55,919	250,000	255,000	5,000	2.0%
Home Childcare Permits	16,493	17,664	15,353	15,353	0	0.0%
Alarm Systems Registrations	129,801	134,126	126,140	126,140	0	0.0%
Taxicab Licenses	94,945	129,960	94,945	94,945	0	0.0%
Subtotal Misc. Permits, Fees & Licenses	\$8,969,165	\$8,514,607	\$8,901,681	\$9,038,864	\$137,183	1.5%
Swimming Pool Licenses	\$267,935	\$267,229	\$267,229	\$272,574	\$5,345	2.0%
Alternate Discharge Permits	4,425	825	825	825	0	0.0%
Alternative Sewage Systems Plan Review	35,200	29,275	29,275	29,275	0	0.0%
Camps/Campgrounds--State Health Fee	360	360	360	360	0	0.0%
Food Establishment Operating Permits	106,345	96,470	106,345	108,472	2,127	2.0%
Building Permits Review	53,375	56,606	53,375	53,375	0	0.0%
Site Development Review	22,345	17,425	22,345	22,792	447	2.0%
Hotel Permits--State Health Fee	5,520	5,600	5,600	5,600	0	0.0%
Miscellaneous Environmental Fees	986	1,898	1,898	1,898	0	0.0%
Portable Toilet Fees	435	540	540	540	0	0.0%
Private Schools/Day Care Center Licenses	15,805	16,450	16,450	16,450	0	0.0%
Public Establishment Review	29,500	23,740	29,500	30,090	590	2.0%
Restaurants--State Health Fee	60,515	57,420	60,515	61,725	1,210	2.0%
State Share Septic Tank Permits	80,820	82,995	82,995	82,995	0	0.0%
State Share Well Permit Fees	66,300	61,315	61,315	61,315	0	0.0%
Routine Water Sample Fees	2,525	3,325	3,325	3,325	0	0.0%
Sanitation Inspection Licenses	2,150	1,850	1,850	1,850	0	0.0%
Septic Tank Permits	49,630	54,080	49,630	49,630	0	0.0%
Septic Tank Truck Licenses	70,635	77,275	77,275	77,275	0	0.0%
Well Water Supply Permits	46,400	40,800	40,800	40,800	0	0.0%
Well Water Supply Licenses	800	900	900	900	0	0.0%
Subtotal Health Dept. Permits, Fees & Licenses	\$922,006	\$896,378	\$912,347	\$922,066	\$9,719	1.1%
TOTAL Misc. Permits Fees & Licenses	\$9,891,171	\$9,410,985	\$9,814,028	\$9,960,930	\$146,902	1.5%
TOTAL PERMITS, FEES & REGULATORY LICENSES	\$52,721,959	\$53,009,977	\$53,305,534	\$53,559,013	\$253,479	0.5%

FINES AND FORFEITURES

Attorney Fee - Collection of Delinquent Taxes	\$6,770	\$9,816	\$6,967	\$6,967	\$0	0.0%
Circuit Court Fines and Penalties	111,913	135,689	111,913	111,913	0	0.0%
County Fee - Administrative - Collections of Delinquent Taxes	1,713,318	1,725,216	1,725,216	1,742,468	17,252	1.0%
Juvenile & Domestic Relations Court (J&DR) Fines/Interest	1,447	2,148	2,148	2,148	0	0.0%
General District Court Fines/Interest	155,160	147,649	147,649	147,649	0	0.0%
General District Court Fines	6,351,883	6,540,684	6,540,684	6,606,091	65,407	1.0%
County Fines - J&DR Court	49,116	37,761	49,116	49,116	0	0.0%
Alarm Ordinance Violations	673,112	599,219	673,112	679,843	6,731	1.0%
Collection Agency Fees	19,096	0	0	0	0	--
State Set-Off Debt Service (SOF)	194,405	210,988	210,988	210,988	0	0.0%

FY 2020 ADVERTISED GENERAL FUND REVENUE

Revenue Category	FY 2018 Actual	FY 2019 Adopted Budget Plan	FY 2019 Revised Budget Plan	FY 2020 Advertised Budget Plan	Increase/ (Decrease) Over Revised	% Increase/ (Decrease) Over Revised
County Fines/Penalties	39,087	90,036	39,087	39,087	0	0.0%
Parking Violations	2,705,271	2,498,892	2,772,903	2,828,361	55,458	2.0%
Non-Tax Penalty for Late Payment	108,928	128,841	108,928	108,928	0	0.0%
Non-Tax Interest	47,357	48,461	48,461	48,461	0	0.0%
Non-Sufficient Funds Check Return	1,525	3,136	1,525	1,525	0	0.0%
TOTAL FINES AND FORFEITURES	\$12,178,390	\$12,178,536	\$12,438,697	\$12,583,545	\$144,848	1.2%

REVENUE FROM USE OF MONEY & PROPERTY

Interest on Investments	\$41,438,317	\$46,992,592	\$67,403,726	\$80,017,523	\$12,613,797	18.7%
Rent of Real Estate	1,115,824	1,183,780	1,183,780	1,213,375	29,595	2.5%
Rent on Communication Sites	867,184	866,920	886,107	940,259	54,152	6.1%
Cafeteria Commissions/Vending Machines	95,380	105,632	105,632	105,632	0	0.0%
Bicycle Locker Rentals	6,460	10,195	6,460	6,460	0	0.0%
TOTAL REV. FROM USE OF MONEY & PROPERTY	\$43,523,165	\$49,159,119	\$69,585,705	\$82,283,249	\$12,697,544	18.2%

CHARGES FOR SERVICES

Courthouse Maintenance Fees	\$399,125	\$393,411	\$403,188	\$403,188	\$0	0.0%
Court Security Fees	1,656,515	1,695,833	1,695,833	1,695,833	0	0.0%
Criminal Justice Academy Fee on Criminal Offenses	165,876	168,975	168,975	168,975	0	0.0%
EMS Transport Fee	21,256,948	20,215,130	21,256,948	21,469,517	212,569	1.0%
Copying Machine Revenue	94,458	110,447	94,458	94,458	0	0.0%
Reimbursement for Recorded Tapes/FOIA Fees	48,180	21,665	21,665	21,665	0	0.0%
Proposed Vacation Fees	800	400	400	400	0	0.0%
Jail Fees / DNA Fees	60,191	62,550	62,550	62,550	0	0.0%
Parental Support - Boys Probation House	3,875	2,170	2,170	2,170	0	0.0%
Parental Support - Girls Probation House	3,261	2,040	2,040	2,040	0	0.0%
Parental Support - Supervised Visitation	9,053	5,868	5,868	5,868	0	0.0%
Commonwealth's Attorney Fees	26,978	29,761	29,761	29,761	0	0.0%
Police Reports and Photo Fees	181,333	234,414	181,333	181,333	0	0.0%
Sheriff Fees	66,271	66,271	66,271	66,271	0	0.0%
Police Reimbursement	768,910	816,630	718,398	739,950	21,552	3.0%
Animal Shelter Fees	276,543	265,189	290,370	296,177	5,807	2.0%
Miscellaneous Charges for Services	13,896	0	0	0	0	--
EDA Bond Administrative Fees	15,379	0	0	0	0	--
Seniors on the Go	12,320	17,920	9,380	9,380	0	0.0%
Taxi Access	8,050	8,860	6,900	6,900	0	0.0%
Parking Garage Fees	1,016,021	1,104,372	1,016,021	1,016,021	0	0.0%
Adoption Service Fees	6,822	7,631	7,631	7,631	0	0.0%
Street Sign Fees	1,620	1,737	1,737	1,737	0	0.0%
Restricted Parking Fees	2,080	3,030	2,080	2,080	0	0.0%
Sales - Mapping Division	11,677	16,287	16,287	16,287	0	0.0%
Copay - Inmate Medical	23,976	20,772	24,696	25,437	741	3.0%
Coin-Operated Copiers	208,895	219,430	204,641	204,641	0	0.0%
Library Overdue Penalties	951,787	1,026,994	923,014	923,014	0	0.0%
Employee Child Care Center Fees	1,326,684	1,317,710	1,333,317	1,341,538	8,221	0.6%
School Age Child Care (SACC) Fees	42,786,796	42,627,443	43,275,821	43,543,117	267,296	0.6%
County Clerk Fees	4,769,347	4,902,338	4,530,880	4,530,880	0	0.0%
Domestic Violence Services Client Fees - ADAPT	58,100	73,941	73,941	73,941	0	0.0%

FY 2020 ADVERTISED GENERAL FUND REVENUE

Revenue Category	FY 2018 Actual	FY 2019 Adopted Budget Plan	FY 2019 Revised Budget Plan	FY 2020 Advertised Budget Plan	Increase/ (Decrease) Over Revised	% Increase/ (Decrease) Over Revised
FASTRAN Rider Fees	13,269	21,349	13,269	13,269	0	0.0%
Medicaid Client Fees - Logisticare	59,743	106,208	59,743	59,743	0	0.0%
Subtotal Misc. Charges for Services	\$76,304,780	\$75,566,776	\$76,499,586	\$77,015,772	\$516,186	0.7%
Senior Center Annual Participant Fees	\$197,259	\$203,389	\$203,389	\$218,399	\$15,010	7.4%
James Lee Theatre	24,341	23,965	23,965	23,965	0	0.0%
Rec - Non-County Resident Sport Fee	481,950	469,200	469,200	469,200	0	0.0%
Rec - Community Use/Building Director Fee	45,542	29,937	45,542	45,542	0	0.0%
DNCS Recreation Class Fees	98,854	105,202	105,202	105,202	0	0.0%
Park Authority Recreation Class Fees	664,705	705,800	616,707	616,707	0	0.0%
Rec - Neighborhood Ctr/Therapeutic Rec Fees	247,837	299,754	275,058	275,058	0	0.0%
Custodial Fees	266,601	235,156	266,601	266,601	0	0.0%
Subtotal Recreation Revenue	\$2,027,089	\$2,072,403	\$2,005,664	\$2,020,674	\$15,010	0.7%
Nursing Home Pre-Screening Admission Fee	\$256,400	\$277,961	\$296,930	\$305,838	\$8,908	3.0%
Speech Fees	164,411	154,579	154,579	154,579	0	0.0%
Hearing Fees	46,200	58,747	31,916	31,916	0	0.0%
Vital Statistic Fees	521,848	629,847	521,848	521,848	0	0.0%
Dental Health Fees	21,952	26,354	21,952	21,952	0	0.0%
Pharmacy Fees	127	115,000	115,000	115,000	0	0.0%
X-Ray Fees	6,536	6,710	6,710	6,710	0	0.0%
General Medical Clinic Fees	1,130,920	1,067,724	1,210,714	1,130,920	(79,794)	(6.6%)
Family Planning Services	41,770	36,072	41,770	41,770	0	0.0%
Medicaid Dental Fees	35,650	22,627	22,627	22,627	0	0.0%
Lab Services Fees	667,638	607,174	607,174	607,174	0	0.0%
Administrative Fees - Health Dept	12,300	11,147	11,147	11,147	0	0.0%
Non-Medicaid Pediatric Clinic Visits	48	0	0	0	0	--
Sewage Disposal/Well Water Evaluation	1,600	2,800	1,600	1,600	0	0.0%
Adult Day Health Care Fees	979,372	915,108	998,960	998,960	0	0.0%
Adult Day Health Care Medicaid Reimbursement	255,477	297,196	297,196	297,196	0	0.0%
Subtotal Health Dept Revenue	\$4,142,249	\$4,229,046	\$4,340,123	\$4,269,237	(\$70,886)	(1.6%)
TOTAL CHARGES FOR SERVICES	\$82,474,118	\$81,868,225	\$82,845,373	\$83,305,683	\$460,310	0.6%

