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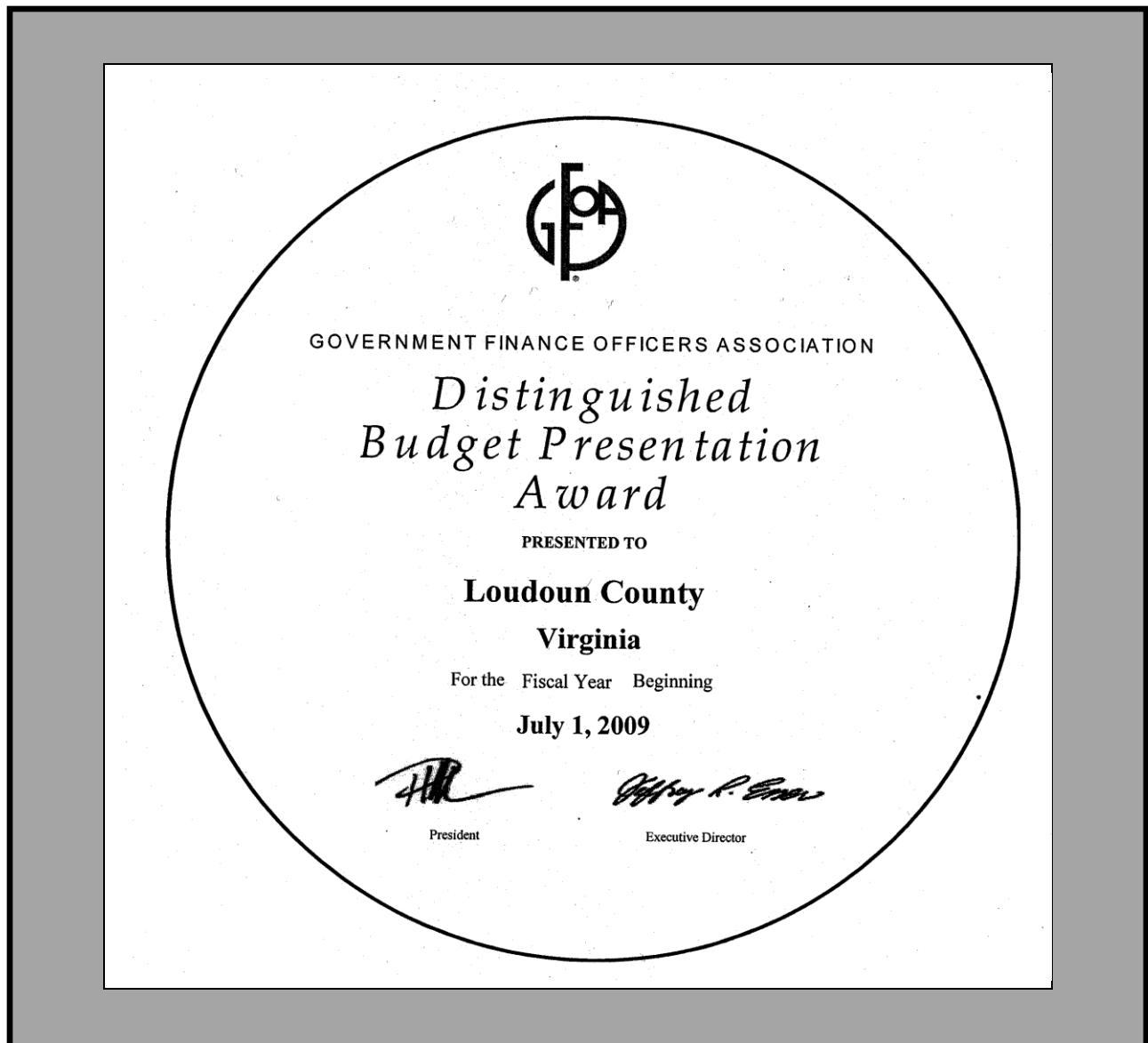
Special acknowledgement goes to the following for their help and assistance:

- *County Government Departments; with particular thanks to County Administration, Construction and Waste Management, General Services, Planning Services and Management & Financial Services.*
 - *Loudoun County Public Schools*
-

Distinguished Budget Presentation Award

The Government Finance Officers Association of the United States and Canada (GFOA) presented an award for Distinguished Budget Presentation to Loudoun County, Virginia for the annual budget for the fiscal year beginning July 1, 2009. In order to receive this award, a government unit must publish a budget document that meets program criteria as a policy document, as an operational guide, as a financial plan and as a communication device.

The award is valid for a period of one year. We believe that our current budget continues to conform to program requirements, and we are submitting it to GFOA to determine its eligibility for another award.



Loudoun County Mission

Our mission is to conscientiously serve our community and our citizens in a dynamic world; to protect and enhance the general health, safety and well being; to attract and nurture talented people in a work environment which will inspire us to serve the public with integrity, creativity, high standards and respect; to make the most of our resources; to create, foster and maintain the best possible quality of life; to invest in tomorrow.

In carrying out this mission, the life we envision for our community is rich and full of promise. We envision citizens proud of their community and the accomplishments of their government.







History of Loudoun County

Loudoun County constitutes a part of the five million acre Northern Neck of Virginia Proprietary granted by King Charles II of England to seven noblemen in 1649. This grant, later known as the Fairfax Proprietary, lay between the Potomac and Rappahannock Rivers. Between 1653 and 1730, Westmoreland, Stafford and Prince William Counties were formed within the Proprietary, and in 1742 the remaining land was designated Fairfax County.

The Town of Leesburg has served continuously as the County Seat since 1757 and is believed to derive its name from Francis Lightfoot Lee, a signer of the Declaration of Independence.

Settling of the Loudoun area began between 1725 and 1730 while it was still owned by Lord Fairfax. Permanent settlers came from Pennsylvania, New Jersey and Maryland. During the same period, settlers from eastern Virginia came to lower Loudoun and established large tobacco plantations.

During the War of 1812, Loudoun County served briefly as temporary refuge for the President and important state papers. The Constitution and other state papers were brought to Rokeby, near Leesburg, for safekeeping when the British burned Washington. President Madison established headquarters at Belmont, where he was the guest of Ludwell Lee.

For more than two centuries, agriculture was the dominant way of life in Loudoun County, which had a relatively constant population of about 20,000. That began to change in the early 1960s, when Dulles International Airport was built in the southeastern part of the County.

Today, Loudoun County is a growing, dynamic County of more than 280,000 people. Loudoun is known for its beautiful scenery, rich history, comfortable neighborhoods, and high quality public services.

County Profile

Loudoun County is located 25 miles west of Washington, DC, in the Washington Metropolitan Area. Since the construction of the Dulles International Airport, new business and residential development have dominated the County's historically agricultural economy. Loudoun County's population nearly doubled in the 1990's; since 2000, Loudoun County has been the fifth fastest growing county in the United States. The County's economy continues to grow, and is responsible for a considerable share of northern Virginia's job growth during the past few years. Several major companies in the telecommunications, information and airline industries are located in the County. Known for its outstanding public school system, the County provides a mix of suburban and rural living to its residents.

County Population*	294,106	Land Area (square miles)	520
Adjusted Gross Income****	\$116,861	Unemployment Rate***	4.6%
Median Household Income**	\$111,925	Total Employment*	146,639
Public School Enrollment*	63,353	New Commercial Permits***	1,919,452 sf.
Cost Per Pupil*	\$12,565	New Residential Permits***	2,085 units
County & School Employees*	12,515	Office/Industrial Vacancy Rate***	16.2%

* Forecast FY 11

**Calendar Year 2008

***Calendar Year 2009

****Calendar Year 2007

Top 10 Real Property Tax Payers (2010 value)

	% of Tax Base
Verizon Business	0.58%
America Online/Time Warner	0.56%
Dulles Town Center Mall, LLC	0.51%
Virginia Electric & Power Company	0.49%
VISA USA, Inc.	0.38%
Toll Road Investors Partnership II, LP	0.32%
Verizon Virginia, Inc.	0.26%
Brambleton Group, LLC	0.25%
Chelsea GCA Realty Partnership, LP	0.23%
Quest Communications Corp of VA	0.21%

Top 10 Employers (second quarter 2009)

Loudoun County Public Schools
 America Online/Time Warner
 Inova Loudoun Hospital
 Loudoun County
 M.C. Dean, Inc.
 Orbital Sciences Corporation
 U.S. Postal Service
 United Air Lines, Inc.
 Verizon Business
 WalMart Associates Inc.



PROJECTED FY 11 MAJOR OPERATING INDICATORS

FUNCTION	INDICATOR
GENERAL GOVERNMENT ADMINISTRATION	
County's bond ratings	
Moody's	AAA
Standard and Poor's	AAA
Fitch	Aaa
Energy cost per square foot of owned space	\$3.11
Major computer availability	98.00%
JUDICIAL ADMINISTRATION	
Number of Deed book recordings	440,000
PUBLIC SAFETY	
Sheriff's Office	
Average response time for emergency calls	9:00 min
Average response time for non-emergency calls	13:00 min
Fire and Rescue Services	
Number of emergency medical incidents responded	18,133
HEALTH AND WELFARE	
Number of senior meals provided	112,600
Number of age appropriate vaccinations provided	11,045
Number of Loudoun residents in the Medical Reserve Corps	1,100
PARKS, RECREATION AND CULTURE	
Annual park visits	900,000
Number of adults participating in adult sports leagues	10,000
Number of children participating in youth sports	92,500
COMMUNITY DEVELOPMENT	
Number of plans submitted for review	9,800
Square feet of commercial and industrial permits	1,500,000
Number of subdivision applications submitted	320
EDUCATION (LOUDOUN COUNTY PUBLIC SCHOOLS)	
Per Pupil Expenditures	\$10,833



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July 1, 2010

To the Citizens of Loudoun County:

On behalf of the Loudoun County Board of Supervisors, I hereby present to you the FY 11 budget for the operation of your County government. The budget sets forth a plan for funding County Government Services, the School System, and debt service on County and School capital projects for the upcoming fiscal year.

The public process of developing the budget plan officially began on February 8, 2010, when the County Administrator presented the FY 11 Proposed Fiscal Plan to the Board of Supervisors. In reality, the Board began its FY 11 budget plan preparations on April 8, 2009, one day after it adopted the FY 10 budget. Anticipating an equally challenging economic environment for the FY 11 budget cycle, the Board emerged from the difficult FY 10 budget work sessions committed to providing fiscal guidance to the general government and school system early in the budget development process.

The Board provided that explicit direction in the fall of 2009, when it directed the County Administrator to present a budget with no more than a 5% increase in locally tax-funded expenditures compared to the previous year's levels for both general government and school operations. The Board also requested that he present an option that would require no increase in locally tax-funded operating appropriations.

The Board held three public hearings in February to give members of the public the opportunity to weigh in on the general government's proposed fiscal plan, including \$8.3 million in programmatic reductions, as well as the school system's proposed fiscal plan. Throughout the budget review process, the Board reached out to and received comments from hundreds of citizens who participated in the public hearings and other public meetings, through the County and the Schools e-mail systems, and the Citizen Comment Line. During our March budget deliberations, the Board considered and balanced constituent concerns and service responsibilities against the reality of limited resources. This budget is the result of those deliberations and difficult choices.

On April 6, 2010, the Board adopted the FY 11 budget and set the real property tax rate at \$1.30 per \$100 in assessed value, a reduction of 10 cents from the \$1.40 tax rate proposed by the County Administrator. The \$1.30 tax rate was the equalized tax rate, meaning that the county would collect the same amount of overall revenue from real property taxes from FY 10 to FY 11. Because residential property assessments decreased less than commercial assessments, the \$1.30 tax rate resulted in an increase of \$117, or 2.4 percent, in the average residential tax bill in FY 11, with the average commercial



property tax bill decreasing by about the same percentage. The adopted budget includes \$7.9 million in programmatic reductions for the general county government, with a corresponding reduction of 80.15 full-time equivalent positions (FTEs).

ECONOMIC, DEMOGRAPHIC AND FISCAL ENVIRONMENT

While Loudoun's economy has weathered the national recession better than other regions, these are still very difficult economic times. Well known significant national (and international) trends and events of the past two years continue to have real and immediate local impacts that directly influence the decisions of Loudoun residents and businesses.

Fortunately, lagging external indicators suggest that the adverse effects of the economy are beginning to lessen. It appears that the combined effects of Federal stimulus funds, aggressive central bank actions, and recovering international economic growth have reversed trends that we experienced in Calendar Year 2008 and early 2009. A number of indicators, including air travel and automobile sales, also began to improve during the second half of 2009.

There are, however, persistent residual effects of the national recession that continue to place demands on Loudoun citizens. These include the continuing difficulties in the availability of credit, property values that are often lower than mortgage balances, and reduced employment growth. In general, these trends limit the resources available to the County to finance the services that Loudoun residents have come to expect from their government. However, the same trends, and the economic uncertainty accompanying them are likely to increase demand for public safety, human services, public recreational facilities, libraries and public schools

Total recovery from this recession will likely take a number of years and may be uneven across our economy. In addition, the dramatic national rise and subsequent decline in residential property values has had a strong impact on the region and on Loudoun County in particular. The vast majority of our revenue base is dependent on real property, with residential property the leading contributor. While Loudoun's residential property values have begun to show signs of stabilization, commercial sector property values appear to be entering a period of significant stress.

While the Commonwealth is also under pressure with many of the same economic issues statewide, the Commonwealth did approve changes in 2010 that had a favorable impact on the budget for Loudoun County Public Schools. These included additional state aid of \$21 million based on a change in the Composite Index and recognition of Virginia Retirement System (VRS) savings of \$29 million, for a total of \$50 million. Nevertheless, we expect the Commonwealth to continue its struggles to provide consistent levels of funding to localities, including Loudoun.



Population growth also continues to be a dominant local trend, affecting every area of the government's operations. Even with the recent slowdown in residential construction, the County's population is forecast to continue growing by about 5,000 to 8,000 persons for the next several years. The combination of increasing population and an overall stagnant tax base made the task of developing a FY 11 fiscal plan that balanced residents' service requirements and tax burdens a singular challenge for the Board of Supervisors.

BUDGET OVERVIEW

The FY 11 budget includes \$1.14 billion for operating costs, including \$718.5 million for the school system, \$369 million for the general government and \$10.4 million for the Comprehensive Services Act for At-Risk Youth (CSA). In addition, the adopted fiscal plan includes \$160 million for annual debt service, including \$121 million for the school system and \$39 million for general government projects. The fiscal plan includes \$105.7 million in FY 11 capital expenditures, \$6.3 million of which will be funded by local tax revenue.

About 66% of the \$853 million in revenues from local taxes will be used for school operating expenses, capital projects and debt service, while the remaining 34% will fund general county operating expenses, capital projects, debt service and the CSA. While the personal property tax rate remains unchanged at \$4.20 per \$100, the Board increased the personal property tax rate on special fuels vehicles from \$1.00 to \$4.20. The adopted budget also includes fee increases in Parks, Recreation and Community Services and Animal Care and Control, and anticipates the implementation of an overdue fines system for Loudoun County Public Libraries.

COUNTY GOVERNMENT

The adopted budget for the County Government for FY 2011 is \$369 million, an overall increase of 6.2% from FY 10 appropriations. The adopted budget also includes \$7.9 million in programmatic reductions for the general County Government, with a corresponding reduction of 80.15 full-time equivalent positions (FTEs). Some of the reductions in the general county government will be achieved through targeted service reductions and the elimination of positions that have seen declining workloads, primarily because of the economic slowdown. In addition, for the second consecutive year, there will be no increase in salaries for county employees.

Reductions to the county budget include:

- Elimination of 14 vacant positions in the Sheriff's Office;
- Reductions in force in the Department of Building and Development, in part reflecting the decrease in workload for building inspections and land use support, as well as the streamlining of operations;



- Privatization of the Mental Health/Substance Abuse/Developmental Services Brambleton Group Home;
- Elimination of an environmental health position and the Medical Reserve Corps Coordinator in the Health Department;
- Reduction of facility supervision at school sites and parks; and
- Reduction of about \$300,000 in funding for Library Services.

As part of its appropriation action, the Board did approve funding for a limited number of program enhancements, mostly restricted to the opening of new facilities. These include the second phase of the Adult Detention Center, Philip A. Bolen Memorial Park, and Phase I of Scott Jenkins Park. Funding is also included for the mandated redistricting that will follow the completion of the 2010 Census.

SCHOOL SYSTEM

In the fall of 2009, the Board of Supervisors provided fiscal guidance that the budget requests for both the General County Government and School System not exceed 5% in locally tax-funded expenditures. In accordance with this guidance, the School Board submitted a budget request totaling \$772.9 million, of which \$527.7 million would require local funding. During its deliberations, the Board met with the Loudoun County Public Schools (LCPS) Board to discuss the school system's proposed operating and capital budgets.

During its deliberations, the Board of Supervisors subsequently approved a total of \$25.4 million in budget reductions for the Schools. The Board also accepted changes by the Commonwealth affecting the School budget, including additional state aid of \$21 million and the recognition of \$29 million of VRS savings. Altogether, these changes resulted in a local tax funding reduction of \$75.4 million for the School System.

The adopted budget for the School System for FY 2011 is \$718.5 million, an overall reduction of 2.8% from FY 10 appropriations. The School System FY 11 reductions include:

- Initiate 2 furlough days for all staff
- Eliminate proposed COLA for staff
- Eliminate positions in the Central Office and in School locations

DEBT SERVICE

While the County's debt service has been increasing at a faster rate than overall population growth, the increase is due primarily to the County's financing of public school building construction. The adopted budget for FY 11 includes \$160 million for annual debt service, including \$120.6 million for the school system and \$39.4 million for



general government projects. This is an increase of 6.7% over debt service expenditures in FY 10.

While estimated FY 12 debt service will climb only approximately 1.4% from FY 11, the average annual increase from FY 13 through FY 16 is 4.63%, as the County issues debt to fund school construction and the contributions to the Dulles Metrorail capital project. And, while the overall rate of population growth is slowing, over 30% of Loudoun County residents are under 20 years old and the school population is forecast to add an additional 13,180 students by FY 2015, a growth rate of over 20%. The Schools' current construction program proposes another nine schools to be financed, constructed, and opened between FY 2011 and FY 2016 to address the new students. Financing the Schools' construction program as presently structured, and the consequent operating and maintenance costs of supporting these additional schools and students, will continue to put pressure on the County's tax rate and debt ratios.

In FY 10, the Board of Supervisors also authorized additional architectural and engineering assessments to be conducted at four high school sites to determine their expansion potential. The four schools include Broad Run High School, Stone Bridge High School, Briar Woods High School and Tuscarora High School. The results of these assessments will be used by the Board of Supervisors and Loudoun County School Board during the development of the FY 12 capital improvement plan.

CAPITAL IMPROVEMENT PROGRAM

The adopted, amended FY 11-16 Capital Improvement Program (CIP) for the General County Government and School System totals \$1.01 billion. Schools construction and renovation remains a significant spending category at \$422.8 million. The six-year plan also includes \$88.6 million in planned school site acquisitions. School expenditures total \$422.8 million or 42% of the planned capital expenditures over the six-year planning period. The county government portion of the CIP, including land purchases for school projects and transportation initiatives, totals \$595.9 million. This includes \$231.2 million in transportation projects, which consists principally of Loudoun's \$172 million contribution over six years toward the Dulles Metrorail project. Additional projects include:

- Fire and Rescue stations in Kirkpatrick Farms and Leesburg, funding for additional apparatus and renovations to fire and rescue stations, and funding to develop additional training facilities at the Fire, Rescue and Emergency Management Training Center;
- Expansion of the county courts complex and construction of a new Juvenile Detention Center;



- A Sheriff's Office station to serve the Ashburn community;
- Restoration, repair and maintenance of storm water management systems;
- Townhouses, group homes and supported living residences for mental health and developmental services clients;
- The Gum Spring Library in Dulles South, the Hal and Berni Hanson Regional Park development, countywide park improvements, and renovations to county community centers;
- Regional park and ride lots; and
- Capacity improvements to the county landfill.

As in past years, long-term debt is the major source of funding for the CIP, which will require borrowing about \$850.3 million from FY 11 through FY 16. The Board has also made a significant commitment to pay-as-you-go financing for capital projects, with approximately \$104.5 million of the CIP provided through local tax funding.

The FY 11 capital budget of \$105.7 million includes funding for \$77.9 million in General Government projects, \$27.8 million in projects for the County Schools. The Dulles Rail project comprises \$40 million in the General Government capital budget. The capital budget relies on approximately \$20.8 million in local tax funding and proffers, \$82.7 million in bonds and lease purchase financing, and \$1.9 million in gasoline tax and grant revenue.

CONCLUSION

In developing the FY 11 Fiscal Plan, the Board of Supervisors focused on the long view, preserving and protecting core public safety services, health and welfare programs and a solid operating infrastructure, while remaining well-positioned for future recovery and growth. The Board also reaffirmed its commitment to the sound fiscal principles that allowed the County to achieve and retain its AAA status with the three major bond rating agencies. The FY 11 Fiscal Plan addresses the need for the County to maintain essential program services and infrastructure, and meet the critical demands of its community, while being financially prudent and recognizing the challenging economic circumstances of many Loudoun residents.

While we are living in challenging times, Loudoun County continues to experience positive trends that are counter to the national situation. Our unemployment rate is substantially lower than most localities and there is still job growth in the region and in Loudoun. We have a highly diverse local economy that allows us to better withstand economic stress better than other regions. Even in this time of recession, Loudoun continues to be an attractive market in which to locate commercial businesses. There has been and will continue to be considerable business interest in a Loudoun location. Our well-designed neighborhoods, high-quality school system and dedication to services



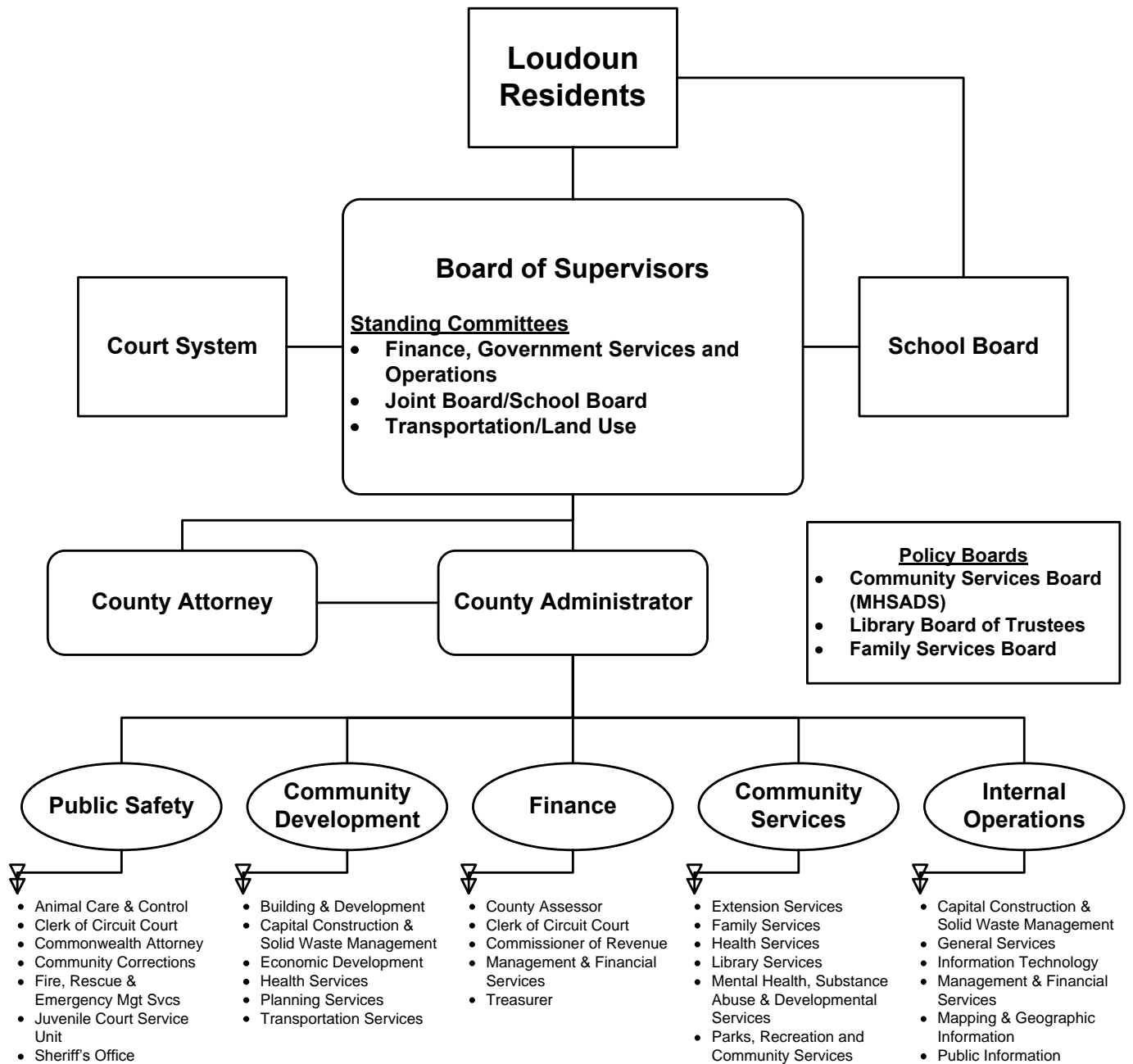
continue to make Loudoun a vibrant and desirable place in which to live, work, play and conduct business.

Sincerely,

Scott K. York
Chair
Loudoun County Board of Supervisors



LOUDOUN COUNTY ORGANIZATIONAL CHART





USER'S GUIDE

The *FY 2011 Adopted Fiscal Plan* is divided into eight sections to explain the County's planned expenditures and supporting revenues.

EXECUTIVE SUMMARY

The Executive Summary contains introductory and background information about the County and summarizes the content of the Fiscal Plan. This section includes the Chairman of the Board of Supervisors' transmittal letter, demographic and economic information, the County's accounting and financial policies, an explanation of the budget process and a summary of the County's revenues, expenditures and fund balance.

GENERAL REVENUE

This section includes tables, charts and graphs that present the County's sources of revenue in FY 09: General Property Taxes, Local Non-Property Taxes, Other Local Sources of Revenue, Aid from the Commonwealth, and Federal Payments.

PROGRAM BUDGETS

The County presents its financial information according to major program areas. Every County agency or department falls into one of these program areas, and each agency is given its own set of pages to explain its operations, revenues and expenditures in detail, including changes to each department over the past five fiscal years. The program areas are *General Government Administration, Public Safety and Judicial Administration, Health and Welfare, Parks, Recreation & Culture, Community Development, and Miscellaneous*.

CAPITAL IMPROVEMENT PROGRAM

The Capital Improvement Program (CIP) section presents detailed information regarding the County's anticipated capital projects over a six-year period. The CIP includes all County and School capital projects. Each individual project is described on a single page that describes project goals, site location, costs of land acquisition, engineering, design and construction, and operating impact.

DEBT SERVICE

The Debt Service section provides an overview of the County's future debt obligations, including a schedule of major financings, future debt ratios and projections of future debt service payments.

OTHER FUNDS

This section presents information on those funds which do not fall into any of the *FY 2010 Adopted Fiscal Plan's* major program areas, such as the Capital Asset Preservation Program, Housing Choice Voucher Fund, or the Route 28 Transportation Improvement District.

FISCAL TRENDS

The Fiscal Trends section provides narratives, charts and graphs that describe economic and demographic trends occurring within the County.



FISCAL YEAR 2011 BUDGET PROCESS

Loudoun County's Fiscal Year 2011 begins on July 1, 2010, and ends on June 30, 2011. The County initiated its budget process in April 2009 to allow for additional collaboration between County staff, the Board of Supervisors and the citizenry during these difficult economic times. Between September and November, the Departments submitted their budget requests to the Budget Office. During this time departments were also preparing lists of possible reductions, which were then reviewed by County Administration and various departmental staff. These items were combined by the County Administrator in the development of the *FY 2011 Proposed Fiscal Plan*. The Board of Supervisors organized public hearings, committee meetings and budget worksessions to review and revise the *Proposed Fiscal Plan*, which was presented by the County Administrator on February 8, 2010. The Board of Supervisors adopted the County *FY 2011 Adopted Fiscal Plan* on April 6, 2010, following the completion of its review process.

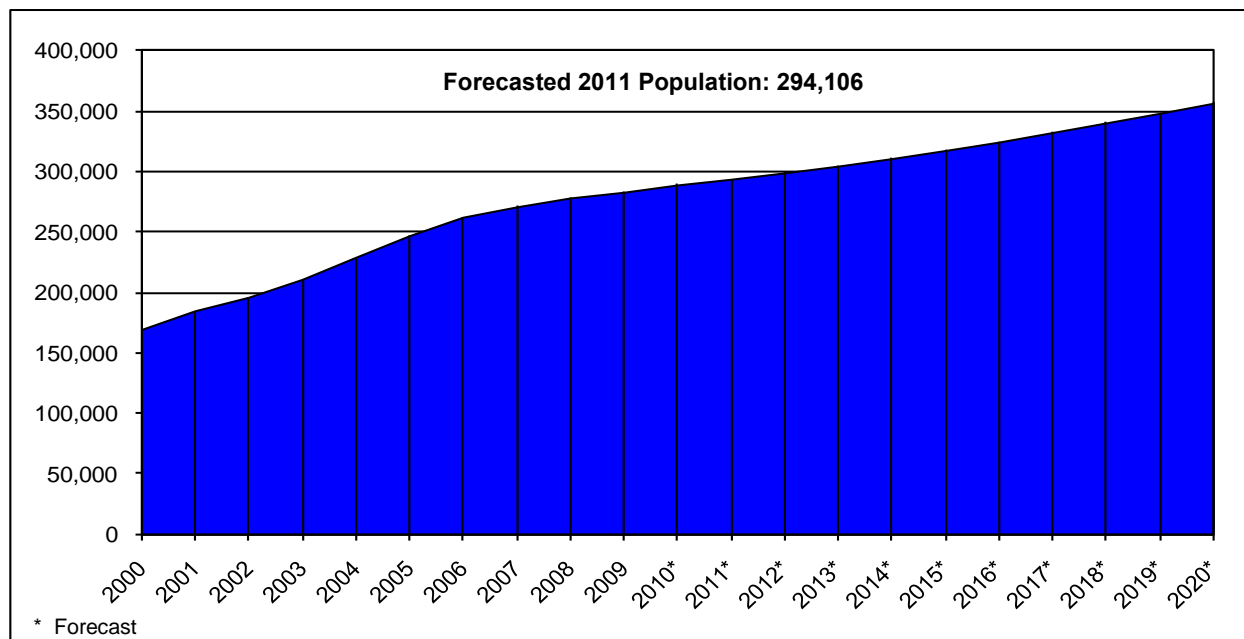
DATE	ACTION	DESCRIPTION
April 7, 2009	Board of Supervisors provides initial direction on FY 2011 budget development	The Board of Supervisors directed staff to look at revenue alternatives and to present monthly revenue, expenditure and housing/foreclosure data.
August-October 2009	County Administrator meetings	The County Administrator held FY 10 and FY 11 planning meetings with individual department heads.
September 16, 2009	FY 2011 Budget Process Kickoff	The County Administrator provided instructions for the upcoming budget process. Departments were asked to submit their base budget projections and their prioritized reduction lists. Departments submitted narratives and performance measures.
October 20, 2009	Board provides FY 2011 Budget Direction	The Board of Supervisors directs the County Administrator to develop a draft FY 11 operating budget with the option of no increase from the FY 10 adopted budget in local tax funded expenditures and the option of a 5% increase from the FY 10 adopted budget in local tax funded expenditures for the County General Fund and School Fund.
November 2009-January 2010	Proposed Fiscal Plan Development	The County Administrator met with senior staff, financial and human resource staff to review reductions and develop the proposed budget. The Budget Office incorporated proposed reductions into the projected fiscal data to develop the County Administrator's <i>FY 2011 Proposed Fiscal Plan</i> .
December 8 & 10, 2009	Public Hearings	The Board of Supervisors held hearings to gather public input on the <i>FY 2011 Proposed Fiscal Plan</i> .
January 2010	Draft Fiscal Plan Production	Budget staff organized, edited and compiled the final draft of the <i>FY 11 Proposed Fiscal Plan</i> to present to the Board of Supervisors. The School Board adopted their proposed budget.
February 8, 2010	<i>FY 2011 Proposed Fiscal Plan</i> presented to the Board of Supervisors	The County Administrator officially presented the <i>FY 2011 Proposed Fiscal Plan</i> to the Board of Supervisors.
February 24, 25 & 27, 2010	Public Hearings	The Board of Supervisors held hearings to gather public input on the <i>FY 2011 Proposed Fiscal Plan</i> .
March 3 – March 25, 2010	Board of Supervisors Budget Worksessions	The Board held budget worksessions to review the <i>FY 2011 Proposed Fiscal Plan</i> and made changes to appropriations, revenue and tax rates.
April 6, 2010 - June 2010	Board of Supervisors adopts tax rates and the FY 2011 Appropriations Resolution on April 6, 2010	The Board set tax rates for Tax Year 2010 and adopted the FY 2011 Appropriations Resolution, creating the <i>FY 2011 Adopted Fiscal Plan</i> . Staff completes final edits and sends the budget document to the printer.
July 1, 2010	Beginning of FY 2011	<i>FY 2011 Adopted Fiscal Plan</i> implementation.



Demographic Environment

Loudoun County is one of the fastest growing counties in the United States. Between 1990 and 2000 the County nearly doubled its population with a 97% growth rate. Loudoun's population increased by about 67% between 2000 and 2009. According to the Census Bureau Loudoun is the fifth fastest growing county in the nation and number three among counties with populations over 100,000. The County's forecasted 2011 population is 294,106; a population increase of 73% since 2000. In 2020, the County's population is forecasted to be 357,049, which is an increase of 23% from 2010.

Population in Loudoun County



Source: U.S. Census Bureau, Census 2000; Loudoun County Department of Management and Financial Services, October 2009.

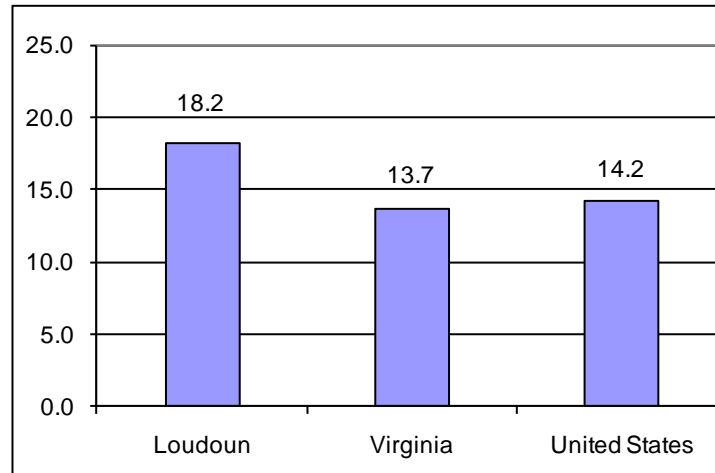
The County's population growth results from in-migration being greater than out-migration of residents and births out-pacing deaths. The U.S. Census Bureau estimates that about 75% of Loudoun's population growth since 1990 resulted from migration. Census Bureau estimates show that from 2002 to 2005 when there was a housing boom migration resulted anywhere from 74% to 78% of Loudoun's growth. Migration has slowed since 2005 due to the national recession. In 2009, 59% of Loudoun's growth resulted from migration. . IRS estimates show that between 2002 and 2006, 42% to 45% of those migrating into the County moved here from Fairfax County. That percentage dropped to 35% by 2008. Approximately fifty-six percent of Loudoun's residents have lived in the County for less than ten years. Many new residents come to Loudoun County to take advantage of its growing economy, job opportunities, proximity to jobs and amenities, housing affordability and availability, and public school system. The slowing growth in population and lower migration since the mid-2000s reflect the end of the housing boom and the current recession.

Population growth can also be attributed to the County's high birthrate, which is 33% higher than the Commonwealth of Virginia's and 28% higher than the national rate. This is due to the fact that young families dominate the County's population. In 2008, 35% of the County's residents were between the ages of 25 and 44.



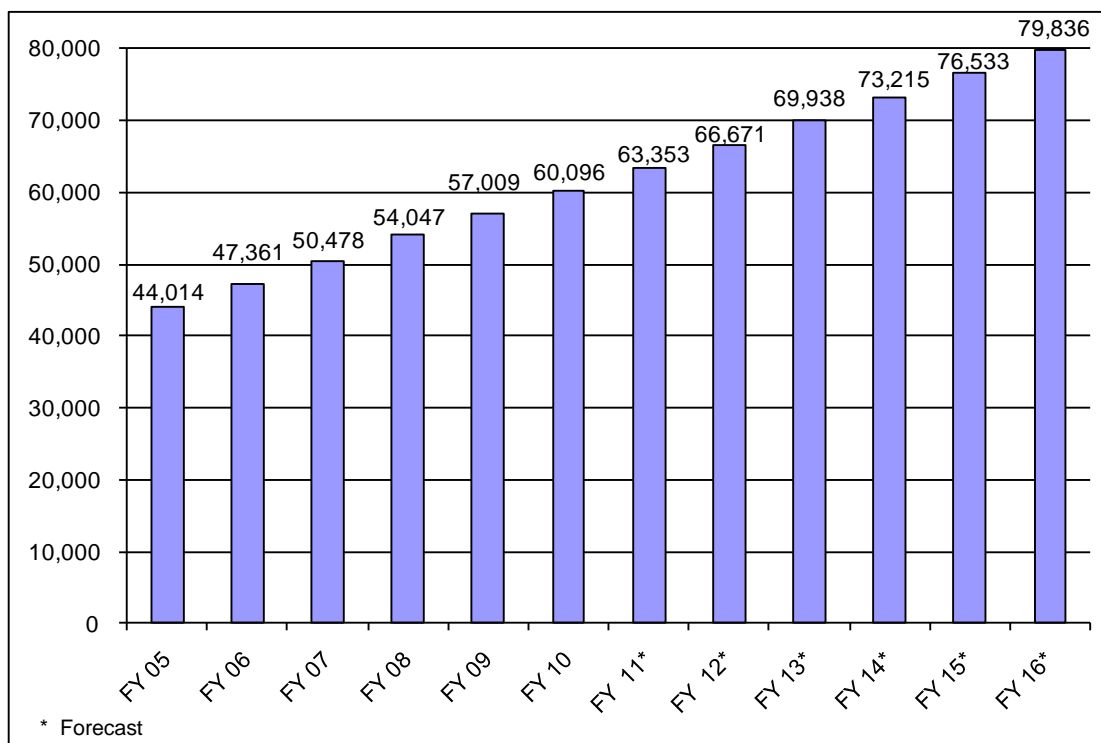
Demographic Environment

Birthrate Per 1,000 – 2008



The high percentage of young families is responsible for the County's large population of school children. Twenty-two percent of the total population is between 5 to 19 years old; another 9% of the population is under five years old. Loudoun's public school enrollment grew 117% during the 1990's, and has increased about by another 89% since 2000. Public school enrollment in FY 11 is forecasted to total 63,353.

Public School Enrollment

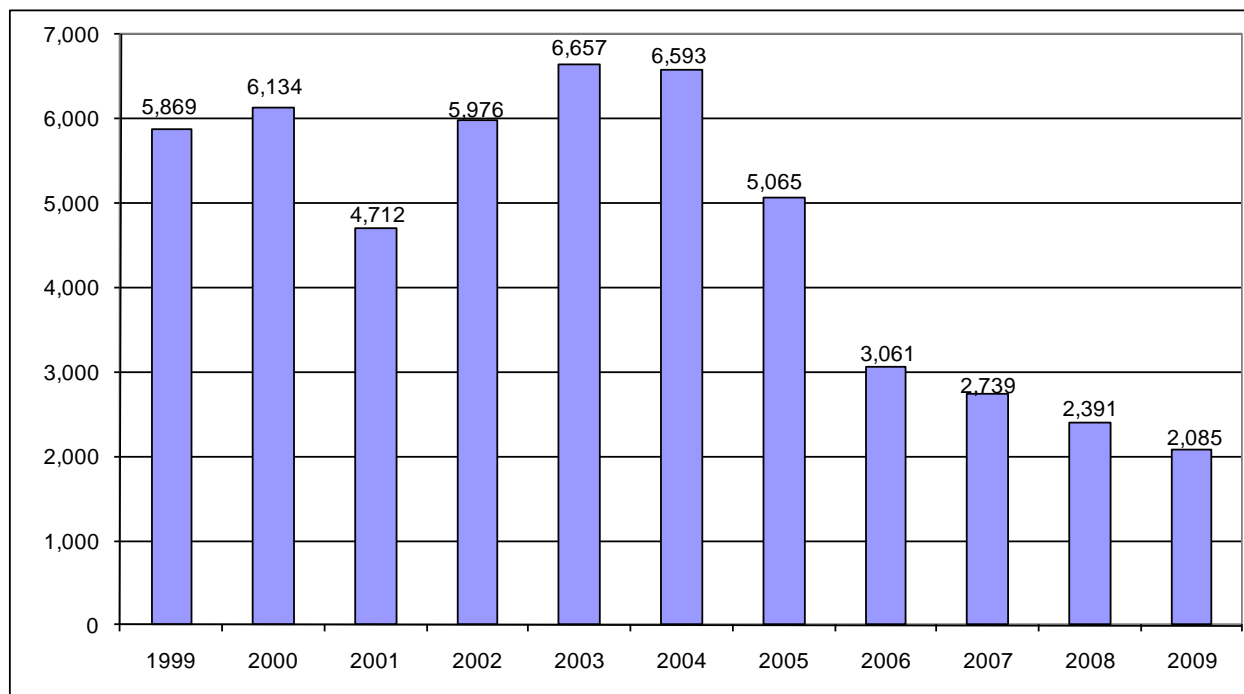




Demographic Environment

Residential construction was at a high level from 1999 through 2005. In 2009, 2,085 building permits for new residential units were issued, continuing a decline that started in 2005. The Washington, D.C. region, and the nation as a whole, also experienced declines in building permits in 2009. In 2009, 46% of Loudoun's permits were for single-family detached units, followed by 39% were for single-family attached units, and 15% for multi-family units. The County's relatively large amount of residential construction (more residents) has created increased service demands.