RECOVERED COSTS

City of Fairfax Shared Govt. Expenses	\$3,639,879	\$4,020,768	\$4,373,547	\$4,373,547	\$0	0.0%
City of Fairfax Public Assistance	1,275,401	1,215,200	1,215,200	1,239,504	24,304	2.0%
City of Fairfax - FASTRAN/Employment	12,839	12,839	12,839	12,839	0	0.0%
Falls Church Public Assistance	1,192,594	972,700	972,700	992,154	19,454	2.0%
Falls Church - FASTRAN/Employment	14,119	14,119	14,119	14,119	0	0.0%
Falls Church Health Dept. Services	381,348	379,461	379,461	387,050	7,589	2.0%
Inmate Room and Board	774,591	589,606	504,205	504,205	0	0.0%
Boarding of Prisoners	124,148	108,419	14,551	14,551	0	0.0%
Recovered Costs - Circuit Court	4,110	25	25	25	0	0.0%
Recovered Costs - General District Court	80,271	84,552	80,271	80,271	0	0.0%
E-Rate Telecom Program	0	14,855	0	0	0	--
Misc. Recovered Costs - Other	297,220	44,245	54,245	54,245	0	0.0%
Child Care Services for Other Jurisdictions	155,918	117,096	155,918	155,918	0	0.0%
CPAN, Circuit Court Computer Service	375,761	333,500	333,500	333,500	0	0.0%
Golden Gazette	37,815	70,043	70,043	70,043	0	0.0%
Police Academy Cost Recovery	21,400	22,000	22,000	22,000	0	0.0%

FY 2020 ADVERTISED GENERAL FUND REVENUE

Revenue Category	FY 2018 Actual	FY 2019 Adopted Budget Plan	FY 2019 Revised Budget Plan	FY 2020 Advertised Budget Plan	Increase/ (Decrease) Over Revised	% Increase/ (Decrease) Over Revised
FASTRAN	69,213	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	2,013,196	2,145,360	2,013,196	2,013,196	0	0.0%
TOTAL RECOVERED COSTS	\$14,509,490	\$14,256,349	\$14,327,381	\$14,378,728	\$51,347	0.4%

REVENUE FROM THE COMMONWEALTH

State Shared Rolling Stock Tax	\$112,475	\$109,704	\$109,704	\$109,704	\$0	0.0%
State Law Enforcement Funding (HB 599)	24,495,309	25,381,261	25,381,261	26,392,329	1,011,068	4.0%
State Indirect Aid	62,737	54,217	54,217	54,217	0	0.0%
Subtotal Non-Categorical State Aid	\$24,670,520	\$25,545,182	\$25,545,182	\$26,556,250	\$1,011,068	4.0%

State Shared Retirement - Circuit Court	\$173,513	\$176,465	\$176,465	\$182,465	\$6,000	3.4%
State Shared Commonwealth Atty. Expenses	1,981,952	1,774,655	1,774,655	2,006,952	232,297	13.1%
State Shared Retirement - Commonwealth Atty.	37,744	32,309	32,309	39,744	7,435	23.0%
State Shared Dept. of Tax Admin./Finance Expenses	2,223,035	2,154,754	2,154,754	2,256,388	101,634	4.7%
State Shared Retirement - Dept. of Tax Admin./Finance	42,256	55,172	55,172	55,172	0	0.0%
State Shared Sheriff Expenses	15,242,398	15,205,954	15,205,954	15,455,825	249,871	1.6%
State Shared Retirement - Sheriff	306,445	278,576	278,576	321,445	42,869	15.4%
State Shared General Registrar/ Electoral Board Expenses	87,762	85,806	85,806	85,806	0	0.0%
Subtotal Shared Expenses	\$20,095,103	\$19,763,691	\$19,763,691	\$20,403,797	\$640,106	3.2%

Libraries State Aid	\$506,627	\$500,819	\$500,819	\$500,819	\$0	0.0%
State Emergency Assistance	315,527	0	0	0	0	--
Virginia Share Public Assistance Programs	33,320,849	36,840,737	36,840,737	37,387,062	546,325	1.5%
Va Child Care Supplement - SACC Program	909,830	1,036,072	1,036,072	1,036,072	0	0.0%
Va. Juvenile Crime Control Act Funding	613,374	621,170	621,170	621,170	0	0.0%
State Share J&DR Court Residential Services	2,308,757	2,452,428	2,452,428	2,452,428	0	0.0%
Subtotal Categorical State Aid	\$37,974,965	\$41,451,226	\$41,451,226	\$41,997,551	\$546,325	1.3%

State Reimb. - General District Court	\$74,904	\$85,265	\$85,265	\$85,265	\$0	0.0%
State Reimb. - Health Department	9,208,508	9,244,567	9,244,567	9,244,567	0	0.0%
State Reimb. - Residential Beds - JDC	5,500	10,850	10,850	10,850	0	0.0%
State Reimb. - Commonwealth Atty. Witness Expense	16,590	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	2,131,703	2,027,869	2,027,869	2,027,869	0	0.0%
Subtotal State Recovered Costs	\$11,438,530	\$11,391,076	\$11,391,076	\$11,391,076	\$0	0.0%

State Reimb - Personal Property Tax (PPTRA)	\$211,313,944	\$211,313,944	\$211,313,944	\$211,313,944	\$0	0.0%
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TOTAL REVENUE FROM THE COMMONWEALTH	\$305,493,063	\$309,465,119	\$309,465,119	\$311,662,618	\$2,197,499	0.7%
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REVENUE FROM THE FEDERAL GOVT.

J&DR Court - USDA Grant	\$84,690	\$99,500	\$99,500	\$99,500	\$0	0.0%
USDA Grant - Office for Children/Human Svc.	56,814	44,689	44,689	44,689	0	0.0%
Federal Direct Aid	91,290	23,000	23,000	23,000	0	0.0%
Criminal Alien Assistance Program	0	400,000	400,000	400,000	0	0.0%
Federal Emergency Assistance	1,445,285	0	0	0	0	--
Subtotal Categorical Federal Aid	\$1,678,079	\$567,189	\$567,189	\$567,189	\$0	0.0%

FY 2020 ADVERTISED GENERAL FUND REVENUE

Revenue Category	FY 2018 Actual	FY 2019 Adopted Budget Plan	FY 2019 Revised Budget Plan	FY 2020 Advertised Budget Plan	Increase/ (Decrease) Over Revised	% Increase/ (Decrease) Over Revised
DFS Federal and Federal Pass-Through	\$40,686,697	\$35,070,432	\$38,146,300	\$38,738,797	\$592,497	1.6%
Payments in Lieu of Taxes - Federal	87,435	45,000	45,000	45,000	0	0.0%
Federal Aid for Indirect Costs	131,889	0	0	0	0	--
TOTAL REVENUE FROM THE FEDERAL GOVERNMENT	\$42,584,099	\$35,682,621	\$38,758,489	\$39,350,986	\$592,497	1.5%
Combined State & Federal Public Assistance	\$74,007,546	\$71,911,169	\$74,987,037	\$76,125,859	\$1,138,822	1.5%
<u>MISCELLANEOUS REVENUE - GIFTS, DONATIONS, OTHER</u>						
Litigation Proceeds	\$295,566	\$143,254	\$143,254	\$143,254	\$0	0.0%
Miscellaneous Revenue - Environ Mgmt.	1,322	2,130	2,130	2,130	0	0.0%
Contract Rebates	2,165,423	1,990,214	2,165,423	2,165,423	0	0.0%
Gifts, Donations & Miscellaneous Revenue	114,279	130,000	130,000	130,000	0	0.0%
Linebarger Collection Fees	23,864	0	0	0	0	--
Sales of Land, Vehicles and Salvage	295,875	115,005	115,005	115,005	0	0.0%
TOTAL MISCELLANEOUS/OTHER	\$2,896,329	\$2,380,603	\$2,555,812	\$2,555,812	\$0	0.0%
Total Recovered Costs/Misc./Other Revenue	\$17,405,819	\$16,636,952	\$16,883,193	\$16,934,540	\$51,347	0.3%
GRAND TOTAL GENERAL FUND REVENUE	\$4,146,267,303	\$4,281,644,088	\$4,313,476,552	\$4,444,476,198	\$130,999,646	3.0%

**FY 2020 ADVERTISED
REVENUE FROM THE COMMONWEALTH ¹**

Fund/Fund Title	FY 2018 Actual	FY 2019 Adopted Budget Plan	FY 2019 Revised Budget Plan	FY 2020 Advertised Budget Plan	Increase/ (Decrease) Over Revised	% Increase/ (Decrease) Over Revised
10001 General Fund ²	\$305,493,063	\$309,465,119	\$309,465,119	\$311,662,618	\$2,197,499	0.71%
30020 Infrastructure Replacement and Upgrades	410,290	0	0	0	0	-
30080 Commercial Revitalization Program	11,428	0	929,048	0	(929,048)	(100.00%)
40000 County Transit Systems	15,302,224	19,215,033	18,501,527	12,952,403	(5,549,124)	(29.99%)
40010 County and Regional Transportation Projects	53,136,697	42,487,967	70,556,614	34,765,452	(35,791,162)	(50.73%)
40040 Fairfax-Falls Church Community Services Board	12,077,162	11,886,443	11,886,443	11,886,443	0	0.00%
40090 E-911	4,933,410	3,396,251	3,396,251	3,396,251	0	0.00%
40100 Stormwater Services	2,260,573	0	3,377,272	0	(3,377,272)	(100.00%)
40140 Refuse Collection and Recycling Operations	121,638	124,726	124,726	120,000	(4,726)	(3.79%)
50000 Federal/State Grants	38,151,635	36,921,832	29,831,739	42,121,872	12,290,133	41.20%
69310 Sewer Bond Construction	5,315,145	0	5,428,740	0	(5,428,740)	(100.00%)
S10000 Public School Operating	636,367,256	662,049,669	676,519,812	712,123,291	35,603,479	5.26%
S40000 Public School Food and Nutrition Services	1,320,259	1,252,382	1,252,382	1,448,618	196,236	15.67%
S43000 Public School Adult and Community Education	1,090,925	892,142	913,768	913,768	0	0.00%
S50000 Public School Grants and Self Supporting Programs	11,350,205	8,849,958	10,616,847	9,172,786	(1,444,061)	(13.60%)
Total Revenue from the Commonwealth	\$1,087,341,910	\$1,096,541,522	\$1,142,800,288	\$1,140,563,502	(\$2,236,786)	(0.20%)

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 \$100,384,275 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 \$11,354,258 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 2020 ADVERTISED
REVENUE FROM THE FEDERAL GOVERNMENT**

Fund/Fund Title	FY 2018 Actual	FY 2019 Adopted Budget Plan	FY 2019 Revised Budget Plan	FY 2020 Advertised Budget Plan	Increase/ (Decrease) Over Revised	% Increase/ (Decrease) Over Revised
10001 General Fund	\$42,584,098	\$35,682,621	\$38,758,489	\$39,350,986	\$592,497	1.53%
20000 Consolidated Debt Service	2,582,389	2,600,000	2,600,000	2,500,000	(100,000)	(3.85%)
30060 Pedestrian Walkway Improvements	788,896	0	0	0	0	-
30400 Park Authority Bond Construction	110,959	0	0	0	0	-
40040 Fairfax-Falls Church Community Services Board	4,188,094	4,208,641	4,208,641	4,208,641	0	0.00%
50000 Federal/State Grants	64,643,218	72,060,425	133,303,512	59,957,968	(73,345,544)	(55.02%)
50800 Community Development Block Grant	4,299,066	4,974,689	10,859,859	5,574,509	(5,285,350)	(48.67%)
50810 HOME Investment Partnerships Program	2,156,606	1,530,449	3,334,122	2,103,044	(1,231,078)	(36.92%)
73030 OPEB Trust	458,128	1,000,000	1,000,000	500,000	(500,000)	(50.00%)
S10000 Public School Operating	45,943,905	43,820,479	50,863,085	45,035,541	(5,827,544)	(11.46%)
S31000 Public School Construction	870,537	0	0	0	0	-
S40000 Public School Food and Nutrition Services	38,888,133	39,757,378	39,757,378	41,067,420	1,310,042	3.30%
S43000 Public School Adult and Community Education	2,031,632	1,666,438	2,059,219	2,059,219	0	0.00%
S50000 Public School Grants and Self Supporting Programs	42,514,422	33,843,659	43,966,064	33,028,415	(10,937,649)	(24.88%)
Total Revenue from the Federal Government	\$252,060,083	\$241,144,779	\$330,710,369	\$235,385,743	(\$95,324,626)	(28.82%)

FAIRFAX COUNTY
FY 2018 - FY 2020 County Funded Programs
for School-Related Services

	FY 2018 Actual	FY 2019 Adopted Budget Plan	FY 2019 Revised Budget Plan	FY 2020 Advertised Budget Plan
General Fund Transfers				
General Fund Transfer to School Operating Fund	\$1,966,919,600	\$2,051,659,207	\$2,051,659,207	\$2,136,016,697
General Fund Transfer to School Construction Fund	13,100,000	15,600,000	15,600,000	13,100,000
General Fund Transfer to School Debt Service	189,130,953	193,381,033	193,381,033	197,982,182
Subtotal	\$2,169,150,553	\$2,260,640,240	\$2,260,640,240	\$2,347,098,879
Police Department				
School Resource Officers (55/55.0 FTE) ¹	\$7,070,824	\$8,047,671	\$7,971,800	\$8,131,236
Non-Billable Overtime Hours ¹	220,468	171,070	183,186	186,850
School Crossing Guards (64/64.0 FTE) ¹	3,079,439	3,170,069	3,284,727	3,350,422
Subtotal	\$10,370,731	\$11,388,810	\$11,439,713	\$11,668,508
Fire Department				
Fire safety programs for pre-school through middle school aged students	\$155,657	\$182,170	\$186,873	\$189,412
Subtotal	\$155,657	\$182,170	\$186,873	\$189,412
Health Department				
Net Cost of School Health (282/210.59 FTE) ¹	\$19,066,305	\$18,952,824	\$19,290,319	\$20,471,138
Subtotal	\$19,066,305	\$18,952,824	\$19,290,319	\$20,471,138
Community Services Board (CSB)				
Net Cost of Infant and Toddler Connection ^{1,2}	\$183,669	\$0	\$0	\$0
Youth and Family Services ¹	5,986,856	7,756,757	7,779,440	8,020,007
Subtotal	\$6,170,525	\$7,756,757	\$7,779,440	\$8,020,007
Department of Family Services (DFS)				
Children's Behavioral Health Collaborative (3/3.0 FTE) ^{1,4}	\$915,614	\$1,274,496	\$1,292,263	\$1,639,980
Net Cost of Children's Services Act (11/11.0 FTE) ^{1,4}	16,743,883	22,201,842	22,232,747	22,796,265
Net Cost of the School-Age Child Care (SACC) Program (529/510.47 FTE) - includes general services and services for special needs clients, partially offset by program revenues ^{3,4}	6,018,827	8,893,710	9,808,183	0
County contribution to Schools for SACC space	1,000,000	1,000,000	1,000,000	0
Net Cost of Locally Funded Head Start and School Readiness Activities (23/23.0 FTE) ^{1,4}	8,500,814	9,012,880	9,054,851	0
Infant and Toddler Connection (41/41.0 FTE) ^{1,2,4}	0	190,598	191,863	0
Local Cash Match Associated with the Head Start/Early Head Grant Funding ^{4,5}	996,840	1,236,146	1,642,730	0
Local Cash Match Associated with the Virginia Preschool Initiative Grant Funding	509,503	325,000	465,497	0
Subtotal	\$34,685,481	\$44,134,672	\$45,688,134	\$24,436,245
Department of Neighborhood and Community Services (NCS)				
Net Cost of the School-Age Child Care (SACC) Program (529/510.47 FTE) - includes general services and services for special needs clients, partially offset by program revenues ^{3,4}	\$0	\$0	\$0	\$10,442,350
County contribution to Schools for SACC space	0	0	0	1,000,000
Net Cost of Locally Funded Head Start and School Readiness Activities (23/23.0 FTE) ^{1,4}	0	0	0	10,491,908
Infant and Toddler Connection (41/41.0 FTE) ^{1,2,4}	0	0	0	195,811
Local Cash Match Associated with the Head Start/Early Head Grant Funding ^{4,5}	0	0	0	1,299,741
Local Cash Match Associated with the Virginia Preschool Initiative Grant Funding	0	0	0	325,000
After School Programs at Fairfax County Middle Schools	3,269,522	3,344,758	3,344,758	3,415,983
After School Partnership Program	145,000	145,000	145,000	145,000
Field improvements ⁶	291,469	250,000	261,117	250,000
Therapeutic recreation	64,110	70,243	70,258	71,262
Subtotal	\$3,770,101	\$3,810,001	\$3,821,133	\$27,637,055
Fairfax County Park Authority				
Maintenance of Fairfax County Public Schools' athletic fields	\$2,289,961	\$1,910,338	\$3,218,573	\$1,910,338
Subtotal	\$2,289,961	\$1,910,338	\$3,218,573	\$1,910,338
TOTAL: County Funding for School Related Services	\$2,245,659,314	\$2,348,775,812	\$2,352,064,425	\$2,441,431,582

FAIRFAX COUNTY
FY 2018 - FY 2020 County Funded Programs
for School-Related Services

¹ Includes Fringe Benefits in an effort to more accurately reflect program costs.

² Based on work done as part of the FY 2016 Lines of Business Phase 2 process, staff from health and human services agencies reviewed coordination opportunities between all early childhood services. To strengthen the system response and coordination of early intervention services for all children and families, the Infant and Toddler Connection (ITC) program is moving from the Fairfax-Falls Church Community Services Board to the Department of Family Services. Total funding supporting the ITC program has not changed; however, funding has shifted between Fund 40040, Fairfax-Falls Church Community Services Board, the Department of Family Services in the General Fund and Fund 50000, Federal-State Grant Fund in order to more appropriately align resources. The FY 2018 Actuals are reflected in the Fairfax-Falls Church Community Services Board budget; however, beginning in FY 2019, funding is reflected in the Department of Family Services.

³ 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.

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) has been transferred from the Department of Family Services (DFS) to 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. The FY 2018 Actuals, FY 2019 Adopted Budget Plan and FY 2019 Revised Budget Plan are reflected in the Department of Family Services budget. However, beginning in FY 2020, funding will be reflected in the Department of Neighborhood and Community Services.

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 2018 - FY 2020 Additional County Funded Programs
for General Youth Services

	FY 2018 Actual	FY 2019 Adopted Budget Plan	FY 2019 Revised Budget Plan	FY 2020 Advertised Budget Plan
Additional County Funded Youth Programs				
CSB - Medical Services	\$1,764,818	\$1,742,632	\$1,665,763	\$1,701,854
CSB - Wellness Health Promotion and Prevention	815,826	999,179	1,100,692	1,132,859
CSB - Emergency	598,682	750,238	787,411	929,426
CSB - Support Coordination	2,501,902	3,312,483	3,365,402	3,616,104
CSB/DFS - Net Cost of Infant and Toddler Connection ¹	4,158,047	5,408,500	5,429,220	5,528,998
DFS/NCS - Net cost of services for children (excluding SACC, Head Start, School Readiness, ITC) ²	23,060,745	25,806,379	25,878,430	24,352,913
Juvenile and Domestic Relations District Court - Residential Services	3,171,899	3,330,526	3,344,867	3,456,140
Department of Neighborhood and Community Services - Therapeutic Recreation	1,282,207	1,404,860	1,405,156	1,425,233
Department of Neighborhood and Community Services - Teen Centers (excluding Club 78)	1,089,910	1,413,999	1,413,999	1,440,382
Department of Neighborhood and Community Services - Community Centers	2,373,066	2,539,906	2,561,959	2,565,103
Department of Neighborhood and Community Services - Extension/Community Education	82,243	82,536	82,562	84,136
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)	2,744,990	2,700,000	3,909,336	2,700,000
Subtotal: Additional County Funded Programs for General Youth Services (Non-School)	\$43,794,335	\$49,641,238	\$51,094,797	\$49,083,148
TOTAL: County Funded Programs for Youth (Includes Both School and Non-School Programs)	\$2,289,453,649	\$2,398,417,050	\$2,403,159,222	\$2,490,514,730

¹ Based on work done as part of the FY 2016 Lines of Business Phase 2 process, staff from health and human services agencies reviewed coordination opportunities between all early childhood services. To strengthen the system response and coordination of early intervention services for all children and families, the Infant and Toddler Connection (ITC) program is moving from the Fairfax-Falls Church Community Services Board to the Department of Family Services. Total funding supporting the ITC program has not changed; however, funding has shifted between Fund 40040, Fairfax-Falls Church Community Services Board, the Department of Family Services in the General Fund and Fund 50000, Federal-State Grant Fund in order to more appropriately align resources. The FY 2018 Actuals are reflected in the Fairfax-Falls Church Community Services Board budget; however, beginning in FY 2019, funding is reflected in the Department of Family Services.

² 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) has been transferred from the Department of Family Services (DFS) to 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.

FAIRFAX COUNTY
FY 2018 - FY 2020 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 2018 Actual	FY 2019 Adopted Budget Plan	FY 2019 Revised Budget Plan	FY 2020 Advertised Budget Plan
Additional County-Administered Programs for School-Related Services				
Wellness Grant Funding Administered by CSB	\$60,000	\$50,000	\$50,000	\$50,000
Youth & Family Grant Funding Administered by CSB	702,253	702,253	702,253	702,253
Health Planning Region Funding Administered by CSB	2,296,899	2,288,964	3,289,589	3,289,589
Infant and Toddler Connection Grant Administered by CSB, DFS, NCS ¹	5,083,505	8,076,603	9,237,793	8,737,695
Head Start Grant Funding Administered by DFS and NCS ^{2,3}	4,990,230	5,139,397	5,507,376	5,281,996
Early Head Start Grant Funding Administered by DFS and NCS ^{2,3}	5,351,740	4,973,335	5,321,422	5,148,707
Virginia Preschool Initiative Administered by DFS and NCS ^{2,3}	5,280,346	5,148,438	5,326,165	5,508,368
Mixed-Delivery Preschool Grant Administered by DFS and NCS ^{2,3}	97,344	0	152,656	0
SOC Expansion & Sustainability Grant Administered by DFS ³	314,269	405,911	597,164	405,911
Subtotal: County-Administered Programs	\$24,176,586	\$26,784,901	\$30,184,418	\$29,124,519
GRAND TOTAL	\$2,313,630,235	\$2,425,201,951	\$2,433,343,640	\$2,519,639,249

¹ Based on work done as part of the FY 2016 Lines of Business Phase 2 process, staff from health and human services agencies reviewed coordination opportunities between all early childhood services. To strengthen the system response and coordination of early intervention services for all children and families, the Infant and Toddler Connection (ITC) program is moving from the Fairfax-Falls Church Community Services Board to the Department of Family Services. Total funding supporting the ITC program has not changed; however, funding has shifted between Fund 40040, Fairfax-Falls Church Community Services Board, the Department of Family Services in the General Fund and Fund 50000, Federal-State Grant Fund in order to more appropriately align resources. Beginning in FY 2019, funding represents both the grant funding previously administered by the Fairfax-Falls Church Community Services Board in Fund 50000, Federal-State Grant Fund and revenue previously received in Fund 40040, Fairfax-Falls Church Community Services Board.