Residential Building Permits Issued for New Construction



Economic Environment

The Washington region continues to outperform most other parts of the United States; however, the current cycle of rapid growth has slowed as a result of the global credit crisis with its effect on residential and commercial construction, and the national recession. Between 2000 and 2008, employment increased by 46,364 new jobs in the County; employment continued to grow by 2.8% between 2007 and 2008. While short term growth will be affected by the current recession, the County's total employment is forecast to increase 43% between 2010 and 2020. In 2008, the County's unemployment rate of 2.8% remained one of the lowest in Virginia.

Loudoun's economy weathers general downturns in the national economy better than other regions in part because of a dynamic mix among key industries. Employment in service industries, accounting for 38% of Loudoun's employment, has steadily grown with only a brief interruption for the national recession in 2002. Government, at 15% of total employment, continued to grow through 2008, but retail employment, at 12%, was nearly stable from 2007 to 2008. Construction, at 12%, grew rapidly until 2007, when it began to contract due to the effects of the residential housing downturn. The



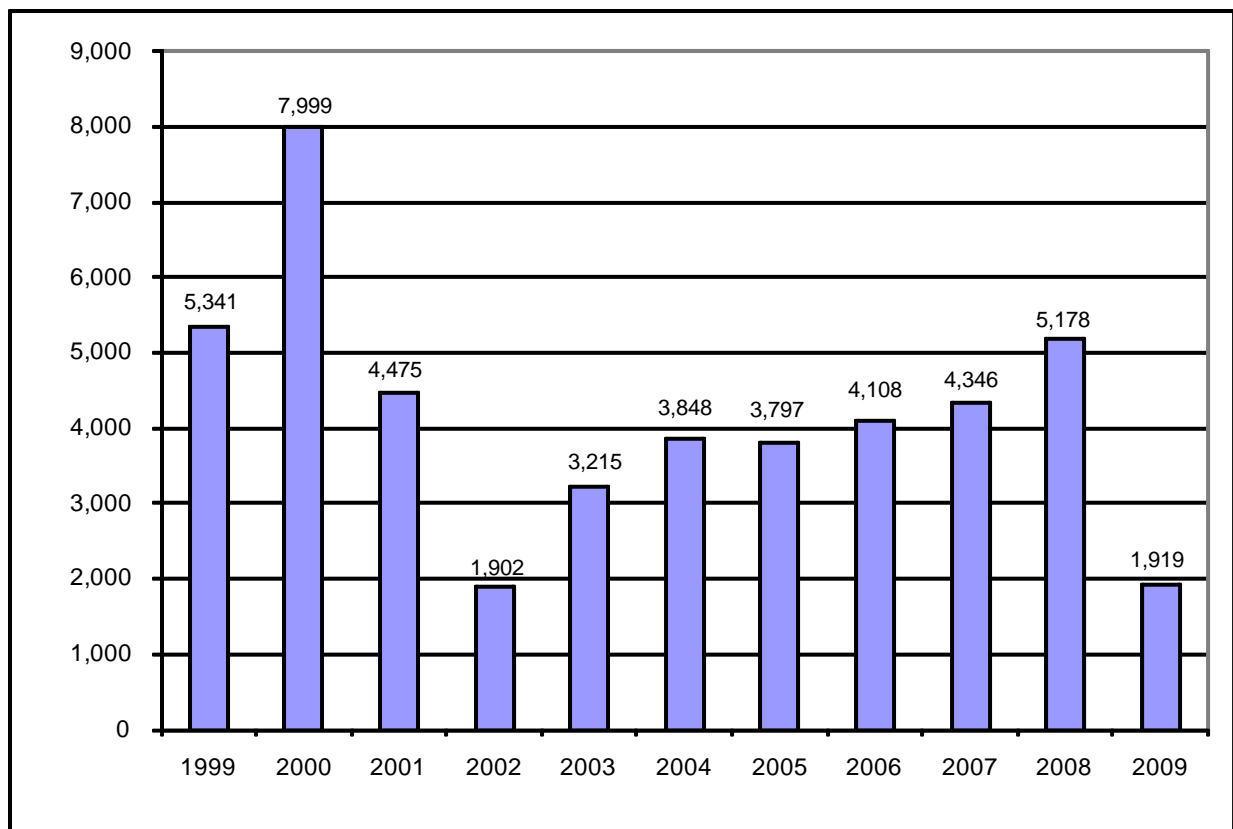
Loudoun County Government FY 2011 Adopted Fiscal Plan

transportation and information industries are two other key industry groups which have experienced uneven employment growth in recent years.

Loudoun's economic environment contributes to its status as having the nation's highest median household income in 2008, at \$111,925. Another comprehensive measure of Loudoun's economic position is the adjusted gross income of married income tax filers. By this measure, Loudoun's median adjusted gross income has grown from \$100,449 in 2004 to \$121,300 in 2007, the most recent period available. Loudoun ranked third among all Virginia jurisdictions in 2007, trailing only the City of Falls Church and Arlington County.

The amount of non-residential square footage permitted increased substantially between 1998 and 2001 due to the construction of major retail centers and large office complexes. Construction dipped in 2002 due to the recession, but growth rebounded in 2004 and has continued until the effects of the current recession became evident in 2009.

New Non-Residential Construction (Thousands of square feet permitted)





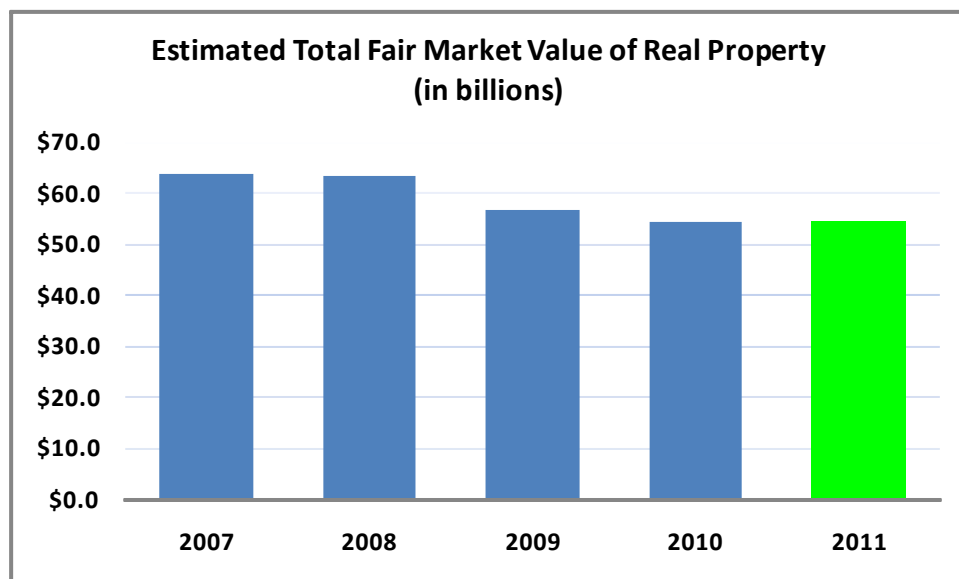
Economic Environment

In 2004, the Board of Supervisors unanimously adopted a community economic development strategy. This strategy offers a vision of Loudoun with a globally competitive economy, favorable business environment, exceptional quality of place, and a strong sense of community. Loudoun continues to make progress toward being one of the most desirable places to live and work in the United States.

The County's availability of a highly-educated workforce, proximity to Washington, D.C. and connectivity (Washington Dulles International Airport and broadband access) will continue to make Loudoun a desirable business location. The recent announcement by Raytheon, to consolidate a significant portion of their Northern Virginia operations into the Pacific Corporate Park (formerly known as the AOL campus), signals the viability of Loudoun as a premier DC area location for other major government contractors to consider. Additionally, current expansion projects include Washington-Dulles International Airport, Orbital Sciences Corporation and Equinix, along with other highly secured data center facilities. The presence of the Howard Hughes Medical Institute Janelia Farm Research Campus has spurred international interest from the life science community. The County's list of major employers includes America Online/Time Warner, Inova Loudoun Hospital, M.C. Dean, Orbital Sciences Corporation, United Air Lines and Verizon Business.

Real Property Assessments

The estimated fair market value of taxable real property declined from \$56.8 billion on January 1, 2009 to \$54.3 billion on January 1, 2010. It is expected to stabilize and reach \$54.4 billion by of January 1, 2011. This represents a decrease of -4.4% during calendar year 2009 and -0.2% increase during calendar year 2010. The reduction in the County's real property tax base over the past several years represents the combined effects of the housing/credit crises and subsequent worldwide recession. The forecasted stabilization reflects the recent improvements in the housing market and business conditions.



Residential property values for single-family and condo properties declined by \$0.6 billion from January 1, 2009 to January 1, 2010. The decline in assessments on existing properties was partially offset by about \$0.4 billion in new construction and growth. This is projected to end during 2010, with the residential tax base increasing by \$0.6 billion, to \$38.2 billion, by January 1, 2011. The average assessed value of a home in Loudoun decreased for the third consecutive year, from \$395,480 in 2009 to \$387,720 in 2010, and is anticipated to increase slightly to \$389,680 by 2011. The assessed values for rental multi-family units increased by 12% to \$1.4 billion from 2009 to 2010.

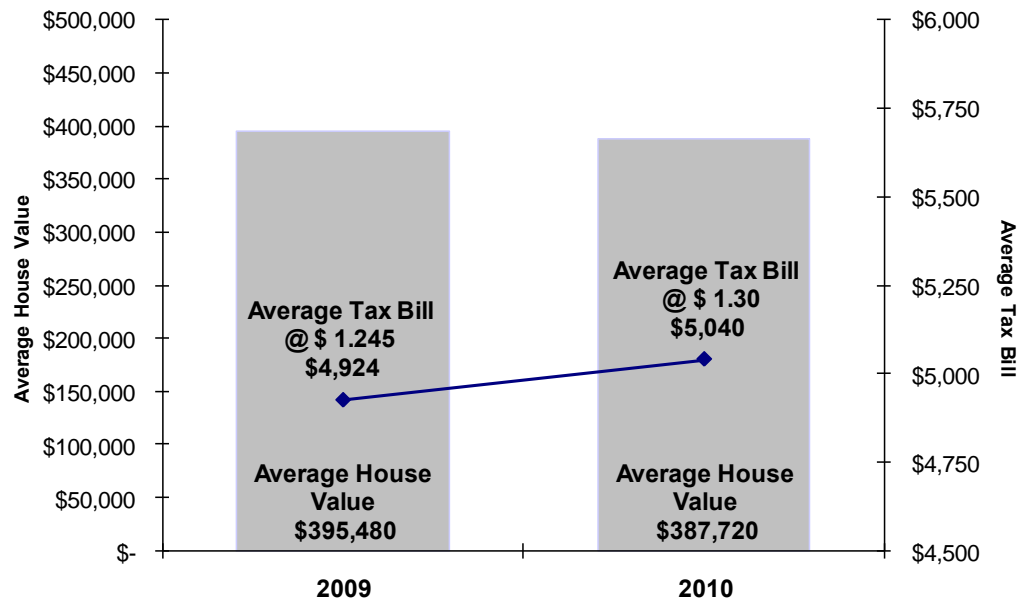


Loudoun County Government FY 2011 Adopted Fiscal Plan

Commercial and industrial values decreased by \$893 million between January 1, 2009 and January 1, 2010. This represents a 7.5% decrease to \$10.9 billion on January 1, 2010. Agricultural property values fell by about \$814 million, or 20%, from 2009 to 2010.

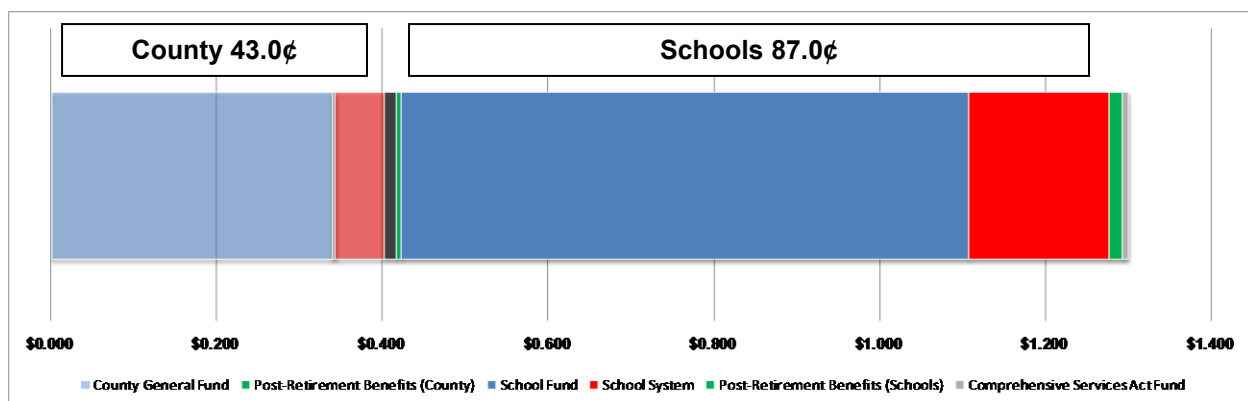
The FY 10 Adopted Fiscal Plan reflects a real property tax rate of \$1.30 per \$100 of assessed value. This tax rate is in effect for tax year 2010 (January 1 – December 31, 2010). While this proposed tax rate is up 5.5¢ from FY 09, a 4.4% increase in the absolute rate, the decline in assessed values results in a smaller increase in the average tax bill of \$117, or 2.4%.

**FY 09 Adopted vs. FY 10 Adopted
Average House Value & Average Tax Bill**



The FY 11 Fiscal Plan is balanced at a real property tax rate of \$1.30. The tax rate will be in effect for tax year 2010 (January 1 to December 31, 2010). While this rate is up 5½¢ from FY 10, a 4.4% increase in absolute rate, the decline in assessed values results in an increase in the average tax bill of 2.4%.

Of this amount, 87.0¢ supports the Schools, with its operating budget constituting the largest share at 68.4¢ followed by 17.0¢ to fund school debt service. 43.0¢ supports the County government, including County debt service at 5.9¢, with the County FY 11 Capital Improvement and Capital Asset Preservation Programs at 1.4¢. 0.7¢ supports the Comprehensive Services Act, and the FY 11 Fiscal Plan continues to address the County and Schools post-retirement benefits liability, allocating 0.7¢ to the County and 1.6¢ to the Schools for a total 2.3¢ allowance in FY 11. The chart below demonstrates how \$1.30 is allocated between the General Government and Schools in FY 2011.





Service Delivery Environment

Population growth continues to be a dominant local trend, affecting every area of the government's operations. Loudoun grew by 11,000 to 18,000 persons per year between 2000 and 2006, and has slowed to about 6,400 in 2010. Even with the recent slowdown in residential construction, the County's population is forecasted to continue growing by about 4,700 to 6,500 persons for the next several years. The combination of increasing population and an overall stagnant tax base made the task of developing a FY 10 fiscal plan that balanced residents' service requirements and tax burdens a singular challenge for the Board of Supervisors.

Recent data show that over 35% to 45% of those migrating into the County from 2002 through 2008 moved here from Fairfax County. The expectations of these residents are shaped by their previous experiences. As a result, the County is challenged to meet the public's increasingly high demand for, and changing expectations of, public services. The Board of Supervisors continues to seek appropriate funding for high priority initiatives, which include education, public safety, transportation, and parks programs.



Loudoun County Government
FY 2011 Adopted Fiscal Plan

FY 2011 Adopted Reductions

Functional Group/Department	Expenditures	Revenues	Funding	FTE
General Government				
Boards, Commissions & Committees				
Board of Elections Reduction	(2,000)	(2,000)	0	0.00
Reduction in State Funding for Soil & Water Cons. District	(7,000)	(7,000)	0	0.00
Reduce contribution to High Growth Coalition Dues	(3,000)	0	(3,000)	0.00
Commissioner of the Revenue				0.00
Eliminate Senior Tax Information Specialists	(114,000)	0	(114,000)	2.00
County Administrator				
Eliminate Senior Management Analyst	(123,000)	0	(123,000)	1.00
Eliminate Admin Support to County Admin and BOS	(50,000)	0	(50,000)	1.00
County Assessor				
Reduce Operating Funds	(84,000)	0	(84,000)	0.00
General Registrar				
General Registrar Reduction	(14,000)	(14,000)	0	0.00
General Services				
Reduce Dedicated Facilities Repair	(100,000)	0	(100,000)	0.00
Reduce Design Services	(50,000)	0	(50,000)	0.00
Eliminate Contract Design for Workspace Build-out	(68,000)	0	(68,000)	0.00
Eliminate Facilities Support Position	(58,000)	0	(58,000)	1.00
Eliminate Fleet Management Position	(91,000)	0	(91,000)	1.00
Information Technology				
Reduction in Training, Hardware Maintenance and Network	(78,000)	0	(78,000)	0.00
Reduction in Support for Public Safety Systems Personnel	(20,000)	0	(20,000)	0.20
Management and Financial Services				
Reduce HR Operational Professional Services	(183,000)	0	(183,000)	0.00
Reduction in Advertising	(100,000)	0	(100,000)	0.00
Eliminate Program Specialist and Reduce Contract Services	(123,000)	0	(123,000)	1.00
Public Information				
Revenue off-set for Leadership Loudoun Support	0	20,000	(20,000)	0.00
Reduce Closed-Captioning & Cable TV Consulting Services	(38,000)	0	(38,000)	0.00
Treasurer				
Reduce Operations and Maintenance Funds	(74,000)	0	(74,000)	0.00
General Government Total	(1,380,000)	(3,000)	(1,377,000)	7.20
Public Safety and Judicial Administration				
Animal Care and Control				
Increase revenue for Animal Control and Shelter	0	60,000	(60,000)	0.00
Reduce Care Program & Operational Expenditures	(25,000)	0	(25,000)	0.00
Clerk of the Circuit Court				
Reduce Vacant Position, Operating and Capital Expenses	(53,000)	0	(53,000)	0.53
Community Corrections				
Eliminate Staff Support for Probation Functions	(52,000)	0	(52,000)	1.00
Courts				
Reduce Magistrate Salary Supplement	(79,000)	0	(79,000)	0.00



**Loudoun County Government
FY 2011 Adopted Fiscal Plan**

Functional Group/Department	Expenditures	Revenues	Funding	FTE
Fire, Rescue and Emergency Management				
Reduce Significant Event Mitigation and Emerg. Response	(171,000)	0	(171,000)	0.00
Reduce On-Site Training for EMS Trainees	(11,000)	0	(11,000)	0.00
Reduce Funding for Replenishing Emergency Supplies	(7,000)	0	(7,000)	0.00
Reduce Fire Prevention & Life Safety Inspection Services	(100,000)	(29,000)	(71,000)	1.06
Reduce Administrative Staff	(53,000)	0	(53,000)	1.00
Juvenile Court Service Unit				
Eliminate Truancy Reduction Program	(82,000)	0	(82,000)	1.07
Reduce Supervised Release Program	(70,000)	0	(70,000)	1.07
Sheriff's Office				
Eliminate Fourteen Vacant Positions	(980,000)	0	(980,000)	13.96
Public Safety and Judicial Administration Total	(1,683,000)	31,000	(1,714,000)	19.69
Health and Welfare				
Extension Services				
Reduce 4-H Program	(29,000)	0	(29,000)	0.00
Reduce Family and Consumer Science Programs	(19,000)	0	(19,000)	0.35
Eliminate O&M	(9,000)	0	(9,000)	0.00
Family Services				
Eliminate Windy Hill Social Worker	(30,000)	(16,000)	(14,000)	0.53
Eliminate General Relief	(63,000)	(47,000)	(16,000)	0.00
Reduce Various Services Contracts	(44,000)	0	(44,000)	0.00
Reduce Child Care Assistance & Provider Training Funds	(10,000)	0	(10,000)	0.00
Reduce Fresh Air/Full Care	(25,000)	0	(25,000)	0.00
Reduce Housing Assistance	(37,000)	0	(37,000)	0.00
Reduce Community Support	(56,000)	0	(56,000)	0.53
Health Services				
Reduce Local Payment to the State	(70,000)	0	(70,000)	0.00
Eliminate Medical Reserve Corps Coordinator position	(83,000)	0	(83,000)	1.00
Eliminate Environmental Health Technician	(54,000)	0	(54,000)	1.00
Mental Health, Substance Abuse and Developmental Services				
Privatize Developmental Services Brambleton Group Home	(932,000)	(780,000)	(152,000)	14.86
Eliminate MH Residential Manager	(84,000)	0	(84,000)	1.00
Reduce MHSADS Administrative Division Staff	(121,000)	0	(121,000)	1.53
Reduce Purchase of Services Funds (MH/SA Division)	(155,000)	0	(155,000)	0.00
Reduce Operating Funds - Developmental Services Division	(94,000)	0	(94,000)	0.00
Regional Organizations & Contributions				
Recommend Funding for Regional Organizations	(179,000)	0	(179,000)	0.00
Health and Welfare Total	(2,094,000)	(843,000)	(1,251,000)	20.45
Parks, Recreation and Culture				
Library Services				
Reduction to Library Services	(303,000)	0	(303,000)	4.91
Parks, Recreation & Community Services				
Eliminate Contracted Security at Depot Court Building	(28,000)	0	(28,000)	0.00
Reduce Restricted TOT Support by \$200,000-Program	(200,000)	(200,000)	0	4.47
Eliminate Middle School Friday Night Program	(36,000)	(12,000)	(24,000)	0.41
Reduce Facility Supervision at School Sites and Parks	(87,000)	0	(87,000)	3.02
Parks, Recreation and Culture Total	(654,000)	(212,000)	(442,000)	12.81



Loudoun County Government
FY 2011 Adopted Fiscal Plan

Functional Group/Department	Expenditures	Revenues	Funding	FTE
Community Development				
Building & Development				
Eliminate Vacant Positions	(701,000)	0	(701,000)	9.00
Reduction in staff for Code Enforcement & Bond Support	(706,000)	0	(706,000)	10.00
Economic Development				
Suspend International Business Program Funding	(150,000)	0	(150,000)	0.00
Eliminate Rural Marketing Manager Position	(88,000)	0	(88,000)	1.00
Community Development Total	(1,645,000)	0	(1,645,000)	20.00
Non-Departmental	0	0	0	0
Reduce Contingency for Litigation	(500,000)	0	(500,000)	0.00
Total FY 2011 Reductions	(7,956,000)	(1,027,000)	(6,929,000)	80.15



Loudoun County Government
FY 2011 Adopted Fiscal Plan

FY 2011 Adopted Enhancements

Functional Group/Department	Expenditures	Revenues	Funding	FTEs
General Government				
Boards, Commissions & Committees				
Funds for Redistricting 12 New Voting Precincts	268,000	0	268,000	0.00
Provide Administrative Support for Board of Equalization	25,000	0	25,000	0.00
Restore funding to Small Business Development Center	31,000	0	31,000	0.00
Boards, Commissions & Committees Total	324,000	0	324,000	0.00
General Registrar				
Fund Redistricting Notification Expense	105,000	0	105,000	0.00
General Registrar Total	105,000	0	105,000	0.00
General Services				
Fund Operating & Maintenance Costs for New Facilities	977,000	60,000	917,000	0.00
General Services Total	977,000	60,000	917,000	0.00
Information Technology				
Connect New & Modified Facilities to County's IT Network	60,000	0	60,000	0.00
Information Technology Total	60,000	0	60,000	0.00
General Government Total	1,466,000	60,000	1,406,000	0.00
Public Safety and Judicial Administration				
Community Corrections				
Replace Grant Funding for Fed Domestic Violence Prevention	0	(48,000)	48,000	0.00
Community Corrections Total	0	(48,000)	48,000	0.00
Juvenile Court Service Unit				
Replace Grant Funding for Fed Domestic Violence Prevention	0	(36,000)	36,000	0.00
Juvenile Court Service Unit Total	0	(36,000)	36,000	0.00
Sheriff's Office				
Adult Detention Center Phase II Staffing Complement	3,537,000	0	3,537,000	60.85
Replace Grant Funding for Fed Domestic Violence Prevention	0	(45,000)	45,000	0.00
SRO Woodgrove High School	172,000	0	172,000	1.07
Sheriff's Office Total	3,709,000	(45,000)	3,754,000	61.92
Public Safety and Judicial Administration Total	3,709,000	(129,000)	3,838,000	61.92
Health and Welfare				
Mental Health, Substance Abuse and Developmental Services				
Recognize Add. Medical Revenues in Dev. Svcs.	0	46,000	(46,000)	0.00
Recognize Add. Medical Rev in Mental Health Svcs.	0	340,000	(340,000)	0.00
Mental Health, Sub Abuse and Dev Services Total	0	386,000	(386,000)	0.00
Regional Organization				
Restore FY10 funding levels-Health & Welfare Reg Orgs	129,000	0	129,000	0.00
Provide funding to Friends of Loudoun Mental Health	15,000	0	15,000	0.00
Provide funding for Loudoun ENDdependence	50,000	0	50,000	0.00
Regional Organization Total	193,000	0	193,000	0.00
Health and Welfare Total	194,000	386,000	(192,000)	0.00



Loudoun County Government
FY 2011 Adopted Fiscal Plan

Functional Group/Department	Expenditures	Revenues	Funding	FTEs
Community Development				
Building & Development				
Increase Various Land Subdivision and Zoning Fees	0	1,032,000	(1,032,000)	0.00
Building & Development Total	0	1,032,000	(1,032,000)	0.00
Community Development Total	0	1,032,000	(1,032,000)	0.00
Parks, Recreation and Culture				
Library Services				
Implement Overdue Fines System	314,000	343,000	(29,000)	0.00
Library Services Total	314,000	343,000	(29,000)	0.00
Parks, Recreation & Community Services				
CASA for New Elementary School	87,000	95,000	(8,000)	1.54
Harvest Hay at Banshee Reeks and Downed Trees at Parks	0	39,000	(39,000)	0.00
Implement Administrative and Special Event Set-Up Fees	0	108,000	(108,000)	0.00
Increase and Establish New Aging Services Fees	0	114,000	(114,000)	0.00
Increase Children's After School Activities (CASA) Fees 7%	0	308,000	(308,000)	0.00
Increase Fees for all PRCS Recreation Classes	0	442,000	(442,000)	0.00
Increase Rental Fees for PRCS Indoor and Outdoor Facilities	0	111,000	(111,000)	0.00
Increase Summer Camp Fees 7%	0	165,000	(165,000)	0.00
Open Philip A. Bolen Memorial Park	1,061,000	35,000	1,026,000	12.02
Open Scott Jenkins Park (Phase One)	36,000	0	36,000	1.00
Parks, Recreation & Community Services Total	1,184,000	1,417,000	(223,000)	14.56
Parks, Recreation and Culture Total	1,498,000	1,760,000	(262,000)	14.56
Grand Total	6,867,000	3,109,000	3,758,000	76.48



Loudoun County Government
FY 2011 Adopted Fiscal Plan

FY 2011 Appropriations Schedule

Appropriations Category	Expenditures	Revenue/ Carryover	Local Tax Funding	% of Total LTF
Operating Appropriations				
County General Fund	\$ 364,999,716	\$ 141,572,213	\$ 223,427,503	26.0%
School Fund	718,489,662	266,158,489	452,331,173	52.8%
School Cafeteria Fund	24,034,272	23,887,272	147,000	0.0%
Comprehensive Services Act Fund	10,409,338	5,820,796	4,771,542	0.6%
Legal Resource Center (Law Library)	85,836	85,836	0	0.0%
Restricted Use Transient Occupancy Tax	3,009,122	3,055,000	0	0.0%
Rental Assistance Fund	8,629,571	8,471,759	157,812	0.0%
Self-Insurance Fund	2,800,000	0	2,800,000	0.3%
Post-Retirement Benefits (County)	4,500,000	0	4,500,000	0.5%
Post-Retirement Benefits (Schools)	10,500,000	0	10,500,000	1.2%
Operating Appropriations Subtotal	\$ 1,147,457,517	\$ 449,051,365	\$ 698,635,030	81.4%
Debt Service Appropriations				
County Government/Transportation	\$ 39,275,889	\$ 210,000	\$ 39,065,889	4.5%
School System	120,648,084	8,463,763	112,184,321	13.1%
Route 28 Special Tax District	8,501,000	8,501,000	0	0.0%
Aldie Sewer Service District	27,476	27,476	0	0.0%
Hamilton Sewer Service District	196,000	108,000	88,000	0.0%
Dulles Industrial Park Tax District	217,000	217,000	0	0.0%
Greenlea Tax District	44,038	44,038	0	0.0%
Debt Service Appropriations	\$ 168,909,487	\$ 17,571,277	\$ 151,338,210	17.6%
Operating & Debt Service Appropriations	\$ 1,316,367,004	\$ 466,622,642	\$ 849,973,240	99.0%
Capital Appropriations				
County/Transportation Capital Projects	\$ 68,479,982	\$ 62,200,000	\$ 6,279,982	0.7%
County Asset Preservation Program	2,250,000	250,000	2,000,000	0.2%
School System Capital Projects	27,820,000	27,820,000	0	0.0%
School System Asset Preservation	0	0	0	0.0%
Computer System Replacement Fund	1,000,000	0	1,000,000	0.1%
Public Facilities Trust Fund	14,830,000	14,830,000	0	0.0%
Local Gas Tax Fund	7,828,467	7,956,272	0	0.0%
Capital Appropriations Subtotal	\$ 122,208,449	\$ 113,056,272	\$ 9,279,982	1.0%
Total Appropriations	\$ 1,438,575,453	\$ 579,678,914	\$ 859,253,222	100.0%



Loudoun County Government
FY 2011 Adopted Fiscal Plan

**FY 2011 vs. FY 2010
Adopted Appropriations Schedule**

Appropriations Category	FY 2010 Adopted	FY 2011 Adopted	Variance
<i>Operating Appropriations</i>			
County General Fund	\$ 347,469,536	\$ 364,999,716	\$ 17,530,180
School Fund	738,998,960	718,489,662	(20,509,298)
School Cafeteria Fund	23,021,430	24,034,272	1,012,842
Comprehensive Services Act Fund	10,592,338	10,409,338	(183,000)
Legal Resource Center (Law Library)	85,836	85,836	0
Restricted Use Transient Occupancy Tax	3,526,000	3,009,122	(516,878)
Rental Assistance Fund	8,447,596	8,629,571	181,975
Self-Insurance Fund	2,800,000	2,800,000	0
Post-Retirement Benefits (County)	4,500,000	4,500,000	0
Post-Retirement Benefits (Schools)	10,500,000	10,500,000	0
<i>Operating Appropriations Subtotal</i>	<i>\$ 1,149,941,696</i>	<i>\$ 1,147,457,517</i>	<i>(\$ 2,484,179)</i>
<i>Debt Service Appropriations</i>			
County Government/Transportation	\$ 38,418,509	\$ 39,275,889	\$ 857,380
School System	111,485,143	120,648,084	9,162,941
Route 28 Special Tax District	9,847,000	8,501,000	(1,346,000)
Aldie Sewer Service District	27,000	27,476	476
Hamilton Sewer Service District	207,000	196,000	(11,000)
Dulles Industrial Park Tax District	217,000	217,000	0
Greenlea Tax District	0	44,038	44,038
<i>Debt Service Appropriations</i>	<i>\$ 160,201,652</i>	<i>\$ 168,909,487</i>	<i>\$ 8,707,835</i>
<i>Operating & Debt Service Appropriations</i>	<i>\$ 1,310,143,348</i>	<i>\$ 1,316,367,004</i>	<i>\$ 6,223,656</i>
<i>Capital Appropriations</i>			
County/Transportation Capital Projects	\$ 57,988,165	\$ 68,479,982	\$ 10,491,817
County Asset Preservation Program	1,080,000	2,250,000	1,170,000
School System Capital Projects	0	27,820,000	27,820,000
School System Asset Preservation	1,400,000	0	(1,400,000)
Computer System Replacement Fund	26,700,000	1,000,000	(25,700,000)
Public Facilities Trust Fund	500,000	14,830,000	14,330,000
Local Gas Tax Fund	13,507,064	7,828,467	(5,678,597)
<i>Capital Appropriations Subtotal</i>	<i>\$ 101,175,229</i>	<i>\$ 122,208,449</i>	<i>\$ 21,033,220</i>
<i>Total Appropriations</i>	<i>\$ 1,411,318,577</i>	<i>\$ 1,438,575,453</i>	<i>\$ 27,256,876</i>



Loudoun County Government
FY 2011 Adopted Fiscal Plan

FY 2011 vs. FY 2010
Use of Local Tax Funding & General Fund Balance

Local Tax Funding Category	FY 2010 Adopted	FY 2011 Adopted	Variance
Appropriations Category			
Operating Appropriations			
County General Fund	\$ 208,539,668	\$ 223,427,503	\$ 14,887,835
School Fund	502,601,117	452,331,173	(50,269,944)
School Cafeteria Fund	140,000	147,000	7,000
Comprehensive Services Act Fund	0	0	0
Legal Resource Center (Law Library)	0	0	0
Restricted Use Transient Occupancy Tax	0	157,812	157,812
Rental Assistance Fund	2,500,000	2,800,000	300,000
Self-Insurance Fund	4,500,000	4,500,000	0
Post-Retirement Benefits (County)	10,500,000	10,500,000	0
Post-Retirement Benefits (Schools)	\$ 733,552,327	\$ 698,635,030	(\$ 34,917,297)
Debt Service Appropriations			
County Government/Transportation	\$ 23,349,379	\$ 39,065,889	\$ 15,716,510
School System	105,985,143	112,184,321	6,199,178
Route 28 Special Tax District	0	0	0
Aldie Sewer Service District	0	0	4,476
Hamilton Sewer Service District	88,000	88,000	0
Dulles Industrial Park Tax District	0	0	0
Greenlea Tax District	0	0	0
Debt Service Appropriations	\$ 129,422,522	\$ 151,338,210	\$ 21,915,688
Operating & Debt Service Appropriations	\$ 862,974,849	\$ 849,973,240	(\$ 13,001,609)
Capital Appropriations			
County/Transportation Capital Projects	\$ 5,913,165	\$ 6,279,982	\$ 366,817
County Asset Preservation Program	1,000,000	2,000,000	1,000,000
School System Capital Projects	0	0	0
School System Asset Preservation	1,400,000	0	(1,400,000)
Computer System Replacement Fund	1,000,000	1,000,000	0
Public Facilities Trust Fund	0	0	0
Local Gas Tax Fund	0	0	0
Capital Appropriations Subtotal	\$ 9,313,165	\$ 9,279,982	(\$ 33,183)
Total Appropriations	\$ 872,288,014	\$ 859,253,222	(\$ 13,034,792)



Loudoun County Government
FY 2011 Adopted Fiscal Plan

**FY 2010 vs. FY 2011
Adopted Local Tax Funding Revenue Sources**

This table details the line items that constitute local tax funding. Real and personal property taxes represent the largest components of local tax funding. The revenue budget for FY 2011 reflects revenues at the Board's adopted \$1.30 real property tax rate. Each additional cent on the real property tax rate equals about \$7.5 million in revenue and carryover.

Description	FY 2010 Adopted	FY 2011 Adopted	Variance (\$)
Revenue			
Real Property Taxes (General)	\$ 626,896,000	\$ 629,166,000	\$ 2,270,000
Public Service Property Taxes	18,286,000	19,118,000	832,000
Delinquent Real Property Taxes	5,250,000	5,250,000	0
Penalties & Interest	4,388,000	4,788,000	400,000
Personal Property	122,860,000	130,761,000	7,901,000
Delinquent Personal Property	2,780,000	2,780,000	0
Mobile Homes	14,000	14,000	0
Aircraft	51,000	61,000	10,000
Heavy Equipment	1,520,000	1,520,000	0
Machinery & Tools	1,127,800	1,127,800	0
Sales Tax	45,100,000	47,000,000	1,900,000
Consumer Utility/Franchise Taxes	7,706,000	7,852,000	146,000
Short-Term Rental Tax	240,000	225,000	(15,000)
Transient Occupancy Tax	2,350,000	2,036,000	(314,000)
Revenue Subtotal	\$ 838,568,800	\$ 851,698,800	\$ 13,130,000
Use of Fund Balance/Carryover	36,925,764	0	(36,925,764)
Total	\$ 875,494,564	\$ 851,698,800	\$ (23,795,764)



**Loudoun County Government
FY 2011 Adopted Fiscal Plan**

**Real and Personal Property Tax Rates
Rates per \$100 Assessed Value, Per Tax (Calendar) Year**

Property Tax Rates	CY 2006	CY 2007	CY 2008	CY 2009	CY 2010
<i>Taxable Real Property</i>					
Real Property - General	0.890	0.917	1.140	1.245	1.300
Real Property - Fire & EMS ¹	-	0.043	-	-	-
Public Utility Property - General	0.890	0.917	1.140	1.245	1.300
Public Utility Property - Fire & EMS ¹	-	0.043	-	-	-
Route 28 Highway Transportation Improvement District	0.200	0.200	0.200	0.180	0.180
Aldie Sewer Service District	0.270	0.130	0.130	0.130	0.130
Hamilton Sewer Service District	0.300	0.300	0.300	0.300	0.300
<i>Taxable Personal Property</i>					
Personal Property - General	4.200	4.200	4.200	4.200	4.200
Public Utility Personal Property (Vehicles Only)	4.200	4.200	4.200	4.200	4.200
Public Utility Personal Property (Aircraft Only)	0.010	0.010	0.010	0.010	0.010
Public Utility Personal Property (Excluding Aircraft & Vehicles) - General	0.890	0.917	1.140	1.245	1.300
Public Utility Personal Property (Excluding Aircraft & Vehicles) - Fire & EMS ¹	-	0.043	-	-	-
Personal Property - Special Fuels Vehicles	0.010	0.010	0.010	1.000	4.200
Personal Property - Eligible Vehicles of Fire and Rescue Services and Sheriff's Auxiliary	0.010	0.010	0.010	0.010	0.010
Personal Property - Vehicles of Eligible Elderly and Handicapped	2.100	2.100	2.100	2.100	2.100
Personal Property - Vehicles Specially Equipped for Handicapped Transport	2.100	2.100	2.100	2.100	2.100
Personal Property - Four-Wheeled Electrically-Powered Low Speed Vehicles	-	-	-	1.000	1.000
Mobile Homes Used as Residences - General	0.890	0.917	1.140	1.245	1.300
Mobile Homes Used as Residences - Fire & EMS ¹	-	0.043	-	-	-
Aircraft, Flight Simulators	0.010	0.010	0.010	0.010	0.010
Personal Property Used in a Research and Development Business	2.750	2.750	2.750	2.750	2.750
Machinery and Tools (Va Code §58.1-3507)	2.750	2.750	2.750	2.750	2.750
Satellite Manufacturing Equipment	0.010	0.010	0.010	0.010	0.010
Heavy Construction Machinery	4.000	4.000	4.000	4.000	4.000

¹ The Board of Supervisors eliminated the Fire/Emergency Medical Services (EMS) Tax District effective CY 2008, and combined that special tax rate with the general tax rate.