² 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) has been transferred from the Department of Family Services (DFS) to 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.

³ 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

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 2020 Advertised Budget Plan](#). Following the table is a description of the programs, as well as utilization data by age if available. In FY 2020, services to older adults total \$83.9 million or 1.9 percent of General Fund Disbursements of \$4.4 billion. Excluding the General Fund Transfers to Fairfax County Public Schools for School Operating, School Construction, and School Debt Service of \$2.3 billion, spending on services for older adults is approximately 4.0 percent of the remaining General Fund Disbursements.

Services for Older Adults

County Funded Programs for Older Adults¹

Name and Description of Service	FY 2018 Actual	FY 2019 Revised Budget Plan	FY 2020 Advertised Budget Plan
Facilities Management Department			
Lease for the Lorton Senior Center at Gunston Plaza (Operated by the Dept. of Neighborhood and Community Services)	\$127,626	\$138,683	\$142,150
Department of Neighborhood and Community Services			
Senior Center and Support Services for Older Adults	\$4,255,819	\$4,321,971	\$4,629,629
Seniors-On-the-Go! Taxi Cab Voucher Program	117,814	325,876	325,323
Subtotal Dept. of Neighborhood and Community Services	\$4,373,633	\$4,647,847	\$4,954,952
Fairfax County Public Library			
Programs Primarily Used by Older Adults	\$493,762	\$424,679	\$442,014
Department of Tax Administration			
Tax Relief for the Elderly and Disabled	\$26,399,003	\$28,750,000	\$28,980,000
Department of Family Services			
Adult Protective Services	\$2,116,759	\$2,498,633	\$2,549,769
Adult and Aging Services	11,585,942	12,387,690	13,823,300
Subtotal Department of Family Services	\$13,702,701	\$14,886,323	\$16,373,069
Health Department			
Long-Term Care Developmental Services	\$3,399,439	\$3,367,858	\$3,428,763
Fire and Rescue Department			
Senior Safety Programs	\$64,325	\$76,087	\$80,034
Subtotal - General Fund	\$48,560,489	\$52,291,477	\$54,400,982

Services for Older Adults

County Funded Programs for Older Adults¹

Name and Description of Service	FY 2018 Actual	FY 2019 Revised Budget Plan	FY 2020 Advertised Budget Plan
Fund 50000, Federal-State Grant Fund²			
Community-Based Social Services	\$1,050,406	\$639,075	\$1,294,744
Ombudsman	759,722	185,340	331,442
Fee for Service	345,065	17,704	284,567
Congregate Meals	1,621,558	1,337,436	1,811,093
Home-Delivered Meals	1,463,311	919,428	1,415,449
Care-Coordination	865,188	219,154	409,504
Family Caregiver	354,417	108,381	385,611
Chronic Disease Self Management	31,980	0	0
Respite Care	86,600	0	54,550
Subtotal Fund 50000	\$6,578,247	\$3,426,518	\$5,986,960
Fund 40040, Community Services Board			
Countywide Older Adults and Families Program	\$1,012,892	\$1,264,069	\$1,288,838
Fund 10030, Contributory Fund			
Northern Virginia Healthcare Center/Birmingham Green Adult Care Residence	\$2,605,826	\$2,700,168	\$2,808,377
Fund 40330, Elderly Housing Programs			
Little River Glen and Lincolnia Center	\$3,074,739	\$3,427,475	\$3,164,280
Fund 30000, Metro Operations and Construction			
MetroAccess	\$13,416,605	\$14,883,801	\$15,925,667
Fund 60030, Technology Infrastructure Services			
Computer Labs	\$337,490	\$347,480	\$350,990
Subtotal - General Fund Supported	\$27,025,799	\$26,049,511	\$29,525,112
TOTAL SERVICES FOR OLDER ADULTS	\$75,586,288	\$78,340,988	\$83,926,094

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 The FY 2020 funding level represents anticipated funding, actual funding received may be different.

Services for Older Adults

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 over 65 with less than \$50,000 in combined income and by single persons over 65 with less than \$40,000 in income. In FY 2018, 66 older adults were newly enrolled in the program.

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 2018, 6,771 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 2018, 1,121 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 2018, 2,679 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

Services for Older Adults

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 2018, 102,991 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, formerly known as Alzheimer's Family Day 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 275 older adults in FY 2020 with 93 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. 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 2018 there were 84 unduplicated County residents who were at 400 percent of the federal poverty level or below who accessed IMCC using County subsidy funds. In FY 2018 the Adult Day Health Care program reached 500 caregivers by providing community outreach, education and support.

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 2020.

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 2018, 17,511 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 11,271 residents in 123 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 78 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.

Services for Older Adults

Fee for Service

Fee for Service provides home-based care to adults age 60 and older to enable them to remain in their homes rather than in more restrictive settings. Services are primarily targeted toward those older adults who are frail, isolated, of a minority group or in economic need.

Congregate Meals

Congregate Meals are provided in 28 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 the three County senior housing complexes. In FY 2018, 247,890 congregate meals were served to 2,294 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 2018, 264,991 meals were provided to 904 older adults and younger adults with disabilities. Meals are delivered through partnerships with 24 community volunteer groups that drive 47 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 2018, 28 clients received services through the Adult Day Health Care respite scholarship, 154 clients through bathing and respite services, 17 clients through the Discretionary Fund, and 30 clients received assisted transportation services, taking 855 one-way trips. Over 26,000 readers of the Golden Gazette received caregiver related information. An online version for caregivers reached 2,186 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 2018, the program served 612 older adults age 60 and over for a total of 10,809 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 2018, 123 Fairfax County citizens were served in the facility (74 in the nursing facility and 49 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.

Services for Older Adults

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 289,574 completed stops for Fairfax County residents in FY 2018. An estimated 35 percent of MetroAccess customers residing in Fairfax County are over 55 years old.

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 2020

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 2020 ADVERTISED PERSONNEL SERVICES SUMMARY

(All Appropriated Funds excluding Schools Funds)

	FY 2018 Actual	FY 2019 Adopted Budget Plan	FY 2019 Revised Budget Plan	FY 2020 Advertised Budget Plan	Increase/ (Decrease) Over Revised
Regular Positions					
General Fund	9,965	10,007	10,053	10,132	79
General Fund Supported	1,389	1,409	1,405	1,417	12
Other Funds	1,241	1,256	1,256	1,274	18
Total	12,595	12,672	12,714	12,823	109
Regular Salaries and Compensation Increases					
General Fund	\$712,584,812	\$848,586,572	\$847,176,939	\$885,703,050	\$38,526,111
General Fund Supported	88,299,013	106,697,509	106,842,543	111,204,077	4,361,534
Other Funds	74,734,687	89,192,514	89,805,612	93,159,459	3,353,847
Total	\$875,618,512	\$1,044,476,595	\$1,043,825,094	\$1,090,066,586	\$46,241,492
Limited Term					
General Fund	\$28,946,778	\$21,916,872	\$22,506,661	\$22,830,416	\$323,755
General Fund Supported	7,162,295	6,108,063	6,099,411	6,244,846	145,435
Other Funds	3,983,245	2,993,613	3,426,253	3,521,903	95,650
Total	\$40,092,318	\$31,018,548	\$32,032,325	\$32,597,165	\$564,840
Shift Differential					
General Fund	\$4,103,690	\$4,604,703	\$4,590,725	\$2,165,013	(\$2,425,712)
General Fund Supported	356,742	378,495	371,032	375,463	4,431
Other Funds	257,685	943,569	943,569	942,577	(992)
Total	\$4,718,117	\$5,926,767	\$5,905,326	\$3,483,053	(\$2,422,273)
Extra Compensation					
General Fund	\$54,876,841	\$56,590,894	\$58,385,071	\$58,200,642	(\$184,429)
General Fund Supported	1,677,900	1,520,432	1,515,990	1,504,072	(11,918)
Other Funds	4,121,102	5,698,880	5,688,993	5,822,402	133,409
Total	\$60,675,843	\$63,810,206	\$65,590,054	\$65,527,116	(\$62,938)
Position Turnover					
General Fund	\$0	(\$66,492,500)	(\$66,492,500)	(\$68,124,668)	(\$1,632,168)
General Fund Supported	0	(9,397,315)	(9,397,315)	(9,667,065)	(269,750)
Other Funds	0	(3,126,708)	(3,126,708)	(3,200,243)	(73,535)
Total	\$0	(\$79,016,523)	(\$79,016,523)	(\$80,991,976)	(\$1,975,453)
Total Salaries					
General Fund	\$800,512,121	\$865,206,541	\$866,166,896	\$900,774,453	\$34,607,557
General Fund Supported	97,495,950	105,307,184	105,431,661	109,661,393	4,229,732
Other Funds	83,096,719	95,701,868	96,737,719	100,246,098	3,508,379
Total	\$981,104,790	\$1,066,215,593	\$1,068,336,276	\$1,110,681,944	\$42,345,668
Fringe Benefits					
General Fund	\$362,766,578	\$389,922,233	\$392,682,092	\$401,584,222	\$8,902,130
General Fund Supported	41,238,968	45,318,751	45,310,062	47,387,360	2,077,298
Other Funds ¹	218,295,654	236,456,177	270,167,759	232,879,385	(37,288,374)
Total	\$622,301,200	\$671,697,161	\$708,159,913	\$681,850,967	(\$26,308,946)
Total Costs of Personnel Services					
General Fund	\$1,163,278,699	\$1,255,128,774	\$1,258,848,988	\$1,302,358,675	\$43,509,687
General Fund Supported	138,734,918	150,625,935	150,741,723	157,048,753	6,307,030
Other Funds	301,392,373	332,158,045	366,905,478	333,125,483	(33,779,995)
Total	\$1,603,405,990	\$1,737,912,754	\$1,776,496,189	\$1,792,532,911	\$16,036,722

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 \$189,816,674 for the FY 2020 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 \$189.8 million for claims and administrative expenses. Thus, this amount should be excluded when determining countywide Fringe Benefit expenditures.