Loudoun County Government
FY 2011 Adopted Fiscal Plan

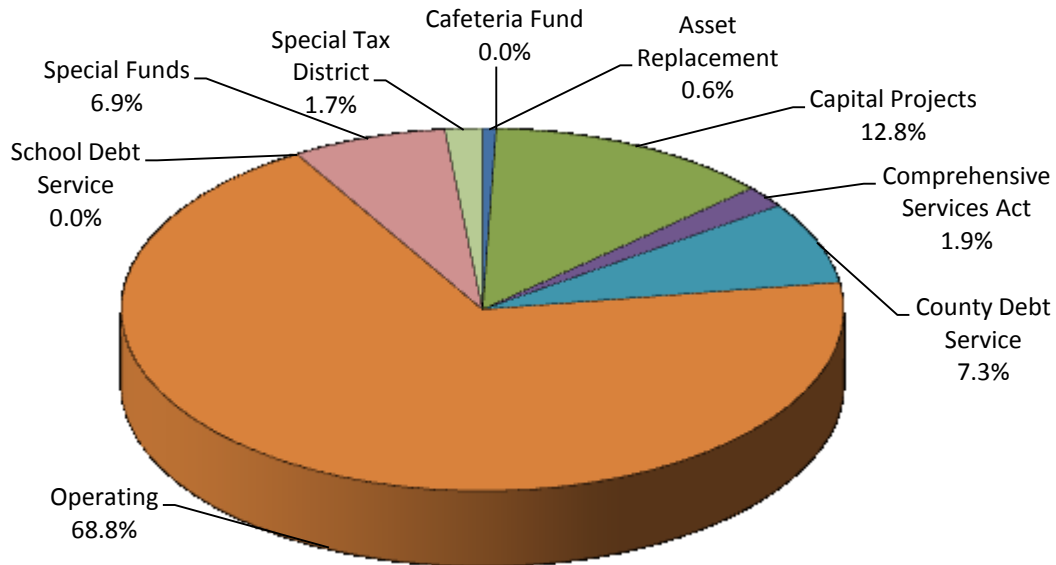
Historical Real Property Tax Rates & Average Tax Bill by Category

Tax Rate/Average Tax Bill Category	FY 2009 Adopted		FY 2010 Adopted		FY 2011 Adopted	
	Tax Rate	Average Tax Bill	Tax Rate	Average Tax Bill	Tax Rate	Average Tax Bill
Operating Tax Rate/Average Tax Bill						
County General Fund	\$ 0.259	\$ 1,203	\$ 0.295	\$ 1,167	\$ 0.339	\$ 1,312
School Fund	0.679	3,167	0.720	2,846	0.684	2,653
School Cafeteria Fund	0.001	5	0.000	1	0.000	1
Comprehensive Services Act Fund	0.006	28	0.007	27	0.007	28
Rental Assistance Fund	0.000	0	0.000	0	0.000	1
Self –Insurance Fund	0.003	14	0.004	14	0.004	16
Post-Retirement Benefits (County)	0.004	18	0.006	25	0.007	26
Post-Retirement Benefits (Schools)	0.009	41	0.015	59	0.016	62
Operating Tax Rate/Average Tax Bill Subtotal	\$ 0.961	\$ 4,476	\$ 1.047	\$ 4,139	\$ 1.057	\$ 4,099
Debt Service Tax Rate/Average Tax Bill						
County Government/Transportation	\$ 0.033	\$ 153	\$ 0.033	\$ 132	\$ 0.059	\$ 229
School System	0.121	561	0.152	600	0.170	658
Hamilton Sewer Service District	0.000	1	0.000	-	0.000	1
Debt Service Tax Rate/Average Tax Bill Subtotal	\$ 0.154	\$ 715	\$ 0.185	\$ 732	\$ 0.229	\$ 888
Operating & Debt Service Tax Rate/Average Tax Bill	\$ 1.115	\$5,191	\$ 1.232	\$ 4,871	\$ 1.286	\$ 4,987
Capital Tax Rate/Average Tax Bill						
County/Transportation Capital & Asset Preservation Projects	\$ 0.020	\$ 95	\$ 0.011	\$ 44	\$ 0.014	\$ 54
School System Capital & Asset Preservation Projects	0.005	21	0.002	8	0.000	0
Capital Tax Rate/Average Tax Bill Subtotal	\$ 0.025	\$ 116	\$ 0.013	\$ 52	\$ 0.014	\$ 54
Total Tax Rate/Average Tax Bill	\$ 1.140	\$ 5,307	\$ 1.245	\$ 4,924	\$ 1.300	\$ 5,040



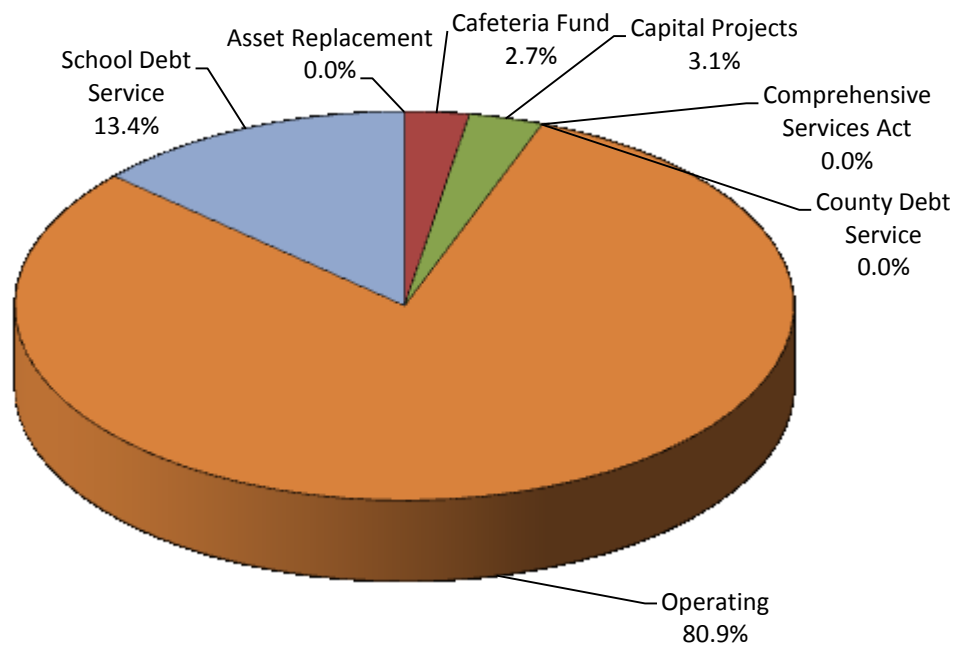
General Government Appropriations

Total Appropriations: \$537,083,435



Loudoun County School Appropriations

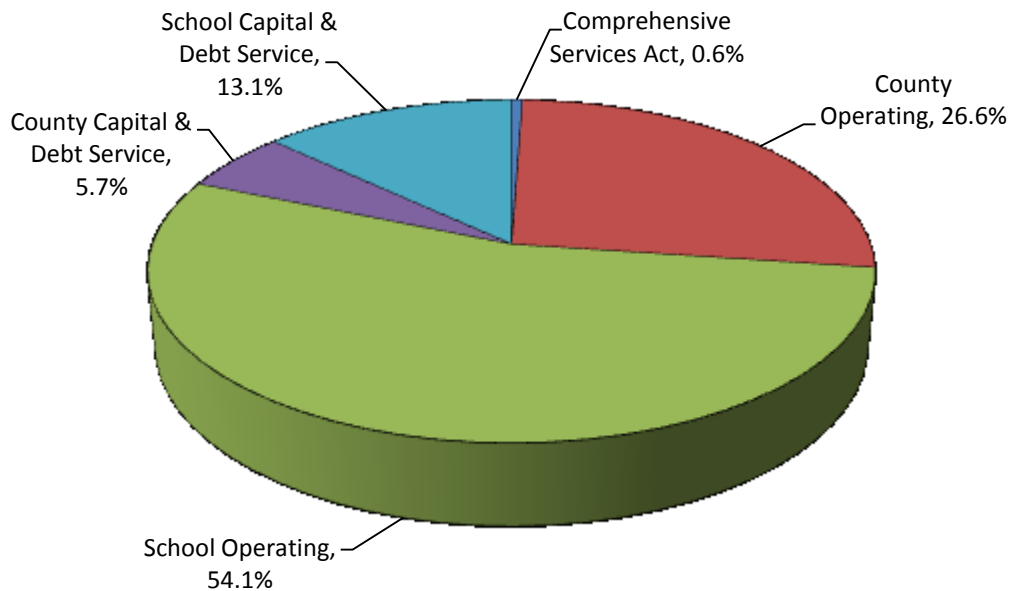
Total Appropriations: \$901,492,018





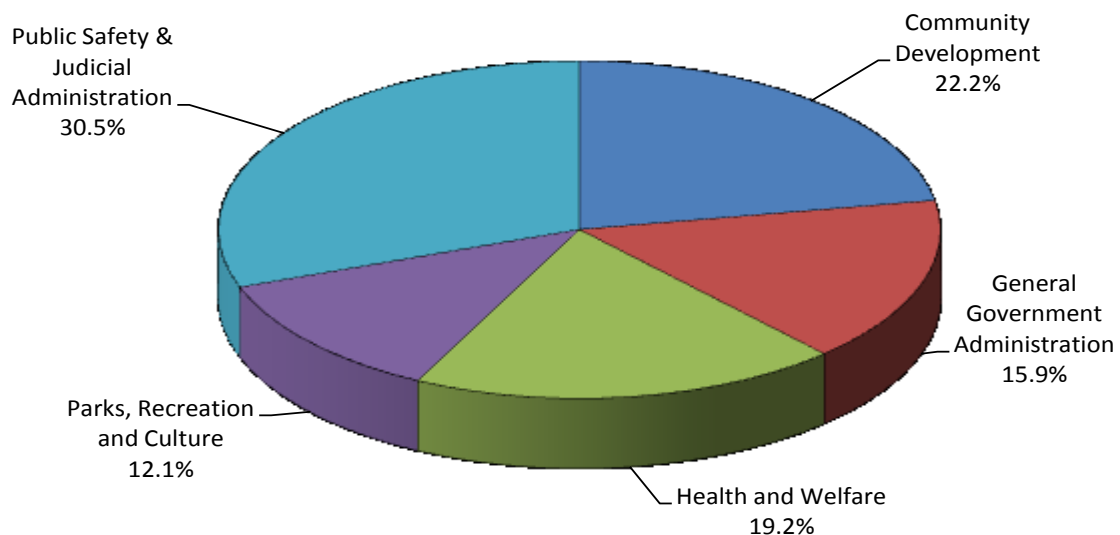
Allocation of Local Tax Funding

Total Local Tax Funding: \$856,299,886



County Operating Local Tax Funding

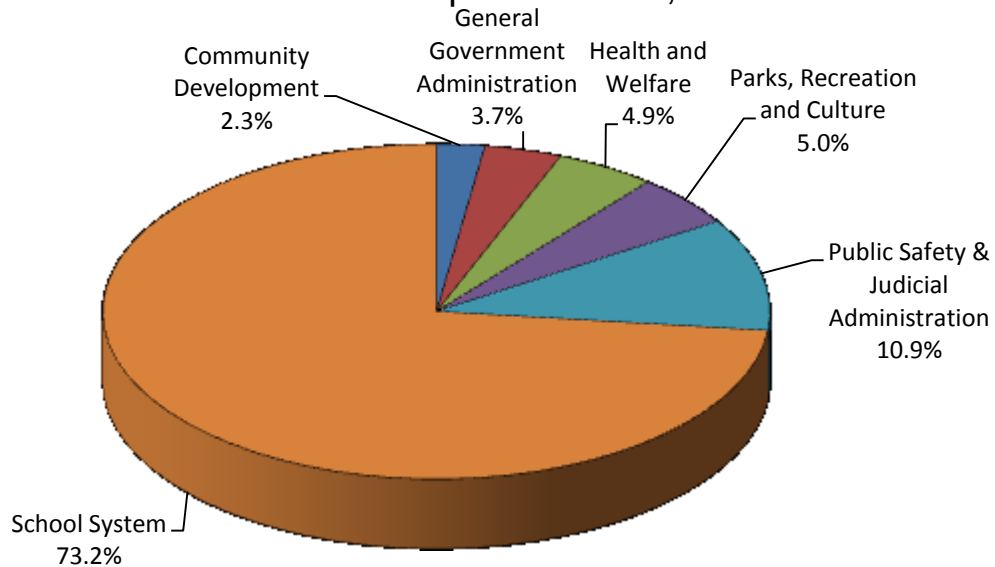
Total Local Tax Funding: \$222,214,230





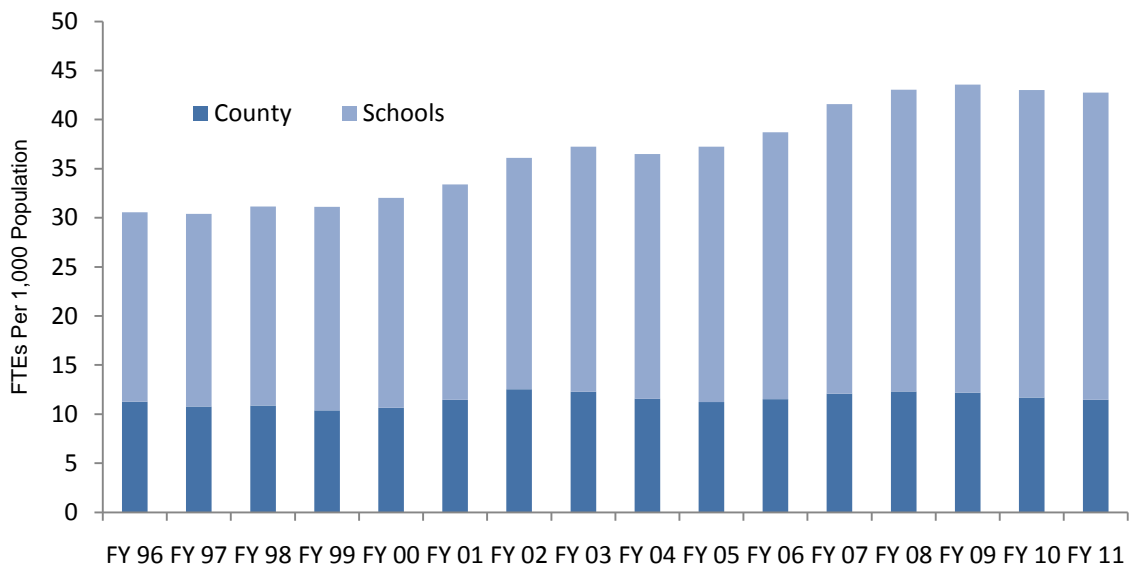
Allocation of Full-Time Equivalents

Total Full-Time Equivalents: 12,577.34



Full-Time Equivalents Per 1,000 Population

FY 1996-FY 2011



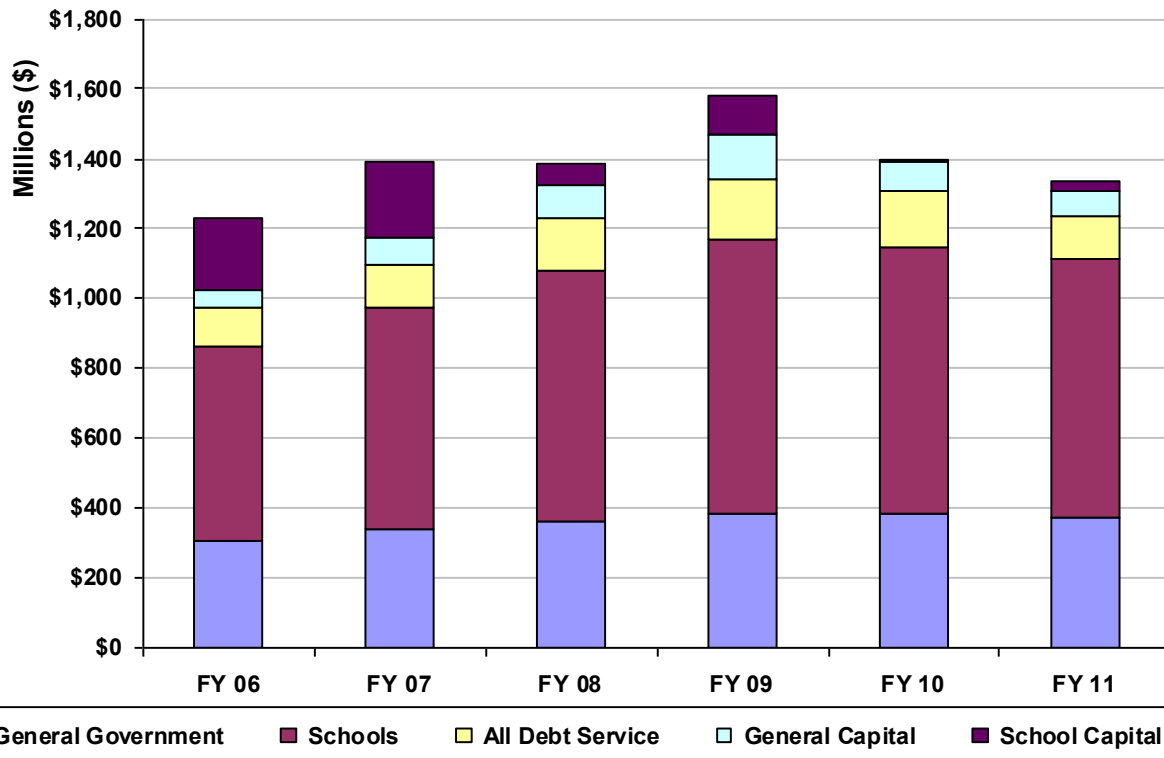


**Loudoun County Government
FY 2011 Adopted Fiscal Plan**

History of Adopted Budgets by Fund

Adopted Budget Distribution (\$)

<u>FY</u>	<u>General Government</u>	<u>Schools</u>	<u>All Debt Service</u>	<u>General Capital</u>	<u>School Capital</u>	<u>Total</u>
2006	\$ 307,419,009	\$ 554,032,809	\$ 112,697,190	\$ 47,263,571	\$ 207,800,000	\$1,229,212,579
2007	\$ 339,698,045	\$ 632,385,248	\$ 121,940,440	\$ 79,716,243	\$ 218,411,000	\$1,392,150,976
2008	\$ 359,955,196	\$ 720,102,863	\$ 151,512,472	\$ 94,998,000	\$ 58,990,257	\$1,385,558,788
2009	\$ 384,783,144	\$ 783,964,113	\$ 171,987,468	\$ 127,124,000	\$ 114,138,000	\$1,581,996,725
2010	\$ 385,121,306	\$ 762,020,390	\$ 160,201,652	\$ 85,768,165	\$ 1,400,000	\$1,394,511,513
2011	\$ 369,029,698	\$ 742,523,934	\$ 123,923,973	\$ 73,893,728	\$ 27,820,000	\$ 1,337,191,333



Adopted Budget Distribution (%)

<u>FY</u>	<u>General Government</u>	<u>Schools</u>	<u>All Debt Service</u>	<u>General Capital</u>	<u>School Capital</u>
2006	25.0%	45.1%	9.2%	3.8%	16.9%
2007	24.4%	45.4%	8.8%	5.7%	15.7%
2008	26.0%	52.0%	10.9%	6.9%	4.3%
2009	24.3%	49.6%	10.9%	8.0%	7.2%
2010	27.6%	54.6%	11.5%	6.2%	0.1%
2011	27.6%	55.5%	9.3%	5.5%	2.1%

**Loudoun County Government
FY 2011 Adopted Fiscal Plan**

FY 2009-2011 Summary of Financial Sources and Uses of Fund Balance

Category	General Fund			School Fund		
	2009 Actual	2010 Estimate	2011 Budget	2009 Actual	2010 Estimate	2011 Budget
Revenue						
General Property Taxes	\$764,027,830	\$735,101,800	\$746,514,800	\$0	\$0	\$0
Other Local Taxes	108,209,252	103,482,500	106,116,500	0	0	0
Licenses and Permits	11,844,637	15,596,101	13,447,132	0	0	0
Fines and Forfeits	2,545,492	2,006,380	2,898,946	0	0	0
Use of money	7,056,753	4,110,024	3,090,202	1,157,221	0	0
Charges for Services	23,339,909	22,743,925	26,154,682	15,664,021	30,056,430	31,085,372
Miscellaneous Revenues	1,614,974	356,371	369,694	1,961,592	0	0
Recovered Costs	6,846,220	7,922,318	6,994,846	1,687,246	0	0
Intergovernmental Revenues	101,498,326	86,809,286	89,422,644	199,307,603	202,822,843	217,416,389
Other Financing Sources	0	4,597,364	8,037,349	560,431,219	509,141,117	460,622,173
Total Revenues:	\$1,026,983,393	\$982,726,069	\$1,003,389,795	\$780,208,902	\$742,020,390	\$709,123,934
Expenditures						
Personnel	\$252,489,517	\$240,163,822	\$253,954,627	\$655,845,125	\$670,784,509	\$639,056,501
Operating	122,762,511	105,432,952	111,502,975	81,975,556	91,110,881	95,194,683
Capital	2,644,634	264,337	1,491,003	4,786,935	125,000	8,272,750
Other	0	0	0	1,465,136	0	0
Education	531,845,318	502,601,117	452,331,173	0	0	0
Transfers Out	174,225,878	163,618,739	179,917,827	9,523,216	0	0
Debt Service	0	0	0	0	0	0
Total Expenditures:	\$1,083,967,858	\$1,012,080,967	\$999,197,605	\$766,782,199	\$762,020,390	\$742,523,934
Net Increase (Decrease) in Fund Balance:	(\$56,984,465)	(\$29,354,898)	\$4,192,190	\$13,426,703	(\$20,000,000)	(\$33,400,000)
Fund Balance, July 1:	\$157,069,587	\$100,085,122	\$70,730,224	\$44,877,452	\$58,304,155	\$38,304,155
Fund Balance, June 30:	\$100,085,122	\$70,730,224	\$74,922,414	\$58,304,155	\$38,304,155	\$4,904,155

Loudoun County Government
FY 2011 Adopted Fiscal Plan

FY 2009-2011 Summary of Financial Sources and Uses of Fund Balance

Category	Capital Improvement Program			Debt Service Fund			
	2009 Actual	2010 Estimate	2011 Budget	2009 Actual	2010 Adopted	2010 Projection ¹	2011 Budget
Revenue							
General Property Taxes	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Other Local Taxes	530,850	75,000	80,000	0	0	0	0
Licenses and Permits	0	0	0	0	0	0	0
Fines and Forfeits	0	0	0	0	0	0	0
Use of money Charges for Services	35,065	0	0	6,186,973	3,000,000	1,000,000	1,000,000
Miscellaneous Revenues	1,722,730	225,000	0	0	0	0	0
Recovered Costs	634,657	0	0	0	0	0	0
Intergovernmental Revenues	149,233	0	0	0	0	0	0
Other Financing Sources	9,788,392	3,120,000	840,000	0	0	0	0
	<u>307,009,737</u>	<u>54,368,165</u>	<u>107,073,710</u>	<u>154,596,662</u>	<u>130,197,607</u>	<u>130,197,607</u>	<u>151,250,210</u>
Total Revenues:	\$319,870,664	\$57,788,165	\$107,993,710	\$160,783,635	\$133,197,607	\$131,197,607	\$152,250,210
Expenditures							
Personnel	\$30,165	\$3,084,576	\$0	\$0	\$0	\$0	\$0
Operating	36,805,879	518,975	55,703,728	0	0	0	0
Capital	244,537,940	54,003,438	48,260,000	0	0	0	0
Other	4,391,568	0	4,029,982	23,157,955	0	1,500,000	90,000
Education	0	0	0	0	0	0	0
Transfers Out	2,411	381,176	0	0	90,000	5,255,274	0
Debt Service	<u>0</u>	<u>0</u>	<u>0</u>	<u>141,820,509</u>	<u>149,813,652</u>	<u>138,549,889</u>	<u>159,923,973</u>
Total Expenditures:	\$285,767,963	\$57,988,165	\$107,993,710	\$164,978,464	\$149,903,652	\$145,305,163	\$160,013,973
Net Increase (Decrease) in Fund Balance:	\$34,102,701	(\$200,000)	\$0	(\$4,194,829)	(\$16,706,045)	(\$14,107,556)	(\$7,763,763)
Fund Balance, July 1:	\$300,187,064	\$334,289,765	\$334,089,765	\$26,066,147	\$21,871,318	\$21,871,318	\$7,763,763
Fund Balance, June 30:	\$334,289,765	\$334,089,765	\$334,089,765	\$21,871,318	\$5,165,273	\$7,763,763	\$0

¹ FY 2010 Projection Expenditures differ from FY 2010 Adopted Expenditures due to the refunding of previously issued bonds and reduced or delayed project funding requirements.

Loudoun County Government
FY 2011 Adopted Fiscal Plan

FY 2009-2011 Summary of Financial Sources and Uses of Fund Balance

Category	Capital Projects Financing Fund ²			Nonmajor Governmental Funds		
	2009 Actual	2010 Estimate	2011 Budget	2009 Actual	2010 Estimate	2011 Budget
Revenue						
General Property Taxes	\$0	\$0	\$0	\$10,812,014	\$10,210,000	\$8,893,038
Other Local Taxes	0	0	0	11,377,495	17,033,064	11,205,000
Licenses and Permits	0	0	0	0	0	0
Fines and Forfeits	0	0	0	0	0	0
Use of money	0	0	0	1,845,967	0	925,080
Charges for Services	0	0	0	1,210,041	85,836	1,665,000
Miscellaneous Revenues	0	0	0	12,396,416	500,000	12,743,845
Recovered Costs	0	0	0	58,922	1,578,500	37,566
Intergovernmental Revenues	0	0	0	24,126,651	12,689,892	28,904,920
Other Financing Sources	<u>0</u>	<u>73,655,000</u>	<u>82,770,000</u>	<u>4,876,391</u>	<u>19,859,542</u>	<u>4,938,448</u>
Total Revenues:	\$0	\$73,655,000	\$82,770,000	\$66,703,897	\$61,956,834	\$69,312,897
Expenditures						
Personnel	\$0	\$0	\$0	849,687	\$848,826	\$963,127
Operating	0	0	0	34,930,635	36,877,040	48,239,468
Capital	0	0	0	(13,035,268)	3,750,000	0
Other	0	0	82,770,000	0	0	0
Education	0	0	0	0	0	0
Transfers Out	0	73,655,000	0	35,349,355	4,597,763	19,941,095
Debt Service	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>
Total Expenditures:	\$0	\$73,655,000	\$82,770,000	\$58,094,409	\$46,073,629	\$69,143,690
Net Increase (Decrease) in Fund Balance:	\$0	\$0	\$0	\$8,609,488	\$15,883,205	\$169,207
Fund Balance, July 1:	\$0	\$0	\$0	\$108,004,920	\$116,614,408	\$132,497,613
Fund Balance, June 30:	\$0	\$0	\$0	\$116,614,408	\$132,497,613	\$132,666,820

² The Capital Project Financing Fund was established by the Board of Supervisors effective FY 08.

Loudoun County Government
FY 2011 Adopted Fiscal Plan

FY 2009-2011 Summary of Financial Sources and Uses of Fund Balance

Category	Total Funds			
	2009 Actual	2010 Estimate	2010 Projection	2011 Budget
Revenue:				
General Property Taxes	\$774,839,844	\$745,311,800	\$745,311,800	\$755,407,838
Other Local Taxes	120,094,012	120,590,564	120,590,564	117,401,500
Licenses and Permits	11,844,637	15,596,101	15,596,101	13,447,132
Fines and Forfeits	2,545,492	2,006,380	2,006,380	3,241,946
Use of money	16,513,545	7,110,024	5,110,024	5,015,282
Charges for Services	40,785,582	53,111,191	53,111,191	58,905,054
Miscellaneous Revenues	28,337,874	856,371	856,371	13,113,539
Recovered Costs	9,892,740	9,500,818	9,500,818	7,032,412
Intergovernmental Revenues	322,990,737	305,442,021	305,442,021	336,583,953
Other Financing Sources	1,026,914,009	<u>791,818,795</u>	<u>791,818,795</u>	<u>814,691,890</u>
Total Revenues:	\$2,354,550,491	\$2,051,344,065	\$2,049,344,065	\$2,124,840,546
Expenditures:				
Personnel	\$909,214,494	\$914,881,733	\$914,881,733	\$893,974,255
Operating	276,474,581	233,939,848	233,939,848	310,640,854
Capital	238,934,241	58,142,775	58,142,775	58,023,753
Other	42,200,890	0	1,500,000	86,889,982
Education	531,845,318	502,601,117	502,601,117	452,331,173
Transfers Out	219,100,860	242,342,678	247,507,952	199,858,922
Debt Service	<u>141,820,509</u>	<u>149,813,652</u>	<u>138,549,889</u>	<u>159,923,973</u>
Total Expenditures:	\$2,359,590,893	\$2,101,721,803	\$2,097,123,314	\$2,161,642,912
Net Increase (Decrease) in Fund Balance:	(\$5,040,402)	(\$50,377,738)	(\$47,779,249)	(\$36,802,366)
Fund Balance, July 1:	\$633,464,006	\$628,423,604	\$628,423,604	\$583,385,520
Fund Balance, June 30:	\$628,423,604	\$580,787,030	\$583,385,520	\$546,583,154



**Loudoun County Government
FY 2011 Proposed Fiscal Plan**

History of Expenditures by Department

Department	FY 07 Adopted	FY 07 Actual	FY 08 Adopted	FY 08 Actual
Boards, Commissions and Committees	\$2,619,000	\$2,777,863	\$3,199,000	\$3,128,350
County Administrator	3,105,000	3,389,934	3,274,000	3,283,527
Public Information	606,000	757,408	644,000	777,754
General Registrar	546,000	499,113	647,000	666,813
Regional Organizations & Contributions	4,446,000	4,446,381	4,569,000	4,613,815
County Attorney	2,214,000	2,760,052	2,251,000	3,515,746
County Assessor	2,526,000	2,532,338	2,950,000	3,121,904
Treasurer	3,608,000	3,391,021	3,814,000	3,477,681
Commissioner of the Revenue	2,368,000	2,397,198	2,695,000	2,684,692
Clerk of the Circuit Court	3,038,000	3,093,013	3,391,000	3,384,260
Commonwealth's Attorney	2,790,000	2,848,805	3,074,000	2,983,842
Sheriff	58,501,000	57,744,306	65,153,000	64,874,333
Management & Financial Services	10,439,000	10,923,750	10,977,000	10,506,588
Information Technology	16,539,000	20,883,127	16,679,000	20,818,444
General Services	22,807,000	26,106,163	23,849,000	27,460,611
Capital Construction & Solid Waste Mgmt ¹	7,431,000	7,354,165	9,270,000	8,330,528
Courts	955,000	940,916	1,091,000	937,981
Building and Development	21,309,000	20,488,119	23,000,000	22,173,105
Fire and Rescue Services	40,256,000	42,514,705	47,899,000	45,724,358
Planning Services	2,965,000	2,809,374	3,138,000	3,194,371
Economic Development	1,893,000	1,895,782	1,894,000	1,941,897
Mapping & Geographic Information	1,997,000	2,069,769	2,247,000	2,188,036
Animal Care and Control	2,174,000	2,305,734	2,419,000	2,580,331
Health Services	3,837,000	4,013,121	4,219,000	4,003,463
Transportation Services	7,797,000	7,510,080	8,313,000	8,851,480
Library Services	10,981,000	10,903,123	11,641,000	11,261,749
Community Corrections	1,404,000	1,225,545	1,523,000	1,464,813
Mental Health & Mental Retardation	28,384,000	27,571,867	30,091,000	29,575,599
Parks, Recreation & Community Services	28,945,000	27,603,459	32,792,000	31,697,812
Juvenile Court Services Unit	1,900,000	1,839,982	2,019,000	1,801,440
Family Services	30,637,000	30,770,934	31,798,000	32,935,477
Extension Services	542,000	516,962	584,000	537,602
Miscellaneous	(5,950,000)	1,609,665	(7,506,000)	2,368,025
General Government Subtotal	\$323,609,000	\$338,493,774	\$353,598,000	\$366,866,452
Schools²	\$632,385,248	\$625,893,778	\$700,102,863	\$710,885,980
Total	\$955,994,248	\$964,387,552	\$1,053,700,863	\$1,080,120,432

Note: Expenditures for County Government agencies comprise all operational expenditures including County special revenue funds

¹ In FY 10, Capital Construction & Solid Waste Management were consolidated into one department. History has also been combined.

² School number has been restated to include School Operating, Food Services, and Bus Lease Expenditure



**Loudoun County Government
FY 2011 Proposed Fiscal Plan**

History of Expenditures by Department

Department	FY 09 Adopted	FY 09 Actual	FY 10 Adopted	FY 11 Adopted
Boards, Commissions and Committees	\$3,408,000	\$3,321,705	\$3,271,187	\$3,622,349
County Administrator	3,154,000	2,569,947	2,539,608	2,381,645
Public Information	785,000	822,578	760,489	735,324
General Registrar	669,000	741,372	663,108	763,995
Regional Organizations & Contributions	4,480,000	4,582,736	3,602,921	4,028,460
County Attorney	2,382,000	2,593,660	2,412,500	2,418,051
County Assessor	3,404,000	3,261,946	3,841,381	3,378,688
Treasurer	3,909,000	3,474,874	3,445,365	3,869,013
Commissioner of the Revenue	2,801,000	2,667,658	2,825,147	2,692,320
Clerk of the Circuit Court	3,562,000	3,454,580	3,560,350	3,508,358
Commonwealth's Attorney	3,135,000	3,124,252	3,190,776	3,139,430
Sheriff	68,204,000	69,168,481	68,284,596	71,732,819
Management & Financial Services	11,696,000	10,260,055	10,636,800	10,462,022
Information Technology	16,881,000	18,355,669	16,084,390	16,146,005
General Services	26,043,000	28,149,620	25,515,396	26,196,705
Capital Construction & Solid Waste Mgmt ¹	9,485,000	9,034,819	9,110,839	9,156,152
Courts	1,152,000	1,079,654	1,071,482	1,030,451
Building and Development	23,440,000	22,597,284	20,594,372	19,387,259
Fire and Rescue Services	49,322,000	56,891,952	48,489,326	49,233,451
Planning Services	3,274,000	3,016,852	3,124,463	3,155,178
Economic Development	2,234,000	2,140,983	2,198,080	1,964,745
Mapping & Geographic Information	2,250,000	2,160,314	2,108,009	2,092,639
Animal Care and Control	2,863,000	2,580,784	2,524,641	2,497,911
Health Services	4,697,000	4,308,435	4,322,135	4,292,582
Transportation Services	9,266,000	9,788,997	9,580,634	12,013,883
Library Services	11,953,000	11,457,276	11,358,172	11,415,074
Community Corrections	1,697,000	1,615,796	1,766,504	1,815,771
Mental Health & Mental Retardation	31,359,000	29,742,411	31,162,565	30,609,136
Parks, Recreation & Community Services	33,291,000	32,144,286	33,019,616	34,155,274
Juvenile Court Services Unit	2,047,000	1,909,492	1,988,924	1,843,913
Family Services	32,639,000	33,440,754	32,968,959	33,393,300
Extension Services	586,000	552,272	581,544	529,057
Miscellaneous	(3,303,000)	3,611,898	(4,513,000)	4,936,602
General Government Subtotal	\$372,765,000	\$381,361,446	\$362,091,279	\$378,597,562
Schools²	\$776,964,113	\$736,638,532	\$762,020,390	\$742,523,934
Total	\$1,149,729,113	\$1,117,999,978	\$1,124,111,669	\$1,121,121,496

¹In FY 10, Capital Construction & Solid Waste Management were consolidated into one department. History has also been combined.

²School number has been restated to include School Operating, Food Services, and Bus Lease Expenditure



**Loudoun County Government
FY 2011 Adopted Fiscal Plan**

History of Full-Time Equivalents (FTEs) by Department

Department	FY 07	FY 08	FY 09	FY 10	FY 11
Boards, Commissions and Committees	0.75	1.75	0.75	0.75	0.75
County Administrator	24.53	24.80	24.53	20.00	18.00
Public Information	4.80	4.80	6.80	6.80	6.80
General Registrar	7.77	8.77	8.77	8.77	8.77
Regional Organizations & Contributions	0.00	0.00	0.00	0.00	0.00
County Attorney	20.00	20.00	20.00	20.00	20.00
County Assessor	29.00	30.00	34.00	34.00	34.00
Treasurer	40.34	40.34	42.00	42.00	43.00
Commissioner of the Revenue	32.55	34.55	34.55	34.55	32.55
Clerk of the Circuit Court	41.00	43.53	43.53	43.53	43.00
Commonwealth's Attorney	33.00	34.00	34.00	34.00	33.00
Sheriff	624.18	663.63	663.63	663.39	713.49
Management & Financial Services	73.64	75.64	76.84	77.84	77.84
Information Technology	81.39	84.39	86.39	84.39	84.19
General Services	80.00	81.48	80.00	78.00	76.00
Capital Construction & Solid Waste Mgmt ¹	53.10	59.10	60.10	57.10	57.10
Courts	6.00	7.00	7.00	6.00	6.00
Building and Development	256.90	258.80	254.80	225.80	205.80
Fire and Rescue Services	445.16	492.81	504.01	485.52	486.85
Planning Services	31.00	31.00	31.00	30.00	30.00
Economic Development	16.77	15.77	16.77	17.77	16.77
Mapping & Geographic Information	23.80	23.80	23.80	22.80	23.00
Animal Care and Control	32.89	32.89	34.49	32.35	32.35
Health Services	82.00	84.00	82.00	80.00	79.00
Transportation Services	18.00	18.77	18.77	16.77	16.77
Library Services	145.16	145.71	145.71	145.71	140.80
Community Corrections	17.33	18.86	19.86	20.86	20.86
MH, MR, & Substance Abuse Services	344.64	343.44	344.10	345.16	330.05
Parks, Recreation & Community Services	476.65	494.86	496.52	489.44	490.66
Juvenile Court Service Unit	35.84	35.84	35.84	35.84	32.19
Family Services	189.05	193.25	194.80	193.33	192.27
Extension Services	11.37	11.37	11.72	11.72	11.37
Miscellaneous	0.00	0.00	0.00	0.00	0.00
General Fund Subtotal	3,278.61	3,414.95	3,437.08	3,364.19	3,363.23
School Fund ²	7,998.90	8,563.80	8,928.00	9,036.80	9,203.30
Central Services Fund	13.27	11.27	11.27	11.27	11.27
Law Library Fund	0.53	1.00	1.00	1.00	1.00
Total All Funds	11,291.31	11,991.02	12,377.35	12,413.26	12,578.80

¹ In FY 10, Capital Construction & Solid Waste Management were consolidated into one department. History has also been combined.

² School number has been restated to include School Operating and Food Services FTEs



County Funds, Fund Structure and Basis of Budgeting

The Loudoun County Budget is organized on the basis of funds, each of which is considered a separate accounting and reporting entity. The operations of each fund are accounted for with a separate set of self-balancing accounts that comprise its revenues and expenditures, or expenses where appropriate. The types of funds include the Governmental Funds (General Fund, Special Revenue Fund, Debt Service Fund, and Capital Project Fund), Proprietary Funds (Central Services Fund and Self-Insurance Fund), and Fiduciary Funds (Expendable Trust Fund, Pension Trust Fund, Nonexpendable Trust Fund, and Agency Funds).

All Governmental Funds, Expendable Trust Funds, and Agency Funds are accounted for using the modified accrual basis of accounting. The County's Comprehensive Annual Financial Report is prepared on the modified accrual basis of accounting. The modified accrual basis of accounting for governmental funds is a mixture of cash and accrual basis accounting. Under modified accrual accounting, revenue is considered available when it is collectible during the current period, or if the actual collection occurs after the end of the period but in time to pay current year-end liabilities. Expenditures are recorded on an accrual basis of accounting because they are measurable when they are incurred and are generally recognized at that time. Exceptions to this rule include: (1) accumulated unpaid vacation leave, sick leave, and other employee leave which are recognized when paid, and (2) principal and interest payments on general long-term debt which are recognized when paid.

The County uses the accrual basis of accounting for the Proprietary Funds, Pension Trust Funds, and Nonexpendable Trust Funds. Under the accrual basis of accounting, revenues are recognized when they are earned and expenses are recognized when they are incurred without regard to receipts or disbursements of cash.

GOVERNMENTAL FUND TYPES

Governmental Funds are those through which most governmental functions of the County are financed. The County Budget contains twenty distinct Governmental Funds. These funds reflect appropriation decisions that are generally divided into three major categories: operating, capital and debt service. Some funds contain appropriations for a wide range of services while others are specific to a given service or targeted geographic area. Each of these funds are reviewed and approved by the Board during their budget deliberations. Some of the funds have specific taxes attached to support them. Those taxes and rates are also reviewed and adopted by the Board.

The following funds are categorized as Governmental Funds:

GENERAL FUND

This is the primary operating fund for all non-education governmental activities. It is used to account for all financial resources except those required to be accounted for in other funds. This fund contains the operating budgets for public safety, land development, general government administration, parks, libraries and human services. The source of funding for many other governmental functions, such as education, payment of debt service, and funding of some capital projects is usually a transfer of tax revenue from the General Fund. All tax revenues (real property tax and personal property tax revenues, as well as most other tax receipts) and most other revenues (fees, fines, charges and grants) are budgeted and accounted for in the General Fund. Likewise, all expenditures funded by the General Fund revenues are budgeted as direct General Fund expenditures. The Board of Supervisors has direct control of the expenditures in this fund.

COMPREHENSIVE SERVICES ACT FOR AT-RISK YOUTH FUND (CSA)

The CSA is a joint effort between the County's Government, Schools and Courts, as well as private sector providers of "At-Risk" youth services. Funding for the CSA program is derived from a transfer from the General Fund and Aid from the Commonwealth.

HOUSING CHOICE VOUCHER FUND

The Housing Choice Voucher fund was established for the express purpose of operating the County's rental assistance program. This program was formerly a function of the State government. The source of funding for this program is from State and Federal contributions.



County Funds, Fund Structure and Basis of Budgeting

SCHOOL FUND

The School Fund is the primary operating fund for all education-related governmental activities. The School Fund's revenues come from a transfer from the County's General Fund, aid from the Commonwealth, and aid from the Federal Government. Expenditures from this fund are used to provide instruction and support services for the School System. The School Board has direct control over appropriations and expenditure decisions within this fund. The Board of Supervisors, whose role is limited by State statute, provides a lump sum appropriation to the fund to finance the school system's operations.

SPECIAL REVENUE FUNDS

These funds are used to account for the proceeds of specific revenue sources (other than major capital projects) that are legally restricted to expenditures for specified purposes. The Legal Resources Center Fund, Restricted Use Transient Occupancy Tax Fund, and the Route 28 Special Improvements Fund are examples of these funds. The revenue sources for these funds include writ assessments, special taxes and other contributions. Monies budgeted within Special Revenue funds are legally restricted to specific activities or programs; they are not considered available for appropriation to meet general expenditure requirements. Unexpended Special Revenue Fund monies are re-appropriated for use in the subsequent fiscal year for the continuation of the designated programs.

GREENLEA TAX DISTRICT

The Greenlea Tax District was established to fund the improvement of a damaged bridge on Crooked Bridge Road in the Blue Ridge District. A special assessment district was established to pay for the improvements. The bridge replacement uses no local tax funding.

LEGAL RESOURCE CENTER FUND

The Legal Resource Center Fund is the operating fund of the County's Law Library. The funding for this program is derived entirely from a court service fee.

RESTRICTED USE TRANSIENT OCCUPANCY TAX FUND

This operating fund is used to finance the promotion of tourism, travel, or business that generates tourism within the County. Since 1996, the Board of Supervisors have levied an additional 3% transient occupancy tax on hotel rooms and other places of lodging to provide funding for tourism initiatives throughout the County.

ROUTE 28 SPECIAL TAX DISTRICT FUND

The Route 28 District fund was established for the express purpose of paying the debt service on a special transportation project for Virginia Route 28. The revenue for this fund comes entirely from an add-on real property tax on land within the special district.

ALDIE WASTEWATER DISTRICT FUND

The Aldie Wastewater District fund was established for the express purpose of funding the debt service on a special sewer management project for a small community. The revenue for this fund comes entirely from a special add-on real property tax on land in the district.

HAMILTON SEWER SERVICE DISTRICT FUND

The Hamilton Sewer Service District fund was established for the express purpose of funding the debt service for the renovation and expansion of sewer management for the Town of Hamilton and some of the surrounding community. The revenue for this fund comes entirely from a special add-on real property tax on land in the district.

SCHOOL CAFETERIA FUND

The School Cafeteria Fund is an operating fund for the School System's food service operations. This account is controlled by the School Board and is funded through a combination of a portion of the lump sum transfer to the



County Funds, Fund Structure and Basis of Budgeting

schools from the General Fund, meal charges and contributions from the Federal and Commonwealth governments.

DULLES INDUSTRIAL PARK WATER & SEWER DISTRICT FUND

The Dulles Industrial Park Water & Sewer District was established as a service district in response to landowners' petition for the construction of water and sewer lines. The district consists of 24 properties for which the utility improvements will be constructed by the Loudoun County Water Authority (formerly known as the Loudoun County Sanitary Authority).

DEBT SERVICE FUNDS

Debt Service Funds account for the accumulation of resources for the payment of general long-term debt principal, interest, and other related costs. This fund's revenue is provided by transfers from the General Fund.

COUNTY DEBT SERVICE FUND

The County Debt Service Fund is used for the payment of debt service, both principal and interest, of municipal debt issued to construct non-educational County facilities. Revenue sources for this fund are largely limited to transfers from the General Fund. This fund is budgeted by the Board of Supervisors and represents the long-term financing costs of projects funded in the County's Capital Improvement Program (CIP).