FY 2020 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
Legislative-Executive Functions / Central Services									
01 Board of Supervisors	\$5,144,995	\$0	\$0	\$138,172	\$0	\$0	\$0	(\$55,135)	\$5,228,032
02 Office of the County Executive	6,780,590	0	77,936	142,406	142,744	0	0	(389,649)	6,754,027
03 Department of Clerk Services	1,064,534	0	0	37,530	316,802	0	21,025	0	1,439,891
06 Department of Finance	5,135,206	0	0	167,570	181,800	0	0	(623,253)	4,861,323
11 Department of Human Resources	6,747,860	0	0	166,625	74,684	0	17,557	(346,619)	6,660,107
12 Department of Procurement and Material Management	6,150,953	0	0	145,633	82,193	0	6,936	(443,171)	5,942,544
13 Office of Public Affairs	1,884,906	0	0	50,542	39,102	0	0	(112,064)	1,862,486
15 Office of Elections	1,711,473	0	0	39,601	1,384,479	0	329,333	(102,752)	3,362,134
17 Office of the County Attorney	8,363,285	0	0	205,542	0	0	0	(496,832)	8,071,995
20 Department of Management and Budget	5,617,667	0	0	151,773	0	0	0	(489,809)	5,279,631
37 Office of the Financial and Program Auditor	368,538	0	0	9,110	0	0	0	0	377,648
41 Civil Service Commission	332,030	0	0	9,771	56,477	0	0	0	398,278
42 Office of the Independent Police Auditor	283,702	0	0	8,700	0	0	0	0	292,402
57 Department of Tax Administration	22,816,546	0	0	618,472	204,302	0	227,431	(2,237,221)	21,629,530
70 Department of Information Technology	26,881,320	0	0	592,951	117,049	0	33,733	(1,926,908)	25,698,145
Total Legislative-Executive Functions / Central Services	\$99,283,605	\$0	\$77,936	\$2,484,398	\$2,599,632	\$0	\$636,015	(\$7,223,413)	\$97,858,173
Judicial Administration									
80 Circuit Court and Records	\$10,710,148	\$0	\$152,134	\$316,136	\$155,041	\$0	\$91,193	(\$1,095,197)	\$10,329,455
82 Office of the Commonwealth's Attorney	4,292,682	0	91,998	123,569	63,478	0	0	(403,530)	4,168,197
85 General District Court	3,323,538	0	51,283	77,964	47,251	14,271	11,058	(75,755)	3,449,610
91 Office of the Sheriff	15,835,894	0	0	469,514	0	6,500	1,655,277	(1,541,816)	16,425,369
Total Judicial Administration	\$34,162,262	\$0	\$295,415	\$987,183	\$265,770	\$20,771	\$1,757,528	(\$3,116,298)	\$34,372,631
Public Safety									
04 Department of Cable and Consumer Services	\$699,498	\$0	\$0	\$23,179	\$0	\$0	\$0	(\$144,249)	\$578,428
31 Land Development Services	12,085,256	0	0	316,256	842	0	0	(2,221,199)	10,181,155
81 Juvenile and Domestic Relations District Court	22,704,265	0	63,067	680,549	788,265	159,109	417,622	(2,338,177)	22,474,700
90 Police Department	156,898,966	0	1,979,434	4,025,547	426,070	1,333,474	25,471,356	(7,469,679)	182,665,168
91 Office of the Sheriff	45,651,655	0	87,940	1,329,026	0	470,699	3,943,424	(5,605,047)	45,877,697
92 Fire and Rescue Department	169,972,716	0	100,931	4,189,552	436,729	31,959	23,269,521	(11,327,813)	186,673,595
93 Office of Emergency Management	1,410,748	0	0	29,820	0	0	0	(16,869)	1,423,699
96 Department of Animal Sheltering	2,222,778	0	0	61,215	42,149	0	80,418	(371,356)	2,035,204
97 Department of Code Compliance	4,029,543	0	0	123,230	234,341	0	190,088	(371,738)	4,205,464
Total Public Safety	\$415,675,425	\$0	\$2,231,372	\$10,778,374	\$1,928,396	\$1,995,241	\$53,372,429	(\$29,866,127)	\$456,115,110
Public Works									
08 Facilities Management Department	\$14,980,177	\$0	\$0	\$410,838	\$98,397	\$4,200	\$639,616	(\$1,092,183)	\$15,041,045
25 Business Planning and Support	3,531,411	0	0	73,227	0	0	0	(12,489)	3,592,149
26 Office of Capital Facilities	13,949,591	0	470,340	354,205	516	0	0	(276,183)	14,498,469
Total Public Works	\$32,461,179	\$0	\$470,340	\$838,270	\$98,913	\$4,200	\$639,616	(\$1,380,855)	\$33,131,663

FY 2020 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	\$66,101,357	\$0	\$3,641,129	\$2,040,468	\$1,359,392	\$0	\$842,705	(\$6,671,616)	\$67,313,435
71 Health Department	45,019,893	0	612,984	1,226,283	1,231,799	0	0	(2,874,316)	45,216,643
73 Office to Prevent and End Homelessness	1,890,719	0	0	41,214	106,921	0	0	0	2,038,854
77 Office of Strategy Management for Health and Human Services	2,921,277	0	0	67,446	33,658	0	0	0	3,022,381
79 Department of Neighborhood and Community Services	58,038,911	0	1,154,752	1,736,447	10,772,620	15,982	342,335	(6,240,770)	65,820,277
Total Health and Welfare	\$173,972,157	\$0	\$5,408,865	\$5,111,858	\$13,504,390	\$15,982	\$1,185,040	(\$15,786,702)	\$183,411,590
Parks and Libraries									
51 Fairfax County Park Authority	\$24,748,627	\$0	\$0	\$708,348	\$2,681,049	\$10,762	\$123,445	(\$2,771,790)	\$25,500,441
52 Fairfax County Public Library	23,466,552	0	0	719,357	1,534,177	118,057	421,196	(2,149,074)	24,110,265
Total Parks and Libraries	\$48,215,179	\$0	\$0	\$1,427,705	\$4,215,226	\$128,819	\$544,641	(\$4,920,864)	\$49,610,706
Community Development									
16 Economic Development Authority	\$4,141,195	\$0	\$0	\$115,187	\$25,183	\$0	\$9,140	(\$280,240)	\$4,010,465
31 Land Development Services	16,685,386	0	70,806	436,636	36,161	0	0	(3,354,944)	13,874,045
35 Department of Planning and Zoning	12,229,277	0	0	324,565	0	0	0	(1,129,888)	11,423,954
38 Department of Housing and Community Development	4,934,276	0	0	341,459	156,745	0	56,233	(438,348)	5,050,365
39 Office of Human Rights and Equity Programs	1,823,927	0	0	48,190	0	0	0	(150,631)	1,721,486
40 Department of Transportation	10,407,607	0	0	263,016	0	0	0	(476,358)	10,194,265
Total Community Development	\$50,221,668	\$0	\$70,806	\$1,529,053	\$218,089	\$0	\$65,373	(\$5,830,409)	\$46,274,580
Nondepartmental									
89 Employee Benefits	\$0	\$401,584,222	\$0	\$0	\$0	\$0	\$0	\$0	\$401,584,222
Total Nondepartmental	\$0	\$401,584,222	\$0	\$0	\$0	\$0	\$0	\$0	\$401,584,222
Total General Fund	\$853,991,475	\$401,584,222	\$8,554,734	\$23,156,841	\$22,830,416	\$2,165,013	\$58,200,642	(\$68,124,668)	\$1,302,358,675
GENERAL FUND SUPPORTED FUNDS									
40040 Fairfax-Falls Church Community Services Board	\$78,681,767	\$36,791,665	\$1,299,829	\$2,280,747	\$6,163,809	\$216,400	\$1,135,806	(\$7,655,495)	\$118,914,528
40330 Elderly Housing Programs	500,567	106,062	0	11,639	781	0	316	(55)	619,310
60000 County Insurance	1,299,412	504,743	0	29,402	0	0	0	(106,238)	1,727,319
60010 Department of Vehicle Services	18,513,280	7,097,657	0	519,146	0	138,020	261,013	(1,475,764)	25,053,352
60020 Document Services	1,469,828	758,881	0	41,051	8,935	7,463	36,601	(24,936)	2,297,823
60030 Technology Infrastructure Services	6,401,946	2,128,352	0	155,463	71,321	13,580	70,336	(404,577)	8,436,421
Total General Fund Supported Funds	\$106,866,800	\$47,387,360	\$1,299,829	\$3,037,448	\$6,244,846	\$375,463	\$1,504,072	(\$9,667,065)	\$157,048,753

FY 2020 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	\$4,335,001	\$1,719,195	\$0	\$104,347	\$0	\$0	\$0	\$0	\$6,158,543
40030 Cable Communications	4,204,641	2,112,677	0	112,066	334,796	0	85,818	(103,217)	6,746,781
40050 Reston Community Center	2,956,625	1,731,079	0	74,036	1,089,822	12,986	27,933	(23,607)	5,868,874
40060 McLean Community Center	1,947,906	1,153,870	0	(22,931)	582,723	8,785	19,957	0	3,690,310
40070 Burgundy Village Community Center	0	1,425	0	0	19,298	0	0	0	20,723
40080 Integrated Pest Management Program	1,221,859	548,011	175,801	26,824	0	0	11,502	0	1,983,997
40090 E-911	16,305,740	8,710,764	1,161,030	670,443	0	148,400	3,649,441	(990,220)	29,655,598
40100 Stormwater Services	13,824,725	6,902,358	278,102	355,574	437,958	0	188,563	(693,943)	21,293,337
40130 Leaf Collection	23,800	13,957	0	0	489,210	0	0	0	526,967
40140 Refuse Collection and Recycling Operations	5,557,163	3,468,338	0	168,085	5,874	0	449,846	(297,676)	9,351,630
40150 Refuse Disposal	9,288,669	3,683,012	0	231,759	30,220	518,861	608,260	(176,189)	14,184,592
40170 I-95 Refuse Disposal	2,823,717	1,004,507	0	60,243	44,266	202,556	98,112	(74,731)	4,158,670
50800 Community Development Block Grant	1,051,772	512,317	0	0	0	0	0	0	1,564,089
50810 HOME Investment Partnerships Grant	129,691	64,513	0	0	0	0	0	0	194,204
60040 Health Benefits ³	120,000	189,891,674	0	0	105,000	0	0	0	190,116,674
69010 Sewer Operation and Maintenance	22,188,988	9,908,480	335,117	571,614	254,657	50,989	677,823	(840,660)	33,147,008
73000 Employees' Retirement Trust	1,782,723	934,624	0	50,340	89,656	0	4,108	0	2,861,451
73010 Uniformed Employees Retirement Trust	468,063	246,823	0	10,787	19,211	0	1,032	0	745,916
73020 Police Retirement Trust	454,668	242,126	0	10,787	19,212	0	7	0	726,800
73030 OPEB Trust	98,169	29,635	0	1,515	0	0	0	0	129,319
Total Other Funds	\$88,783,920	\$232,879,385	\$1,950,050	\$2,425,489	\$3,521,903	\$942,577	\$5,822,402	(\$3,200,243)	\$333,125,483
Total All Funds	\$1,049,642,195	\$681,850,967	\$11,804,613	\$28,619,778	\$32,597,165	\$3,483,053	\$65,527,116	(\$80,991,976)	\$1,792,532,911

¹ The Regular Compensation category includes the full-year impact of merit and longevity increases provided to uniformed public safety employees in FY 2019. It should be noted that these increases impact the Fringe Benefits and Extra Compensation categories as well. The total FY 2020 General Fund expenditure impact across all categories of the full-year cost of FY 2019 compensation increases is \$4,222,309.

² The Compensation Increases category represents the salary costs of FY 2020 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 2019, and increases for specific job classes identified in the County's benchmark class survey of comparator jurisdictions. It should be noted that these increases impact other categories as well, including Fringe Benefits, Limited Term, Extra Compensation, and Turnover. The total FY 2020 General Fund disbursement impact of these FY 2020 compensation increases across all categories totals \$31,061,975. This total includes \$4,442,042 for uniformed merit and longevity increases, \$13,374,946 for non-uniformed performance increases, and \$13,244,987 for the 1.00% 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 \$189,816,674 for the FY 2020 Advertised Budget Plan. Fringe benefit expenditures for all funds include employer contributions made to the Health Benefits Fund, and these contributions support the \$189.8 million paid in claims and administrative expenses. Thus, this amount should be excluded when determining countywide Fringe Benefit expenditures.