SCHOOL DEBT SERVICE FUND

The School Debt Service Fund is a fund used for the payment of debt service, both principal and interest, on municipal debt issued for the construction and repair of County educational facilities, and the purchase of other longer-term assets, like computers. Revenue sources for this fund are largely limited to transfers of local revenues from the General Fund. This fund is budgeted by the Board of Supervisors, but represents the long-term financing costs of decisions made by both the Board of Supervisors and the School Board in the School's Capital Improvement Program, Capital Asset Replacement Fund and School Fund.

CAPITAL PROJECTS FUNDS

Two types of funds comprise the Capital Projects Funds - Capital Projects Funds and Capital Asset Replacement Funds. Capital Projects Funds account for the purchase and/or construction of major capital facilities that are financed primarily by bond issues, State and Federal grants, and transfers from the General Fund. Capital Asset Replacement Funds account for the repair and/or replacement of major capital facilities financed primarily by transfers from the General Fund. Funding for the Capital Projects Funds is dedicated to the completion of approved capital projects and purchases; it is not available to meet general government expenditures.

COUNTY CAPITAL PROJECTS FUND

The County Capital Projects Fund controls the financing and construction of most non-educational County facilities, such as parks, libraries, public safety facilities, land acquisitions and office buildings. The Board of Supervisors approves these projects through the County's Capital Improvements Program (CIP). Revenue sources for this fund include transfers of local tax funding from the General Fund, the issuance of municipal bonds (debt), and a wide variety of grants and developer contributions.

SCHOOL CAPITAL PROJECTS FUND

The School Capital Projects Fund controls the financing and construction of local educational facilities. The Board of Supervisors approves these projects through the County's Capital Improvements Program (CIP), following the recommendations of the School Board. Revenue sources for this fund generally consist of a combination of transfers of local tax funding from the General Fund, the issuance of municipal bonds (debt), and/or developer contributions (proffers).



County Funds, Fund Structure and Basis of Budgeting

COUNTY CAPITAL ASSET PRESERVATION FUND (CAPP)

The County Capital Asset Preservation Fund controls the regular repair and replacement of most non-educational County facilities, such as parks, libraries, jails, and office buildings. The Computer Replacement Fund is a subset of the CAPP. The approval of these projects is at the direction of the Board of Supervisors. Revenue sources for this fund include transfers of local tax funding from the General Fund, and a small amount of service fee revenue collected for the renovation and repair of court facilities. In FY 01, the County adopted a standard of annually funding projects totaling between 1 and 2 percent of the value of fixed assets.

SCHOOL CAPITAL ASSET PRESERVATION FUND (CAPP)

The School Capital Asset Preservation Fund controls the regular repair and replacement of local educational facilities. The approval of these projects is at the direction of the School Board, with funding approved by the Board of Supervisors. Revenue sources for this fund include transfers of local tax funding from the General Fund and the occasional issuance of municipal debt. In FY 01, the County adopted a standard of annually funding projects totaling between 1 and 2 percent of the value of fixed assets.

PUBLIC TRANSPORTATION FUND

The Transportation fund was established for the express purpose of funding the County's share of the capital construction of regional transportation improvements. The major improvement to be funded is the Dulles Rapid Transit project; smaller projects may be included in future years. The sources of revenue for this fund will be transfers from the General Fund, Gas Tax monies and Federal and State contributions.

PROPRIETARY FUND TYPES

INTERNAL SERVICE FUNDS

The Internal Service Funds include the Central Services Fund and the Self-Insurance Fund. The Central Services Fund accounts for the financing of goods or services provided between County departments on a cost reimbursement basis. This includes such activities as central supply, duplication, vehicles, telephone service, and mail delivery. The Self-Insurance Fund accounts for the accumulation of resources to pay for losses incurred by the partial or total retention of risk of loss arising out of the assumption of risk rather than transferring that risk to a third party through the purchase of insurance. Since the intent of an Internal Service Fund is to charge out the total cost of providing services, depreciation expenses are included in the charge-back calculations.

FIDUCIARY FUND TYPES

TRUST AND AGENCY FUNDS

Trust and Agency Funds are used to account for the assets received and disbursed by the County Government acting in a trustee capacity or as an agent for individuals, private organizations, other governments and/or other funds. These funds include the following: Nonexpendable Trust Funds, Expendable Trust Funds, Pension Trust Funds, Agency Funds and the Other Post Retirement Benefits (OPEB) Fund. The Fiduciary Fund accounts for assets held by the County for Other Post Employee Benefits (OPEB GASB45 costs). Resources for these cost requirements are derived from a transfer from the General Fund.

FIXED ASSETS, CAPITALIZATION AND DEPRECIATION

The standard for capitalization of tangible property is \$5,000 or more per unit with an expected useful life greater than three years. Fixed assets consisting of certain improvements other than buildings are not capitalized. In the Internal Service Fund, depreciation is computed over the estimated useful life of each asset using the straight-line method. When assets are sold or retired, their cost and related accumulated depreciation are removed from the accounts and the gains or losses are reflected on the income statement in the year the sale or retirement occurs.



County Funds, Fund Structure and Basis of Budgeting

BASIS OF BUDGETING

Budgets for all funds are adopted on a basis consistent with generally accepted accounting principles, applicable to governmental units. Formal budgetary integration is employed as a management control device during the year. Annual appropriations resolutions and budgets are adopted for the General, Special Revenue, and Debt Service Funds. Governmental accounting is directed toward expenditure control and budgetary compliance. The accounting system's budgetary control function is accomplished by incorporating budgetary accounts into fund ledgers and recording appropriations adopted by the County Supervisors. All appropriations are legally controlled at the department level for the General Fund and Special Revenue Funds, except the School Fund. The School appropriation is determined by the County Board of Supervisors and controlled at the major category level by the general government. The adopted budget also includes a program of capital expenditures to be financed from current operations and a separate six-year capital improvement plan. All annual appropriations lapse at the end of the fiscal year, except for the Capital Project Funds and grants. The budget resolution specifies that the budget and appropriation for each grant or project continue until the expiration of the grant or completion of the project.

In most cases, the County's budget follows the same basis of accounting used in preparing the County's Comprehensive Annual Financial Report (CAFR), which is prepared in accordance with Generally Accepted Accounting Principles (GAAP) as promulgated by the Government Accounting Standards Board (GASB) and the Auditor of Public Accounts of the Commonwealth of Virginia (APA). A few exceptions exist. The budget document does not include the Loudoun County Water Authority (formerly known as the Loudoun County Sanitation Authority), which is a component unit presented in the County's CAFR. The budget does not include the following funds listed as Special Revenue Funds in the CAFR: Federally Forfeited Property, County-Wide Sewer Service District, and Community Development. Another difference between GAAP and the budgetary basis of accounting is the treatment of encumbrances. Encumbered amounts are treated as expenditures under the budgetary basis of accounting used by the County, while encumbrances are treated as reservations of fund balance under the GAAP basis.

Starting with the FY 2002 CAFR, the County converted its CAFR and its financial statements to comply with GASB Statement 34. As a result, the governmental fund statements in the CAFR are presented on a current financial resource and modified accrual basis of accounting. Exceptions to this rule include: (1) accumulated unpaid vacation leave, sick leave, and other employee leave, which are recorded as compensated absences, and are recognized when paid, and (2) principal and interest payments on general long term debt, both of which are recognized when paid.

In response to the new reporting requirements for GASB Statement 45, *Accounting and Financial Reporting by Employers for Post-employment Benefits (OPEB) Other Than Pensions*, a new fiduciary fund was created in FY 09, which will allow the County to budget for the annual cost of public employee non-pension benefits related to OPEB in the same manner as reporting financial information for pensions.

BUDGET AMENDMENT PROCESS

The Board of Supervisors adopts an Appropriations Resolution for each fiscal year that sets the funding levels for each fund. Authorization is given to the County Administrator to approve transfers of appropriations and estimated revenues among departments and agencies as long as the total net appropriation or estimated revenues for the fund is neither increased nor decreased. Approval by the Board of Supervisors is required for changes that affect the total fund appropriations or estimated revenues. In order to affect a change, a Budget Adjustment is created. Budget adjustments that do not revise the original appropriation are approved/disapproved by the Director of Management and Financial Services and the County Administrator after sufficient justification for the revision to the budget has been received. The County Administrator presents budget adjustments that change appropriations or estimated revenues at the fund level to the Board of Supervisors for consideration and approval.



Long-Range Planning

Loudoun County identifies strategic trends and infrastructure issues with a variety of tools. The County's Revised Comprehensive Plan, adopted by the Board of Supervisors on May 6, 2008, describes the major planning tools employed as part of the organization's strategic assessment process. Excerpts from Chapter 3 (Fiscal Planning and Budgeting) are provided below.

FISCAL PLANNING AND BUDGETING

Recognizing the critical relationship of development and service demands, the County has sought to offset the negative fiscal impacts of residential development by encouraging a fiscally favorable balance between residential and non-residential development. Phasing growth based on the availability of adequate public facilities and distributing the costs of growth more equitably have also been at the forefront of the County's strategy. Over the years and to this end the County has implemented an integrated approach to fiscal and land use planning. The strategy begins with the comprehensive plan, which includes the *Revised General Plan*, *Revised Countywide Transportation Plan* and associated documents. The Plan establishes the development potential of the County by planning the residential and non-residential uses of the land.

THE BOARD OF SUPERVISORS' FISCAL POLICY provides accounting, budgeting, and financial management directives that, among other things, place limits on how much long-term debt the County will incur to build public facilities. Within the parameters of those documents, the delivery of services and public facilities is planned.

THE COUNTY'S FISCAL IMPACT ANALYSIS TECHNICAL REVIEW COMMITTEE, comprised of citizen representatives supported by County and School staff, provides annual forecasts of development activity and service costs over twenty years. The Committee's annual Update of the Demographic, Revenue, and Expenditure Modules and 20-Year Growth Scenarios is based on a fiscal impact model developed for the County in the early 1990s.

SERVICE PLANS AND LEVELS for each department and agency that are adopted by the Board of Supervisors establish the number of facilities that the County will build. The Service Plans and Levels establish service delivery levels and capital facility standards based upon specific demographic factors (per capita, per square foot, etc.). The Board of Supervisors selects the service level. Based on the County's projected population growth and the adopted service levels, a ten-year **CAPITAL NEEDS ASSESSMENT** is prepared to project the type and number of capital facilities that will be needed to service the public. With that longer view in mind, the Board then adopts a six-year **CAPITAL IMPROVEMENT PROGRAM** that schedules the financing and construction of public facilities. Actual and projected capital expenditures are reviewed and approved annually, concurrently with and informed by Board consideration and approval of the County operating budget. The adopted Fiscal Plan reflects the estimated and projected costs of implementing the Capital Improvement Program for two fiscal years, with appropriations made for only the first year of the biennium. As indicated in the table below, *Strategic Management of Loudoun's Growth: The Planning Tools*, these planning tools must be updated regularly to remain current in an atmosphere of rapid change.

Strategic Management of Loudoun's Growth: The Planning Tools		
Document	Planning Horizon	Update Frequency
General Plan	20 years	Every 5 years
Area Plans	Indefinite	As needed
Service Plans and Levels	20 years	Every 4 years
Capital Needs Assessment	10 years	Every 4 years
Capital Improvement Program	6 years	Every year
Operating and Capital Budgets	2 years	Every year

This management strategy has enabled the County to anticipate and to plan for the fiscal impacts of growth, providing built-in protection for the taxpayers. The County intends to continue using cash to pay at least 10 percent of the cost of new facilities, thereby reducing the cost of long-term financing.



Long-Range Planning

FISCAL PLANNING AND BUDGETING POLICIES

1. The County is best served by seeking to meet the goals of an effective fiscal policy as stipulated in the Board of Supervisors' Fiscal Policy originally adopted December 17, 1984, and as subsequently amended.
2. The County seeks to maintain an affordable real-property tax rate by balancing, on a timely basis, residential and non-residential development in conformance with the overall policies of the *Revised General Plan*.
3. The County will seek further revenue diversification, which will increase fiscal stability and thereby, mitigate tax burdens on Loudoun County taxpayers.
4. The County will seek the provision of necessary public facilities, utilities, and infrastructure concurrent with development through a variety of mechanisms such as proffers, user fees, impact fees, and special taxing districts.
5. Local funding sources, either as "pay-as-you-go" funding or bonded indebtedness, will continue to be a major funding source for County public facilities and services.
6. The County will direct the majority of public investments into currently developed communities, towns and areas of the County where development is planned according to the Comprehensive Plan and in observance of standards and Levels as approved in the Board of Supervisors' Adopted Service Plans and levels and as subsequently amended.

The County will consider proposals of the timely dedication of land, cash, and in-kind assistance from the development community in the provision of needed and/or mandated (by federal or state government) public facilities identified in the adopted Comprehensive Plan, Agency Service Plans, area management plans, the Capital Improvement Program or the Capital Needs Assessment Document.

7. Consistent with the Va. Code Section 15.2-2283 and 15.2-2284, the County will consider the adequacy of public facilities and services when reviewing any zoning application for more intensive use or density. To fairly implement and apply this policy, the County will consider the following:
 - a) existing facilities;
 - b) facilities included in the capital improvement program;
 - c) the ability of the County to finance facilities under debt standards established by its fiscal policies;
 - d) service level standards established by approved service plans and the effect of existing and approved development, and the proposed development, on those standards;
 - e) service levels on the existing transportation system; the effect of existing and approved development and the proposed development of those service levels and the effect of proposed roads which are funded for construction;
 - f) commitments to phase the proposed development to the availability of adequate services and facilities; and
 - g) other mechanisms or analyses as the County may employ that measure the adequacy of such services and facilities for various areas or that measure the County's ability to establish adequate services and facilities.
8. The County expects that proposals of public facility and utility assistance by residential developers would be in conjunction with any rezoning request seeking approval of densities above existing zoning.
9. The County will seek to ensure that an equitable and a proportionate share of public capital facility and infrastructure development costs that are directly attributable to a particular development project will be financed by the users or beneficiaries.
10. The County will fund the balance of capital facilities expenditures and operational service expenditures which are not financed through other mechanisms, according to existing Countywide Fiscal Policies adopted by the Board of Supervisors on December 17, 1984, or as subsequently amended.



**COUNTY OF LOUDOUN, VIRGINIA
BOARD OF SUPERVISORS
FISCAL POLICY**

Originally adopted December 17, 1984.
Revised through June 2, 2010

STATEMENT OF POLICY PURPOSE

The County of Loudoun (the "County") and its governing body, the Board of Supervisors (the "Board"), is responsible to the County's citizens to carefully account for all public funds, to manage County finances wisely and to plan for the adequate funding of services desired by the public, including the provision and maintenance of facilities. Promoting fiscal integrity is an important priority in the County. The following policies and guidelines establish the framework for the County's overall fiscal planning and management.

These policies will be reviewed and, if necessary, updated annually. Any substantive changes will be presented to the Board for approval.

POLICY GOALS

This fiscal policy is a statement of the guidelines and goals for the financial management practices of the County. Effective fiscal policy:

- Contributes significantly to the County's ability to insulate itself from fiscal crisis,
- Attempts to maintain a diversified and stable economic base,
- Enhances short term and long term financial credit ability by helping to achieve the highest credit and bond ratings possible,
- Maintain continuous communication about the County's financial condition with bond and credit rating institutions and the overall financial community,
- Promotes long term financial stability by establishing clear and consistent guidelines,
- Directs attention to the total financial picture of the County rather than single issue areas,
- Promotes the view of linking long term financial planning with day to day operations, and
- Provides the Board and the citizens a framework for measuring the fiscal impact of government services against established fiscal parameters and guidelines.

To these ends, the following fiscal policy goal statements are presented.

1. Operating Budget Policies

The County, to maximize planning efforts, intends to prepare the operating budget biennially, when practical.



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The operating budget is intended to implement the Board's service priorities and vision for the County.

The budget is a plan for raising and allocating resources. The objective is to enable service delivery with allocated resources. Services must be delivered to the citizens at a level which will meet real needs as efficiently and effectively as possible.

The County's goal is to pay for all recurring expenditures with recurring revenues and to use nonrecurring revenues for nonrecurring expenditures.

It is important that a positive undesignated fund balance and a positive cash balance be shown in all governmental funds at the end of each fiscal year.

When deficits appear to be forthcoming within a fiscal year, spending during the fiscal year must be reduced sufficiently to create a positive undesignated fund balance and a positive cash balance.

Where possible, the County will integrate performance measurements and productivity indicators within the budget. This should be done in an effort to continue to improve the productivity of County programs and employees. Productivity analysis should become a dynamic part of County Administration.

The budget must be structured so that the Board and the general public can readily establish the relationship between revenues, expenditures and the achievement of service objectives. The budget document will include data that illustrates the link and impact of resource investments on service delivery.

The individual agency budget submissions must be prepared with the basic assumption that the Board will always attempt to not substantially increase the local tax burden, as reflected by the average homeowner tax bill.

The County will avoid tax anticipation borrowing and maintain adequate fiscal reserves.

The County will annually seek the Government Finance Officers Association (GFOA) Distinguished Budget Presentation Award.

Budgetary review by the Board will focus on the following basic concepts:

Staff Economy

The size and distribution of staff will be a prime concern. The Board will seek to limit staff increases to areas where approved growth and support absolutely requires additional staff; and to reduce staff where this can be done without adversely affecting approved service levels.

Capital Construction

Emphasis will be placed upon continued reliance on a viable level of "pay-as-you-go" capital construction to fulfill needs in a Board-approved comprehensive Capital Improvements Program. The Board will attempt to fund not less than 10% of the current portion of construction cost of the Capital Improvements Program



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(in excess of proffers) from current financial resources.

Program Expansions

Proposed program expansions above existing service levels must be submitted as budgetary enhancements requiring detailed justification. Every proposed program expansion will be scrutinized on the basis of its relationship to the health, safety and welfare of the community to include analysis of long term fiscal impacts. Emphasis will be placed upon areas identified as high priorities by the Board.

New Programs

Proposed new programs must also be submitted as budgetary enhancements requiring detailed justification. New programs will be evaluated on the same basis as program expansion to include analysis of long term fiscal impacts. Emphasis will be placed upon areas identified as high priorities by the Board.

Existing Service Costs

The justification for base budget program costs will be a major factor during budget review. Program service delivery effectiveness will be represented by appropriate measures. Those measures will be regularly reviewed and audited.

Administrative Priorities

The level of proposed investment in services will be evaluated within the context of the Board's vision for service delivery and established programmatic priorities. In all program areas, administrative overhead costs should be kept to the absolute minimum.

- Functions should be reviewed in an effort toward reducing duplicative activities within the County government and the autonomous and semiautonomous agencies, which receive appropriations from the governmental funds.
- The budget will provide for adequate maintenance of capital, plant and equipment and for its orderly replacement.
- The County will maintain budgetary controls at the character level within each organizational unit, although more restrictive controls may be instituted as fiscal circumstances, management prerogatives and programmatic requirements dictate. Characters are broad classification of expenditures (i.e., personnel services, operation and maintenance, capital outlay, etc.).
- The County Administrator will require quarterly reporting to the Board on the County's financial condition and debt position.
- The County will remain current in payments to its employee and volunteer retirement systems.
- The County will annually update a long range (3-5 year) financial



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forecasting system which will include projections of revenues, expenditures and future costs and financing of capital improvements and other projects that are included in the capital budget and the operating budget.

- The County will annually update a financial trend monitoring system which will examine fiscal trends from the preceding 5 years (trends such as revenues and expenditures per capita and adjusted for inflation, liquidity, operating deficits, etc.). Where possible, trend indicators will be developed and tracked for specific elements of the County's fiscal policy.
- The County will regularly update a series of financial and planning tools to evaluate long term land use, fiscal and demographic issues. Those tools include: the County's Fiscal Impact Model (FIM), the Board-adopted Service Plans and levels, the 20-year growth projections, and the 10-Year Capital Needs Assessment (CNA) document. The review and update cycle of these tools is as follows:

<u>Tool</u>	<u>Review Process</u>	<u>Update Cycle</u>
Fiscal Impact Model (FIM)	Fiscal Impact Committee	Annual Update of Inputs
Service Plans and Levels	Review by Board Committee and Adoption By Board	Every Four Years (Second Year of Board Term)
20-Year Growth Projections	Fiscal Impact Committee	Annual/Biannual Update of Inputs
10-Year Capital Needs Assessment (CNA)	Planning Commission Review and Board Adoption	Every Four Years (Fourth Year of Board Term)

2. Debt Policies

The County will not fund current operations from the proceeds of borrowed funds.

The County will confine long-term borrowing and capital leases to capital improvements, projects, or equipment that cannot be financed from current financial resources.

The County will attempt to fund not less than 10% of the total cost of the Capital Improvement Program (in excess of proffers) from cash. The 10% cash provided may be applied equally to all projects or only to specific projects.

The County will analyze market conditions prior to debt issuance to determine the most advantageous average life. When financing capital improvements, or other projects or equipment, the County will repay the debt within a period not to exceed the expected useful life of the project or equipment. Debt related to equipment ancillary to a construction project may be amortized over a period less than that of the primary project.



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The County will not entertain swaps (i.e. interest rate exchange agreements) as a method of financing debt until such time as the Board of Supervisors adopts a specific policy on swap practices.

The County will attempt to repay debt using a level principal repayment structure.

The County will analyze each project scheduled for referendum and when a specific project requires bond financing to fund the purchase of land for the project, the project will have two different referenda questions. The first referendum question will seek voter approval for an amount to purchase land and to fund design engineering of the project. The second referendum question would be in a separate referendum following completion of approximately 35% of preliminary engineering costs and will seek voter approval for an amount to construct and equip the site specific project.

The County may, at its discretion, on a project by project basis, subject to a public hearing of the Board on the proposed financing if applicable, use alternative financing mechanisms to the issuance of general obligation (GO) bonds that require a referendum. These alternative financing mechanisms include, but are not limited to: the Virginia Public School Authority (VPSA), the Virginia Resources Authority (VRA), revenue bonds (for revenue supported activities), lease revenue bonds, certificates of participation, letters of credit, commercial paper, private placements, lease purchase agreements, master lease agreement, additional appropriation-based financing or other financing mechanisms that may be created. The policy is to use these financing mechanisms for total project costs as follows:

<u>Total Cost of Project</u>	<u>General Government</u>	<u>School System</u>
\$200,000 up to the cost of a new elementary school for specialized vehicular equipment (e.g., school buses, landfill equipment or fire and rescue vehicles) and information technology equipment and software systems (2)	Lease-Purchase Financing	Lease-Purchase Financing
\$500,000 up to the cost of a new elementary school for constructing and equipping additions or renovations to existing facilities or acquiring, constructing, and equipping new facilities (1)(2)	Alternative Financing Mechanisms	Alternative Financing Mechanisms
Over the cost of a new elementary school for additions, renovations, etc. or new facilities (2)	Referendum for GO Bonds sold by County to market Alternative Financing Mechanisms	Referendum for GO Bonds sold by County to market Alternative Financing Mechanisms

- NOTES: (1) In some instances, a referendum for general obligation bond financing may be the only alternative at these levels
(2) The cost of a new elementary school is estimated in each year of the adopted Capital Improvements Program.



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The County will analyze market conditions and when refunding all or any portion of outstanding debt produces an overall minimum of 3% net present value savings in debt service payments, the cost effectiveness of issuing refunding bonds will be explored.

The County may assist volunteer fire and rescue companies, towns, authorities and other public or quasi public entities which serve citizens of the County with loans to assist the organization in funding their capital asset and/or equipment requirements. The loans will bear interest at the AAA/Aaa tax exempt rate at the time of the loan approval. Such loans will be made from and remain an asset of the General Fund.

The County will annually calculate target debt ratios and include those ratios in the review of financial trends.

The County's debt capacity shall be maintained within the following primary goals:

- Annual debt issuance limit of \$200 million.
- Net debt as a percentage of estimated market value of taxable property should not exceed 3.0%.
- Net debt per capita as a percentage of income per capita should not exceed 8.0%.
- Debt service expenditures as a percentage of governmental fund expenditures should not exceed 10%.
- Ten year debt payout ratio should be above 60%.
- The affordability index, consisting of the weighted average of the net debt per capita (20%), net debt as a percentage of estimated market value of taxable property (45%), and net debt per capita as a percentage of income per capita (35%) shall be updated annually.

The annual debt issuance guideline encompasses all traditional County infrastructure projects (e.g. public safety facilities, schools, libraries, equipment, transportation, etc.). Not included in the annual debt issuance calculations are issuances for projects supported by a specific revenue source, major economic development/regional partnership projects (e.g. rail), Community Development Authorities and Special Assessment Districts, etc. When appropriate, these debt offerings will be factored into the overall debt ratios and financial condition of the County.

The County recognizes the importance of underlying and overlapping debt in analyzing financial condition. The County will regularly analyze total indebtedness including underlying and overlapping debt. Total overlapping debt should not exceed 1% of the total assessed value of taxable property in the County.

3. Revenue Policies

The County will try to maintain a diversified and stable revenue structure to



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shelter it from short-run fluctuations in any one revenue source.

The County will estimate its annual revenues by an objective, analytical process.

The County will develop, and annually update, an Indirect Cost Allocation Plan to document overhead costs for all County agencies to aid in the recovery of indirect costs incurred by the County to support and administer Federal and State grant programs and to provide indirect costs information for a County-wide user fee study.

The County, where possible, will institute user fees and charges for specialized programs and services in the County. Rates will be established to recover operational as well as overhead or indirect costs and capital or debt service costs. Fees will be regularly reviewed and updated.

The County will regularly review user fee charges and related expenditures to determine if pre-established recovery goals are being met.

The County will follow an aggressive policy of collecting tax revenues. The annual level of uncollected current property taxes should not exceed 3% unless caused by conditions beyond the control of the County.

The County should routinely identify intergovernmental aid funding possibilities. However, before applying for or accepting intergovernmental aid, the County will assess the merits of a particular program as if it were funded with local tax dollars. Local tax dollars will not be used to make up for losses of intergovernmental aid without first reviewing the program and its merits as a budgetary enhancement. Therefore:

- All grant applications, prior to submission, must be approved by the County Administrator upon recommendation by the Budget Officer.
- Grants may be accepted only by the Board.
- No grant will be accepted that will incur management and reporting costs greater than the grant amount.

The County will accrue and designate all land use valuation rollback resulting from a granted rezoning in the Capital Project Fund. These funds are to be dedicated for projects within the impacted subarea of development unless the Board, after considering current fiscal conditions, approves an alternative designation of the funds.

4. Non-Tax Accounts Receivable Policies

The County will use proper internal controls to protect its non-tax accounts receivable reflecting amounts owed the County from people, firms and other governmental entities.

The County will record receivables in a timely manner and provide for appropriate collection methods.

All non-tax accounts unpaid after one year must be written off, if deemed uncollectible unless otherwise provided for under law or by written agreement.



5. Investment Policies

The County will maintain an investment policy based on the GFOA Model Investment Policy and the amended and adopted Investment Policy of the Treasurer, which was last amended in March 2010 by the County's Finance Board.

The County will conduct an analysis of cash flow needs on an annual basis. Disbursements, collections, and deposits of all funds will be scheduled to ensure maximum cash availability and investment potential.

The County will, where permitted by law, pool cash from its various funds for investment purposes.

The County will invest County revenue to maximize the rate of return while preserving the safety of the principal at all times. The prudent person rule shall apply in investing of all County funds.

The County will regularly review contractual, consolidated banking services.

The County will invest proceeds from general obligation bonds with an emphasis on minimizing any arbitrage rebate liability.

6. Accounting, Auditing, and Financial Reporting Policies

The County will establish and maintain a high standard of accounting practices in conformance with uniform financial reporting in Virginia and Generally Accepted Accounting Principles (GAAP) for governmental entities as promulgated by the Governmental Accounting Standards Board (GASB).

The County's financial accounting system will maintain records on a basis consistent with accepted standards for local government accounting (according to GASB).

The County's annual financial reports will present a summary of financial activity by governmental funds and all funds respectively.

The County's reporting system will also provide monthly information on the total cost of specific services by type of expenditure and revenue, and if necessary, by fund.

The County will retain the right to perform financial, compliance and performance audits on any entity receiving funds or grants from the County.

The County will engage an independent firm of certified public accountants to perform an annual financial and compliance audit according to Generally Accepted Auditing Standards (GAAS) and will have these accountants publicly issue an opinion which will be incorporated in the Comprehensive Annual Financial Report.

The Board's Finance/Government Services and Operations Committee will serve as the Board's Audit Committee and is responsible for approving the selection of the independent firm of certified public accountants (the Board's external auditor)



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to perform an annual financial and compliance audit, defining the audit scope and receiving the report of the auditor.

The County will annually seek the GFOA Certificate of Achievement for Excellence in Financial Reporting.

7. Capital Budget Policies

The County will make all capital improvements in accordance with an adopted Capital Improvements Program.

The County will develop a multi-year plan for capital improvements, which considers the County's development policies and links development proffers resulting from conditional zonings with the capital plan.

The County will enact a biennial capital budget based on the multi-year Capital Improvements Program.

The County will coordinate development of the capital budget with development of the operating budget. Future operating costs associated with new capital projects will be projected and included in operating budget forecasts.

The County will identify the "full-life" estimated cost and potential funding source for each capital project proposal before it is submitted to the Board for approval.

The County will determine the total cost for each potential financing method for capital project proposals.

The County will identify the cash flow needs for all new projects and determine which financing method best meets the cash flow needs of the project.

Capital projects should first be approved in the Capital Needs Assessment prior to proposal in the Capital Improvements Plan.

The County will make use of non-debt capital financing sources through the use of alternate sources, including proffers and Pay-As-You-Go financing. The County will attempt to finance not less than 10% of the current portion of construction costs of the Capital Improvements Program (in excess of proffers) through the use of such non-debt sources.

8. Asset Maintenance, Replacement, and Enhancement Policies

The operating budget will provide for minor and preventive maintenance.

The capital asset preservation budget will provide for the structural, site, major mechanical/electrical rehabilitation or replacement to the County and School physical plant which requires a total expenditure of \$10,000 or more and has a useful life of ten years or more.

The appropriations to the fund will be targeted to the annual depreciation of the total County and School physical plant (buildings and improvements, exclusive of land and mobile equipment).



The capital projects budget will provide for the acquisition, construction, or total replacement of physical facilities to include additions to existing facilities which increase the square footage or asset value of that facility.

The County will capitalize certain classes of intangible assets per the following guidelines:

- Easements and rights-of-way with a value greater than \$100,000 and an expected life of 3 years or more.
- Internally generated computer software with a value greater than \$100,000 and an expected useful life of 3 years or more.

The County will capitalize all other tangible and intangible fixed assets with a value greater than \$5,000 and an expected life of 3 years or more.

Replacement of major technology systems (software) will be included in the planning for asset replacements.

9. Risk Management Policies

The County will protect its assets by maintaining adequate insurance coverage through either commercial insurance or risk pooling arrangements with other governmental entities.

The County will reserve an amount adequate to insulate itself from predictable losses when risk cannot be diverted through conventional methods.

10. Reserve Policies

The County will maintain a fund balance Fiscal Reserve at the close of each fiscal year that should be equal to no less than 10% of net operating revenues of the general and school funds.

The Fiscal Reserve provides a source of funding for the County during major economic, natural, or national emergencies. It is not maintained as a source for funding recurring expenditures during the normal business cycle.

A withdrawal of the Fiscal Reserve may be considered if the total projected general fund revenues reflect a decrease from the total current year estimated general fund revenues of at least 3%. A withdrawal of the Fiscal Reserve may be considered in the event of a major natural or national disaster.

If circumstances require use of the Fiscal Reserve, the County will develop a detailed plan to replenish the Fiscal Reserve to the 10% minimum over a period of not more than three (3) years. Such plan shall be approved by the Board and communicated to the rating agencies. The provisions of this section also apply in the event current financial resources are insufficient to make the annual deposit required to maintain the Fiscal Reserve at 10%.

The County will maintain sufficient self-insurance reserves as established by professional judgment based on the funding techniques utilized, loss records and required retentions.



11. **Criteria for Establishment of Special Assessment Districts**

A “special assessment” or “special assessment district” refers to any of the various mechanisms in the Code of Virginia that allows the County to impose a special ad valorem tax or special assessment for local improvements on property within a defined area, for the purpose of financing public improvements or services within the district. Examples include, without limitation, Service Districts, Community Development Authorities, and Transportation Improvement Districts.

The following criteria are set forth as the minimum requirements that must be satisfied for the Board to lend its support to the creation of a special assessment district. As such, proposed districts that cannot meet these minimum requirements will have their requests for support rejected by the Board on the basis that it endangers the County’s own credit worthiness in the financial markets. The Board takes this opportunity to emphasize that other considerations also may apply. In effect, these criteria are set forth only as the minimum standards for the establishment of a district. However, the ability to meet the criteria described below will carry considerable weight with the Board.

Loudoun County (the “County”) has determined that under certain circumstances, the creation of a Special Assessment District (a “District”) can further the economic development/quality growth management/redevelopment goals of the County. Of equal importance is that the County’s financial assets not be at risk. These guidelines are designed to ensure that the County goals are met.

Limited to Projects which Advance County’s Plans. The proposed project or purpose for establishing a District must advance the County’s adopted comprehensive plan or provide greater benefit to the ultimate property owners utilizing the proposed facilities.

Public Improvements to be financed by the Project or District must be related to and guided by standards and policies approved by the Board of Supervisors as identified in the Capital Improvements Program, Capital Needs Assessment Document, or the County’s Adopted Capital Facility Standards.

The County would not expect to utilize special assessment debt to finance typical project infrastructure costs, (e.g., utilities, normally proffered improvements, or subdivision/site plan requirements) absent a compelling (a) commercial or economic development interest, (b) benefit to the broader community, or (c) public health or safety concern.

Description of Project and District Petition. The petitioners shall submit for County staff review, prior to petitioning the County Board of Supervisors for action, a plan of the proposed District. This submission must include as a minimum:

- The special assessment district’s proposed petition to the County Board of Supervisors;
- A map of district boundaries and properties served;
- A general development plan of the district;
- Proposed district infrastructure including probable cost;
- A preliminary feasibility analysis showing project phasing, if applicable, and projected land absorption with the district;
- A schedule of proposed special assessment district financings and their purpose;



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- A discussion of the special assessment district's proposed financing structure and how debt service is paid;
- The methodology for determining special assessments within the district;
- Background information on the developers and/or property owners in the current proposal or previous involvement with other districts in Virginia and elsewhere; and,
- Level of equity to be provided and when such equity would be incorporated into the proposed Plan of Finance.

The petitioner shall respond to and incorporate changes to the proposed petition requested by staff. Failure to incorporate changes will result in a staff recommendation against the creation of the special assessment district.

The petition must address:

- Protections for the benefit of the County with respect to repayment of debt, incorporation, and annexation;
- Protections for the benefit of individual lot owners within the District's boundaries with respect to foreclosure and other collection actions should their respective assessment be paid or is current; and
- Payment of the County's costs related to the administration of the District, specifically including the County's costs to levy and collect any special tax or assessment.

Consistency with County Planning Documents. The petitioner must demonstrate how the project or purpose for establishing the District is/or could be consistent with the Comprehensive Plan, Zoning Ordinance, and if applicable, the Capital Improvement Program, the Capital Needs Assessment and the Adopted Capital Facility Standards, or other facility planning documents approved by the Board of Supervisors.

Impact on County Credit Rating. The District, either individually or when considered in aggregate with previously approved Districts, shall not have a negative impact upon the County's debt capacity or credit rating. The majority of this debt will be considered and treated as overlapping debt. In order to protect the County's long term fiscal stability and credit standing, the total aggregate outstanding overlapping debt should not exceed 1.0% of the total assessed value of taxable property within the County, during any year of the County's Six-Year Capital Improvements Program. Exemptions to this policy may be made if the projects to be financed directly replace capital projects in the current Capital Improvement Program, or the Capital Needs Assessment Document. Maturities of special district debt shall approximate the average of the County's other special assessment debt.

It is the intent of the County that this debt be self-supporting. Debt is deemed self-supporting when sufficient revenue is generated for at least three consecutive years to pay all of the required debt payments.

Due Diligence. A due diligence investigation performed by the County or its agents must confirm petition information regarding the developers, property owners, and/or underwriting team, and the adequacy of the developer's or property owner's financial resources to sustain the project's proposed financing.

Project Review and Analysis. A financial and land use assessment performed by the County or its agents must demonstrate that the District's proposed development, financial, and business



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plan is sound, and the proposed project or purpose for establishing a District is economically feasible and has a high likelihood of success. The analysis must confirm why establishing a District is superior to other financing mechanisms from a public interest perspective.

Petitioner to Pay County Costs. The County may require that the Petitioner agree to cover the County's costs for all legal, financial and engineering review and analysis and to provide a suitable guaranty for the payment of these costs. The County's estimated costs shall be itemized to show anticipated engineering, legal, and financial, consultant and other fees.

Credit Requirements. The debt obligations are issued by the District to finance or refinance infrastructure of the project:

- The Board will retain practical and legal control of any debt issued by the district.
- The Board will approve a district debt issuance only after it has been determined the issue can reasonably be expected to receive an investment grade rating from a nationally recognized statistical rating agency (i.e., Fitch, Moody's, Standard and Poor's) including investment grade ratings derived from a credit enhancement (i.e., letter of credit, bond insurance, etc.) or demonstrate some other form of financial safeguard to the bond purchasers.
Or
- The Board will approve a district debt issuance only after it has been determined that the district has acquired a credit enhancement device sufficient to guarantee payment of lease payments or debt service in the event of default until such time as the district's outstanding debt as compared to its estimated taxable assessed value is estimated not to exceed 10%. Or
- The District limits its issuance of obligation to minimum \$100,000 denominations, thereby attracting only bondholders recognizing the inherent risk.
- The District's outstanding debt obligations as compared to the appraised value of property or adjusted appraised value if partial development has occurred within District boundaries as if the infrastructure being financed was in-place will be an important consideration in the ultimate review of the Project. As such, careful detailing of the level of debt as a percentage of the current and future appraisal value will be important criteria.

Requirement for Approved Financing Plan. The ordinance creating the District shall include a provision requiring the District to submit a financing plan to the County for approval prior to the issuance of any District obligations. Such financing plan shall include details specific to the financing proposed to be undertaken, including, but not limited to more complete and detailed information of those applicable items required under the section entitled **Description** of Project and District Petition above.

No Liability to County. *The County shall not pledge either its full faith and credit or any moral obligation toward the repayment of principal and interest on any debt issued by the district.* The project must pose no direct or indirect liability to the County, and the developer and/or District must reasonably provide for the type protection of the County from actions or inactions of the District as specified in the letter of intent at time of petition. All documents relating to the project shall reflect the fact that the County has no financial liability for present or future improvements connected with the project whether or not contemplated by the ordinance creating the District or as that ordinance may be amended. The ordinance will contain a provision that acknowledges that the County has no moral or legal obligation to support the debt of the district, but that the County retains the authority and ability to protect the County's credit.



**Loudoun County Government
FY 2011 Adopted Fiscal Plan**

Conditions and Covenants. Any ordinance creating a special district may include appropriate conditions related to the size and timing of District debt. In addition, the County may require covenants to be attached to the property that incorporate the salient commitments related to the proposed District improvements, the public benefits and the special assessments.

Annual Review. These guidelines shall be reviewed at least annually.





General Fund Revenue

GENERAL FUND REVENUE SUMMARY

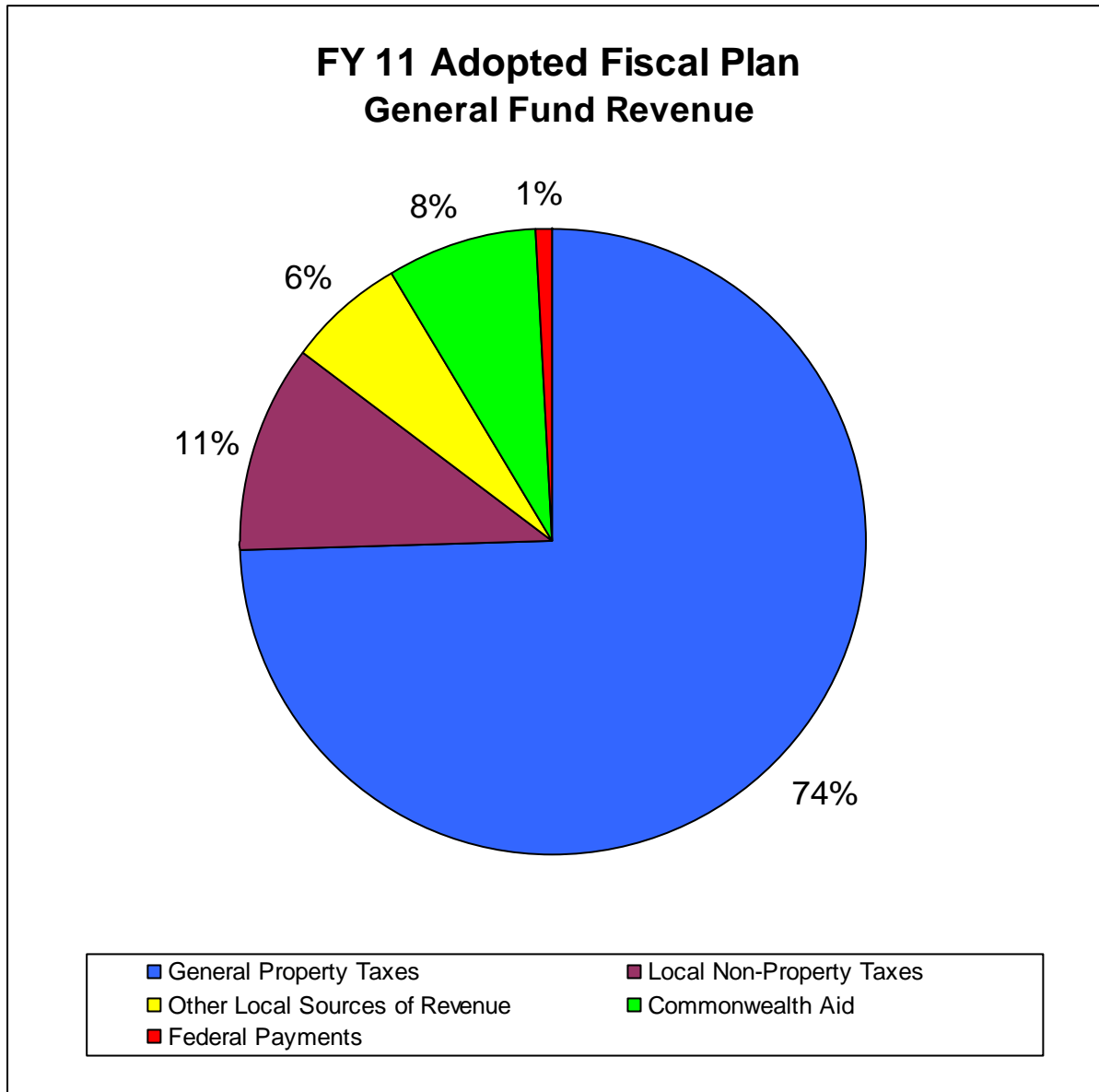
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General Fund Revenue	Page R – 1
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General Fund Revenue

General Fund revenue is divided into five major categories. These include General Property Taxes, Local Non-Property Taxes, Other Local Sources of Revenue, Commonwealth Aid and Federal Payments.

General property taxes comprise the largest source of General Fund revenue. The County also collects substantial revenue from the local option sales tax, business professional and occupational license (BPOL) taxes, land development fees and aid from the State and Federal governments.





**Loudoun County Government
FY 2011 Adopted Fiscal Plan**

General Fund Revenue Profile

Local Revenue¹	FY 07 Actual	FY 08 Actual	FY 09 Actual	FY 10 Adopted	FY 11 Adopted
Local Tax Revenue					
General Property Taxes ²	\$629,815,838	\$714,567,136	\$764,027,829	\$735,102,000	\$746,515,000
Local Non-Property Taxes	<u>108,870,542</u>	<u>106,836,556</u>	<u>108,209,251</u>	<u>103,483,000</u>	<u>106,117,000</u>
Total Local Tax Revenue	\$738,686,380	\$821,403,692	\$872,237,080	\$838,584,000	\$852,632,000
Other Local Sources of Revenue					
Permits & Privilege Fees	\$15,301,258	\$14,926,414	\$11,844,640	\$15,596,000	\$13,416,000
Fines & Forfeitures	1,938,316	2,063,103	2,545,492	2,006,000	2,899,000
Use of Money & Property	16,462,050	13,777,991	7,056,756	4,110,000	3,090,000
Charges for Services	19,420,084	21,611,451	23,339,911	22,744,000	26,138,000
Miscellaneous Revenue	1,025,115	615,868	1,606,807	356,000	370,000
Recovered Costs	5,650,722	8,980,892	6,846,218	7,922,000	7,386,000
Other Financing Sources	<u>3,848,622</u>	<u>2,191,479</u>	<u>47,231,496</u>	<u>4,597,000</u>	<u>8,037,000</u>
Total Other Local Sources of Revenue	\$63,646,166	\$64,167,198	\$100,471,320	\$57,332,000	\$61,335,000
Total Local Revenue	\$802,332,546	\$885,570,890	\$972,708,400	\$895,917,000	\$913,967,000
Commonwealth Aid:					
State Non-Categorical Aid	\$56,805,237	\$56,978,876	\$56,170,800	\$55,437,000	\$56,305,000
State Shared Expenses	11,332,277	13,492,577	10,640,500	13,541,000	13,258,000
State Categorical Aid	<u>12,064,463</u>	<u>12,563,146</u>	<u>14,180,695</u>	<u>9,787,000</u>	<u>11,146,000</u>
Total Commonwealth Aid	\$80,201,976	\$83,034,599	\$80,991,995	\$78,765,000	\$80,709,000
Federal Payments:					
Payments in Lieu of Taxes	\$1,798	\$1,769	\$2,863	\$2,000	\$2,000
Federal Categorical Aid	<u>12,938,468</u>	<u>11,511,681</u>	<u>20,503,479</u>	<u>8,042,000</u>	<u>8,712,000</u>
Total Federal Payments	\$12,940,266	\$11,513,450	\$20,506,342	\$8,044,000	\$8,714,000
Total General Fund Revenue	\$895,474,788	\$980,118,939	\$1,074,206,737	\$982,726,000	\$1,003,390,000

The table above summarizes the major categories of revenues that contribute to the General Fund. Tax revenue is generated by taxing a variety of items such as property, retail sales, business receipts, utility purchases and the recordation of property. Examples of other revenue sources include fees, interest earnings and payments by the State and Federal governments.

Current tax rates for General Fund revenues are included in the discussion on the following pages. For the recent history of property tax rates for both the General Fund and other funds, see the Executive Summary section of this document.

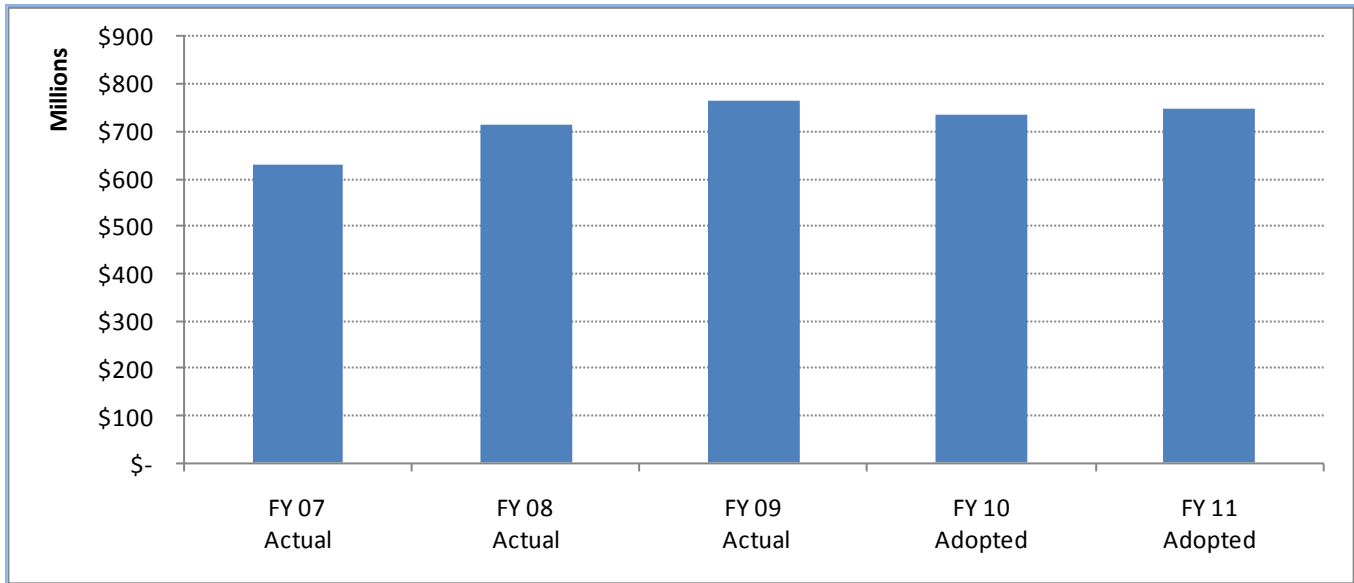
¹ Components may not equal sums because of rounding error

² In FY 08, current real property taxes, PSC personal property taxes, and mobile home taxes did not include revenue generated by the \$0.043 Fire and Rescue district rate. The FY 08 revenue shown above resulted from the General Fund real property tax rate of \$0.917. With the elimination of this district in FY 09, these revenues are all included in the General Fund.



**Loudoun County Government
FY 2011 Adopted Fiscal Plan**

GENERAL PROPERTY TAXES



This category refers to real and personal property taxes, and is expected to constitute about 76% of all General Fund revenue in FY 11. Real property taxes are levied on the assessed value of real estate owned by businesses, individuals and public service corporations (PSC). Personal property taxes are levied on the assessed value of tangible property such as vehicles, mobile homes, heavy equipment, and machinery and tools. Real property tax assessments are conducted by the County Assessor, while personal property assessments are conducted by the Commissioner of the Revenue. Both real and personal property taxes are levied on 100% of assessed market value. Rates are established per \$100 of assessed value.

Both real and personal property taxes are collected semiannually, with real property taxes due on December 5 and June 5 of each calendar year. Personal property taxes are due on October 5 and May 5 (June 5 for business personal property taxes). Personal property bills for prorated taxes (for vehicles and trailers new to the County as of August 1 or later) are also due on December 5.

General Property Taxes	FY 07 Actual	FY 08 Actual	FY 09 Actual	FY 10 Adopted	FY 11 Adopted
Current real property taxes	\$526,905,764	\$599,352,574	\$648,779,872	\$626,896,000	\$629,166,000
Current real property taxes-rollback	(20,281)	(12,268)	4,430	0	0
Delinquent real property taxes	3,961,044	5,837,729	3,906,946	5,250,000	5,250,000
Payments in lieu of taxes	166,300	173,900	179,200	0	0
PSC real property tax	10,530,428	12,946,006	12,621,091	13,834,000	14,818,000
PSC personal property - vehicles	47,357	123,605	89,133	87,000	53,000
PSC personal property taxes	2,714,561	3,317,007	4,180,992	4,365,000	4,247,000
Current personal property taxes	59,478,996	61,759,440	58,379,326	51,689,000	57,690,000
Delinquent personal property taxes	2,778,015	2,777,590	2,928,742	2,780,000	2,780,000
Mobile home taxes	11,034	11,558	12,942	14,000	14,000
Aircraft taxes	48,770	38,567	69,336	51,000	61,000
Heavy equipment taxes	1,922,181	1,904,284	1,766,330	1,520,000	1,520,000
Satellite manufacturing equipment	2,136	2,619	2,877	3,000	3,000
Computer equipment	16,059,261	20,998,298	26,025,251	23,100,000	25,000,000
Current machinery & tools taxes	1,217,756	1,272,000	1,232,888	1,125,000	1,125,000
Penalties (all property taxes)	2,717,346	2,686,375	2,527,906	2,992,000	2,992,000
Interest (all property taxes)	1,275,171	1,377,852	1,320,567	1,396,000	1,396,000
Additional Personal Property					
Penalties	0	0	0	0	400,000
Total - General Property Taxes	\$629,815,838	\$714,567,136	\$764,027,829	\$735,102,000	\$746,515,000



GENERAL PROPERTY TAXES

Real Property

Real property taxes are paid by owners of residential, commercial/industrial, and agricultural property. County policy continues to emphasize the accelerated development of commercial and industrial property needed to provide the revenue required to maintain service standards for the County's communities. For FY 11, the Adopted Fiscal Plan includes a countywide real property tax rate of \$1.30.

The Board of Supervisors established a new Fire/Emergency Medical Services district in January 2007, which was effective with the FY 08 budget. The district's revenue was assigned to a special revenue fund and was generated by a \$0.043 real property tax rate. The Board of Supervisors eliminated the Fire/Emergency Medical Services district and its separate tax rate for FY 09.

The County also levies supplemental real property taxes on properties located within three special improvement districts (Aldie, Hamilton, and Route 28). Revenues from these districts are dedicated to specific purposes for which separate funds have been created, and are discussed in the Other Funds section of this document.

The County provides for real property tax relief for the elderly and disabled. In December 2004, the program's thresholds for household income and net worth were increased as allowed by 2004 General Assembly action, to \$72,000 gross combined income and \$340,000 net financial worth – excluding primary dwelling and associated land. The reduction in the real estate tax liability was also extended to the home plus three acres, rather than the previous one acre. In December 2006, the program's threshold for net worth was raised to \$440,000.

<u>Real Property Tax Relief for the Elderly and Disabled</u>	<u>FY 07 Actual</u>	<u>FY 08 Actual</u>	<u>FY 09 Actual</u>	<u>FY 10 Estimate</u>	<u>FY 11 Forecast</u>
Foregone Revenue, Elderly & Disabled	\$4,874,934	\$6,071,909	\$6,412,741	\$6,600,000	\$6,500,000

Personal Property

Personal property tax levy rates are dependent upon the classification of property. The largest personal property line – current personal property – includes taxes on vehicles and on business tangible property. The majority of this line is revenue from vehicles, which is expected to partially recover from the reduced values seen in FY 10 due to the sharp decline in vehicle prices. Vehicle values are not expected to reach the peak seen in FY 08 during FY 11.

During FY 10, an additional penalty of 15% for personal property payments 60 or more days past due was approved by the Loudoun County Board of Supervisors. The total penalty for bills 60 or more days past due is now 25% of the original bill. Taxpayers who are between 30 and 60 days past due will continue to be assessed the previous 10% penalty. This new revenue item is expected to add \$400,000 to FY 11 revenues. Since it was approved after the FY 10 budget was adopted, no revenues are shown for FY 10 or prior years.

Unlike the other personal property revenue lines, the tax rate for mobile homes is the same as the real property tax rate.

A summary of several current personal property tax rates is provided below.

<u>Personal Property Taxes</u>	<u>Tax (Calendar) Year 2010 Rate</u>
Personal Property (general)	\$ 4.200
Mobile Homes	\$ 1.300
Aircraft & Flight Simulators	\$ 0.010
Heavy Equipment	\$ 4.000
Satellite Manufacturing Equipment	\$ 0.010
Computer Equipment	\$ 4.200
Machinery & Tools	\$ 2.750



General Property Taxes

Beginning in FY 99, the State began a phased reduction of personal property taxes on the first \$20,000 in value of private vehicles. During the 2004 State General Assembly session, the reduction was held to 70%, with the foregone revenue reimbursed to localities. Beginning in 2006, the State's reimbursement to localities was capped, and the percentage reduction on each citizen's tax bill is expected to decline over time. For tax (calendar) year 2010, the percentage is 58%. Further information may be found in the State Non-Categorical Aid section on page R-16.

There are four additional categories of personal property tax rates for vehicles: volunteer fire & rescue, elderly & disabled, clean special fuels, four wheeled electrically-powered low speed vehicles, and motor vehicles powered solely by electricity. Personal property belonging to members of volunteer fire and rescue companies and/or auxiliary companies is taxed at \$0.01 per \$100 assessed value, while such property belonging to elderly and disabled residents is taxed at \$2.10 per \$100 assessed value. The 2004 General Assembly allowed localities to establish a separate category and tax rate for "clean special fuels" vehicles, such as hybrid and alternative fuel vehicles. Beginning in 2005, the Board of Supervisors established a clean special fuels tax rate of \$0.01. For tax year 2009, this rate was set at \$1.00 per \$100 assessed value and a rate of \$4.20 per \$100 assessed value has been adopted for tax year 2010. The category four-wheeled, electrically-powered low speed vehicles was established for tax year 2009, with a rate set at \$1.00 per \$100 assessed value. The \$1.00 rate continues for tax year 2010. The category of motor vehicles powered solely by electricity was established for tax year 2010, with a rate of \$2.00 per \$100 assessed value.

Other Vehicle Taxes	Tax (Calendar) Year 2010 Rate
Volunteer Fire & Rescue	\$ 0.010
Elderly & Disabled	\$ 2.100
Clean Special Fuels	\$ 4.200
Four wheeled Electrically-Powered Low Speed Vehicles	\$ 1.000
Motor Vehicles Powered Solely by Electricity	\$ 2.000

Public Service Corporation Real and Personal Property Taxes

Public service corporations (PSC) are utilities. The State Corporation Commission assesses the real and personal property of utilities, except for vehicles. By State law, most PSC property (both personal and real) is taxed at the locality's real property tax rate. Aircraft, automobiles, and trucks are taxed at the personal property tax rates of \$4.20 (automobiles and trucks) and \$0.01 (aircraft) per \$100 in assessed value.

Public Service Corporation Taxes	Tax (Calendar) Year 2010 Rate
Real Property	\$ 1.300
Personal Property – non-vehicle	\$ 1.300
Vehicles	\$ 4.200
Aircraft	\$ 0.010

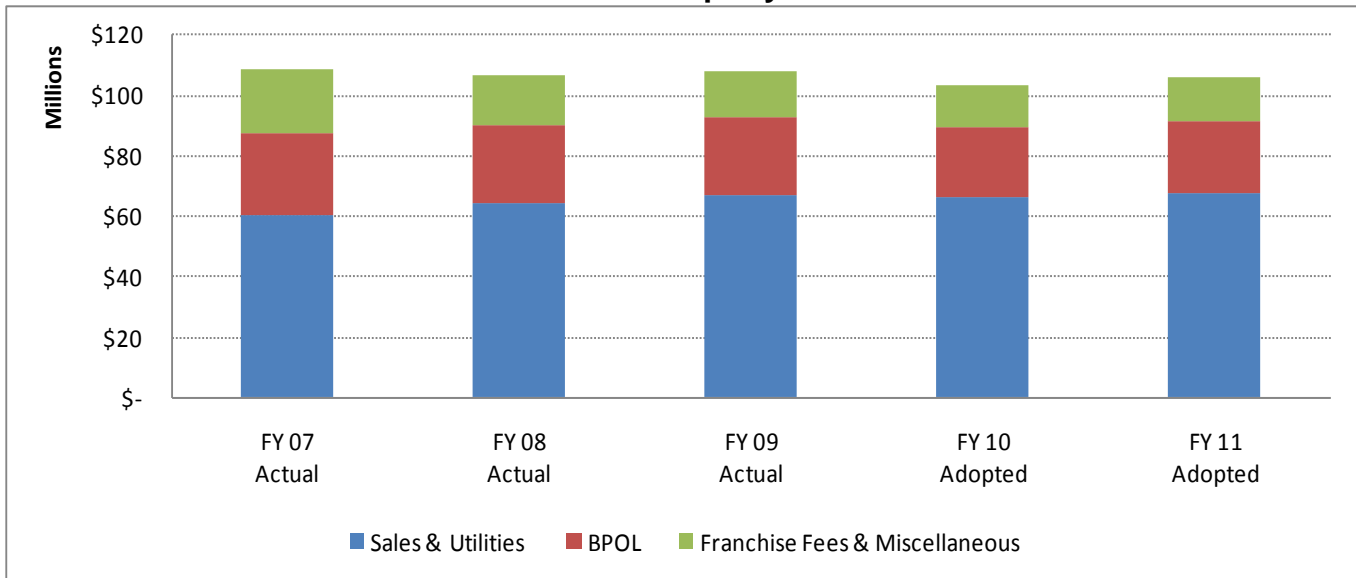
General Property Taxes – Methodology

Forecasts for both real and personal property tax revenues are developed in consultation with the County Assessor and the Commissioner of the Revenue. Forecasts are based on current estimates of respective tax bases, coupled with forecasts of growth or decline. Forecasts incorporate historical analysis, expected growth and business activity, and information regarding broader trends in market values. For real property, the County's automated assessment system serves as a crucial tool in the analysis of ongoing reassessment trends and the current status of the County's total valuation. Assessment data is consolidated in the County's automated Land Management Information System. For vehicles, valuation data from the National Automobile Dealers' Association is obtained in October to provide a basis for the forecast, prior to assessments completed early the next year.



**Loudoun County Government
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Local Non-Property Taxes



Local non-property tax revenue includes a variety of local tax revenues independent of general property taxes. Local non-property taxes can be divided into three groups: Sales and Utilities; Business, Professional and Occupational License Taxes; and Franchise Fees/Miscellaneous.

	FY 07 Actual	FY 08 Actual	FY 09 Actual	FY 10 Adopted	FY 11 Adopted
Local Non-Property Taxes - Total					
Sales & Utilities	\$60,633,788	\$64,345,637	\$67,234,194	\$66,639,000	\$67,352,000
BPOL	26,724,382	25,464,521	25,552,291	22,740,000	23,796,000
Franchise Fees & Miscellaneous	21,512,371	17,026,398	15,422,766	14,104,000	14,969,000
Total – Local Non-Prop. Taxes	\$108,870,542	\$106,836,556	\$108,209,251	\$103,483,000	\$106,117,000

Sales and Utilities Taxes

The largest single type of local non-property tax is the local sales and use tax, which is derived from one-fifth of the 5% State sales tax on retail sales in the County. Local sales tax revenue is budgeted at \$47.0 million in FY 11. Sales tax revenue is expected to stabilize as the economy emerges from the recession. Significant growth is not expected due to credit limitations which reduce consumer spending potential, especially for discretionary purchases.

For utilities taxes, the Commonwealth's communications tax structure has an impact on the FY 11 budget. Effective January 1, 2007, a set of statewide communications taxes replaced a number of state and local communications taxes and fees. Local revenues from these taxes are shown by the communications tax line. These taxes include a communications sales and use tax (5% of sales), an E-911 tax on landline telephone services (\$0.75 per access line), and a public rights-of-way use fee for cable television providers (\$0.75 per access line). These taxes are administered by the State, which returns revenues to localities. The County receives a fixed percentage of Commonwealth collections for statewide communications taxes less an administrative fee.

The County continues to levy a tax on non-communication consumer utility purchases, such as natural gas and electricity. Consumers pay these taxes on a monthly basis to their utility companies. The collected revenue is subsequently remitted to the County. Consumer utility tax rates vary based on the type of user, as follows:

<u>User Category</u>	<u>Monthly Tax Rate</u>
Residential	9% of the first \$30, \$2.70 maximum per month
Commercial	8% of the first \$900, \$72.00 maximum per month



**Loudoun County Government
FY 2011 Adopted Fiscal Plan**

LOCAL NON-PROPERTY TAXES

In addition to consumer utility taxes, there are also consumption taxes on natural gas and electricity. These taxes, which replaced an earlier tax, were instituted in response to utility industry deregulation.

Local Non-Property Taxes - Sales & Utilities	FY 07 Actual	FY 08 Actual	FY 09 Actual	FY 10 Adopted	FY 11 Adopted
Local sales & use taxes	\$46,045,954	\$47,886,216	\$47,342,934	\$45,100,000	\$47,000,000
Electric utility consumption tax	863,367	898,319	940,568	898,000	915,000
Natural gas utility consumption tax	157,562	177,372	202,216	177,000	180,000
Consumers utility tax-electric	4,183,682	4,777,443	4,766,142	4,849,000	4,941,000
Consumers utility tax-natural gas	1,717,838	1,755,917	1,840,327	1,782,000	1,816,000
Consumers utility tax-tele-landline	1,942,164	0	0	0	0
Communications tax	5,723,222	8,850,370	12,142,007	13,833,000	12,500,000
Subtotal - Sales & Utilities	\$60,633,788	\$64,345,637	\$67,234,194	\$66,639,000	\$67,352,000

Business, Professional and Occupational License Tax

Loudoun County levies a Business, Professional and Occupational License (BPOL) tax on businesses located within the County. This revenue category is projected to yield \$23.8 million in FY 11. BPOL tax rates vary according to the category of business. An individual business' obligations are calculated by applying the appropriate rate to its gross receipts from the preceding calendar year. Beginning in FY 2000, those businesses with annual gross receipts less than \$200,000 became exempt from the gross receipts component of the BPOL tax; however, these businesses still pay an annual fee of \$30. BPOL rates are listed with the categories' budgeted revenues. Beginning in FY 08, application fees were distributed to each BPOL business category rather than shown as a separate budget line.

Local Non-Property Taxes - BPOL	BPOL Tax Rate	FY 07 Actual	FY 08 Actual	FY 09 Actual	FY 10 Adopted	FY 11 Adopted
Amusements	\$0.21/\$100	\$36,727	\$78,346	\$59,754	\$53,000	\$53,000
Business service occupations	0.17/100	5,608,012	5,518,850	6,903,167	5,200,000	6,000,000
Personal service occupations	0.23/100	837,470	825,680	901,111	800,000	1,000,000
Contractors & contracting	0.13/100	8,279,194	6,707,911	5,345,561	5,500,000	5,000,000
Hotels & motels	0.23/100	331,117	340,036	364,053	300,000	317,000
Professional & specialized	0.33/100	1,493,291	1,794,315	1,887,529	1,750,000	2,000,000
Renting by owner	0.16/100	747,684	818,972	949,841	700,000	700,000
Repair service occupations	0.16/100	289,627	299,850	335,788	290,000	325,000
Retail merchants	0.17/100	5,817,719	5,797,833	5,713,752	5,736,000	5,900,000
Wholesale merchants	0.05/100	778,757	750,597	772,102	700,000	780,000
Money lenders	0.16/100	37,259	25,868	10,578	25,000	25,000
Coin operated machines	150 ¹	350	500	500	500	500
Fortune tellers and related	500/year	0	500	0	500	500
Itinerant merchants	500/year	16,416	16,050	13,260	15,000	15,000
Professional bondsmen	50/year	50	0	0	0	0
Short-term rentals	0.20/100	267,128	234,522	224,068	240,000	225,000
Retail merchants/cert str	0.20/100	88,392	79,858	70,285	70,000	70,000
Business svcs./aircraft leases	0.05/100	37,959	53,288	31,951	40,000	30,000
Consumer utility licenses	0.50/100	798,849	956,411	899,020	850,000	850,000
Computer services	0.15/100	1,008,744	922,476	796,466	250,000	250,000
Research & development	0.03/100	6,035	13,135	31,836	10,000	25,000
Satellite imaging services	0.15/100	100,384	91,314	107,665	80,000	100,000
Application fees	30	5,820	0	0	0	0
Penalties, interest & cost	---	137,400	138,209	134,004	130,000	130,000
Subtotal - BPOL		\$26,724,382	\$25,464,521	\$25,552,291	\$22,740,000	\$23,796,000



Loudoun County Government
FY 2011 Adopted Fiscal Plan

LOCAL NON-PROPERTY TAXES

Franchise Fees & Miscellaneous Taxes

As the franchiser for the County's cable television systems, the County collected cable franchise license fees through December 2006 (FY 07). The County also collected a franchise fee for open video systems, and a program access tax (in lieu of a franchise fee) through December 2006. These fees were replaced by the state communications tax during FY 07.

The County receives motor vehicle license taxes for the issuance of decals by the Office of the Treasurer, in connection with enforcement of the County's personal property tax program. As part of the FY 04 budget process, the Board of Supervisors increased the fees for automobiles and motorcycles from \$24 to \$25 and \$15 to \$16, respectively.

Bank franchise taxes are collected for the issuance of franchise licenses to banks that desire to operate branch offices in the County (outside of towns). Recordation taxes are levied on transactions involving the recording of estates, deeds of trusts, mortgages, leases, contracts and agreements that are required to be admitted as matters of record to the Clerk of the Circuit Court. Taxes on wills are levied on matters of probate. These revenues are collected by the Clerk of the Circuit Court and remitted to the General Fund. The recordation tax rate is set by State Code at one-third of the State tax rate, and therefore increased from \$0.05 to \$0.083 per \$100 value in September 2004, when the State's rate increased from \$0.15 to \$0.25.

Hotel and motel taxes include a portion of the transient occupancy tax levied on limited-stay facilities. Of the 5% tax, 2% is allocated to the General Fund. The remaining 3% is deposited in the Restricted Use Transient Occupancy Tax Fund. A discussion of this fund may be found in the Other Funds section of this document.

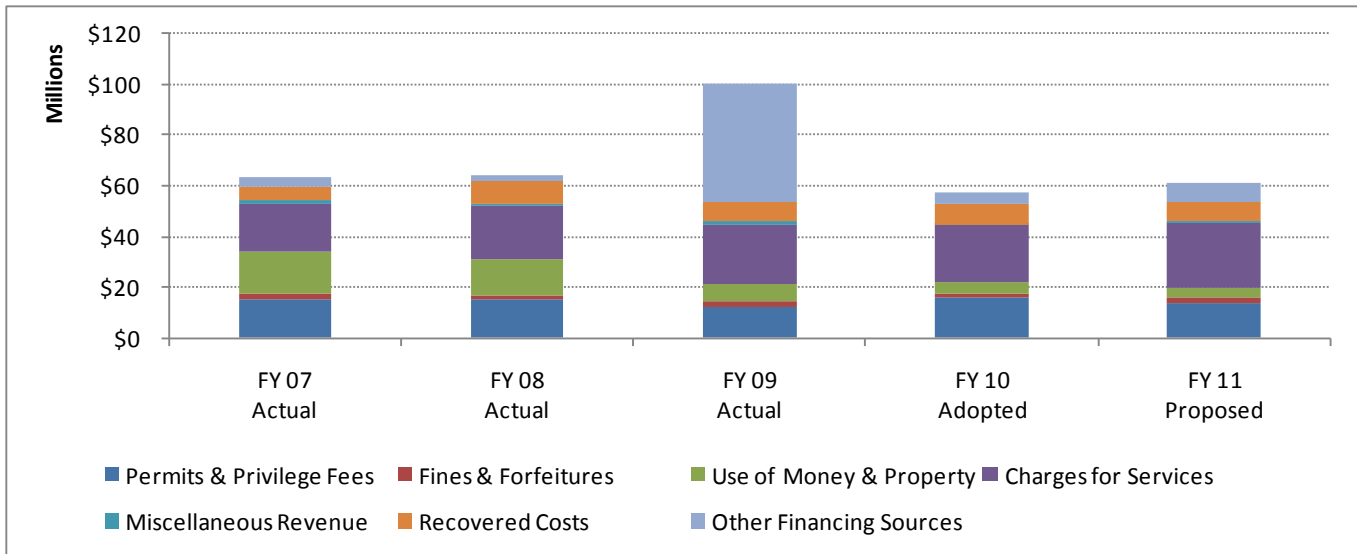
**Local Non-Property Taxes -
Franchise Fees & Miscellaneous**

	FY 07 Actual	FY 08 Actual	FY 09 Actual	FY 10 Adopted	FY 11 Adopted
Cable TV license tax	\$784,066	\$0	\$0	\$0	\$0
Open video systems	76,690	0	0	0	0
Program access taxes	(2,937)	0	0	0	0
Motor vehicle licenses	5,062,819	5,189,262	5,313,627	5,000,000	5,300,000
Temporary motor vehicle licenses	1,404	338	195	0	0
Bank franchise taxes	465,944	365,769	585,119	350,000	450,000
Recordation taxes	12,816,186	9,020,829	7,259,709	6,360,000	7,138,000
Taxes on wills	42,308	51,869	34,946	44,000	45,000
Hotel & motel room taxes	2,265,890	2,398,331	2,229,170	2,350,000	2,036,000
Subtotal - Franchise Fees & Misc.	\$21,512,371	\$17,026,398	\$15,422,766	\$14,104,000	\$14,969,000



**Loudoun County Government
FY 2011 Adopted Fiscal Plan**

Other Local Sources of Revenue



This category includes seven types of revenue received by the General Fund that are not considered general purpose forms of taxation. These include: (1) Permits and Privilege Fees, (2) Fines and Forfeitures, (3) Use of Money and Property, (4) Charges for Services, (5) Miscellaneous Revenue, (6) Recovered Costs and (7) Other Financing Sources.

Other Local Sources of Revenue - Total

	<u>FY 07 Actual</u>	<u>FY 08 Actual</u>	<u>FY 09 Actual</u>	<u>FY 10 Adopted</u>	<u>FY 11 Adopted</u>
Permits & Privilege Fees	\$15,301,258	\$14,926,414	\$11,844,640	\$15,596,000	\$13,416,000
Fines & Forfeitures	1,938,316	2,063,103	2,545,492	2,006,000	2,899,000
Use of Money & Property	16,462,050	13,777,991	7,056,756	4,110,000	3,090,000
Charges for Services	19,420,084	21,611,451	23,339,911	22,744,000	26,138,000
Miscellaneous Revenue	1,025,115	615,868	1,606,807	356,000	370,000
Recovered Costs	5,650,722	8,980,892	6,846,218	7,922,000	7,386,000
Other Financing Sources	3,848,622	2,191,479	47,231,496	4,597,000	8,037,000
Total – Other Local Revenue	\$63,646,166	\$64,167,198	\$100,462,940	\$57,332,000	\$61,335,000

Permits and Privilege Fees

Permit and privilege fees include a variety of revenues associated with the collection of fees, permits and licenses. Land development fees constitute the preponderance of revenue allocated to this group. Revenues associated with the licensing of various facilities and domestic animals also are posted to this category. Overall revenues continue to be lower than the mid-decade years due to the reduced level of land development activity.

<u>Permits & Privilege Fees</u>	<u>FY 07 Actual</u>	<u>FY 08 Actual</u>	<u>FY 09 Actual</u>	<u>FY 10 Adopted</u>	<u>FY 11 Adopted</u>
Dog licenses	\$90,204	\$106,150	\$228,315	\$149,000	\$172,000
Kennel application fees	250	200	601	300	300
Vicious and dangerous dog license	2,750	1,100	2,050	2,000	2,000
Hydro geologic reviews	0	0	300	0	0
Site plan revision fees	61,800	69,800	104,900	78,000	137,000
Rural site plan fees	4,600	0	2,300	6,000	8,000
As-built submission fees	68,120	64,800	64,755	77,000	34,000
Soils map reviews/mapping fees	92,871	50,946	7,800	13,000	62,000
LDA-base density division	0	5,953	3,968	8,000	31,000
Remote Access fees	0	0	0	200,000	200,000
Pawn broker license fees	0	200	0	200	100
Final development plan fees	9,239	10,665	34,182	72,000	22,000



**Loudoun County Government
FY 2011 Adopted Fiscal Plan**

Other Local Sources of Revenue

**Permits & Privilege Fees,
Continued...**

	FY 07 Actual	FY 08 Actual	FY 09 Actual	FY 10 Adopted	FY 11 Adopted
Weekender jail fees	30	0	0	100	0
Land use tax application fees	55,684	39,243	56,399	40,000	40,000
Transfer fees	11,800	10,960	10,786	12,000	11,000
Zoning permits	421,215	364,725	274,950	280,000	279,000
Commission permits	3,388	5,391	(2,309)	56,000	10,000
Building permits	8,188,354	8,138,187	6,124,987	8,451,000	6,674,000
Electrical permits	584,050	532,525	375,650	490,000	359,000
Plumbing permits	466,735	419,700	313,570	344,000	277,000
Mechanical fees	254,350	236,175	186,675	220,000	167,000
Septic Tank permits	67,994	74,692	60,150	52,000	57,000
Occupancy permits	96,860	87,205	71,950	65,000	68,000
Erosion & sediment control permits	456,495	675,822	677,500	655,000	652,000
Solicitor permits	1,590	4,285	4,470	4,000	4,000
Weapons permits	17,776	26,268	41,993	25,000	25,000
Fire permits	\$366,376	\$272,603	\$313,630	\$395,000	\$269,000
Refuse vehicle hauling licenses	13,620	14,620	11,860	12,000	12,000
Sanitation & water permits & fees	77,490	53,226	25,468	59,000	41,000
Swimming pool permits	43,530	45,400	52,220	45,000	49,000
Mixed beverage licenses	61,892	31,840	41,485	30,000	45,000
Sanitation licenses	17,040	15,904	14,200	17,000	14,000
Water Supply licenses	4,562	4,384	3,900	5,000	4,000
Going out of sale permits	0	195	40	100	100
Bond reduction processing fees	129,980	83,775	58,120	65,000	55,000
Construction plan review fees	668,765	554,186	256,706	361,000	191,000
Healthland sites evaluation	20,719	17,221	4,423	5,000	2,000
Road dedication plats	46,190	80,253	49,848	49,000	26,000
Rezoning in Rt 28 district	0	0	4,760	0	7,000
Minor special exception	0	0	1,870	0	17,000
Solid waste facility permits	15,115	24,132	24,512	19,000	19,000
Precious metal and gem license	0	0	600	0	0
Massage parlor fees	7,100	5,950	11,700	8,000	8,000
Rezoning	(79,543)	106,532	189,904	369,000	328,000
Rezoning modification	82,190	77,651	90,218	166,000	129,000
Zoning concept plan amendments	47,190	38,934	93,702	88,000	165,000
Special exceptions	146,204	127,521	68,030	298,000	184,000
Floodplain alterations	74,965	63,165	35,792	30,000	26,000
Variances	(1,750)	450	0	1,000	2,000
Appeals	9,800	6,500	2,450	3,000	3,000
Preliminary subdivisions	295,830	156,356	118,832	127,000	30,000
Preliminary record subdivisions	79,708	58,202	31,647	36,000	43,000
Record subdivisions	290,794	285,828	182,723	198,000	185,000
Family subdivisions	36,240	9,470	4,210	4,000	7,000
Subdivision wavier	62,348	27,469	16,569	13,000	31,000
Subdivision exceptions	0	1,800	1,490	3,000	3,000
Boundary line adjustments	36,975	45,240	33,060	35,000	20,000
Final site plans	467,306	444,184	215,103	272,000	120,000
Site plan amendments	157,800	92,500	101,400	130,000	72,000
Certificate of appropriateness	1,260	1,080	1,170	2,000	1,000
False alarm fees	191,900	404,440	265,741	350,000	275,000
Floodplain study fees	54,300	34,500	23,600	27,000	16,000
Replacement well fees	800	1,600	300	1,000	1,000
Well & septic reinspection fees	2,850	1,375	550	3,000	2,000
Boca clearance fees	15,900	14,350	9,550	15,000	11,000
Technical sewage plan review fees	23,400	11,550	5,400	18,000	5,000
Percolation test monitoring fees	1,500	2,850	50	2,000	1,000
Sewage treatment plt. insp. fees	0	0	225	0	0
Bond final release fees	233,959	270,966	194,320	260,000	131,000
Bond final release reinspection fees	2,100	200	0	1,000	2,000
Bond extension fees	284,800	242,285	403,270	516,000	256,000
FSM waiver fees	41,750	34,785	28,250	36,000	23,000
Overlot grading fees	312,150	235,950	205,800	225,000	262,000
Additional revenue - pending fee std.	0	0	0	0	1,032,000
Total - Permits & Privilege Fees	\$15,301,258	\$14,926,414	\$11,844,640	\$15,596,000	\$13,416,000



Other Local Sources of Revenue

Fines and Forfeitures

This category includes revenue received primarily from motor vehicle and fire lane citations. Revenue estimates are developed by the administering agencies incorporating a combination of factors, such as historical data, projected growth in population and traffic volume, and average rates of violation.

<u>Fines & Forfeitures</u>	<u>FY 07 Actual</u>	<u>FY 08 Actual</u>	<u>FY 09 Actual</u>	<u>FY 10 Adopted</u>	<u>FY 11 Adopted</u>
Court fines & forfeitures	\$1,553,897	\$1,692,514	\$2,113,787	\$1,695,000	\$2,500,000
Fire lane violation fines	105,273	91,699	127,109	102,000	127,000
Dulles airport pkg. & traffic fines	137,034	144,807	138,068	140,000	140,000
Parking fines	80,662	100,298	141,473	45,000	100,000
Animal law violation fines	3,810	3,174	4,380	3,000	3,000
Zoning violations	35,369	20,198	9,843	11,000	19,000
DUI incidents	12,918	0	0	0	0
Interest (late payments on tickets)	9,354	10,413	10,832	11,000	11,000
Total - Fines & Forfeitures	\$1,938,316	\$ 2,063,103	\$ 2,545,492	\$2,006,000	\$2,899,000

Use of Money and Property

This category includes revenue received from the investment of General Fund balances. In addition, revenue is received from the rental of County facilities for public use and from the sale of concessions at various events. Interest income in FY 11 is expected to be less than in FY 09 given expected interest rate trends.

<u>Use of Money & Property</u>	<u>FY 07 Actual</u>	<u>FY 08 Actual</u>	<u>FY 09 Actual</u>	<u>FY 10 Adopted</u>	<u>FY 11 Adopted</u>
Interest on investments	\$15,784,481	\$12,689,187	\$5,929,540	\$3,000,000	\$1,600,000
Interest on loans	2,927	3,121	2,546	9,000	3,000
Rental of general & school prop.	61,530	85,518	70,997	79,000	81,000
Rental of recreational property	577,687	944,211	982,875	925,000	1,123,000
Concession rentals/commissions	9,578	13,873	4,452	14,000	14,000
Sale of materials and supplies	25,582	41,727	65,932	83,000	39,000
Sales of meals to non-prisoners	266	354	414	300	300
Sale of Concessions	0	0	0	0	231,000
Total - Use of Money & Property	\$16,462,050	\$13,777,991	\$7,056,756	\$4,110,000	\$3,090,000

Charges for Services

The County collects fees for a wide range of services provided to various customers. Fees are collected for court activities, day care and health services, emergency activities, parks and recreation programs, sales of County maps, animal control programs, and disposal of waste at the County landfill.

Revenue posted to this category is administered by a cross-section of the County government. Fees associated with serving notice of court appearances are posted by the Office of the Sheriff. Treatment programs are administered by the Department of Mental Health, Substance Abuse & Developmental Services, while parks, recreation and day care programs are administered by the Department of Parks, Recreation and Community Services. The Department of Animal Care & Control administers the County's animal adoption, neutering and protection programs, while the Office of Mapping and Geographic Information oversees the maintenance and sale of maps from the County's Geographic Information System database.

Fee revenue associated with the disposal of solid waste at the County landfill has been posted to two funds since FY 06. Landfill revenue required to offset operational expenses is posted to the General Fund, while revenue in excess of direct operating expenditures is posted to the Capital Projects Fund to offset the cost of future cell construction and closure.



**Loudoun County Government
FY 2011 Adopted Fiscal Plan**

Other Local Sources of Revenue

Excess of court officers payments received by the Clerk of the Circuit Court were reduced for FY 10 due to a distribution formula change implemented by the Commonwealth, this reduction continues for FY 11.

In all cases, revenue estimates for this category incorporate a combination of historical trends analysis and projected increases in the agencies' client base.