FY 2020 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 2018 Actual	FY 2019 Adopted Budget Plan	FY 2019 Revised Budget Plan	FY 2020 Advertised Budget Plan	Increase/ (Decrease) Over Revised	% Increase/ (Decrease) Over Revised
FRINGE BENEFITS						
Group Health Insurance	\$104,998,691	\$110,494,611	\$110,888,485	\$108,377,938	(\$2,510,547)	(2.3%)
Dental Insurance	4,082,595	4,299,408	4,315,819	4,251,728	(64,091)	(1.5%)
Group Life Insurance	2,421,289	2,286,929	2,293,222	2,548,008	254,786	11.1%
FICA	48,816,633	52,313,079	52,544,257	51,745,896	(798,361)	(1.5%)
Employees' Retirement	94,345,719	105,567,066	106,779,169	115,368,595	8,589,426	8.0%
Uniformed Retirement	63,113,623	66,238,243	67,138,243	66,169,570	(968,673)	(1.4%)
Police Retirement	44,173,869	48,429,801	48,429,801	52,160,668	3,730,867	7.7%
Virginia Retirement System	434,755	493,323	493,323	436,680	(56,643)	(11.5%)
Line of Duty	1,618,337	1,675,352	1,675,352	1,714,761	39,409	2.4%
Flexible Spending Accounts	147,820	139,051	139,051	179,304	40,253	28.9%
Unemployment Compensation	165,716	170,453	170,453	101,858	(68,595)	(40.2%)
Capital Project Reimbursements	(2,147,550)	(2,794,868)	(2,794,868)	(2,101,834)	693,034	(24.8%)
Employee Assistance Program	218,066	249,785	249,785	271,050	21,265	8.5%
Tuition Reimbursement	377,015	360,000	360,000	360,000	0	0.0%
Total General Fund Fringe Benefits	\$362,766,578	\$389,922,233	\$392,682,092	\$401,584,222	\$8,902,130	2.3%
OPERATING EXPENSES						
Employee Awards Program	\$265,792	\$215,000	\$215,000	\$215,000	\$0	0.0%
Employee Development Initiatives	1,427,549	1,172,850	1,455,424	1,172,850	(282,574)	(19.4%)
Total Operating Expenses	\$1,693,341	\$1,387,850	\$1,670,424	\$1,387,850	(\$282,574)	(16.9%)
TOTAL GENERAL FUND EMPLOYEE BENEFITS	\$364,459,919	\$391,310,083	\$394,352,516	\$402,972,072	\$8,619,556	2.2%

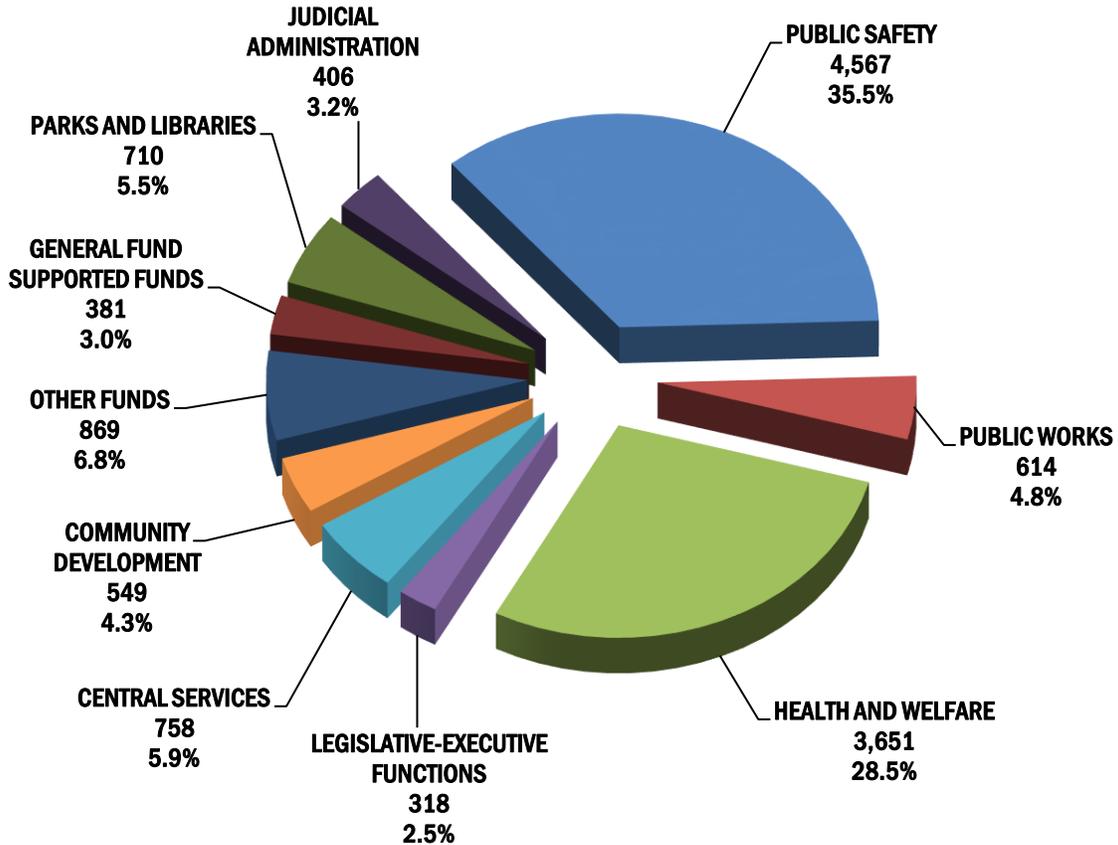
FY 2020 ADVERTISED DISTRIBUTION OF FRINGE BENEFITS BY GENERAL FUND AGENCY

#	Agency Title	Personnel Services	Fringe Benefits	Operating Expenses	Recovered Costs	Capital Equipment	Total Cost
Legislative-Executive Functions / Central Services							
01	Board of Supervisors	\$5,228,032	\$2,330,767	\$233,050	\$0	\$0	\$7,791,849
02	Office of the County Executive	6,754,027	3,011,087	832,616	0	0	10,597,730
03	Department of Clerk Services	1,439,891	641,934	362,889	0	0	2,444,714
06	Department of Finance	4,861,323	2,167,280	4,825,713	(751,697)	0	11,102,619
11	Department of Human Resources	6,660,107	2,969,216	1,284,428	0	0	10,913,751
12	Department of Procurement and Material Management	5,942,544	2,649,311	1,758,536	(288,803)	0	10,061,588
13	Office of Public Affairs	1,862,486	830,335	147,501	(239,882)	0	2,600,440
15	Office of Elections	3,362,134	1,498,910	1,061,637	0	0	5,922,681
17	Office of the County Attorney	8,071,995	3,598,665	413,846	(466,522)	0	11,617,984
20	Department of Management and Budget	5,279,631	2,353,771	180,819	0	0	7,814,221
37	Office of the Financial and Program Auditor	377,648	168,363	32,166	0	0	578,177
41	Civil Service Commission	398,278	177,561	66,186	0	0	642,025
42	Office of Independent Police Auditor	292,402	130,359	32,675	0	0	455,436
57	Department of Tax Administration	21,629,530	9,642,900	6,053,443	0	0	37,325,873
70	Department of Information Technology	25,698,145	11,456,774	10,742,702	0	0	47,897,621
	Total Legislative-Executive Functions / Central Services	\$97,858,173	\$43,627,233	\$28,028,207	(\$1,746,904)	\$0	\$167,766,709
Judicial Administration							
80	Circuit Court and Records	\$10,329,455	\$4,605,089	\$1,995,826	\$0	\$0	\$16,930,370
82	Office of the Commonwealth's Attorney	4,168,197	1,858,270	128,234	0	0	6,154,701
85	General District Court	3,449,610	1,537,909	910,559	0	0	5,898,078
91	Office of the Sheriff	16,425,369	7,322,775	4,031,229	0	0	27,779,373
	Total Judicial Administration	\$34,372,631	\$15,324,043	\$7,065,848	\$0	\$0	\$56,762,522
Public Safety							
04	Department of Cable and Consumer Services	\$578,428	\$257,875	\$174,747	\$0	\$0	\$1,011,050
31	Land Development Services	10,181,155	4,538,973	2,344,044	0	0	17,064,172
81	Juvenile and Domestic Relations District Court	22,474,700	10,019,695	3,114,237	0	0	35,608,632
90	Police Department	182,665,168	81,435,979	31,020,838	(697,406)	266,734	294,691,313
91	Office of the Sheriff	45,877,697	20,453,244	6,125,708	0	0	72,456,649
92	Fire and Rescue Department	186,673,595	83,223,020	29,696,342	0	0	299,592,957
93	Office of Emergency Management	1,423,699	634,715	508,829	0	0	2,567,243
96	Department of Animal Sheltering	2,035,204	907,337	692,914	0	0	3,635,455
97	Department of Code Compliance	4,205,464	1,874,884	541,380	0	0	6,621,728
	Total Public Safety	\$456,115,110	\$203,345,722	\$74,219,039	(\$697,406)	\$266,734	\$733,249,199
Public Works							
08	Facilities Management Department	\$15,041,045	\$6,705,615	\$50,326,491	(\$6,863,976)	\$0	\$65,209,175
25	Business Planning and Support	3,592,149	1,601,456	363,588	(2,985,126)	0	2,572,067
26	Office of Capital Facilities	14,498,469	6,463,723	9,678,495	(8,982,019)	0	21,658,668
87	Unclassified Administrative Expenses	0	0	3,953,694	(5,000)	0	3,948,694
	Total Public Works	\$33,131,663	\$14,770,794	\$64,322,268	(\$18,836,121)	\$0	\$93,388,604

FY 2020 ADVERTISED DISTRIBUTION OF FRINGE BENEFITS BY GENERAL FUND AGENCY

#	Agency Title	Personnel Services	Fringe Benefits	Operating Expenses	Recovered Costs	Capital Equipment	Total Cost
Health and Welfare							
67	Department of Family Services	\$67,313,435	\$30,009,747	\$78,687,519	(\$534,749)	\$0	\$175,475,952
71	Health Department	45,216,643	20,158,532	19,752,991	0	0	85,128,166
73	Office to Prevent and End Homelessness	2,038,854	908,964	12,838,650	0	0	15,786,468
77	Office of Strategy Management for Health and Human Services	3,022,381	1,347,441	466,948	0	0	4,836,770
79	Department of Neighborhood and Community Services	65,820,277	29,344,066	59,794,371	(9,115,586)	0	145,843,128
	Total Health and Welfare	\$183,411,590	\$81,768,750	\$171,540,479	(\$9,650,335)	\$0	\$427,070,484
Parks and Libraries							
51	Fairfax County Park Authority	\$25,500,441	\$11,368,634	\$5,656,728	(\$3,876,161)	\$200,000	\$38,849,642
52	Fairfax County Public Library	24,110,265	10,748,864	5,927,364	0	0	40,786,493
	Total Parks and Libraries	\$49,610,706	\$22,117,498	\$11,584,092	(\$3,876,161)	\$200,000	\$79,636,135
Community Development							
16	Economic Development Authority	\$4,010,465	\$1,787,950	\$3,938,092	\$0	\$0	\$9,736,507
31	Land Development Services	13,874,045	6,185,341	3,067,991	(353,732)	0	22,773,645
35	Department of Planning and Zoning	11,423,954	5,093,039	665,186	0	0	17,182,179
36	Planning Commission	0	0	0	0	0	0
38	Department of Housing and Community Development	5,050,365	2,251,559	2,630,272	(378,598)	0	9,553,598
39	Office of Human Rights and Equity Programs	1,721,486	767,475	119,995	0	0	2,608,956
40	Department of Transportation	10,194,265	4,544,818	468,337	(1,827,837)	0	13,379,583
	Total Community Development	\$46,274,580	\$20,630,182	\$10,889,873	(\$2,560,167)	\$0	\$75,234,468
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	\$900,774,453	\$401,584,222	\$369,237,656	(\$37,367,094)	\$466,734	\$1,634,695,971

FY 2020 REGULAR POSITIONS ALL FUNDS



TOTAL REGULAR POSITIONS = 12,823

General Fund Program Areas include: General Fund agencies and Fund 40040, Fairfax-Falls Church Community Services Board, 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 2020

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 Revised	12,595	12,714	0	19	58	42	119	1,155,734	11.00
FY 2019 to FY 2020 Advertised	12,714	12,823	(6)	23	92	0	109	1,161,455	11.04
Total	11,164	12,823	(2,574)	1,229	1,157	1,847	1,659		