Charges for Services	FY 07 Actual	FY 08 Actual	FY 09 Actual	FY 10 Adopted	FY 11 Adopted
Photographic fees	\$0	\$0	\$0	\$100	\$0
Freedom of information fees	834	2,928	4,651	100	100
Loss of summons copy	10	48	50	100	100
ATF form	1,760	2,225	2,490	2,000	2,000
Good conduct letter	270	400	520	400	400
Incident reports	2,868	3,198	3,135	3,000	3,000
Excess of court officers	2,419,155	1,774,400	1,443,984	625,000	800,000
Sheriff's fees	14,685	7,907	7,907	8,000	8,000
Costs collected in court cases	122,291	117,875	114,738	115,000	75,000
Commonwealth's attorney fees	3,792	3,983	3,369	0	150,000
Drug testing charges	50	0	0	0	0
Street light charges	0	0	1,440	3,000	3,000
Waste & refuse/collection & discharge	0	829	2,778	0	0
Courthouse security fees	233,142	253,722	306,235	260,000	450,000
DMV license agent commissions	11,868	39,321	45,359	40,000	45,000
Well & septic evaluation charges	9,350	7,480	3,740	7,000	5,000
Residential service fees	296,999	296,992	300,350	256,000	256,000
Outpatient clinic fees	151,379	169,443	131,080	166,000	166,000
Day treatment clinic fees	9,999	8,553	6,107	9,000	9,000
Parent-infant development fees	43,468	35,069	35,073	40,000	40,000
Sale of medication, drugs, etc.	13,760	13,482	9,207	14,000	14,000
Aftercare service fees	3,803	4,454	5,944	4,000	4,000
Court evaluation charges	67,389	69,484	61,735	67,000	67,000
Substance abuse counselor fees	112,821	111,312	83,054	110,000	110,000
Emergency service fees	9,495	10,472	10,541	10,000	10,000
Sale of meals	50	26	0	0	0
Cafeteria sales	15,416	17,031	16,994	23,000	23,000
Recreation fees	833,196	731,907	953,471	482,000	640,000
Community center fees	802,479	1,265,075	1,626,466	1,380,000	1,777,000
Swimming pool fees	307,070	286,261	269,540	339,000	337,000
League sports fees	240,048	254,276	248,991	320,000	320,000
Group events fees	449,567	520,823	451,713	298,000	298,000
Transportation fees for group events	37,343	40,351	38,187	45,000	75,000
After school activity fees	3,297,827	3,864,336	4,416,330	4,693,000	5,090,000
Summer camp fees	1,256,312	1,637,573	1,301,165	1,985,000	2,008,000
Admission charges	483,782	954,321	852,834	1,206,000	1,160,000
Library fees & fines	7,668	4,719	4,792	9,000	5,000
Sales of maps, surveys, plats, etc.	5,999	2,500	3,547	2,000	2,000
Sales of publications	120,000	102,390	78,831	95,000	78,000
Sales of cartographic maps	6,957	3,735	3,345	5,000	5,000
Sales of digital data	12,180	7,668	7,158	30,000	6,000
Sales of special cartographic maps	4,230	2,813	1,638	2,000	2,000
Animal protection charges	11,215	12,178	14,880	15,000	15,000
Board of animals	10,977	13,261	14,948	11,000	11,000
Animal adoption fees	14,775	17,052	25,463	49,000	26,000
Animal neuter & spaying fees	25,523	22,476	22,970	25,000	25,000
Tournament fees	22,475	10,500	40,539	55,000	55,000
Record check charges	8,148	7,104	5,712	7,000	6,000
Accident report charges	28,261	23,758	22,896	25,000	23,000
Fingerprinting charges	2,867	3,481	4,119	4,000	4,000
Clerk of court copy fees	29,131	40,320	38,012	45,000	45,000
Sheriff processing fees	39,777	45,259	54,025	45,000	50,000



**Loudoun County Government
FY 2011 Adopted Fiscal Plan**

Other Local Sources of Revenue

Charges for Services, Continued...	FY 07 Actual	FY 08 Actual	FY 09 Actual	FY 10 Adopted	FY 11 Adopted
DNA sample of felons fees	\$1,372	\$1,433	\$1,294	\$2,000	\$1,000
Respite care fees	100,953	124,857	146,702	154,000	184,000
Hydrogeologic fees	5,226	5,226	871	4,000	2,000
House arrest fees	0	1,155	780	1,000	1,000
Daycare fees	941,483	930,136	931,945	1,230,000	1,034,000
Information services fees	(217)	655	759	0	0
Pb FI & N water samples	75	200	0	0	0
Preschool fees	1,556,446	1,507,525	1,721,274	1,936,000	1,929,000
Commuter bus	2,971,296	3,732,616	4,966,833	3,801,000	5,924,000
Sale-recyclable/scrap metal	44,939	113,835	122,413	33,000	33,000
Landfill fees - construction waste	375,769	0	0	0	0
Landfill fees - municipal waste	0	(148,171)	(120,239)	80,000	158,000
Rebate - recycled paper	17,048	46,568	32,314	18,000	18,000
Discharge assistance program (DAD)	68,000	0	0	79,000	79,000
Joblink fees	146	0	0	1,000	1,000
Case management fees	25,718	18,782	21,778	54,000	54,000
Landfill - pit retrieval fees	1,975	0	0	0	0
Landfill - contracted municipal solid waste	1,707,394	2,451,863	2,411,134	2,420,000	2,420,000
Total - Charges for Services	\$19,420,084	\$21,611,451	\$23,339,911	\$22,744,000	\$26,138,000

Miscellaneous Revenue

Revenues are allocated to this category if they do not belong in another local revenue category. Other revenues included in this group include monetary gifts from private donors (typically made to County libraries, community centers, or recreation programs), collection charges on returned checks, and reimbursement by individual users for damage to County library material.

Miscellaneous Revenue	FY 07 Actual	FY 08 Actual	FY 09 Actual	FY 10 Adopted	FY 11 Adopted
Miscellaneous revenues	\$681,830	\$195,236	\$1,155,958	\$187,000	\$205,000
Primary fees	2,163	0	0	0	0
Gifts & donations from private sources	236,516	281,591	306,148	64,000	29,000
Development Contribution-Proffer-Cash	0	0	8,378	0	0
Sale of property & non fixed assets	45,653	77,835	72,181	70,000	75,000
Returned check fees	14,514	17,672	17,468	14,000	14,000
Payments for damage to books	44,084	43,534	46,672	21,000	46,000
Court collection	35	0	0	0	0
DMV collection fees	320	0	0	1,000	1,000
Total - Miscellaneous Revenue	\$1,025,115	\$615,868	\$1,606,807	\$356,000	\$370,000



Other Local Sources of Revenue

Recovered Costs

The County receives reimbursements from other entities for services performed on their behalf. For example, fees are collected from the State for housing prisoners convicted under State law in the County's detention facilities. In addition, incorporated municipalities within the County provide reimbursements for services provided in support of municipal elections, criminal prosecutions, extraditions and other matters. The County receives the majority of payments in this category from insurance companies and the Federal government for medical services provided under the auspices of County programs.

Recovered Costs	FY 07 Actual	FY 08 Actual	FY 09 Actual	FY 10 Adopted	FY 11 Adopted
Housing prisoners – Federal	\$0	\$0	\$54,100	\$32,000	\$50,000
Housing prisoners – State	543,280	609,276	446,478	600,000	237,000
Housing Prisoners – other	111,492	98,607	96,787	100,000	95,000
Costs for town elections	0	19,470	0	13,000	0
Facility Supervisors – PRCS	0	0	69,008	0	10,000
Extraditions - Supreme Court	45,913	18,092	58,498	25,000	25,000
Charges by insurance	279,043	285,114	298,530	287,000	287,000
Soil Water Conservation District	383,031	402,667	419,934	341,000	307,000
Juvenile detention contracts	80,000	99,462	68,255	65,000	100,000
Juvenile detention per diem	39,236	50,993	76,634	10,000	35,000
Central MH/MR services	21,252	24,296	45,631	23,000	23,000
Costs for protective services	256,727	318,062	303,804	313,000	285,000
Comprehensive Services Act	68,799	41,656	53,734	76,000	75,000
Medicaid cost recoveries	3,237,604	4,256,803	3,624,514	4,396,000	4,023,000
Loudoun Hospital	10,782	18,806	18,075	13,000	13,000
HIDTA substance abuse prevention	50,698	82,291	0	121,000	85,000
Central capital vehicle replacement	358	0	1,013	0	0
Fraud / Section 8 recoveries	0	0	0	0	0
Revenue reductions	0	0	0	0	(12,000)
Miscellaneous recoveries	522,508	2,655,297	1,211,223	1,508,000	1,748,000
Total - Recovered Costs	\$5,650,722	\$8,980,892	\$6,846,218	\$7,922,000	\$7,386,000

Other Financing Sources

The County receives revenue from the sale of assets and issuance of bonds and leases for capital and facilities improvements. This category also includes transfers from various other funds. For FY 11, transfers will be made from the Comprehensive Services for At-Risk Youth and Families (CSA) Fund, Transient Occupancy Tax (TOT) Fund, the Capital Projects Fund, the Debt Service Fund, and the Local Gasoline Tax Fund. Funding for the County's capital project management activities are shown as a transfer from the Capital Projects Fund to the General Fund.



Loudoun County Government
FY 2011 Adopted Fiscal Plan

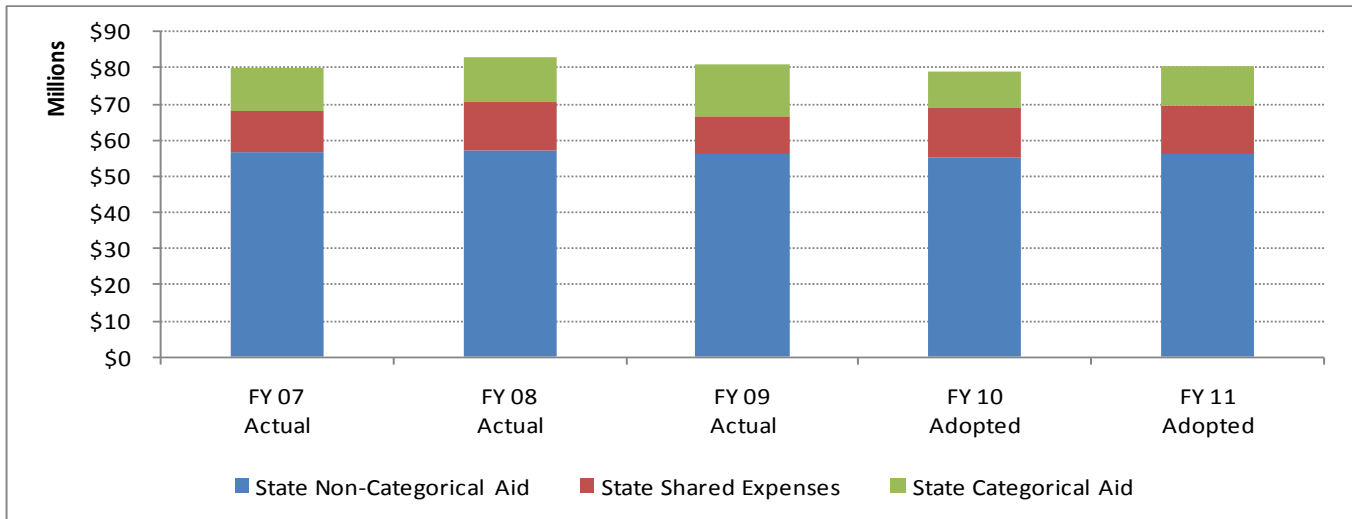
Other Local Sources of Revenue

Other Financing Sources/Non- Revenue Receipts	FY 07 Actual	FY 08 Actual	FY 09 Actual	FY 10 Adopted	FY 11 Adopted
Sale Of Land	\$0	\$0	\$2,100,300	\$0	\$0
Sale Of Machinery & Equipment	15,029	110,672	20,000	0	0
Repayment Of Loans/Principal Only	(42)	0	8,165	0	0
Transfers from School Fund	0	0	14,651,367	0	0
Transfers from Broad Run Farm Fund	1,487	446	0	0	0
Transfers from CSA Fund	183,000	183,000	183,000	183,000	183,000
Transfers from TOT Fund	125,125	112,432	606,249	818,000	718,000
Transfers from 911 Fund	1,892,551	0	0	0	0
Transfers from Legacy Fund	1,396	0	0	0	0
Transfers from Capital Projects Fund	64,651	124,500	743,857	410,000	4,030,000
Transfers from Debt Service Fund	0	0	13,062,190	90,000	90,000
Transfers from Self Insure. Fund	0	0	1,567,003	0	0
Transfers from School Self Insure. Fund	0	0	12,342,563	0	0
Transfers from Public Facilities Cash	0	(10,000)	0	0	0
Transfers from Animal Trust Fund	15,040	13,800	163,525	0	0
Transfers from Affordable Housing Trust Fund	81,000	0	0	0	0
Transfers from Local Gasoline Tax Fund	1,469,386	1,656,629	1,783,277	3,097,000	3,016,000
Total - Other Financing Sources	\$3,848,622	\$2,191,479	\$47,231,496	\$4,597,000	\$8,037,000



**Loudoun County Government
FY 2011 Adopted Fiscal Plan**

Commonwealth Aid



Payments from the Commonwealth to the County are divided into three functional categories: (1) State Non-Categorical Aid, (2) State Shared Expenses and (3) State Categorical Aid. These types of revenue are grouped thematically and described below.

	FY 07 Actual	FY 08 Actual	FY 09 Actual	FY 10 Adopted	FY 11 Adopted
Commonwealth Aid Total					
State Non-Categorical Aid	\$56,805,237	\$56,978,876	\$56,170,800	\$55,437,000	\$56,305,000
State Shared Expenses	11,332,277	13,492,577	10,640,500	13,541,000	13,258,000
State Categorical Aid	12,064,463	12,563,146	14,180,695	9,787,000	11,146,000
Total Commonwealth Aid	\$80,201,976	\$83,034,599	\$80,991,995	\$78,765,000	\$80,709,000

State Non-Categorical Aid

The State provides general support to municipalities through a variety of revenue generating mechanisms. Profits realized from the sale of wine and liquor at the State's Alcohol Beverage Control (ABC) Commission stores are no longer distributed to municipalities. The County receives a 3% tax on mobile home title filing and 50% of the revenue collected by the Clerk of the Circuit Court for the filing of deeds of property. In lieu of personal property tax revenue, the County receives a 4% daily vehicle rental tax (formerly referred to as sales and use tax) on vehicles rented within the County.

This category also includes reimbursements from the State for implementation of the personal property tax reduction on private vehicles. The 2004 General Assembly changed this program, by adopting a \$950 million statewide cap on reimbursements starting in 2006. FY 07 was the first full fiscal year with this cap in place. The amount of revenue coming to Loudoun will be the same each year (\$48.1 million).

	FY 07 Actual	FY 08 Actual	FY 09 Actual	FY 10 Adopted	FY 11 Adopted
State Non-Categorical Aid					
ABC profits	\$79,160	\$79,160	\$0	\$79,000	\$0
Wine taxes	82,975	82,975	0	83,000	0
Motor vehicle carriers taxes	4,157	4,356	7,451	4,000	4,000
Mobil home titling taxes	4,943	5,122	3,925	0	0
Taxes on deeds	3,020,198	2,583,351	2,054,576	2,200,000	2,230,000
Daily vehicle rental tax	5,587,602	6,153,211	7,023,515	6,000,000	6,000,000
State property tax reimbursement	48,026,202	48,070,701	48,070,701	48,071,000	48,071,000
State Revenue Reductions	0	0	(989,368)	(1,000,000)	0
Total - State Non-Categorical	\$56,805,237	\$56,978,876	\$56,170,800	\$55,437,000	\$56,305,000



**Loudoun County Government
FY 2011 Adopted Fiscal Plan**

COMMONWEALTH AID

State Shared Expenses

The Commonwealth provides partial operating support through the State Compensation Board for offices established in the State Constitution. This category includes anticipated receipts from the State to assist in defraying costs associated with the operation of these agencies. These revenue sources are frequently affected by State Compensation Board and Virginia General Assembly decisions regarding appropriate levels of aid to localities. The Compensation Board generally adopts its official allocation budget following the adoption of the County budget.

State Shared Expenses	FY 07 Actual	FY 08 Actual	FY 09 Actual	FY 10 Adopted	FY 11 Adopted
Commonwealth's attorney	\$703,685	\$871,299	\$817,728	\$693,000	\$733,000
Sheriff	8,874,045	10,787,780	7,957,172	11,002,000	10,852,000
Commissioner of revenue	353,294	389,035	390,873	346,000	314,000
Treasurer	366,493	393,318	398,065	410,000	305,000
Medical examiner	690	0	0	0	0
Registrar	90,716	0	92,290	97,000	83,000
Electoral board	17,026	90,640	17,465	12,000	16,000
Clerk of circuit court	926,327	960,505	966,907	981,000	955,000
Total - State Shared Expenses	\$11,332,277	\$13,492,577	\$10,640,500	\$13,541,000	\$13,258,000

State Categorical Aid

The County receives a variety of grants and other revenues that have been designated for specific purposes. Annual revenue estimates are developed by the administering departments based on the latest information available. Lottery proceeds for schools, shown by the Non-Departmental revenue line, are budgeted at \$0 for FY 11 based on the Commonwealth budget.

State Categorical Aid	FY 07 Actual	FY 08 Actual	FY 09 Actual	FY 10 Adopted	FY 11 Adopted
Total - Boards, Commissions & Committees	\$2,822	\$19,965	\$10,002	\$0	\$0
Total - Regional Organizations & Contributions	\$5,000	\$0	\$10,000	\$0	\$0
Total - Clerk of the Circuit Court	\$37,824	\$10,000	\$40,720	\$0	\$0
Total - Commonwealth's Attorney	\$52,347	\$40,000	\$40,000	\$0	\$40,000
Sheriff's Office					
Criminal Investigations	15,525	15,525	0	0	0
Field Operations	15,525	14,836	15,730	0	0
Special Operations	0	0	2,025	0	0
Total - Sheriff's Office	\$31,050	\$30,361	\$17,755	\$0	\$0
Total - Courts	\$4,639	(\$4,639)	\$0	\$0	\$0
Fire, Rescue and Emergency Management					
Emergency Medical Services	15,842	(737)	0	0	0
Volunteer Coordination	701,940	0	928,925	436,000	436,000
Total - Fire, Rescue and Emergency Management	\$717,782	(\$737)	\$928,925	\$436,000	\$436,000
Total - Construction & Waste Management	\$55,480	\$47,309	\$59,693	\$33,000	\$33,000
Total - Health Services	\$0	\$718	\$0	\$0	\$0
Total - Transportation Services	\$1,063,410	\$1,302,708	\$1,581,981	\$1,043,000	\$1,985,000
Total - Library Services	\$239,861	\$228,664	\$227,986	\$227,000	\$189,000
Total - Community Corrections	\$507,834	\$552,751	\$573,193	\$573,000	\$651,000
Mental Health, Substance Abuse and Developmental Services					
MHSA Emergency Services	984,508	1,036,618	989,215	1,323,000	1,299,000



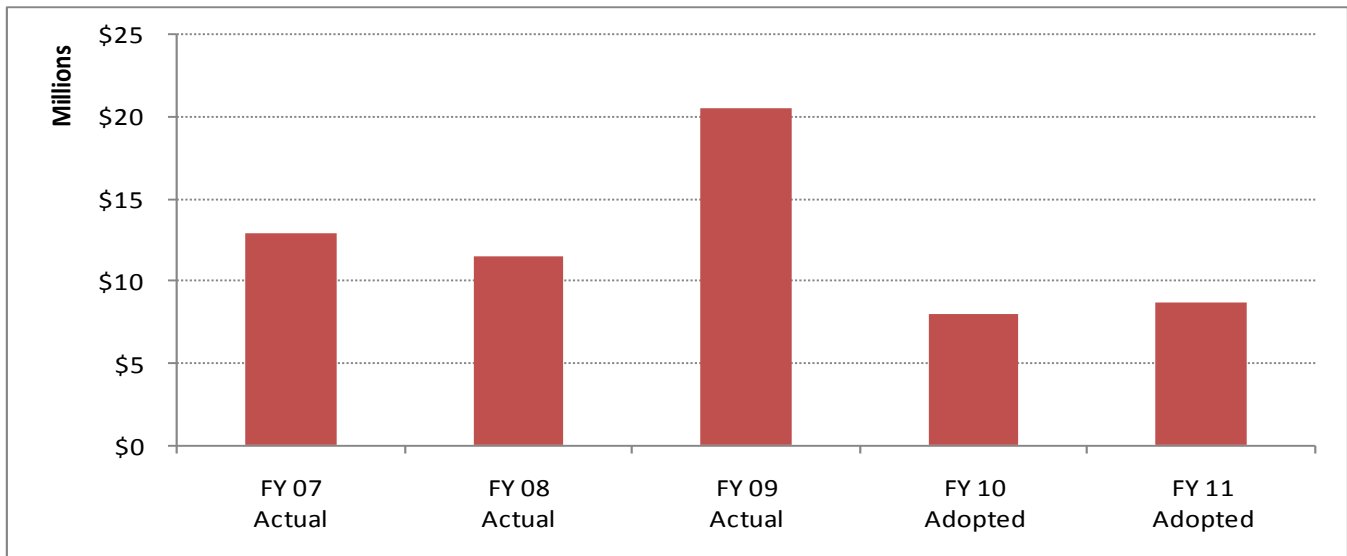
Loudoun County Government
FY 2011 Adopted Fiscal Plan

Commonwealth Aid

<u>State Categorical Aid, Continued...</u>	<u>FY 07 Actual</u>	<u>FY 08 Actual</u>	<u>FY 09 Actual</u>	<u>FY 10 Adopted</u>	<u>FY 11 Adopted</u>
MH Outpatient Services	\$234,821	\$314,076	\$350,677	\$477,000	\$1,198,000
Parent Infant Education	205,042	205,042	205,042	205,000	122,000
Developmental Services Group Home Program	293,550	312,242	320,047	320,000	216,000
MH Day Support Services	0	14,813	4,772	0	0
MHSA Prevention & Intervention Services	47,128	50,861	34,055	68,000	28,000
Developmental Services Employment and Day Support	44,295	57,802	33,211	51,000	31,000
MH Residential Services	383,691	534,521	713,080	586,000	586,000
Developmental Services Case Management	0	0	3,000	0	0
Developmental Services Community Support	65,457	58,401	63,520	74,000	66,000
SA Residential Services	0	49,059	49,059	49,000	49,000
SA Outpatient Services	501,155	516,903	516,961	516,000	516,000
Total - Mental Health, Substance Abuse and Developmental Services	\$2,759,647	\$3,150,338	\$3,282,639	\$3,669,000	\$4,111,000
Parks, Recreation & Community Services					
Aging Services	123,748	140,044	137,571	139,000	136,000
Youth Services	1,000	0	0	0	0
Total - Parks, Recreation & Community Services	\$124,748	\$140,044	\$137,571	\$139,000	\$136,000
Family Services					
Child & Adult Services	310,352	586,063	726,415	642,000	746,000
Family Programs	1,412,949	1,565,557	1,719,208	1,837,000	1,671,000
Facilities & Internal Operations	1,192,302	1,243,017	1,183,109	1,189,000	1,148,000
Total - Family Services	\$2,915,603	\$3,394,637	\$3,628,732	\$3,667,000	\$3,565,000
Total - Non-Departmental	\$3,546,417	\$3,651,027	\$3,641,498	\$0	\$0
Total - State Categorical Aid	\$12,064,463	\$12,563,146	\$14,180,695	\$9,787,000	\$11,146,000



Federal Payments



Payments from the Federal government to the County are divided into two categories: (1) Payments in Lieu of Taxes and (2) Federal Categorical Aid. These sources of revenue are described below.

	FY 07 Actual	FY 08 Actual	FY 09 Actual	FY 10 Adopted	FY 11 Adopted
Federal Payments – Total					
Payments in lieu of taxes	\$1,798	\$1,769	\$2,863	\$2,000	\$2,000
Federal categorical aid	12,938,468	11,511,681	20,503,479	8,042,000	8,712,000
Total – Federal Payments	\$12,940,266	\$11,513,450	\$20,506,342	\$8,044,000	\$8,714,000

Payments in Lieu of Taxes

The County receives a payment from the Federal Bureau of Land Management for tax-exempt parcels in owned by the National Park Service.

	FY 07 Actual	FY 08 Actual	FY 09 Actual	FY 10 Adopted	FY 11 Adopted
Payments in Lieu of Taxes					
Fed owned entitlement land	\$1,798	\$1,769	\$2,863	2,000	2,000
Total - In Lieu of Taxes	\$1,798	\$1,769	\$2,863	\$2,000	\$2,000

Federal Categorical Aid

Federal aid received by the County is principally of the categorical type. The majority of these grants are administered by the Department of Family Services. Other departments administering substantial grants in FY 11 include: Mental Health, Substance Abuse & Developmental Services; and Parks, Recreation and Community Services.



Loudoun County Government
FY 2011 Adopted Fiscal Plan

Federal Payments

Federal Categorical Aid	FY 07 Actual	FY 08 Actual	FY 09 Actual	FY 10 Adopted	FY 11 Adopted
Total - County Administrator	\$51,465	\$48,748	\$0	\$0	\$0
Total - Commonwealth's Attorney	\$10,224	\$20,725	\$26,082	\$23,000	\$54,000
Sheriff's Office					
Criminal Investigations	46,779	27,619	10,992	0	163,000
Field Operations	86,459	145,506	69,374	0	12,000
Special Operations	31,651	67,311	79,281	0	0
Corrections	8,572	43,792	146,614	0	0
Office of the Sheriff	1,742,414	1,976,570	5,397,650	0	0
Total - Sheriff's Office	\$1,915,875	\$2,260,798	\$5,703,911	\$0	\$175,000
Total - Courts	\$14,397	\$6,095	\$16,278	\$0	\$0
Total - Building & Development	\$113,182	\$281,531	\$360,308	\$0	\$0
Fire, Rescue and Emergency Management					
Emergency Medical Services	0	0	0	0	0
Operations	524,844	0	29,733	0	0
Fire Marshal's Office	137,350	0	5,625,170	0	0
Office of Emergency Management	505,450	0	148,620	20,000	30,000
Total - Fire, Rescue and Emergency Management	\$1,167,644	\$0	\$5,803,523	\$20,000	\$30,000
Total - Planning Services	\$10,000	\$23,400	\$600	\$0	\$0
Total - Construction & Waste Management	\$0	\$0	\$0	\$0	\$250,000
Total - Animal Care and Control	\$0	\$0	\$27,500	\$0	\$0
Total - Health Services	\$14,000	\$9,693	\$294	\$0	\$0
Total - Transportation Services	\$82,596	\$106,326	\$133,988	\$227,000	\$0
Total - Library Services	\$0	\$823	\$0	\$0	\$0
Total - Community Corrections	\$107,604	\$104,674	\$62,227	\$146,000	\$174,000
Mental Health, Substance Abuse and Developmental Services					
MHSA Emergency Services	16,607	2,826	0	0	0
MH Outpatient Services	78,520	120,217	123,449	65,000	44,000
Parent Infant Education	299,809	217,963	235,624	234,000	318,000
MHSA Prevention & Intervention Services	95,205	95,205	102,754	95,000	95,000
MH Residential Services	0	21,312	0	0	0
SA Residential Services	105,276	64,658	69,912	105,000	105,000
SA Outpatient Services	254,029	235,355	281,638	565,000	441,000
Total - Mental Health, Substance Abuse and Developmental Services	\$849,446	\$757,536	\$813,377	\$1,063,000	\$1,003,000
Parks, Recreation & Community Services					
Aging Services	269,271	316,376	301,297	290,000	320,000
Facilities Planning & Development	350,009	37,106	37,251	0	0
Total - Parks, Recreation & Community Services	\$619,280	\$353,482	\$338,548	\$290,000	\$320,000
Total - Juvenile Court Service Unit	\$151,087	\$104,996	\$59,453	\$42,000	\$10,000
Family Services					
Child & Adult Services	1,284,068	1,120,634	1,164,330	982,000	1,028,000
Family Programs	3,572,275	3,566,980	3,745,865	3,000,000	3,419,000
Housing & Community Development	1,140,158	1,104,026	707,200	904,000	934,000
Facilities & Internal Operations	1,835,167	1,641,214	1,539,995	1,345,000	1,315,000
Total - Family Services	\$7,831,668	\$7,432,854	\$7,157,390	\$6,231,000	\$6,696,000
Total - Federal Categorical Aid	\$12,938,468	\$11,511,681	\$20,503,479	\$8,042,000	\$8,712,000



Loudoun County Government
FY 2011 Adopted Fiscal Plan

Board of Supervisors Exemptions

A 2002 amendment to the State Constitution, effective January 1, 2003, directed localities to determine which organizations will be exempt from local property taxes. Previously, the General Assembly granted tax exemptions; tax exemptions previously granted by the General Assembly remain in place.

The table below shows the currently estimated property assessments and revenue exempted for property exempted by Board of Supervisors.

Organization	Real Property		Personal Property		Total Annual (CY) Revenue Exempted
	Calendar Year (CY) 10 Assessment	Revenue Exempted	Calendar Year (CY) 10 Assessment	Revenue Exempted	
Air Force Retired Officers Community	\$71,377,100	\$927,902	\$1,800,658	\$75,628	\$1,003,530
American Water Resources Association	N/A	N/A	9,537	401	401
Friends of Homeless Animals, Inc	887,200	11,534	11,170	469	12,003
Evelyn Alexander Home for Animals Foundation, Inc.	N/A	N/A	13,660	574	574
Howard Hughes Medical Research Institute	167,829,300	2,181,781	25,789,742	1,083,169	3,264,950
Jack Kent Cooke Foundation	8,970,200	116,613	137,784	5,787	122,400
Life Line, Inc.	796,900	10,360	6,512	273	10,633
Prison Fellowship Ministries Foundation	22,143,500	287,866	N/A	N/A	287,866
Prison Fellowship Ministries International	N/A	N/A	998,553	41,939	41,939
Virginia Regional Transportation Association	4,535,400	58,960	3,214,525	135,010	193,970
Total	\$276,539,600	\$3,595,015	\$31,982,141	\$1,343,250	\$4,938,265

N/A: not applicable.

Totals may not equal sums because of rounding error.



**Loudoun County Government
FY 2011 Adopted Fiscal Plan**

School Revenue Fund

The first decade of the 21st Century has been a period of explosive growth in the County schools system. Since 2000, Loudoun County has opened 34 schools to accommodate 34,566 additional students. Continued construction and opening of new schools is expected into the foreseeable future.

Revenue Category	FY 07	FY 08	FY 09	FY 10	FY 11
Local Funding	Actual	Actual	Actual	Adopted	Adopted
General Fund Transfer	\$443,391,452	\$513,204,485	\$536,847,810	\$502,601,117	\$452,331,173
Rebates & refunds	310,085	188,264	827,931	235,000	240,000
Rents	0	0	0	0	0
Sales of textbooks	27,195	0	7,667	30,000	30,000
SAT course fees	0	0	0	0	0
E-Rate reimbursement	569,886	746,882	828,389	500,000	500,000
Tuition	1,121,589	1,260,635	954,733	1,686,000	1,173,000
Use of buildings	1,004,770	1,237,782	1,088,718	1,100,000	1,100,000
Athletic, parking and AP test fees	0	0	4,293	1,650,491	2,175,000
Hughes Foundation	898,355	955,450	805,036	1,000,000	1,000,000
PAVAN ¹	73,092	0	55,826	123,509	108,690
Local grants and contributions	136,011	469,599	214,399	500,000	493,210
Sales of equipment & supplies	236,263	160,989	54,935	200,000	205,100
Miscellaneous	266,086	484,326	952,016	150,000	173,100
Total Local Funding	\$448,034,784	\$518,708,412	\$542,641,754	\$509,776,117	\$459,529,273
Commonwealth Funding					
Sales tax	\$48,599,342	\$46,126,588	44,866,418	\$50,938,623	\$48,911,710
Basic aid	72,625,196	78,844,603	103,814,022	94,091,258	114,535,135
Fringe benefits	8,490,840	9,963,305	11,164,841	11,591,867	11,008,499
Textbooks	1,534,165	1,643,290	2,172,836	2,267,109	1,348,221
Special education	7,234,366	7,747,696	8,642,744	9,027,401	13,584,016
Vocation education	1,051,147	1,125,734	1,313,993	1,372,474	1,659,116
Salary supplement	1,759,363	0	0	0	0
SOL ² materials/training	63,308	67,099	88,372	95,170	117,654
Technology plan	1,780,702	1,855,298	1,922,000	2,000,000	0
Other	3,974,301	9,828,901	5,458,650	6,414,691	8,912,026
Total Commonwealth Funding	\$147,112,730	\$157,202,514	\$179,443,876	\$177,798,593	\$200,076,377
Federal Funding					
Title I	\$975,250	\$1,139,296	1,480,109	\$1,308,126	\$1,185,189
Head Start	792,407	784,851	796,033	800,000	740,000
Handicapped Education	2,524,236	9,764,090	9,562,902	9,912,831	8,748,690
Federal Stabilization	0	0	0	11,800,000	4,115,762
Other	2,510,938	2,477,942	2,380,037	1,203,293	2,550,371
Total Federal Funding	\$6,802,831	\$14,166,179	\$14,219,081	\$25,024,250	\$17,340,012
Other Financing Sources ³	\$2,958,453	\$9,959,818	\$10,000,000	\$26,400,000	\$41,544,000
Total School Fund⁴	\$604,908,798	\$700,036,923	\$746,304,712	\$738,998,960	\$718,489,662
General Fund Transfer as a % of School Fund Revenue	73.3%	73.3%	71.90%	68.00%	63.00%

¹ PAVAN (Performing and Visual Arts Northeast) is a consortium for which LCPS functions as a fiscal agent.

² SOL = Standard of Learning.

³ Other Financing Sources including funding for school bus and vehicle leases (8.1M) and the use of fund balance (\$33.4M).

⁴ The sum of the school funding components may not equal the Total School Fund because of rounding.





General Government Administration

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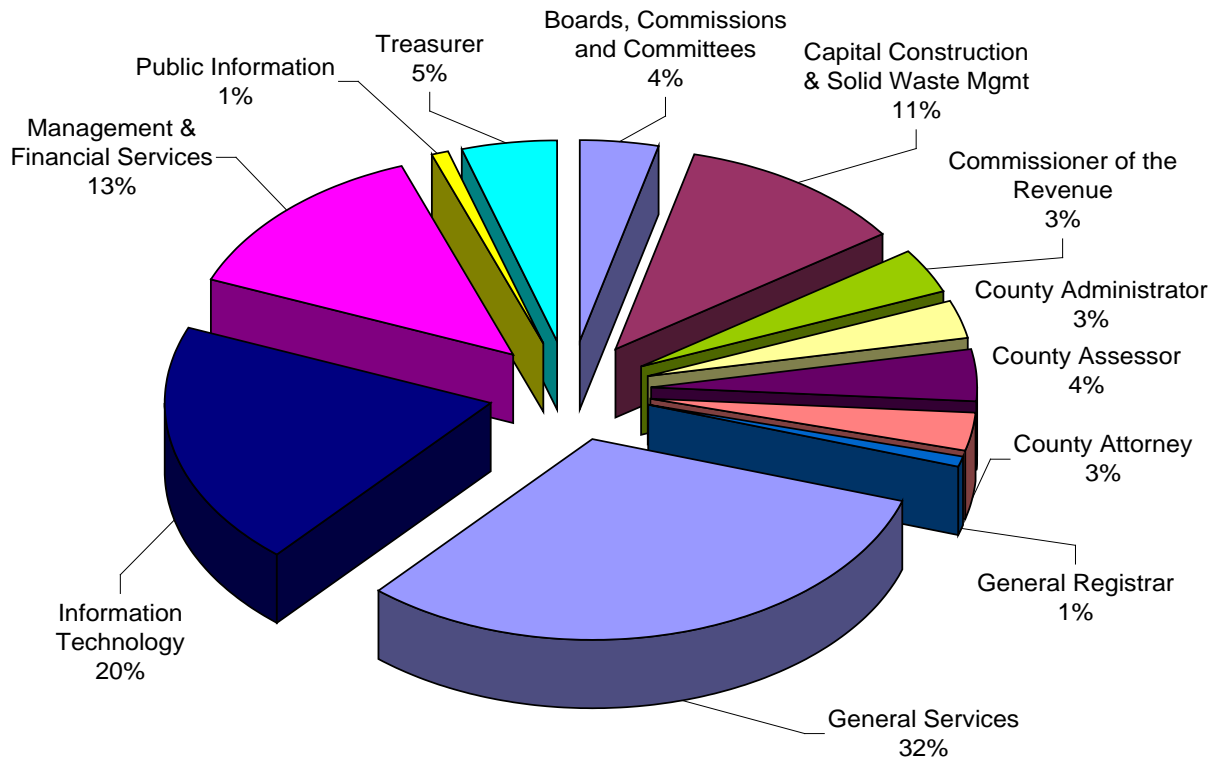
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GENERAL GOVERNMENT ADMINISTRATION FY 2011 ADOPTED EXPENDITURES



General Government Administration Historical Expenditures

<i>General Government Administration</i>	FY 2007 Actual	FY 2008 Actual	FY 2009 Actual	FY 2010 Adopted	FY 2011 Adopted
Boards, Commissions and Committees	\$ 2,777,863	\$ 3,128,350	\$ 3,280,682	\$ 3,271,187	\$ 3,622,349
Capital Construction & Solid Waste Mgmt ¹	7,354,165	8,330,528	9,034,819	9,141,000	9,156,152
Commissioner of the Revenue	2,397,198	2,684,692	2,667,658	2,841,000	2,692,320
County Administrator	3,389,934	3,283,527	2,569,947	2,552,000	2,381,645
County Assessor	2,325,338	3,121,904	3,261,946	3,459,000	3,378,688
County Attorney	2,760,052	3,515,746	2,593,640	2,421,000	2,418,051
General Registrar	499,113	666,813	741,372	668,000	763,995
General Services	26,106,163	27,460,611	28,149,620	25,558,000	26,196,705
Information Technology	20,883,127	20,818,444	18,355,669	16,122,000	16,146,005
Management & Financial Services	10,923,750	10,506,588	10,260,055	10,674,000	10,462,022
Public Information	757,408	777,754	822,578	764,000	735,324
Treasurer	3,391,021	3,477,681	3,474,874	3,860,000	3,869,013
Total General Government Administration	\$ 83,565,132	\$ 87,772,638	\$ 85,212,860	\$ 81,331,187	\$ 81,822,269

¹ The Office of Capital Construction was consolidated with the Office of Solid Waste Management in FY 10 to create a new department of Capital Construction & Solid Waste Management. The expenditure history of the two departments has been combined in the above table.



Boards, Commissions & Committees

The Boards, Commissions, and Committees section is considered a department for budgetary purposes. This department includes the Board of Supervisors and advisory boards, commissions and committees (most of which are appointed by the Board of Supervisors). Several of these boards are prescribed by the Code of Virginia or Federal law, while the Board of Supervisors has established many of the other boards. Most of the advisory boards, commissions and committees are ongoing, though a few are temporary units, created to accomplish specified tasks. It should be noted that there are other advisory boards that are not listed in this document. Some of these receive financial support through department budgets and some do not receive any financial support from the County other than staff resources. During the FY 10 budget process, the Board of Supervisors (BOS) approved certain changes to advisory board budgets; these changes were the product of study and direction from the BOS Ad Hoc Committee for Staff Aide Policies, Commissions and Committees. These changes were implemented in FY 10. The first change was the creation of separate accounting index codes for all advisory boards, commissions and committees and direction to departments to charge all expenditures for the groups to those codes. From this, the full operational costs of these groups are now listed in the budget document. Staff also developed and distributed written criteria for allowable and appropriate expenditures for boards, commissions and committees.

Each board, commission and committee allows citizens an opportunity to provide input and offer expertise that impacts decisions about their government. The following is a brief description of each of the Boards, Commissions and Committees that have been funded by the Board of Supervisors:

Affordable Dwelling Unit Advisory Board (ADUAB)

Pursuant to the 1993 Zoning Ordinance (Section 7-100) and Chapter 1450.10 of the Codified Ordinance, the Affordable Dwelling Unit Advisory Board (ADUAB) establishes reasonable rules and procedures as well as allowable costs for implementing the affordable rental and for-sale housings. The ADUAB is also responsible for reviewing allowable modification requests. The ADUAB is an eleven (11) member board appointed by the Board of Supervisors that represents builders, developers, architects, planners, real estate industry, non-profits, affordable housing advocates, and includes a member of the public at-large.

Agricultural District Advisory Committee

The Agricultural District Advisory Committee makes recommendations to the Planning Commission regarding new agricultural districts, renewal of existing districts, additions to districts and withdrawals from districts. This committee renders expert advice as to the nature of farming and forestry and agricultural and forestal resources within the district and their relation to the entire locality. There are ten members appointed at-large by the Board of Supervisors. There are four landowners engaged in agriculture or forestal production; four other landowners of the locality; one commissioner of revenue or property assessment officer; and one member of the local governing board.

Board of Equalization

The purpose of the Board of Equalization is to serve as a review and appeal process for citizens who are not satisfied with their real property assessments. Through the Board of Equalization, citizens are provided a means of contesting their real estate assessments if they believe that the assessment figure is not equitable. The Board of Equalization is authorized by the Code of Virginia, Section 58.898, and consists of five Loudoun landowners appointed by the Circuit Court as a permanent body. Members are appointed for a three-year term.

Board of Zoning Appeals

This Board is a seven-member appellate Board appointed by the Circuit Court which hears requests for zoning variances, special exceptions and other related zoning ordinance matters. Members are appointed for a five-year term. The purposes, functions and standards for action of the Board of Zoning Appeals are stated in Section 15.2-2308-2-2311 of the Code of Virginia. The County zoning regulations include administrative and procedural regulations.

Commission on Aging

The Commission on Aging, mandated under Section 306.6F of the Older Americans Act, consists of nine voting members appointed by the Board of Supervisors and non-voting members from various agencies and organizations concerned with senior citizens. Members are appointed for a four-year term, concurrent with the term of the Board of Supervisors. The Commission evaluates existing programs for the elderly and makes recommendations to the Board of Supervisors as needed. Commission members further serve in an advisory capacity to the Area Agency on Aging with regard to the development of the Annual Area Plan for Aging Services.

Community Services Board

This panel consists of 18 at-large members appointed by, and responsible to, the Board of Supervisors. The Community Services Board serves as the County's agent "...in the establishment and operation of community mental health, mental



Boards, Commissions & Committees

retardation and substance abuse programs as provided for in Chapter 5 of Title 37.2, of the Code of Virginia (1950) as amended..." The Loudoun County Community Services Board, which is the policy board for the County's Department of Mental Health, Substance Abuse and Developmental Services, was established by the Board of Supervisors in 1973. Its members are appointed for a three-year staggered term with eligibility for a second three-year term.

Disability Services Board

The Loudoun County Disability Services Board (LCDSB) represents persons of *all ages with physical and sensory disabilities in Loudoun County*. The Loudoun County Disability Services Board was established on November 1, 1992. Members of the Loudoun County Disability Services Board (DSB) are appointed by the Board of Supervisors. This board consists of an at-large representative who is an official of the Loudoun County government, a member of the Community Services Board, representatives who are business people or consumers, and representatives who are disabled or who are members of a family with a disabled person.

Economic Development Commission

This commission consists of a maximum of 28 members appointed by the Board of Supervisors. Membership is selected from and divided into three groups: 1) position, 2) industry, and 3) at-large. Members by position serve terms coincident with their position terms while industry and at-large members serve staggered two-year terms. The purpose of this commission is to advise the Board of Supervisors on policy issues related to economic development, assist in the implementation of the Economic Development Growth Strategy and provide oversight for the Department of Economic Development.

Electoral Board

The Electoral Board consists of three members, supervises all elections and referenda conducted in Loudoun County, and is responsible under the State Constitution and the Code of Virginia for election uniformity and legality in accordance with established practices and procedures. The Electoral Board appoints and supervises the Officers of Election and the General Registrar of Loudoun County. It also conducts training courses for Officers of Election designed to qualify new officers in all aspects of polling place operations. The Electoral Board directs the conduct of elections and coordinates the election process, and is appointed for three-year staggered terms by the Circuit Court Judges.

Family Services Board

This board is responsible for determining department policy, services, and administrative oversight. By authority of the Code of Virginia (Title 63.2-300 through 63.2-302), the local board has the responsibility to receive and disburse funds derived from public grants or private sources and to submit annually to the Board of Supervisors a request setting forth the amount of funds needed to carry out the provisions of the Social Services statutes. The Family Services Board is also responsible for hiring and evaluating the Director of Family Services. The local board consists of eleven members appointed by the Board of Supervisors for staggered terms of up to four years. One member of the Board of Supervisors serves as an ex-officio member of the Family Services Board (63.2-300-63.2-302, Code of Virginia).

Fire and Rescue Commission

The Fire and Rescue Commission administers policies and procedures for the County's fire and rescue system, acting as an agent of the Board of Supervisors. Commission membership consists of seven voting members (three fire volunteers, three rescue volunteers and the Chief of Fire and Rescue Services) and two nonvoting members (a member of the Board of Supervisors and the Operational Medical Director). The commission's roles and responsibilities are specified by the Loudoun County Fire and Rescue Commission Charter, approved by the Board on May 20, 2002.

Fiscal Impact Committee

The Fiscal Impact Committee was established by the Board of Supervisors on February 3, 1992. The committee consists of eight members to include a representative of the Loudoun County Public Schools, and one member of the Board of Supervisors who serves as an ex-officio member. The committee reviews and comments on inputs to the Fiscal Impact Model (FIM) and provides recommendations to the Board of Supervisors on the input variable values for the upcoming year, i.e. real income growth, inflation rate, and population growth.

Library Board of Trustees

The ten-member Library Board of Trustees is appointed by the Loudoun County Board of Supervisors for a four-year term; each member may be reappointed for one subsequent four-year term. One member of the Board of Supervisors serves as an ex-officio member. The Library Board of Trustees is "a governing board which is legally responsible for the control and management of the library." Its broad administrative and policy-making duties are specified in the Code of Virginia. The by-laws of the Library Board of Trustees list its duties as: to secure adequate funds from private and public sources, determine library policies, approve expenditures of library funds and to receive gifts to the library system.



Boards, Commissions & Committees

Loudoun Soil and Water Conservation District Board (LSWCDB)

The LSWCDB is a political subdivision of the Commonwealth of Virginia (Virginia Code Title 10.1.500). The Board works with Federal, State, local authorities and the private sector to address Loudoun County's soil and water conservation needs and promotes educational and technical programs in the field of natural resource conservation, provides advice on conservation issues to governmental entities and private citizens, and administers programs aimed at specific conservation goals. The District Board consists of five directors: three are elected by the public through the general election process and two are appointed by the Virginia Soil and Water Conservation Board (SWCB). The term of office for each director is three years. The SWCB provides a discretionary grant to the district for some of its operational and personnel expenses. Through a memorandum of understanding, the U.S. Department of Agriculture's Natural Resources Conservation Service assigns one full-time employee to the district for technical assistance and support. Per the Code of Virginia, the LSWCDB is responsible for locally implementing the Agricultural Stewardship Act, the Agricultural Best Management Practices (BMP) Tax Credit program, and the Virginia Water Quality Improvement Act.

Parks, Recreation and Open Space Advisory Board

The Board of Supervisors voted on January 15, 2008, to combine the Open Space Advisory Committee with the Parks and Recreation Advisory Board, creating a nine-member body appointed by the Board of Supervisors. This Board addresses open space and parks and recreation issues within the context of the County's General Plan.

Planning Commission

The Planning Commission is a nine-member body required by State law and appointed by the Board of Supervisors for a four-year term concurrent with the Board of Supervisors. The Commission is empowered to prepare and recommend a comprehensive plan for physical development of the territory and its jurisdiction. The Planning Commission also provides recommendations on issues concerning legislative land development applications, land development ordinances, comprehensive planning, future land use policies, and the Capital Improvement Program. The Planning Services staff supplies professional and support services to the Commission.

Rural Economic Development Council

The council is a 19-member board appointed by the Board of Supervisors. Its purposes are to: promote the economic growth and vitality of Loudoun County's agricultural, horticultural and equine industries, furnish information and make recommendations to the Board of Supervisors relative to programs and policies affecting the economic growth of rural Loudoun County, provide a forum to exchange ideas and experiences relative to rural economic development practices and policies, and coordinate marketing and promotional activities among the various rural agencies. Members serve two-year terms. Seven members represent rural-based agencies, eight members represent rural industry sectors and four members serve at-large.



Loudoun County Government
FY 2011 Adopted Fiscal Plan

Boards, Commissions & Committees

Departmental Financial Summary	FY 2007 Actual	FY 2008 Actual	FY 2009 Actual	FY 2010 Adopted	FY 2011 Adopted
Expenditures					
Personnel	\$1,347,324	\$2,098,629	\$2,280,432	\$1,980,187	\$2,025,296
Operations & Maintenance	1,430,539	1,020,430	1,041,273	1,291,000	1,597,053
Capital Outlay	0	9,000	0	0	0
Total Expenditures:	\$2,777,863	\$3,128,059	\$3,321,705	\$3,271,187	\$3,622,349
Revenue					
Local Fees, Charges, Etc.	\$387,740	\$422,873	\$431,923	\$354,000	\$307,000
Commonwealth	20,907	110,605	27,467	12,017	15,872
Total Revenues:	\$408,647	\$533,478	\$459,390	\$366,017	\$322,872
Local Tax Funding:	\$2,369,216	\$2,594,581	\$2,862,315	\$2,905,170	\$3,299,199
FTE Summary:	0.75	1.75	0.75	0.75	0.75

FY 11 Board Action:

The FY 11 Adopted Fiscal Plan for Boards, Commissions & Committees includes an increase in Local Tax Funding of \$317,375 for Boards, Commissions & Committees. This includes an increase in the Board of Equalization for temporary positions, an increase in the Electoral Board for poll workers and new equipment related to redistricting, a \$7,000 reduction in the Soil and Water Conservation District budget, which constitutes a change in the reimbursement agreement between the County and the Soil and Water Conservation District, and a \$2,625 reduction in the Board of Supervisors budget for the High Growth Coalition membership. Health insurance premiums reflect an annual increase of 10% for FY 11



**Loudoun County Government
FY 2011 Adopted Fiscal Plan**

Boards, Commissions & Committees

BOARD OF SUPERVISORS

<u>Program Expenditure Summary</u>	<u>FY 2007 Actual</u>	<u>FY 2008 Actual</u>	<u>FY 2009 Actual</u>	<u>FY 2010 Adopted</u>	<u>FY 2011 Adopted</u>
Program Expenditures					
Personnel	\$968,657	\$1,137,692	\$1,206,408	\$1,377,985	\$1,400,661
Operations & Maintenance	<u>570,817</u>	<u>515,497</u>	<u>549,463</u>	<u>468,141</u>	<u>502,161</u>
Total Expenditures:	\$1,539,474	\$1,653,189	\$1,755,871	\$1,846,126	\$1,902,822
Program Revenues					
Local Fees, Charges, Etc.	<u>\$0</u>	<u>\$1,398</u>	<u>\$3,515</u>	<u>\$0</u>	<u>\$0</u>
Total Revenues:	\$0	\$1,398	\$3,515	\$0	\$0
Local Tax Funding:	\$1,539,474	\$1,651,791	\$1,752,356	\$1,846,126	\$1,902,822

The prior Board of Supervisors increased Board compensation effective January 1, 2008. Funds are included for the following Board of Supervisors professional memberships: VACo (\$64,873), VML (\$24,834), High Growth Coalition (\$2,640), Climate Communities (\$9,225) and NACo (\$2,560). Additional operational funds are included in the Board's budget to cover expected audit costs as a result of compliance with stimulus requirements.

BOARD OF EQUALIZATION

<u>Program Financial Summary</u>	<u>FY 2007 Actual</u>	<u>FY 2008 Actual</u>	<u>FY 2009 Actual</u>	<u>FY 2010 Adopted</u>	<u>FY 2011 Adopted</u>
Expenditures					
Personnel	\$68,975	\$14,110	\$36,478	\$42,565	\$42,565
Operations & Maintenance	<u>5,940</u>	<u>8,160</u>	<u>14,007</u>	<u>8,051</u>	<u>33,251</u>
Total Expenditures:	\$74,915	\$22,270	\$50,485	\$50,616	\$75,816
Total Revenue:	\$0	\$24	\$452	\$0	\$0
Local Tax Funding:	\$74,915	\$22,246	\$50,033	\$50,616	\$75,816
FTE Summary:	0.75	1.00	0.00	0.00	0.00

The prior Board of Supervisors added 0.25 FTE for staff support, and increased Board Compensation effective January 1, 2008. FY 08 Mid-year: 1.00 FTE was transferred to the Management & Financial Services to reflect the assignment of BOE staff support. The FY 11 Adopted Fiscal Plan includes an enhancement of temporary part-time positions for the BOE.

BOARD OF ZONING APPEALS

<u>Program Financial Summary</u>	<u>FY 2007 Actual</u>	<u>FY 2008 Actual</u>	<u>FY 2009 Actual</u>	<u>FY 2010 Adopted</u>	<u>FY 2011 Adopted</u>
Expenditures					
Personnel	\$16,406	\$20,413	\$24,209	\$24,135	\$24,087
Operations & Maintenance	<u>6,256</u>	<u>2,432</u>	<u>1,346</u>	<u>6,033</u>	<u>6,033</u>
Total Expenditures:	\$22,662	\$22,845	\$25,555	\$30,168	\$30,120
Total Revenue:	\$0	\$0	\$0	\$0	\$0
Local Tax Funding:	\$22,662	\$22,845	\$25,555	\$30,168	\$30,120

The prior Board of Supervisors increased Board compensation effective January 1, 2008.



Loudoun County Government
FY 2011 Adopted Fiscal Plan

Boards, Commissions & Committees

COMMUNITY SERVICES BOARD

<u>Program Financial Summary</u>	<u>FY 2007 Actual</u>	<u>FY 2008 Actual</u>	<u>FY 2009 Actual</u>	<u>FY 2010 Adopted</u>	<u>FY 2011 Adopted</u>
Expenditures					
Personnel	\$0	\$2,927	\$5,860	\$13,171	\$11,627
Operations & Maintenance	<u>17,373</u>	<u>4,508</u>	<u>15,865</u>	<u>11,860</u>	<u>11,860</u>
Total Expenditures:	\$17,373	\$7,435	\$21,725	\$25,031	\$23,487
Total Revenue:	\$0	\$0	\$0	\$0	\$0
Local Tax Funding:	\$17,373	\$7,435	\$21,725	\$25,031	\$23,487

The prior Board of Supervisors increased CSB Board compensation effective January 1, 2008.

ELECTORAL BOARD

<u>Program Financial Summary</u>	<u>FY 2007 Actual</u>	<u>FY 2008 Actual</u>	<u>FY 2009 Actual</u>	<u>FY 2010 Adopted</u>	<u>FY 2011 Adopted</u>
Expenditures					
Personnel	\$154,059	\$342,086	\$350,413	\$307,425	\$333,383
Operations & Maintenance	<u>152,648</u>	<u>192,891</u>	<u>156,672</u>	<u>165,008</u>	<u>417,145</u>
Total Expenditures:	\$306,707	\$534,977	\$507,085	\$472,433	\$750,528
Revenue:					
Recovered Costs	\$3,849	\$18,764	\$400	\$13,000	\$0
State Shared Expenses	<u>18,085</u>	<u>90,640</u>	<u>17,465</u>	<u>12,017</u>	<u>15,972</u>
Total Revenue:	\$21,934	\$109,404	\$17,865	\$25,017	\$15,972
Local Tax Funding:	\$284,773	\$425,573	\$489,220	\$447,416	\$734,556

FY 08: The prior Board of Supervisors added 0.75 FTE for Electoral Board staff support. The FY 11 Adopted Fiscal Plan for the Electoral Board includes reductions of \$1,562 for the State Compensation Board Reductions in revenues as well as an enhancement of \$ 268,172 for poll workers and operating cost for redistricting.

FAMILY SERVICES BOARD

<u>Program Financial Summary</u>	<u>FY 2007 Actual</u>	<u>FY 2008 Actual</u>	<u>FY 2009 Actual</u>	<u>FY 2010 Adopted</u>	<u>FY 2011 Adopted</u>
Expenditures					
Personnel	\$0	\$1,884	\$4,823	\$7,295	\$6,459
Operations & Maintenance	<u>1,626</u>	<u>2,058</u>	<u>1,286</u>	<u>1,880</u>	<u>1,880</u>
Total Expenditures:	\$1,626	\$3,942	\$6,109	\$9,175	\$8,339
Total Revenue:	\$0	\$0	\$0	\$0	\$0
Local Tax Funding:	\$1,626	\$3,942	\$6,109	\$9,175	\$8,339

The prior Board of Supervisors increased Family Services Board compensation effective January 1, 2008.



Loudoun County Government
FY 2011 Adopted Fiscal Plan

Boards, Commissions & Committees

PLANNING COMMISSION

<u>Program Financial Summary</u>	<u>FY 2007 Actual</u>	<u>FY 2008 Actual</u>	<u>FY 2009 Actual</u>	<u>FY 2010 Adopted</u>	<u>FY 2011 Adopted</u>
Expenditures					
Personnel	\$139,227	\$172,879	\$208,406	\$207,611	\$206,514
Operations & Maintenance	<u>17,349</u>	<u>19,032</u>	<u>17,251</u>	<u>32,912</u>	<u>34,708</u>
Total Expenditures:	\$156,576	\$191,911	\$225,657	\$240,523	\$241,222
Total Revenue:	\$0	\$0	\$0	\$0	\$0
Local Tax Funding:	\$156,576	\$191,911	\$225,657	\$240,523	\$241,222

The prior Board of Supervisors increased Planning Commissioners' compensation effective January 1, 2008.

SOIL & WATER CONSERVATION BOARD

<u>Program Financial Summary</u>	<u>FY 2007 Actual</u>	<u>FY 2008 Actual</u>	<u>FY 2009 Actual</u>	<u>FY 2010 Adopted</u>	<u>FY 2011 Adopted</u>
Expenditures					
Operations & Maintenance	<u>\$603,937</u>	<u>\$644,233</u>	<u>\$659,146</u>	<u>\$577,436</u>	<u>\$570,336</u>
Total Expenditures:	\$603,937	\$644,233	\$659,146	\$577,436	\$570,336
Total Revenue:	\$383,031	\$402,667	\$419,934	\$341,000	\$306,900
Local Tax Funding:	\$220,906	\$241,566	\$239,212	\$236,436	\$263,436

Per a memorandum of understanding between the Soil & Water Conservation District Board (SWCDB) and Loudoun County, the SWCDB's salaries are included in the County's payroll system. The State reimburses the County for members' compensation. The FY 11 Adopted Fiscal Plan includes a decrease of \$7,000 in revenue to the SWCDB budget due to state budget cuts. This reduction constitutes a change in the County's funding relationship with the SWCDB, because the County is now funding the SWCDB at a higher level due to state reductions in the SWCDB budget.



**Loudoun County Government
FY 2011 Adopted Fiscal Plan**

Boards, Commissions & Committees

FUNDING HISTORY – ADDITIONAL BOARDS

<u>Program Expenditure Summary</u>	<u>FY 2007 Actual</u>	<u>FY 2008 Actual</u>	<u>FY 2009 Actual</u>	<u>FY 2010 Adopted</u>	<u>FY 2011 Adopted</u>
Affordable Dwelling Unit Advisory Board	\$586	\$519	\$0	\$1,544	\$1,544
Agricultural District Advisory Board	0	0	5,226	0	0
Civil War Cavalry Battles ¹	16,722	19,965	10,002	0	0
Commission on Aging	891	3,557	2,009	2,078	2,078
Commission on Women ²	7,251	180	641	0	0
Disability Services Board	0	0	27,745	28,588	0
Economic Development Commission	20,502	18,155	9,919	4,554	4,554
Fire and Rescue Commission	5,337	2,140	3,771	5,574	5,574
Fiscal Impact Committee	124	0	112	1,400	1,400
Historic District Review Committee	0	0	8,099	9,540	0
Library Board of Trustees	1,075	1,069	1,087	1,670	1,670
Parks, Rec and Open Space Advisory Board	0	0	0	850	850
Rural Economic Development Council	<u>2,105</u>	<u>1,672</u>	<u>1,461</u>	<u>2,009</u>	<u>2,009</u>
TOTAL – Additional Boards	\$54,593	\$47,257	\$70,072	\$57,807	\$19,679

<u>Program Revenue Summary</u>	<u>FY 2007 Actual</u>	<u>FY 2008 Actual</u>	<u>FY 2009 Actual</u>	<u>FY 2010 Adopted</u>	<u>FY 2011 Adopted</u>
Affordable Dwelling Unit Advisory Board	\$0	\$0	\$0	\$0	\$0
Civil War Cavalry Battles ¹	\$2,822	19,965	10,002	0	0
Commission on Aging	0	20	0	0	0
Commission on Women ²	860	0	0	0	0
Disability Services Board	<u>0</u>	<u>0</u>	<u>7,750</u>	<u>7,750</u>	<u>0</u>
TOTAL – Additional Boards	\$3,682	\$19,965	\$17,752	\$7,750	\$0

<u>Local Tax Funding</u>	<u>FY 2007 Actual</u>	<u>FY 2008 Actual</u>	<u>FY 2009 Actual</u>	<u>FY 2010 Adopted</u>	<u>FY 2011 Adopted</u>
Affordable Dwelling Unit Advisory Board	\$586	\$519	\$0	\$1,544	\$1,544
Agricultural District Advisory Board	0	0	5,226	0	0
Civil War Cavalry Battles ¹	13,900	0	0	0	0
Commission on Aging	891	3,537	2,009	2,078	2,078
Commission on Women ²	6,391	180	641	0	0
Disability Services Board	0	0	19,995	20,838	0
Economic Development Commission	20,502	18,155	9,919	4,554	4,554
Fire and Rescue Commission	5,337	2,140	3,771	5,574	5,574
Fiscal Impact Committee	124	0	112	1,400	1,400
Historic District Review Committee	0	0	8,099	9,540	0
Library Board of Trustees	1,075	1,069	1,087	1,670	1,670
Parks, Rec and Open Space Advisory Board	0	0	0	850	850
Rural Economic Development Council	<u>2,105</u>	<u>1,672</u>	<u>1,461</u>	<u>2,009</u>	<u>2,009</u>
TOTAL – Additional Boards	\$50,911	\$27,292	\$52,320	\$50,057	\$19,679

¹ Grant funding is from Virginia Department of Historic Resources.

² Advisory board eliminated during FY 09.



Construction & Waste Management

Construction & Waste Management

Solid Waste Diversion & Recycling

Environmental Assurance & Strategic Planning

Disposal Operations

Capital Construction



**Loudoun County Government
FY 2011 Adopted Fiscal Plan**

Construction & Waste Management

Mission Statement

The Department of Construction & Waste Management provides essential support services to County Government operations as well as direct services essential to the residents of Loudoun County. The Department effectively manages all facets of the Capital Improvement and Solid Waste Management programs; providing safe, functional, cost-effective, energy efficient and environmentally sustainable facilities that meet or exceed all Federal, State, and local codes and Board of Supervisors' policies that serve the citizens and employees of Loudoun County.

Description

The Division of Capital Planning, Budget & Design, together with the Division of Construction, develops and administers the County's Capital Improvement Program. These Divisions provide planning, budget, technical expertise, and design and construction oversight services to manage all phases of the County's Capital Improvement Plan to provide safe, functional, cost-effective, energy efficient and environmentally sustainable facilities.

The Division of Waste Management, together with the Division of Landfill Operations, maintains a viable County Solid Waste Management System that meets or exceeds State code requirements and implements the Board of Supervisors' policies for safe and efficient solid waste management in Loudoun County.

Budget Overview

FY 2011 Issues

- Effectively pursue, implement and manage initiatives made possible by the federal stimulus funding (ARRA).
- Sustain knowledge of changing State and Federal legal and regulatory requirements.
- Effectively manage construction projects in a down economy.
- Work to implement county wide energy strategies.

FY 2011 Major Goals

- Effectively manage and maintain the programming, design and construction of capital projects in accordance with the Capital Improvement Program schedule.
- Work with inter and intra county agencies to implement a county wide energy strategies plan.
- Continue to provide the highest level of services required by the residents of this county with a reduced amount of resource.

FY 2010 Major Achievements

- Successful consolidation of the Offices of Capital Construction and Solid Waste Management which included the physical relocation of the Solid Waste Management office to the Capital Construction office located at Gibson Street.
- Successful integration of capital planning, budgeting and design development functions through a reorganization within the Department.
- Implemented the Board of Supervisors' Silver LEED Design Guidelines.
- Successfully managed the CIP design and construction program budget of approximately \$247 million of active projects, including the completion of the following projects: Lansdowne Public Safety Center, Eastern Loudoun Sheriff Station, Adult Detention Center Phase II, Woods Road Maintenance Shop, Woods Road Cell 1A construction, Sycolin Road Expansion, Leesburg Park and Ride Lot, Scott Jenkins Memorial Park, Emergency Homeless Shelter, and the Woods Road Leachate Transmission Line.
- Met tonnage and revenue goals for FY 09 in accordance with the revenue neutrality plan which requires landfill revenues to pay for disposal operations, and for any residual funds to help pay for future landfill cell construction.
- Served 72,237 customers at the County's Solid Waste Management Facility in FY 09.
- Covered increasing costs and managed filling operations to maximize cell space usage.
- Completed Woods Road Infrastructure Project.
- Awarded and began construction of Woods Road Unit Cell I A and Sequence III Closure projects in FY 2009-10.
- Reported a 32% recycling rate to the State for Calendar Year 2008 (reported annually in April for the prior calendar year).



**Loudoun County Government
FY 2011 Adopted Fiscal Plan**

Construction & Waste Management

Departmental Financial Summary	FY 2007 Actual	FY 2008 Actual	FY 2009 Actual	FY 2010 Adopted	FY 2011 Adopted
Expenditures					
Personnel	\$4,311,888	\$5,070,342	\$5,620,696	\$5,131,618	\$5,363,511
Operations & Maintenance	2,931,976	3,030,659	2,945,931	3,405,120	3,637,641
Capital Outlay & Capital Acquisitions	38,490	76,025	62,104	164,500	155,000
Transfer to General Fund	0	124,500	406,088	409,601	0
Transfer to Central Services Fund	71,812	29,002	0	0	0
Total Expenditures	\$7,354,166	\$8,330,528	\$9,034,819	\$9,110,839	\$9,156,152
Revenues					
Permits Privilege Fees & Reg Licenses	\$28,735	\$38,752	\$36,372	\$31,000	\$31,000
Charges For Services	2,147,219	2,465,318	2,448,928	2,549,768	2,628,220
Miscellaneous Revenue	0	760	2,680	0	0
State Categorical Aid	55,480	47,309	59,693	33,000	33,000
Federal Categorical Aid	0	0	0	0	250,000
Other Financing Sources	2,716,417	4,276,632	3,024,810	4,100,477	3,735,582
Total Revenues	\$4,947,851	\$6,828,771	\$5,572,483	\$6,714,245	\$6,677,802
Local Tax Funding	\$2,406,315	\$1,501,757	\$3,462,336	\$2,396,594	\$2,478,350
FTE Summary	53.10	59.10	60.10	57.10	57.10

FY 2011 Board Action

The FY 11 Adopted Fiscal Plan for the Department of Construction & Waste Management does not include reductions of FTEs or Local Tax Funding. Increases in benefit costs for health insurance and retirement, however, are included.

Additional information on the department's Capital Improvement Program projects can be found in Volume 2 of this document.

Budget History

FY 07: The Office of Capital Construction was established by combining resources from General Services and Parks, Recreation and Community Services.

FY 07 Mid-year: 3.00 FTE were transferred from Mental Health, Mental Retardation and Substance Abuse Services and County Administration.

FY 08: The Board added 3.00 FTE engineer positions.

FY 09: The Board added 1.00 FTE.

FY 09 Mid-year: 3.00 FTE were transferred from Building & Development, Management & Financial Services and County Administration. Effective July 1, 2009, the Offices of Capital Construction and Solid Waste Management merged.

FY 10: The Board reduced 6.00 FTE positions and \$1,039,000 in Local Tax Funding. FY 10 had no compensation increases for employees and eliminated the County's deferred compensation match.



Loudoun County Government
FY 2011 Adopted Fiscal Plan

Construction & Waste Management

Expenditures by Program	FY 2007 Actual	FY 2008 Actual	FY 2009 Actual	FY 2010 Adopted	FY 2011 Adopted
Solid Waste Diversion & Recycling	\$1,141,911	\$1,046,978	\$1,118,883	\$1,134,070	\$1,142,826
Environmental Assurance & Strategic	1,358,617	1,412,129	1,587,060	1,384,938	1,449,566
Disposal Operations	2,137,221	2,401,310	2,338,475	2,491,562	2,578,178
Capital Construction	2,716,417	3,470,111	3,990,401	4,100,269	3,985,582
Total Expenditures	\$7,354,166	\$8,330,528	\$9,034,819	\$9,110,839	\$9,156,152
Revenues by Program	FY 2007 Actual	FY 2008 Actual	FY 2009 Actual	FY 2010 Adopted	FY 2011 Adopted
Solid Waste Diversion & Recycling	\$117,467	\$207,712	\$214,420	\$83,000	\$83,000
Environmental Assurance & Strategic	30,804	39,256	36,769	31,000	31,000
Disposal Operations	2,083,163	2,305,171	2,294,234	2,499,768	2,578,220
Capital Construction	2,716,417	4,276,632	3,027,060	4,100,477	3,985,582
Total Revenues	\$4,947,851	\$6,828,771	\$5,572,483	\$6,714,245	\$6,677,802
Local Tax Funding by Program	FY 2007 Actual	FY 2008 Actual	FY 2009 Actual	FY 2010 Adopted	FY 2011 Adopted
Solid Waste Diversion & Recycling	\$1,024,444	\$839,266	\$904,463	\$1,051,070	\$1,059,826
Environmental Assurance & Strategic	1,327,813	1,372,873	1,550,291	1,353,938	1,418,566
Disposal Operations	54,058	96,139	44,241	(8,206)	(42)
Capital Construction	0	(806,521)	963,341	(208)	0
Total Local Tax Funding	\$2,406,315	\$1,501,757	\$3,462,336	\$2,396,594	\$2,478,350
Staffing Summary by Program	FY 2007 Actual	FY 2008 Actual	FY 2009 Actual	FY 2010 Adopted	FY 2011 Adopted
Solid Waste Diversion & Recycling	4.25	4.25	4.25	4.25	4.25
Environmental Assurance & Strategic	9.35	9.35	9.35	8.35	8.35
Disposal Operations	14.50	14.50	14.50	14.50	14.50
Capital Construction	25.00	31.00	32.00	30.00	30.00
Total FTE	53.10	59.10	60.10	57.10	57.10



Construction & Waste Management

Solid Waste Diversion & Recycling

Description

Solid Waste Diversion and Recycling programs strive to ensure that Loudoun County meets the State's 25% recycling mandate and provides residents and businesses with opportunities to recycle and dispose of reusable materials in compliance with County Code Chapter 1086 - Solid Waste Reduction and Recycling. Through contracted services, materials are collected from nine recycling dropoff centers, the Loudoun County Solid Waste Management Facility, eight annual Household Hazardous Waste collection events, two hazardous waste collection events for qualifying local businesses, and two electronics collection events. The program also administers the Virginia Litter Prevention and Recycling Grant program for the County's seven incorporated towns and other outside organizations.

Budget Overview

FY 2011 Issues

- Maintain at least a 25% recycling rate for municipal solid waste as required by State regulations.
- Provide a clearinghouse of information about refuse collection and recycling to residents for the multiple service providers and modes of delivery.
- Provide information and technical assistance to solid waste businesses and residential recycling customers to help them comply with Chapter 1084 (Solid Waste Collection and Transportation) and Chapter 1086 (Solid Waste Reduction and Recycling) of the County Ordinances.
- Pursue recycling infrastructure through a public-private partnership within the County.
- Sustain services for collection events for household hazardous waste and electronics and other special materials.

FY 2011 Goals

- Maintain direct service levels and solid waste / recycling information to businesses and residents in consideration of decreasing local tax revenues.
- Provide safe and cost effective services for recycling, household hazardous waste (HHW) and electronics recycling collection events for the proper disposal of hazardous materials.
- Sustain options for managing special waste such as HHW, batteries, fluorescent bulbs, electronics, paint and other materials that require special handling, packaging, and transport.
- Maintain the only public collection center for used motor oil, antifreeze and auto batteries.
- Plan for development of satellite centers for special materials collection.
- Administer the State Litter Grant in cooperation with the Towns and other community organizations.

Program Financial Summary	FY 2007 Actual	FY 2008 Actual	FY 2009 Actual	FY 2010 Adopted	FY 2011 Adopted
Expenditures					
Personnel	\$307,253	\$288,430	\$298,673	\$296,470	\$298,762
Operations & Maintenance	834,658	753,148	820,210	833,600	844,064
Capital Outlay & Capital Acquisitions	0	5,400	0	4,000	0
Total Expenditures	\$1,141,911	\$1,046,978	\$1,118,883	\$1,134,070	\$1,142,826
Revenues					
Charges For Services	\$61,987	\$160,403	\$154,727	\$50,000	\$50,000
State Categorical Aid	55,480	47,309	59,693	33,000	33,000
Total Revenues	\$117,467	\$207,712	\$214,420	\$83,000	\$83,000
Total Local Tax Funding	\$1,024,444	\$839,266	\$904,463	\$1,051,070	\$1,059,826
FTE Summary	4.25	4.25	4.25	4.25	4.25



Loudoun County Government
FY 2011 Adopted Fiscal Plan

Construction & Waste Management

Solid Waste Diversion & Recycling

Performance Measures	FY 2008 Actual	FY 2009 Actual	FY 2010 Estimated	FY 2011 Projected
Objective: Provide a clear and consistent message about solid waste management, solid waste services and requirements in Loudoun County.				
• Number of media releases regarding solid waste and recycling	128	129	60	60
• Number of solid waste and recycling educational programs	67	73	35	35
• Number of telephone inquiries per year	13,000	12,000	13,000	12,000
• Percentage of inquiries answered on first call or within one day	100%	100%	100%	100%
• Solid waste and recycling educational program participants	7,417	8,536	5,000	5,000
Objective: Demonstrate compliance with Commonwealth of Virginia mandated recycling goal of 25%.				
• Reported countywide recycling rate	30%	32%	25%	25%
Objective: Provide recycling opportunities for residents and businesses at the Loudoun County Solid Waste Management Facility (LCSWMF), Recycling Dropoff Centers, and collection events for household hazardous waste, electronics and other special materials.				
• Number of households participating in Household Hazardous Waste and Electronics Recycling events	3,752	3,762	3,800	3,750
• Tons of household hazardous waste and electronics collected for proper disposal and/or recycling	182	163	187	180
• Tons of material Collected at LCSWMF for reuse on site or return to public for use (rubble and yardwaste/mulch)	16,924	12,517	12,000	12,000
• Tons of recyclables collected at the County's Recycling Dropoff Centers (paper, cardboard, commingled containers)	3,343	3,321	3,200	3,200
• Tons of Special Materials collected at LCSWMF (tires, grass, waste oil, antifreeze, batteries and metal)	1,828	1,325	3,000	3,000



Construction & Waste Management Environmental Assurance & Strategic Planning

Description

The Environmental Assurance and Strategic Planning program provides planning, management and quality control programs for the County's solid waste management system according to County, State and Federal solid waste regulations. These activities include management of the Solid Waste Management Facility's environmental programs, which involve leachate, landfill gas, surface water, stormwater, and groundwater monitoring, as well as closure and post-closure care of closed landfill sites, which includes monitoring and site maintenance for environmental liability as required by State law. Other division activities include resident/customer service, enforcement of the County's solid waste ordinances for solid waste facilities, trash collection, illegal dumping and litter control, and the planning, design and construction of future County solid waste facilities. The division also provides policy and planning support to the Board of Supervisors while implementing the County's Solid Waste Management Plan and responding to legislative, compliance and emergency issues concerning solid waste.

Budget Overview

FY 2011 Issues

- Planning for and financing a solid waste management service delivery system that meets the demand for local solid waste disposal and recycling services.
- Sustain knowledge of changing State and Federal legal and regulatory requirements.
- Maintain environmental compliance at the County Solid Waste Management Facility in light of challenges related to disturbed land activity and increased types of environmental controls and maintenance liabilities.
- Existing resources must address increasing complaints related to suspected violations of local ordinances related to illegal dumping, littering and private solid waste collection service providers.

FY 2011 Goals

- Maintain quality assurance and control for the Solid Waste Management Facility's environmental management systems (gas, leachate, groundwater, and surface water), financial activities, waste stream handling and reporting, and site and landfill closure/post closure operations.
- Enforce Chapters 1080, 1084, 1086, and 1088 of the County Codified Ordinances for solid waste facilities, vehicles, illegal dumping and recycling.
- Respond to requests for information and technical assistance and to complaints regarding solid waste collection and recycling services, illegal dumping, litter, and hazardous material disposal.
- Sustain the revenue neutrality program for conserving capacity while generating revenues to pay operational costs and to provide residual for future capital construction.

Program Financial Summary	FY 2007 Actual	FY 2008 Actual	FY 2009 Actual	FY 2010 Adopted	FY 2011 Adopted
Expenditures					
Personnel	\$807,729	\$852,434	\$919,140	\$734,355	\$821,827
Operations & Maintenance	550,888	559,695	636,868	633,833	616,489
Capital Outlay & Capital Acquisitions	0	0	31,052	16,750	11,250
Total Expenditures	\$1,358,617	\$1,412,129	\$1,587,060	\$1,384,938	\$1,449,566
Revenues					
Permits Privilege Fees & Reg Licenses	\$28,735	\$38,752	\$36,372	\$31,000	\$31,000
Charges For Services	2,069	504	397	0	0
Total Revenues	\$30,804	\$39,256	\$36,769	\$31,000	\$31,000
Total Local Tax Funding	\$1,327,813	\$1,372,873	\$1,550,291	\$1,353,938	\$1,418,566
FTE Summary	9.35	9.35	9.35	8.35	8.35



Loudoun County Government
FY 2011 Adopted Fiscal Plan

Construction & Waste Management
Environmental Assurance & Strategic Planning

Performance Measures	FY 2008 Actual	FY 2009 Actual	FY 2010 Estimated	FY 2011 Projected
Objective: Demonstrate Environmental Compliance at the County's Solid Waste Management Facility according to permit requirements and approved environmental management plans.				
• Number of monthly, quarterly and annual leachate samples analyzed	21	21	21	21
• Number of quarterly and annual groundwater samples analyzed	62	99	99	99
• Number of quarterly and monthly landfill gas monitoring samples analyzed	984	984	984	984
Objective: Demonstrate Environmental Compliance in the County's Solid Waste Management System for solid waste management collection, facilities and other activities in accordance with Federal, State, local laws, regulations and ordinances regarding environmental management systems, financial assurance, waste stream reporting and other requirements, including County Codified Ordinances Chapters 1080, 1084, 1086 and 1088.				
• Number of complaints responded to related to illegal dumping, facility violations, and collection	184	163	100	130
• Number of facilities permitted and inspected	6	6	6	6
• Number of vehicles permitted for solid waste collection activities	486.00	479.00	475.00	400.00
• Percentage of complaints and violations brought into compliance with County Ordinances	100%	100%	100%	100%
Objective: Plan for and ensure availability of adequate disposal, transfer, recycling and collection capacity in the County's Solid Waste Management System in accordance with the Loudoun County Solid Waste Management District's Plan.				
• Estimated tons of municipal solid waste generated by County residents, businesses, other institutions	276,235	276,235	300,000	280,000
• Percentage of Biennial Plan reviews and updates completed	n/a	n/a	n/a	n/a
• Percentage of capacity projects adhering to CIP schedule	100%	100%	100%	100%



Construction & Waste Management Disposal Operations

Description

The Disposal Operations program provides a solid waste disposal option for County residents, businesses, contractors and permitted collectors. This program also provides disposal options to the County government, the Loudoun County Public Schools and other governmental and non-profit agencies. The Loudoun County Solid Waste Management Facility (LCSWMF) operates according to Virginia Department of Environmental Quality (VDEQ) regulations and Board of Supervisors' policies. In FY 04, six-day a week operations were established to serve collectors who entered agreements for contract rates. Disposal activities include the screening, weighing and assessing of fees for different types of solid waste, and the management and maintenance of site grounds, infrastructure, buildings and equipment. The Solid Waste Management Facility has a waste disposal area and a Homeowners' Convenience Center, which includes the County's largest recycling dropoff center.

Budget Overview

FY 2011 Issues

- Sustain business operations, customer service and environmental compliance while addressing new maintenance requirements related to additional acreage of closed cells, disturbed land excavated for future cell construction and environmental control structures.
- Plan for and develop long-term funding strategies for future cell construction and closure costs.
- Cover operational costs incurred by approximately \$1.7 million in landfill fee waivers provided by the Board of Supervisors for governmental and nonprofit agencies.
- Maintain business operations and adequate staff and internal controls to ensure financial transparency and accountability.
- Sustain adequate "Put-or-Pay" contract tonnage to cover most or all of operational costs for daily disposal operations in continuing economic uncertainty.
- Sustain operational efficiencies for maximizing use of landfill cell capacity.

FY 2011 Goals

- Complete construction of Cell 1A of the Woods Road Disposal Unit and Sequence III Closure.
- "Put-or-Pay" contracts for FY 12 and FY 13 will be negotiated and awarded in the latter part of FY 11.
- Sustain operating efficiencies to maximize cell space usage.
- Identify and manage increasing land and equipment maintenance liabilities to ensure safety and compliance.
- Maintain a financially sound operation in light of economic uncertainty by monitoring revenue, collections, various waste stream fluctuations, and other market factors.

Program Financial Summary	FY 2007 Actual	FY 2008 Actual	FY 2009 Actual	FY 2010 Adopted	FY 2011 Adopted
Expenditures					
Personnel	\$1,022,596	\$1,070,318	\$1,109,748	\$1,100,562	\$1,109,802
Operations & Maintenance	1,076,135	1,260,367	1,197,675	1,376,000	1,453,376
Capital Outlay & Capital Acquisitions	38,490	70,625	31,052	15,000	15,000
Total Expenditures	\$2,137,221	\$2,401,310	\$2,338,475	\$2,491,562	\$2,578,178
Revenues					
Charges For Services	\$2,083,163	\$2,304,411	\$2,293,804	\$2,499,768	\$2,578,220
Miscellaneous Revenue	0	760	430	0	0
Total Revenues	\$2,083,163	\$2,305,171	\$2,294,234	\$2,499,768	\$2,578,220
Total Local Tax Funding	\$54,058	\$96,139	\$44,241	\$(8,206)	\$(42)
FTE Summary	14.50	14.50	14.50	14.50	14.50



Loudoun County Government
FY 2011 Adopted Fiscal Plan

**Construction & Waste Management
Disposal Operations**

Performance Measures	FY 2008 Actual	FY 2009 Actual	FY 2010 Estimated	FY 2011 Projected
Objective: Conserve Landfill capacity consumption by meeting or exceeding a filling efficiency ratio of 2.5 cubic yards/ton in accordance with the Board of Supervisors' policy, which calls for a balance between conserving capacity and funding operations.				
• Months of Capacity Remaining in Constructed Cell/s	48	24	24	72
• Tons of waste buried at maximum efficiency level	92,660	72,957	86,000	86,000
• Value of foregone revenues to fee waivers for governmental and non-profit agencies	1,142,235	1,123,155	1,707,305	1,650,000
Objective: Demonstrate to State/Federal regulators and to the public that structures, environmental controls and operations are compliant with local, State and Federal laws and regulations through quarterly DEQ landfill and one annual air inspections.				
• Number of quarterly state inspections with no violations	4	4	4	4
Objective: Provide Loudoun residents with access to an environmentally sound solid waste disposal facility.				
• Number of waste screening and fee assessment transactions	81,122	72,237	73,500	75,000
• Percentage of complaints addressed within 24 hours	100%	100%	100%	100%
• Tons of waste processed	111,123	86,600	100,000	102,500



Construction & Waste Management Capital Construction

Description

The Capital Construction program consists of the Capital Planning, Budget & Design Division and the Construction Division.

Together, these two Divisions develop and administer the County's Capital Facility Standards, Ten-Year Capital Needs Assessment, Six-Year Capital Improvement Program budget, and Design and Construction Administration for General Government public-use facilities. The Divisions provide planning, budget, technical expertise, and design and construction oversight services to manage all phases of the County's public facility development to provide safe, functional, cost effective, and energy and environmentally sustainable facilities. The Division of Capital Planning, Budget & Design also integrates the Loudoun County Public School facility needs into the County planning, budgeting and development plans.

Budget Overview

FY 2011 Issues

- Successfully manage Board of Supervisors' policy direction for capital project debt issuance.
- Identify viable, qualified, responsive and responsible Architects, Engineers and Contractors at a reasonable rate in a challenging economy.
- Effectively pursue, implement and manage initiatives made possible by the federal stimulus funding (ARRA).
- Re-evaluate current land acquisition and land development policy to maintain efficiencies with the school system and County agencies.