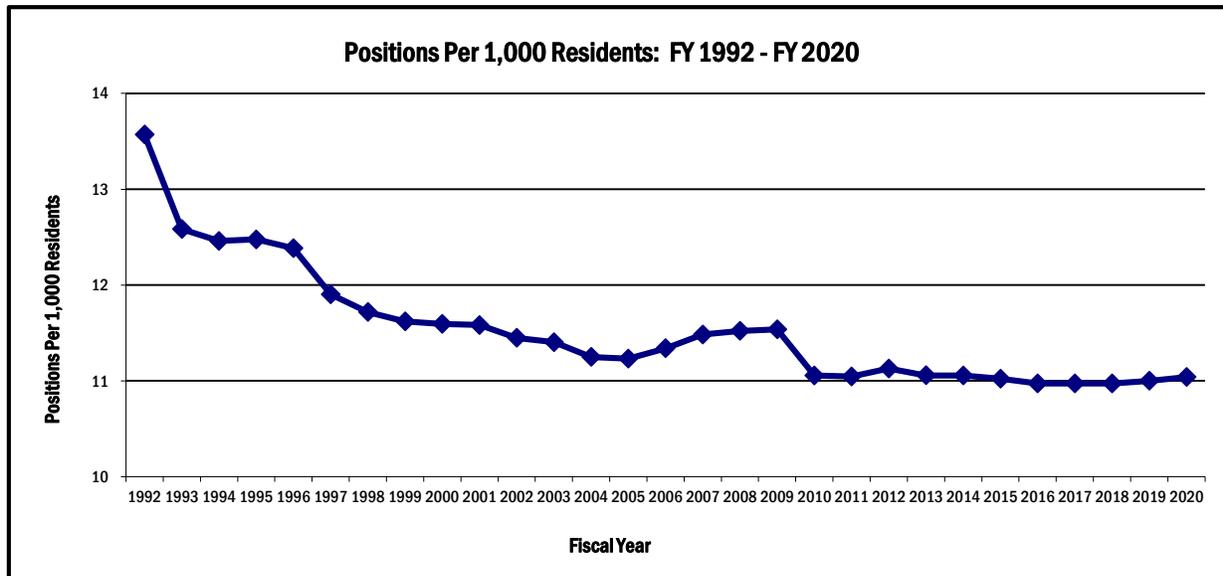
In addition, a total of 168 project positions have been abolished since FY 1991, resulting in a total of 2,742 abolished positions. This results in a net increase of 1,491 positions through the FY 2020 Advertised Budget Plan. Despite the net addition of positions, Positions Per 1,000 Residents have decreased dramatically during the period between FY 1992 and FY 2020, from 13.57 (including the 168 project positions) to 11.04, an 18.6 percent decrease.

() Denotes Abolished Positions

¹ Fiscal Year totals reflect actuals except for the current and budget year which reflect latest budgeted position counts.

² Population numbers used to compute Positions Per 1,000 Residents are provided by the Department of Neighborhood and Community Services and adjusted for fiscal year.

During the period FY 1992 - FY 2020, the following chart depicts the trend in merit regular positions per 1,000 residents:



Summary of Position Changes

FY 2020 Position Actions

Total Change: 109 Regular Merit Positions

Agency	Explanation	# of Positions
NEW POSITIONS		115
County Executive	Creation of Office of Environmental Energy and Coordination	1
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
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
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
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
TOTAL CHANGE:		109

Summary of Position Changes

FY 2019 Position Actions

Total Change: 77 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)

of

Summary of Position Changes

FY 2019 Position Actions

Agency	Explanation	Positions
OTHER CHANGES DURING FISCAL YEAR		42
County Executive	One Fairfax	1
County Executive	HIPAA Requirements	1
Finance	Assessment and Monitoring of Subrecipient Activities	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)
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
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
Sheriff	Realignment of Positions	(5)
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	2
Technology Infrastructure Services	Realignment of Positions	(2)

TOTAL CHANGE: 119

Summary of Position Changes

FY 2018 Position Actions

Total Change: 115 Regular Merit Positions

Agency	Explanation	# of Positions
NEW POSITIONS		81
Facilities Management	Maintenance for Public Safety Headquarters	3
Capital Facilities	Capital Project Workload	9
Planning and Zoning	Zoning Ordinance Review and Update	2
Transportation	County Transit	2
Family Services	Human Trafficking	1
Circuit Court and Records	Support for New Circuit Court Judge	1
General District Court	Diversion First	5
Police	Diversion First	3
Police	Internal Affairs Bureau	2
Police	Relief Sergeants	18
Police	South County Police Station	5
Sheriff	Diversion First	3
Code Compliance	Illegal Signs in the Right-of-Way Inspector	1
County and Regional Transportation Projects	State Transportation Funding Plan	2
Community Services Board	Diversion First	7
Community Services Board	Support Coordination	12
Stormwater Services	Stormwater Activities	2
Vehicle Services	Vehicle Maintenance	1
Sewer Operation and Maintenance	Sewer Operations	2
REDUCTIONS/REALIGNMENTS		(9)
County Executive	Process and Procedures Coordinator	(1)
Finance	Transfer from Management and Budget	1
Human Resources	Transfer to Police	(1)
Management and Budget	Transfer from Neighborhood and Community Services as part of Demographics Realignment	3
Management and Budget	Transfer from Tax Administration	1
Management and Budget	Transfer to Finance	(1)
Management and Budget	Eliminate Vacant Position	(1)
Library	Reduce Technical Operations	(1)
Tax Administration	Transfer to Management and Budget	(1)
Information Technology	Restructure Administrative Processing	(2)
Neighborhood and Community Services	Transfer to Management and Budget as part of Demographics Realignment	(3)
Police	Transfer from Human Resources	1
Community Services Board	Eliminate the Youth Day Treatment Program	(4)
Refuse Disposal	Transfer from Energy Resource Recovery (ERR) Facility	12
Energy Resource Recovery (ERR) Facility	Transfer to Refuse Disposal	(12)

Summary of Position Changes

FY 2018 Position Actions

Agency	Explanation	# of Positions
OTHER CHANGES DURING FISCAL YEAR		43
Public Affairs	Workload requirements	1
Business Planning and Support	Workload requirements	1
Land Development Services	Fairfax First (FY 2017 Carryover)	10
Land Development Services	Planning Land Use System (PLUS) Support	1
Land Development Services	Economic Success Strategic Plan Support	1
Planning and Zoning	Planning Land Use System (PLUS) Support	2
Housing and Community Development	Transfer from Elderly Housing	3
Housing and Community Development	Workload requirements	1
Office of Human Rights and Equity Programs	Workload requirements	1
Civil Service Commission	Workload requirements	1
Park Authority	Realignment of position	(1)
Tax Administration	Workload requirements	1
Family Services	Public Assistance Caseloads positions (FY 2017 Carryover)	11
Family Services	Transfer to Health	(1)
Administration for Human Services	Transfer from Neighborhood and Community Services	1
Health	Workload requirements	1
Health	Transfer from Family Services	1
Neighborhood and Community Services	Transfer to Administration for Human Services	(1)
Police	Opioid use epidemic (FY 2018 Third Quarter)	5
Police	Gang prevention (FY 2018 Third Quarter)	1
Police	Workload requirements	1
Fire and Rescue	Realignment of position	1
Animal Sheltering	Workload requirements	1
Community Services Board	Opioid use epidemic (FY 2018 Third Quarter)	15
Community Services Board	Realignment of positions	(3)
Refuse Collection and Recycling	Transfer to I-95 Refuse Disposal	(2)
Refuse Collection and Recycling	Transfer to Refuse Disposal	(1)
Refuse Disposal	Realignment of positions	(4)
Refuse Disposal	Transfer to I-95 Refuse Disposal	(1)
Refuse Disposal	Transfer from I-95 Refuse Disposal	1
Refuse Disposal	Transfer from Refuse Collection and Recycling	1
I-95 Refuse Disposal	Transfer from Refuse Collection and Recycling	2
I-95 Refuse Disposal	Realignment of position	(2)
I-95 Refuse Disposal	Transfer to Refuse Disposal	(1)
I-95 Refuse Disposal	Transfer from Refuse Disposal	1
Elderly Housing	Transfer to Housing and Community Development	(3)
Vehicle Services	FCPS Vehicle Maintenance Position (FY 2017 Carryover)	1
Technology Infrastructure Services	Realignment of positions	(4)
TOTAL CHANGE:		115

FY 2020 ADVERTISED POSITION SUMMARY (GENERAL FUND)

#	Agency Title	FY 2018		FY 2019						FY 2020		Increase/ (Decrease)			
		Actual Pos	FTE	Adopted Pos	FTE	Carryover Pos	FTE	Out of Cycle Pos	FTE	Revised Pos	FTE	Advertised Pos	FTE	Pos	FTE
Legislative-Executive Functions / Central Services															
01	Board of Supervisors	77	77.00	77	77.00	0	0.00	0	0.00	77	77.00	70	70.00	(7)	(7.00)
02	Office of the County Executive	54	54.00	54	54.00	0	0.00	2	2.00	56	56.00	59	59.00	3	3.00
03	Department of Clerk Services	0	0.00	0	0.00	0	0.00	0	0.00	0	0.00	14	14.00	14	14.00
06	Department of Finance	56	56.00	56	56.00	0	0.00	1	1.00	57	57.00	57	57.00	0	0.00
11	Department of Human Resources	76	76.00	76	76.00	0	0.00	0	0.00	76	76.00	77	77.00	1	1.00
12	Department of Procurement and Material Management	49	49.00	72	72.00	1	1.00	0	0.00	73	73.00	73	73.00	0	0.00
13	Office of Public Affairs	21	21.00	21	21.00	0	0.00	0	0.00	21	21.00	21	21.00	0	0.00
15	Office of Elections	30	30.00	30	30.00	0	0.00	0	0.00	30	30.00	30	30.00	0	0.00
17	Office of the County Attorney	64	64.00	64	64.00	0	0.00	0	0.00	64	64.00	64	64.00	0	0.00
20	Department of Management and Budget	52	52.00	53	53.00	1	1.00	0	0.00	54	54.00	54	54.00	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	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	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	3	3.00	0	0.00
57	Department of Tax Administration	283	283.00	288	288.00	8	8.00	0	0.00	296	296.00	296	296.00	0	0.00
70	Department of Information Technology	249	249.00	253	253.00	0	0.00	(2)	(2.00)	251	251.00	251	251.00	0	0.00
Total Legislative-Executive Functions / Central Services		1,021	1,021.00	1,054	1,054.00	10	10.00	1	1.00	1,065	1,065.00	1,076	1,076.00	11	11.00
Judicial Administration															
80	Circuit Court and Records	164	164.00	164	164.00	0	0.00	0	0.00	164	164.00	166	166.00	2	2.00
82	Office of the Commonwealth's Attorney	41	41.00	41	41.00	0	0.00	0	0.00	41	41.00	42	42.00	1	1.00
85	General District Court	33	33.00	33	33.00	0	0.00	0	0.00	33	33.00	34	34.00	1	1.00
91	Office of the Sheriff	165	164.50	165	164.50	0	0.00	(1)	(1.00)	164	163.50	164	163.50	0	0.00
Total Judicial Administration		403	402.50	403	402.50	0	0.00	(1)	(1.00)	402	401.50	406	405.50	4	4.00
Public Safety															
04	Department of Cable and Consumer Services	10	10.00	10	10.00	0	0.00	0	0.00	10	10.00	9	9.00	(1)	(1.00)
31	Land Development Services	101	101.00	101	101.00	0	0.00	(1)	(1.00)	100	100.00	100	100.00	0	0.00
81	Juvenile and Domestic Relations District Court	303	302.00	307	306.00	0	0.00	0	0.00	307	306.00	304	303.00	(3)	(3.00)
90	Police Department	1,773	1,773.00	1,792	1,792.00	0	0.00	0	0.00	1,792	1,792.00	1,812	1,812.00	20	20.00
91	Office of the Sheriff	442	441.50	445	444.50	0	0.00	(4)	(4.00)	441	440.50	442	441.50	1	1.00
92	Fire and Rescue Department	1,593	1,593.00	1,593	1,593.00	0	0.00	0	0.00	1,593	1,593.00	1,594	1,594.00	1	1.00
93	Office of Emergency Management	13	13.00	13	13.00	0	0.00	0	0.00	13	13.00	13	13.00	0	0.00
96	Department of Animal Sheltering	32	32.00	32	32.00	0	0.00	0	0.00	32	32.00	32	32.00	0	0.00
97	Department of Code Compliance	46	46.00	46	46.00	0	0.00	0	0.00	46	46.00	46	46.00	0	0.00
Total Public Safety		4,313	4,311.50	4,339	4,337.50	0	0.00	(5)	(5.00)	4,334	4,332.50	4,352	4,350.50	18	18.00
Public Works															
08	Facilities Management Department	213	213.00	214	214.00	0	0.00	0	0.00	214	214.00	213	213.00	(1)	(1.00)
25	Business Planning and Support	38	38.00	39	39.00	(1)	(1.00)	0	0.00	38	38.00	38	38.00	0	0.00
26	Office of Capital Facilities	163	163.00	167	167.00	0	0.00	0	0.00	167	167.00	173	173.00	6	6.00
Total Public Works		414	414.00	420	420.00	(1)	(1.00)	0	0.00	419	419.00	424	424.00	5	5.00
Health and Welfare															
67	Department of Family Services	1,504	1,480.38	1,592	1,567.98	35	35.00	3	3.38	1,630	1,606.36	941	939.00	(689)	(667.36)
68	Department of Administration for Human Services	168	167.50	0	0.00	0	0.00	0	0.00	0	0.00	0	0.00	0	0.00
71	Health Department	656	584.59	668	596.09	0	0.00	0	0.00	668	596.09	675	603.09	7	7.00
73	Office to Prevent and End Homelessness	8	8.00	21	21.00	0	0.00	0	0.00	21	21.00	21	21.00	0	0.00
77	Office of Strategy Management for Health and Human Services	0	0.00	31	31.00	(1)	(1.00)	0	0.00	30	30.00	28	28.00	(2)	(2.00)
79	Department of Neighborhood and Community Services	218	218.00	218	218.00	1	1.00	0	0.00	219	219.00	950	926.86	731	707.86
Total Health and Welfare		2,554	2,458.47	2,530	2,434.07	35	35.00	3	3.38	2,568	2,472.45	2,615	2,517.95	47	45.50
Parks and Libraries															
51	Fairfax County Park Authority	329	328.75	329	328.75	0	0.00	2	2.00	331	330.75	331	330.75	0	0.00
52	Fairfax County Public Library	379	358.50	379	358.50	0	0.00	0	0.00	379	358.50	379	358.50	0	0.00
Total Parks and Libraries		708	687.25	708	687.25	0	0.00	2	2.00	710	689.25	710	689.25	0	0.00

FY 2020 ADVERTISED POSITION SUMMARY (GENERAL FUND)

#	Agency Title	FY 2018		FY 2019						FY 2020		Increase/ (Decrease)			
		Actual Pos	FTE	Adopted Pos	FTE	Carryover Pos	FTE	Out of Cycle Pos	FTE	Revised Pos	FTE	Advertised Pos	FTE	Pos	FTE
Community Development															
16	Economic Development Authority	36	36.00	36	36.00	0	0.00	0	0.00	36	36.00	36	36.00	0	0.00
31	Land Development Services	185	185.00	185	185.00	0	0.00	1	1.00	186	186.00	187	187.00	1	1.00
35	Department of Planning and Zoning	137	137.00	137	137.00	0	0.00	1	1.00	138	138.00	138	138.00	0	0.00
36	Planning Commission	7	7.00	7	7.00	0	0.00	0	0.00	7	7.00	0	0.00	(7)	(7.00)
38	Department of Housing and Community Development	48	48.00	48	48.00	0	0.00	0	0.00	48	48.00	48	48.00	0	0.00
39	Office of Human Rights and Equity Programs	18	18.00	18	18.00	0	0.00	0	0.00	18	18.00	18	18.00	0	0.00
40	Department of Transportation	121	121.00	122	122.00	0	0.00	0	0.00	122	122.00	122	122.00	0	0.00
Total Community Development		552	552.00	553	553.00	0	0.00	2	2.00	555	555.00	549	549.00	(6)	(6.00)
Total General Fund Positions		9,965	9,846.72	10,007	9,888.32	44	44.00	2	2.38	10,053	9,934.70	10,132	10,012.20	79	77.50

FY 2020 ADVERTISED POSITION SUMMARY (GENERAL FUND SUPPORTED AND OTHER FUNDS)

Fund	FY 2018		FY 2019								FY 2020		Increase/ (Decrease)	
	Actual Pos	FTE	Adopted Pos	FTE	Carryover Pos	FTE	Out of Cycle Pos	FTE	Revised Pos	FTE	Advertised Pos	FTE	Pos	FTE
General Fund Supported														
40040 Fairfax-Falls Church Community Services Board	1,006	1,002.00	1,026	1,022.00	(2)	(2.00)	0	0.00	1,024	1,020.00	1,036	1,032.00	12	12.00
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	264	264.00	0	0.00
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	69	69.00	69	69.00	0	0.00	(2)	(2.00)	67	67.00	67	67.00	0	0.00
Total General Fund Supported	1,389	1,385.00	1,409	1,405.00	(2)	(2.00)	(2)	(2.00)	1,405	1,401.00	1,417	1,413.00	12	12.00
Other Funds														
40010 County and Regional Transportation Projects	54	54.00	56	56.00	0	0.00	0	0.00	56	56.00	56	56.00	0	0.00
40030 Cable Communications	54	54.00	55	55.00	0	0.00	0	0.00	55	55.00	53	53.00	(2)	(2.00)
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	28.38	31	28.38	0	0.00	0	0.00	31	28.38	32	29.38	1	1.00
40080 Integrated Pest Management Program	11	11.00	11	11.00	0	0.00	0	0.00	11	11.00	13	13.00	2	2.00
40090 E-911	205	205.00	205	205.00	0	0.00	0	0.00	205	205.00	215	215.00	10	10.00
40100 Stormwater Services	181	181.00	186	186.00	0	0.00	1	1.00	187	187.00	190	190.00	3	3.00
40140 Refuse Collection and Recycling Operations	116	116.00	116	116.00	0	0.00	(3)	(3.00)	113	113.00	113	113.00	0	0.00
40150 Refuse Disposal	155	155.00	155	155.00	0	0.00	0	0.00	155	155.00	155	155.00	0	0.00
40170 I-95 Refuse Disposal	40	40.00	40	40.00	0	0.00	2	2.00	42	42.00	42	42.00	0	0.00
69010 Sewer Operation and Maintenance	317	317.00	324	324.00	0	0.00	0	0.00	324	324.00	328	328.00	4	4.00
73000 Employees' Retirement Trust	26	26.00	26	26.00	0	0.00	0	0.00	26	26.00	26	26.00	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	1,241	1,238.38	1,256	1,253.38	0	0.00	0	0.00	1,256	1,253.38	1,274	1,271.38	18	18.00
Total All Funds	12,595	12,470.10	12,672	12,546.70	42	42.00	0	0.38	12,714	12,589.08	12,823	12,696.58	109	107.50

FY 2020 ADVERTISED POSITION SUMMARY

(GENERAL FUND STATE POSITIONS)

Agency Title	FY 2018		FY 2019								FY 2020		Inc/(Dec)	
	Actual Pos	FTE	Adopted Pos	FTE	Carryover Pos	FTE	Out of Cycle Pos	FTE	Revised Pos	FTE	Advertised Pos	FTE	Pos	FTE
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	117	114.10	0	0.00
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	201	198.10	0	0.00

FY 2020 ADVERTISED POSITION SUMMARY (GRANT POSITIONS)

Fund/Agency Title	FY 2018 Actual		FY 2019								FY 2020 Advertised		Inc/(Dec)	
	Pos	FTE	Adopted Pos	Adopted FTE	Carryover Pos	Carryover FTE	Out of Cycle Pos	Out of Cycle FTE	Revised Pos	Revised FTE	Pos	FTE	Pos	FTE
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	0.00	7	7.00	7	7.00	0	0.00
Department of Family Services	174	170.50	205	195.80	0	0.00	6	11.20	211	207.00	67	65.00	(144)	(142.00)
Health Department	65	65.00	65	65.00	0	0.00	0	0.00	65	65.00	65	65.00	0	0.00
Fairfax-Falls Church Community Services Board	68	68.00	35	34.80	0	0.00	12	12.20	47	47.00	43	42.30	(4)	(4.70)
Office of Strategy Management for Health and Human Services	0	0.00	0	0.00	0	0.00	1	1.00	1	1.00	0	0.00	(1)	(1.00)
Department of Neighborhood and Community Services	3	3.00	1	0.90	0	0.00	2	2.10	3	3.00	123	116.70	120	113.70
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	9	9.00	8	8.00	0	0.00	0	0.00	8	8.00	8	8.00	0	0.00
Police Department	9	9.00	8	8.00	0	0.00	1	1.00	9	9.00	8	8.00	(1)	(1.00)
Fire and Rescue Department	19	19.00	19	18.00	0	0.00	0	1.00	20	20.00	20	19.50	0	(0.50)
Emergency Management	4	4.00	4	4.00	0	0.00	1	1.00	5	5.00	5	5.00	0	0.00
Total Federal/State Grant Fund ¹	362	358.00	356	345.00	0	0.00	23	29.50	380	375.50	350	340.00	(30)	(35.50)
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

¹ It should be noted that the FY 2019 Revised position count includes grant positions that are funded with prior year awards for which additional funding is not anticipated.



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Advertised Budget Plan

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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.

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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.

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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.

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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.

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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.

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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.

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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.

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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.

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 receive 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.

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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

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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.

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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.

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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.

Glossary

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.

Glossary

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.

Glossary

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.

Glossary

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.

Incentive Reinvestment Initiative: This initiative, which the Board of Supervisors approved in December 2013, allows agencies to identify savings and efficiencies in the current budget year and retain a portion to reinvest for employee development in the upcoming budget year.

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.

Glossary

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 issue 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.

Glossary

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.

Glossary

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.

Glossary

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 81530), 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.

Glossary

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.

Glossary

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.

Glossary

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.

Glossary

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.

Glossary

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.

Glossary

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)

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.

Glossary

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).

Glossary

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: A document outlining long-term goals, critical issues and action plans to increase the organization's effectiveness in attaining its mission, priorities, goals and objectives. Strategic planning starts with examining the present, envisioning the future, choosing how to get there, and making it happen.

Glossary

Strategic Planning Process: The strategic planning process provides the County the opportunity to identify individual agency missions and goals in support of the public need, action steps to achieve those goals and measures of progress and success in meeting strategic goals. Strategic planning helps ensure that limited resources are appropriately allocated to achieve the objectives of the community as determined by the Board of Supervisors.

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.

Glossary

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.

Glossary

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.

Glossary

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.

Glossary

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

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

Glossary

GIS: Geographic Information Systems

HIPAA: Health Insurance Portability and Accountability Act

HMO: Health Maintenance Organization

ICMA: International City/County Management Association

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