FY 2011 Goals

- Develop the Ten-Year Capital Needs Assessment to reflect Board of Supervisors' FY 11 Adopted Capital Facility Standards.
- Effectively manage program design and construction of capital projects in accordance with the Capital Improvement Plan schedule.
- Develop strategy and processes to effectively utilize capital facility proffers.
- Develop internal and external processes to more efficiently navigate the land use processes.
- Work to implement and integrate the county-wide energy strategies that have been adopted by the Board of Supervisors.

Program Financial Summary	FY 2007 Actual	FY 2008 Actual	FY 2009 Actual	FY 2010 Adopted	FY 2011 Adopted
Expenditures					
Personnel	\$2,174,310	\$2,859,160	\$3,293,135	\$3,000,231	\$3,133,120
Operations & Maintenance	470,295	457,449	291,178	561,687	723,712
Capital Outlay & Capital Acquisitions	0	0	0	128,750	128,750
Transfer to General Fund	0	124,500	406,088	409,601	0
Transfer to Central Services Fund	71,812	29,002	0	0	0
Total Expenditures	\$2,716,417	\$3,470,111	\$3,990,401	\$4,100,269	\$3,985,582
Revenues					
Miscellaneous Revenue	\$0	\$0	\$2,250	\$0	\$0
Federal Categorical Aid	0	0	0	0	250,000
Other Financing Sources	2,716,417	4,276,632	3,024,810	4,100,477	3,735,582
Total Revenues	\$2,716,417	\$4,276,632	\$3,027,060	\$4,100,477	\$3,985,582
Total Local Tax Funding	\$0	\$(806,521)	\$963,341	\$(208)	\$0
FTE Summary	25.00	31.00	32.00	30.00	30.00



Loudoun County Government
FY 2011 Adopted Fiscal Plan

Construction & Waste Management
Capital Construction

Performance Measures	FY 2008 Actual	FY 2009 Actual	FY 2010 Estimated	FY 2011 Projected
Objective: Deliver approved Capital projects in accordance with the Capital Improvement Plan schedule.				
• Active capital projects on schedule	85%	85%	90%	95%
• Annual cash flow (excluding land acquisition)	\$35,500,000	\$108,000,000	\$70,000,000	\$60,000,000
• Current active projects - design	26	12	10	9
• Current active projects - construction	15	19	24	16
• Capital projects completed	6	5	15	9
• Cost to administer current project volume (% of annual cash)	9.5%	3.6%	4.9%	5.9%
Objective: Deliver approved capital projects within budget.				
• Percent of projects bid within budget	100%	100%*	100%*	100%*
• Percent of projects completed within budget	95%	92%	100%	100%
• Percent of change orders generated by unforeseen conditions and program changes	8%	6%	5%	5%
* Current economic conditions have been extremely favorable in meeting current bid budgets.				
Objective: Deliver quality Capital projects that meet or exceed the needs of the County.				
• Customer satisfaction rating	85%	85%	90%	90%
• Contractor satisfaction/Avg. # of days to process payments (Current County standard payment term is net 30 days.)	15	16	21	25



FY 2011 – 2012 LANDFILL FEE WAIVERS

JULY 1, 2010 – JUNE 30, 2012

Under the Board of Supervisors' policy, an organization that meets all three of the following criteria is eligible to apply for a waiver of the landfill fee:

1. Grant requests are confined to those organizations currently receiving the fee waiver or parties expressing an interest in receiving the fee waiver.
2. Organization must be a governmental entity or nonprofit organization with Internal Revenue Service 501(c)3 status.
3. Organization must provide a service for the public good. This must be explained in writing on the application for the fee waiver.

Interested organizations may apply for the landfill fee waiver on a biennial basis. The current active fee waiver period is from July 1, 2010 through June 30, 2012. On November 5, 2009, the Finance/Government Services Committee reviewed and recommended 42 eligible applications for the FY 2011/12 Landfill Fee Waiver Program for approval by the full Board of Supervisors as part of the FY 11 Adopted Fiscal Plan. Subsequent to that meeting, two organizations amended their applications and two organizations applied for a waiver. Organizations recommended for fee waivers include Loudoun County Government departments, towns in the County, Fire and Rescue Companies, other government entities, and nonprofit organizations. The total estimated annual landfill fee waiver for FY 11 is \$1,587,503 and \$1,646,314 for FY 12. Approximately 61.4% of the waivers recommended for FY 11/12 are for Loudoun County Government departments and agencies (including the Loudoun County Public School System), 9.3% for town governments, less than 1% for volunteer fire companies, 24.6% for other government entities (primarily the Virginia Department of Transportation) and 4.6% for non profits.



**Loudoun County Government
FY 2011 Adopted Fiscal Plan**

**FY 2011 – 2012 LANDFILL FEE WAIVERS
JULY 1, 2010 – JUNE 30, 2012**

Organizations	FY 11 Adopted	FY 12 Preliminary
Loudoun County Government and Public Schools		
Loudoun Animal Care & Control	\$240	\$240
Loudoun Building & Development	720	600
Loudoun Family Services	490	490
Loudoun General Services	290,025	319,060
Loudoun Construction & Solid Waste Management	160,720	160,720
Loudoun Parks & Recreation	55,800	56,725
Loudoun Sheriff's Community Workforce	2,567	2,769
Loudoun County Public Schools	464,925	495,000
Subtotal Loudoun County Government and Public Schools:	\$975,487	\$1,035,604
Towns		
Town of Hamilton	\$6,000	\$7,200
Town of Hillsboro	255	\$255
Town of Leesburg	109,235	109,235
Town of Purcellville	15,335	15,335
Town of Round Hill	17,600	17,600
Subtotal Towns:	\$148,425	\$149,625
Loudoun Volunteer Fire and Rescue Companies		
Ashburn Volunteer Fire & Rescue Co.	\$153	\$153
Lovettsville Volunteer Fire & Rescue Co.	495	495
Purcellville Volunteer Fire Co.	190	190
Round Hill Volunteer Fire Co.	333	333
Subtotal Loudoun Volunteer Fire and Rescue Companies:	\$1,171	\$1,171
Other Government Entities		
City of Fairfax	\$197	\$197
Loudoun Co. Sanitation Authority (Loudoun Water Authority)	34,440	34,465
No. Va. Community College	1,125	1,315
No. Va. Regional Park Authority	3,365	3,365
VPI – Middleburg Agricultural Center (VA Tech. Univ.)	375	375
Virginia Department of Transportation	350,000	350,000
Federal Aviation Administration	250	250
Subtotal Other Government Entities:	\$389,752	\$389,967
Nonprofit Organizations		
Blossom & Bloom	\$30	\$30
Christmas in April	380	380
Friends of Homeless Animals	1,580	1,580
Glaydin School & Camps	790	775
Good Shepherd Alliance	1,759	1,759
Graydon Manor	204	204
Habitat for Humanity	655	655
Highroad Program Center	1,126	1,126
Hillsboro Ruritan Club	4,500	4,500
Keep Loudoun Beautiful	750	750
Ladies Board - Loudoun Hospital Center	660	660
Loudoun Fair & Associates	2,112	2,536
Loudoun Abused Women Shelter	60	60
Loudoun Cares	8,025	1,275
Loudoun Interfaith Relief, Inc.	2,175	2,970
Lucketts Ruritan Club	27,000	28,500
Middleburg Community Center	5,038	5,038
Notre Dame Academy	1,575	1,575
Salvation Army	13,400	14,725
Sterling Ruritan Club	315	315
Waterford Foundation	534	534
Subtotal Nonprofit Organizations:	\$72,668	\$69,947
Total Landfill Waivers:	\$1,587,503	\$1,646,314



Commissioner of the Revenue

Commissioner of the Revenue

Business Tax Assessment

Information Services

Personal Property Tax Assessment and Tax Relief

Administration



Commissioner of the Revenue

Mission Statement

The Commissioner of the Revenue's Office serves citizens and the business community by administering tax programs mandated by the Code of Virginia and local ordinances in an efficient, fair, equitable and thorough manner, while protecting the confidential personal and business information entrusted to the office.

Description

The Commissioner of the Revenue is a locally-elected constitutional officer whose tax assessment duties are mandated by the Code of Virginia and local ordinance. The Commissioner is elected at-large and serves a four-year term and provides direct service to most Loudoun residents and business owners on an annual basis. The Commonwealth, through the State Compensation Board, reimburses almost all of the principal officer's salary as well as a portion of staff salaries and expenses as mandated by §15.2 of the Code of Virginia. For FY 10, the Commonwealth provided approximately \$300,000 for office expenses, salaries and benefits. While the Commissioner of the Revenue cooperates with and receives funding and office space from the County, as an elected official, he is directly accountable to the voters of Loudoun County.

Revenue is vital to the operation of local government. As the chief tax assessing officer in Loudoun County, the Commissioner of the Revenue and his staff identify, classify and value individual (primarily vehicles) and business personal property located in Loudoun County and assess local business license, transient occupancy, bank franchise, consumer utility, short term rental, and other local taxes, excluding real property. These programs comprise the second and third largest locally administered revenue resources for the County. Loudoun's real property is valued by the Assessor, an appointee of the Board of Supervisors.

The Commissioner of the Revenue's office staff also reviews and audits business records and tax returns and visits commercial centers and construction sites to ensure compliance with local and State tax laws, and administers the local tax relief program for the elderly and disabled. The office provides assistance in the completion and filing of state income tax returns and serves as a DMV Select Agent, providing Virginia residents with state vehicle registration and license plate services. After completing the assessment process, the Commissioner's Office forwards all assessment information to the Treasurer's Office and the County's seven incorporated towns for use in preparing tax bills.

In addition to mandated duties, the Commissioner of the Revenue's Office assists the County's economic development efforts to attract and retain commercial enterprises by counseling prospective businesses on the tax advantages of a Loudoun location. The office also assists in evaluating the fiscal impact of proposed legislative changes to taxes administered by the office and their effect on Loudoun citizens and businesses.

Viewed as the repository of information about businesses and taxpayers in the County, the office receives increasing numbers of requests for statistical and other information from elected officials, other departments, other localities, taxpayers and the media. While most of the data maintained by the office is protected as confidential tax information, delays in compiling timely, actionable public data result from the county's obsolete tax assessment systems.

The Commissioner's office consists of four distinct divisions: Business Tax Assessment and Compliance; Information Services; Personal Property Tax Assessment and Tax Relief; and Department Administration. The Commissioner's principal office is located on the first floor of the County Government Center; however, the majority of walk-in customers are served at the Loudoun Tech Center location in Sterling.

Budget Overview

FY 2011 Issues

- The Virginia Constitution and Code of Virginia mandate the taxation of property without regard to resources.
- Most of the tax programs administered by the Commissioner of the Revenue are self-reported and negative economic circumstances affect taxpayers' willingness to report taxable property and receipts.
- Ensuring that taxes are thoroughly, fairly and equitably assessed despite reduced cooperation from fiscally-stressed taxpayers.
- Increasing legal demands resulting from classification, valuation and exemption appeals, bankruptcies, litigation and reposessions.
- Obsolete tax assessment system hinders efficient tax assessment and complicates the production of meaningful data



Commissioner of the Revenue

for use by the office, the county and other stakeholders in decision making.

- Growing number and complexity of businesses creates assessment challenges.
- Ever-increasing number of taxpayer inquiries.
- Efficient and uniform management of two office locations.
- Insufficient resources to scan and image a significant number of prior year business tax records.
- Continued cross-training is required to limit the need for additional staff resources.
- Proactive audit and field work must be performed to assist in ensuring equitable, thorough and uniform application of local taxes.
- Recruitment and retention of highly qualified staff.
- Efficiently providing Loudoun's seven incorporated towns with the necessary personal and business property assessment and tax relief applicant data for use in administering their tax programs.
- Loudoun's growing ESL and non-English speaking population increases the number of walk-in customers.
- The complexity and sophistication of investments owned by applicants for the Tax Relief for the Elderly and Disabled program.
- Staying current with ever-changing tax regulations.

FY 2011 Major Goals

- Meet legislatively-mandated duty to ascertain and assess, at fair market value as of January 1, all subjects of taxation in the county each year.
- Produce personal property books by prescribed deadlines.
- Utilize all available means to discover untaxed property and receipts.
- Expand use of online services by steering taxpayers to Internet self-service by clearly communicating filing requirements through the use of postcards, Internet, newspapers and cable TV.

FY 2010 Major Achievements

- Assembled detailed system requirements which were incorporated into a comprehensive Request for Proposal to replace obsolete tax assessment systems.
- Provided 14,000 DMV Select transactions allowing citizens one-stop vehicle registration.
- Reduced mailing expenses by more than \$50,000 by replacing the annual personal property declaration and business license renewal declarations with postcards.
- Held eight seminars throughout the County to provide citizens the opportunity to learn about the County's Tax Relief for the Elderly and Disabled program.
- Coordinated visits to five other Virginia localities to view and evaluate tax assessment software.
- Researched the impact of expanding office hours.



**Loudoun County Government
FY 2011 Adopted Fiscal Plan**

Commissioner of the Revenue

Departmental Financial Summary	FY 2007 Actual	FY 2008 Actual	FY 2009 Actual	FY 2010 Adopted	FY 2011 Adopted
Expenditures					
Personnel	\$2,127,249	\$2,380,867	\$2,404,822	\$2,525,884	\$2,393,768
Operations & Maintenance	269,949	278,548	262,836	299,263	298,552
Capital Outlay & Capital Acquisitions	0	25,277	0	0	0
Total Expenditures	\$2,397,198	\$2,684,692	\$2,667,658	\$2,825,147	\$2,692,320
Revenues					
Other Local Taxes	\$26,923,200	\$25,595,768	\$25,913,342	\$22,849,500	\$24,020,500
Permits Privilege Fees & Reg Licenses	61,892	32,035	41,525	30,100	45,100
Charges For Services	11,868	39,321	45,359	40,000	45,000
State Shared Expenses	353,294	389,035	390,873	373,000	313,693
Total Revenues	\$27,350,254	\$26,056,159	\$26,391,099	\$23,292,600	\$24,424,293
Local Tax Funding	\$(24,953,056)	\$(23,371,467)	\$(23,723,441)	\$(20,467,453)	\$(21,731,973)
FTE Summary	32.55	34.55	34.55	34.55	32.55

FY 2011 Board Action

The FY 11 Adopted Fiscal Plan for the Commissioner of the Revenue includes a reduction of 2.00 FTEs and \$114,000 in Local Tax Funding. Health insurance premiums reflect an annual increase of 10% for FY 11.

Budget History

FY 07 Mid-year: The Board added 1.00 FTE for a tax information specialist position partially funded by the State Compensation Board. 1.00 FTE was transferred from Parks, Recreation & Community Services for administration of the Tax Relief for the Elderly and Disabled Program.



Loudoun County Government
FY 2011 Adopted Fiscal Plan

Commissioner of the Revenue

Expenditures by Program	FY 2007 Actual	FY 2008 Actual	FY 2009 Actual	FY 2010 Adopted	FY 2011 Adopted
Business Tax Assessment	\$815,028	\$901,265	\$859,041	\$956,746	\$949,225
Information Services	515,207	587,373	583,751	614,216	485,093
Personal Prop. Tax Assessment & Tax Relief	648,974	708,407	726,543	747,427	755,014
Administration	417,989	487,647	498,323	506,758	502,988
Total Expenditures	\$2,397,198	\$2,684,692	\$2,667,658	\$2,825,147	\$2,692,320
Revenues by Program	FY 2007 Actual	FY 2008 Actual	FY 2009 Actual	FY 2010 Adopted	FY 2011 Adopted
Business Tax Assessment	\$26,591,905	\$25,338,040	\$25,450,011	\$22,602,600	\$23,709,348
Information Services	11,868	39,321	45,359	40,000	45,000
Personal Prop. Tax Assessment & Tax Relief	746,481	678,798	895,729	650,000	669,945
Total Revenues	\$27,350,254	\$26,056,159	\$26,391,099	\$23,292,600	\$24,424,293
Local Tax Funding by Program	FY 2007 Actual	FY 2008 Actual	FY 2009 Actual	FY 2010 Adopted	FY 2011 Adopted
Business Tax Assessment	\$(25,776,877)	\$(24,436,775)	\$(24,590,970)	\$(21,645,854)	\$(22,760,123)
Information Services	503,339	548,052	538,392	574,216	440,093
Personal Prop. Tax Assessment & Tax Relief	(97,507)	29,609	(169,186)	97,427	85,069
Administration	417,989	487,647	498,323	506,758	502,988
Total Local Tax Funding	\$(24,953,056)	\$(23,371,467)	\$(23,723,441)	\$(20,467,453)	\$(21,731,973)
Staffing Summary by Program	FY 2007 Actual	FY 2008 Actual	FY 2009 Actual	FY 2010 Adopted	FY 2011 Adopted
Business Tax Assessment	14.00	12.00	12.00	12.00	12.00
Information Services	9.55	9.55	10.00	10.00	8.00
Personal Prop. Tax Assessment & Tax Relief	6.00	9.00	8.00	8.00	8.00
Administration	3.00	4.00	4.55	4.55	4.55
Total FTE	32.55	34.55	34.55	34.55	32.55



Commissioner of the Revenue Business Tax Assessment

Description

This division consists of two primary programs: Business Tax Assessment and Compliance. The Business Tax Assessment program is responsible for the imposition of business, professional and occupational license tax and business tangible personal property tax on business furniture and fixtures, heavy equipment, machinery and tools and computer equipment. This program also administers bank franchise, consumer utility, transient occupancy, short-term rental, mixed beverage license and other local business taxes. Four Business Tax Assessors perform research, classify property and receipts and assess and maintain multiple accounts for more than 14,000 businesses. Business Tax Assessors have extensive customer contact from taxpayer office visits, phone calls, e-mail, and correspondence. Customers include business owners, leasing companies, other taxing authorities, accountants and attorneys.

In addition to the assessment of business tangible personal property and business professional and occupational license tax, division staff provides input and research and analysis on relevant state and local legislative issues and tax matters as requested.

The Compliance program is comprised of the Compliance Deputy, three Business Tax auditors, and three Field Compliance Representatives. Staff auditors review taxpayer business records and tax returns to ensure equitable assessment and compliance with Loudoun County ordinances and the State tax code. Field compliance staff identifies unregistered businesses by visiting commercial centers and construction sites throughout the County and researching a variety of discovery resources. Contact with business owners is aimed at encouraging voluntary compliance, however, enforcement tools are used, as necessary. Auditors devote significant efforts to handling assessment appeals and litigation. Staff interacts with business owners, accountants, attorneys and other localities, including Loudoun's incorporated towns.

Budget Overview

FY 2011 Issues

- Multiple tax accounts are needed for each taxpayer due to system limitations resulting in redundant account maintenance and additional postage and mailing costs.
- The County's outdated mainframe assessment system complicates tasks and reduces efficiency.
- The number of commercial centers requires substantial discovery work to ensure compliance with local tax regulations.
- Virginia's legislature annually considers changes to the business, professional and occupational license and business property taxes. Such proposals could potentially impact the underlying processes and applications used to manage the business tax programs.
- Loss of front counter positions will result in the reallocation of business tax assessment staff to front counter operations, especially during deadlines and staff absences. This will adversely affect their ability to complete their normally-assigned revenue-generating tasks in a timely manner.
- Negative economic circumstances have resulted in an increase in the number of assessment appeals and a decrease in voluntary compliance with local tax laws.

FY 2011 Goals

- Assess business, professional and occupational license and prepare business tangible personal property tax book by prescribed deadlines.
- Evaluate opportunities to reduce mailing expenses for annual renewal process.



Loudoun County Government
FY 2011 Adopted Fiscal Plan

Commissioner of the Revenue
Business Tax Assessment

Program Financial Summary	FY 2007 Actual	FY 2008 Actual	FY 2009 Actual	FY 2010 Adopted	FY 2011 Adopted
Expenditures					
Personnel	\$740,830	\$809,888	\$792,599	\$874,015	\$868,200
Operations & Maintenance	74,198	81,377	66,442	82,731	81,025
Capital Outlay & Capital Acquisitions	0	10,000	0	0	0
Total Expenditures	\$815,028	\$901,265	\$859,041	\$956,746	\$949,225
Revenues					
Other Local Taxes	\$26,457,256	\$25,229,999	\$25,328,223	\$22,499,500	\$23,570,500
Permits Privilege Fees & Reg Licenses	61,892	32,035	41,525	30,100	45,100
State Shared Expenses	72,757	76,006	80,263	73,000	93,748
Total Revenues	\$26,591,905	\$25,338,040	\$25,450,011	\$22,602,600	\$23,709,348
Total Local Tax Funding	\$(25,776,877)	\$(24,436,775)	\$(24,590,970)	\$(21,645,854)	\$(22,760,123)
FTE Summary	14.00	12.00	12.00	12.00	12.00



Loudoun County Government
FY 2011 Adopted Fiscal Plan

Commissioner of the Revenue
Business Tax Assessment

Performance Measures	FY 2008 Actual	FY 2009 Actual	FY 2010 Estimated	FY 2011 Projected
Objective: Ensure timely, uniform, and thorough application of local business taxes. Assess business, professional and occupational license and prepare business tangible personal property book by prescribed deadlines.				
• Business License Desk Audits	3,872	3,455	3,500	2,000
• Business License Field Audits	285	254	250	150
• Business Licenses Issued	14,139	14,536	14,000	14,000
• Business Personal Property Desk Audits	2,492	2,916	1,000 ¹	1,000 ¹
• Business Personal Property Field Audits	1,048	442	100 ¹	100 ¹

¹ Negative economic conditions increase the number of non-filers which diverts field efforts from new discovery to reactive follow-up. Loss of front counter positions results in the reallocation of staff resources to cover frontline customer service operations.



Commissioner of the Revenue Information Services

Description

The Information Services division provides frontline customer service to taxpayers over the telephone and in Leesburg and Sterling at the offices' front counters. One Information Services Deputy and seven Tax Information Specialists register vehicles and businesses for local taxes, counsel taxpayers regarding local and state tax regulations, and refer registrants to federal, state, and other local agencies, as needed. Additionally, staff is responsible for receiving, sorting and distributing completed tax forms and taxpayer correspondence. This division also processes tax forms and business license applications and provides DMV Select (e.g. Virginia state titling, vehicle registration) services, performing over 14,000 DMV transactions annually.

Budget Overview

FY 2011 Issues

- The Internal Revenue Service is no longer providing local tax offices with federal income tax forms and the Virginia Department of Taxation has reduced income tax forms distribution thus increasing service demands on staff.
- Considerable wait times at DMV's full-service customer service centers offices in Leesburg and Sterling generate additional walk-in traffic in the Commissioner's offices.
- Applicants for the Tax Relief for the Elderly and Disabled program typically prefer face-to-face interaction with tax information specialists.
- The increasing number of residents and businesses in the County has a direct impact on the amount of walk-in traffic and calls received at the office's front counters.
- The County's growing ethnically diverse and non-English speaking population adds to the number of walk-in customers.

FY 2011 Goals

- Provide frontline service to taxpayers by responding to general personal property tax, business tax, tax relief, and state income tax inquiries in person, by telephone, e-mail, and in writing as needed, ensuring that citizens receive a response that is informative, accurate, literate, and timely.
- Effectively administer the DMV license agent program.

Program Financial Summary	FY 2007 Actual	FY 2008 Actual	FY 2009 Actual	FY 2010 Adopted	FY 2011 Adopted
Expenditures					
Personnel	\$491,505	\$569,827	\$566,960	\$599,940	\$470,332
Operations & Maintenance	23,702	17,546	16,791	14,276	14,761
Total Expenditures	\$515,207	\$587,373	\$583,751	\$614,216	\$485,093
Revenues					
Charges For Services	\$11,868	\$39,321	\$45,359	\$40,000	\$45,000
Total Revenues	\$11,868	\$39,321	\$45,359	\$40,000	\$45,000
Total Local Tax Funding	\$503,339	\$548,052	\$538,392	\$574,216	\$440,093
FTE Summary	9.55	9.55	10.00	10.00	8.00



Loudoun County Government
FY 2011 Adopted Fiscal Plan

Commissioner of the Revenue
Information Services

Performance Measures	FY 2008 Actual	FY 2009 Actual	FY 2010 Estimated	FY 2011 Projected
Provide frontline assistance to taxpayers at office's front counters. Register vehicles and businesses for local taxes.				
• Number of Titles Processed for DMV	3,347	3,938	4,000	4,000



Commissioner of the Revenue

Personal Property Tax Assessment and Tax Relief

Description

The Personal Property Tax Assessment and Tax Relief division is responsible for the assessment of automobiles, trucks, aircraft, boats, campers, mobile homes, motorcycles, trailers and recreational vehicles. A Personal Property Deputy and five Personal Property Assessors assess property tax in compliance with Virginia State Code and County Ordinances. Although the County's rate of population growth has slowed, the number of accounts to be assessed continues to increase each year along with the population. Tax accounts are established and assessments are adjusted year-round due to the proration of taxes, appeals, and Personal Property Tax Relief (PPTR) audits. This division also prepares the Personal Property Books that are transmitted to the Treasurer and the incorporated towns for use in preparing personal property tax bills. Additionally, this division is charged with qualifying vehicles for personal property tax relief and administering a tax exemption program for Loudoun's volunteer fire, rescue and Sheriff's auxiliary personnel.

In addition to the valuation of personal property for taxation, assessment staff provides input, research and analysis on all relevant State and local legislative issues and tax matters as requested. Personal Property Assessors have significant public interaction in person, by email, phone and correspondence, providing taxpayer assistance and problem resolution. Customers include citizens, other County agencies, leasing companies, the Department of Motor Vehicles (DMV), the Virginia Department of Taxation and other Virginia localities, including Loudoun's seven incorporated towns.

The County's tax relief program provides qualified residents with a property tax reduction on their homes and vehicles. Two Tax Relief Specialists assist taxpayers in the completion of applications. Additionally, they review taxpayer provided documentation, perform necessary research, and determine qualification based on the program's statutory guidelines. Due to the needs of the population served by this program, intensive assistance is provided to citizens by phone, one-on-one meetings in the office, and written correspondence concerning applicants' qualification status.

Budget Overview

FY 2011 Issues

- Multiple tax accounts are needed for each taxpayer due to system limitations resulting in redundant account maintenance and additional postage and mailing costs.
- The County's outdated mainframe tax assessment system complicates tasks and reduces efficiency.
- The overall negative economic picture has created significant fiscal stress on taxpayers, increasing the volume of assessment appeals and bankruptcies.
- Loss of front counter positions will result in the reallocation of personal property tax assessment staff to front counter operations, especially during deadlines and staff absences. This will adversely affect their ability to complete their normally-assigned revenue-generating tasks in a timely manner.
- The increasing number of applicants for the Tax Relief for the Elderly and Disabled Program utilize sophisticated investments and estate planning mechanisms that must be thoroughly researched by staff to determine program eligibility.
- Virginia's legislature annually considers changes to or elimination of the personal property tax on vehicles and changes to the Tax Relief program for the Elderly and Disabled. Considerable staff time is devoted to analyzing the specific language contained in each bill and arriving at a potential fiscal impact.

FY 2011 Goals

- Effectively administer the County's tax relief program for the elderly and disabled.
- Prepare the personal property assessment books by prescribed deadlines.



Loudoun County Government
FY 2011 Adopted Fiscal Plan

Commissioner of the Revenue
Personal Property Tax Assessment and Tax Relief

Program Financial Summary	FY 2007 Actual	FY 2008 Actual	FY 2009 Actual	FY 2010 Adopted	FY 2011 Adopted
Expenditures					
Personnel	\$494,121	\$549,014	\$570,383	\$571,802	\$578,879
Operations & Maintenance	154,853	159,393	156,160	175,625	176,135
Total Expenditures	\$648,974	\$708,407	\$726,543	\$747,427	\$755,014
Revenues					
Other Local Taxes	\$465,944	\$365,769	\$585,119	\$350,000	\$450,000
State Shared Expenses	280,537	313,029	310,610	300,000	219,945
Total Revenues	\$746,481	\$678,798	\$895,729	\$650,000	\$669,945
Total Local Tax Funding	\$(97,507)	\$29,609	\$(169,186)	\$97,427	\$85,069
FTE Summary	6.00	9.00	8.00	8.00	8.00



Loudoun County Government
FY 2011 Adopted Fiscal Plan

Commissioner of the Revenue
Personal Property Tax Assessment and Tax Relief

Performance Measures	FY 2008 Actual	FY 2009 Actual	FY 2010 Estimated	FY 2011 Projected
Objective: Effectively administer the County's tax relief program for the elderly and disabled. Complete tax relief application review process by established deadlines.				
• Tax Relief Applications Received	2,060	2,176	2,200	2,200
Objective: Prepare personal property assessment books by prescribed deadlines. Ensure timely, uniform, and thorough application of local personal property tax.				
• Personal Property Assessments	358,557	357,297	350,000	350,000



Commissioner of the Revenue Administration

Description

Department Administration includes the Commissioner of the Revenue, the Chief Deputy, who is specifically empowered by the Code of Virginia to act on behalf of the Commissioner, and the Administrative Manager. Administration is responsible for the office's strategic plan, the day-to-day management of multiple divisions, allocating resources, developing and implementing department procedures, and interpreting the Code of Virginia to ensure the balanced application of local taxes. This program is responsible for all human resources administrative functions including: defining the organizational structure, developing the office's job descriptions and performance measures, developing position advertisements, screening job applications, conducting applicant interviews, completing salary worksheets, checking references, issuing offer letters, performing department orientation, and ensuring new employees are properly equipped to effectively serve citizens. The Commissioner and Chief Deputy respond to assessment appeals, defend legal challenges and prepare the departmental budgets. Administration develops and monitors a County budget for the office as well as one for the State Compensation Board which seeks to maximize reimbursement from the State.

Other members of Administration are the Office Technology Deputy and a part-time technician. These staff compile reports and statistical information and coordinate automation initiatives with the County's Department of Information Technology, including the development and implementation of an automated tax assessment system and Internet upgrades.

Budget Overview

FY 2011 Issues

- The County's telephone system does not have the capability to adequately monitor and report details of incoming call traffic by programs within the office which inhibits management's ability to ensure proper allocation of staff resources based on call volume, type, and wait times.
- The County's outdated mainframe tax assessment system complicates tasks and reduces efficiency.
- The office's ability to implement technology initiatives is slowed by the limited resources of the County's Department of Information Technology.
- The office is continuously challenged by ever-increasing demands concerning legal issues and increasingly frequent requests for statistical and other tax data from the public, other localities, other departments, businesses, organizations, etc.

FY 2011 Goals

- Complete assessment processes by prescribed deadlines.

Program Financial Summary	FY 2007 Actual	FY 2008 Actual	FY 2009 Actual	FY 2010 Adopted	FY 2011 Adopted
Expenditures					
Personnel	\$400,793	\$452,138	\$474,880	\$480,127	\$476,357
Operations & Maintenance	17,196	20,232	23,443	26,631	26,631
Capital Outlay & Capital Acquisitions	0	15,277	0	0	0
Total Expenditures	\$417,989	\$487,647	\$498,323	\$506,758	\$502,988
 Total Local Tax Funding	 \$417,989	 \$487,647	 \$498,323	 \$506,758	 \$502,988
 FTE Summary	 3.00	 4.00	 4.55	 4.55	 4.53



Loudoun County Government
FY 2011 Adopted Fiscal Plan

Commissioner of the Revenue
Administration

Performance Measures	FY 2008 Actual	FY 2009 Actual	FY 2010 Estimated	FY 2011 Projected
Objective: Complete assessment processes by prescribed deadlines. Ensure the balanced application of the local taxes.				
• Countywide personal property assessment amount per FTE	\$115,000,000	\$127,000,000	\$119,000,000	\$130,000,000



County Administrator

County Administrator

Executive Management

Support To The Board



**Loudoun County Government
FY 2011 Adopted Fiscal Plan**

County Administrator

Mission Statement

The mission of the Office of the County Administrator is to provide professional public policy advice to the Board of Supervisors and leadership and direction to staff to implement the vision and strategic plan of the Board of Supervisors.

Description

This office is the executive management and strategic planning office for Loudoun County government. The County Administrator, through the staff of the Executive Management Program, directs and supervises the day-to-day operations of County departments and agencies, which are under the direct control of the Board of Supervisors, pursuant to County ordinances and regulations. The Support to the Board Program provides administrative support to the Board of Supervisors and coordinates and supports Board agendas, meetings, legislative policies and constituent services. Additionally, the County Administrator serves as the Board of Supervisors' official liaison to the Constitutional Officers, the Judiciary, regional, State and local agencies and authorities, and incorporated municipalities and residential and community associations.

Budget Overview

FY 2011 Issues

- Loudoun County has been one of the fastest growing counties in the United States since the late 1990s and has had the fastest growth in the Northern Virginia region. It is forecast that the population may reach 294,106 in 2011.
- Due to adopted budget impacts, the County Administrator's Office will need to realign County staff resources and reframe expectations while maintaining core services.
- The County will be required to reapportion the election districts following the 2010 Census through a redistricting process. County Administration will play a key role in coordinating the staff efforts and ensuring the Board's adopted process is successfully carried out in a very compressed timeframe.

FY 2011 Major Goals

- Continue to maintain the County's Triple-A bond rating with all three major bond rating agencies.
- Implement the Board's vision and direction with respect to an economic development structure and resources.
- Implement a "citizen online" feature of the County's Active Citizen Request (ACR) system.
- Provide executive oversight for overall energy strategy.
- Continue to provide executive management of key strategic land planning initiatives including Limestone Overlay District and implementation of Chesapeake Bay policy and ordinance amendments.
- Continue to provide executive management, coordination and oversight for the American Recovery and Reinvestment Act (stimulus) grant opportunities provided to the County.
- Address transportation and transit issues by completing update to the Countywide Transportation Plan and Countywide Transit Plan.
- Provide executive oversight and coordination of staff support toward Board redistricting efforts.
- Oversee completion and scheduled openings for capital facilities such as Phil Bolen Park, the Sheriff's Eastern Loudoun Substation and Phase II of the Adult Detention Center.
- Provide executive management and oversight of Loudoun's activities related to Phase II of the Dulles Rail Project.

FY 2010 Major Achievements

- Thirteen program areas of the County Government are utilizing the Active Citizen Request (ACR) system.
- County received Green Government Challenge award through VML and VACo.
- Completion of the Purcellville Fire and Rescue station, Lansdowne Public Safety Center and Rust Library renovation projects.
- Implementation of energy-conservation measures at six of the County's largest energy-using facilities.
- Establishment of Special Assessment District for Crooked Bridge Replacement and bridge completed.
- Loudoun County's domestic violence response program recognized through the Commonwealth of Virginia's "Attorney General's Community Recognition Program for Promising Practices in Domestic Violence Response".
- Completion of Potomac/Sterling Outreach Ad Hoc Committee work and distribution of tasks to appropriate standing committees and full Board.



**Loudoun County Government
FY 2011 Adopted Fiscal Plan**

County Administrator

Departmental Financial Summary	FY 2007 Actual	FY 2008 Actual	FY 2009 Actual	FY 2010 Adopted	FY 2011 Adopted
Expenditures					
Personnel	\$2,726,548	\$2,676,524	\$2,347,870	\$2,325,584	\$2,186,236
Operations & Maintenance	663,386	607,003	222,077	214,024	195,409
Total Expenditures	\$3,389,934	\$3,283,527	\$2,569,947	\$2,539,608	\$2,381,645
Revenues					
Permits Privilege Fees & Reg Licenses	\$111,000	\$0	\$111,000	\$111,000	\$111,000
Charges For Services	774	1,525	99	0	0
Miscellaneous Revenue	40,306	25,804	0	0	0
Recovered Costs	178	70	6	0	0
Federal Categorical Aid	51,465	48,748	0	0	0
Total Revenues	\$203,723	\$76,147	\$111,105	\$111,000	\$111,000
Local Tax Funding	\$3,186,211	\$3,207,380	\$2,458,842	\$2,428,608	\$2,270,645
FTE Summary	24.53	24.80	24.53	20.00	18.00

FY 2011 Board Action

The FY 11 Adopted Fiscal Plan for the County Administrator includes a reduction of 2.00 FTE and \$173,000 in Local Tax Funding. Health insurance premiums reflect an annual increase of 10% for FY 11.

Budget History

FY 07: The Board added 1.00 FTE for the Loudoun Youth Initiative.

FY 07 Mid-Year: 1.00 FTE was transferred to the Office of Capital Construction, 0.27 FTE transferred in for additional administrative support hours, and 1.00 FTE from the Federal Substance Abuse and Mental Health Service Administration Community Coalition Grant for Drug Free Communities was transferred from the School System to the Youth Initiative Program.

FY 08 Mid-Year: 1.73 FTE was transferred for 0.20 FTE in additional administrative support hours, a 0.53 FTE ADA and HIPAA Compliance position, and 1.00 FTE for a telework coordinator position. 1.00 grant-funded FTE in the Loudoun Youth Initiative Program (LYI) was eliminated upon the expiration of the grant.

FY 09: The Board eliminated 1.00 FTE for the Youth Initiative Program.

FY 09 Mid-Year: 2.00 FTE were transferred to the Parks, Recreation, and Community Services Department for the Youth Initiative Program. 1.00 FTE was redeployed to the Office of Capital Construction and 1.00 FTE to the Department of Management and Financial Services.



Loudoun County Government
FY 2011 Adopted Fiscal Plan

County Administrator

Expenditures by Program	FY 2007 Actual	FY 2008 Actual	FY 2009 Actual	FY 2010 Adopted	FY 2011 Adopted
Executive Management	\$1,847,880	\$2,002,613	\$1,872,118	\$1,600,909	\$1,681,089
Support To The Board	981,093	764,446	697,829	938,699	700,556
Youth Initiative	560,961	516,468	0	0	0
Total Expenditures	\$3,389,934	\$3,283,527	\$2,569,947	\$2,539,608	\$2,381,645
Revenues by Program	FY 2007 Actual	FY 2008 Actual	FY 2009 Actual	FY 2010 Adopted	FY 2011 Adopted
Executive Management	\$115,806	\$5,304	\$111,039	\$111,000	\$111,000
Support To The Board	952	1,595	66	0	0
Youth Initiative	86,965	69,248	0	0	0
Total Revenues	\$203,723	\$76,147	\$111,105	\$111,000	\$111,000
Local Tax Funding by Program	FY 2007 Actual	FY 2008 Actual	FY 2009 Actual	FY 2010 Adopted	FY 2011 Adopted
Executive Management	\$1,732,074	\$1,997,309	\$1,761,079	\$1,489,909	\$1,570,089
Support To The Board	980,141	762,851	697,763	938,699	700,556
Youth Initiative	473,996	447,220	0	0	0
Total Local Tax Funding	\$3,186,211	\$3,207,380	\$2,458,842	\$2,428,608	\$2,270,645
Staffing Summary by Program	FY 2007 Actual	FY 2008 Actual	FY 2009 Actual	FY 2010 Adopted	FY 2011 Adopted
Executive Management	12.00	11.50	13.53	11.00	10.00
Support To The Board	9.53	9.30	9.00	9.00	8.00
Youth Initiative	3.00	4.00	2.00	0.00	0.00
Total FTE	24.53	24.80	24.53	20.00	18.00



Loudoun County Government
FY 2011 Adopted Fiscal Plan

**County Administrator
Executive Management**

Description

The Executive Management function exercises daily management and supervision of all County operations and oversees the implementation of County policies and regulations. The County Administrator is the Chief Administrative Officer of County Government and is directly accountable to the Board of Supervisors. This program provides leadership and management of County operations to include transportation initiatives, customer service initiatives through training and information sessions; community outreach, community planning, community services, workforce training initiatives; and overall County-wide emergency preparedness in conjunction with regional planning and response activities. This office works proactively to manage the County's finances and expenditures.

Budget Overview

FY 2011 Issues

- Continued executive oversight on the work related to the Board of Supervisors' community planning initiatives as adopted by the Board.
- Managing workload of staff with limited resources given reduced core service levels and customer expectations.

FY 2011 Goals

- Continue implementation plan of priorities identified through the Board of Supervisors' adopted strategic plan including the Countywide Transportation Plan and Transit Plan, Chesapeake Bay policy and ordinance amendments, Limestone Overlay District and Route 28-related initiatives.
- Proactively address employee morale to strengthen and revitalize the County workforce.
- Address workforce development that will result in identifying and preparing potential successors for key positions.
- Begin review of the County's outdated performance assessment system to ensure optimum accountability and a streamlined evaluation process.

Program Financial Summary	FY 2007 Actual	FY 2008 Actual	FY 2009 Actual	FY 2010 Adopted	FY 2011 Adopted
Expenditures					
Personnel	\$1,517,475	\$1,746,319	\$1,747,606	\$1,450,785	\$1,538,572
Operations & Maintenance	330,405	256,294	124,512	150,124	142,517
Total Expenditures	\$1,847,880	\$2,002,613	\$1,872,118	\$1,600,909	\$1,681,089
Revenues					
Permits Privilege Fees & Reg Licenses	\$111,000	\$0	\$111,000	\$111,000	\$111,000
Charges For Services	0	0	39	0	0
Miscellaneous Revenue	4,806	5,304	0	0	0
Total Revenues	\$115,806	\$5,304	\$111,039	\$111,000	\$111,000
Total Local Tax Funding	\$1,732,074	\$1,997,309	\$1,761,079	\$1,489,909	\$1,570,089
FTE Summary	12.00	11.50	13.53	11.00	10.00



Loudoun County Government
FY 2011 Adopted Fiscal Plan

**County Administrator
Executive Management**

Performance Measures	FY 2008 Actual	FY 2009 Actual	FY 2010 Estimated	FY 2011 Projected
Objective: Maintain the County's Triple A bond rating and credibility in the municipal finance markets.				
• Fitch	Aaa	Aaa	Aaa	Aaa
• Moody's	AAA	AAA	AAA	AAA
• Standard & Poor's	AAA	AAA	AAA	AAA
Objective: Increase effectiveness in responding to citizen inquiries.				
• Program areas of County Government participating in Active Citizen Request (ACR) System	9	13	12	13
Objective: Attract and retain high quality workforce with a turnover rate at 12% or lower.				
• County workforce turnover rate	10.40%	8.40%	10.00%	8.00%



Loudoun County Government
FY 2011 Adopted Fiscal Plan

County Administrator Support To The Board

Description

This function provides administrative, research and documentary support to the Board of Supervisors, staff and citizens, coordinates the review of legislation before the State General Assembly and provides constituent response services. The Support to the Board function also coordinates the Board's meeting schedule for its business and standing committee meetings and for public hearings. Along with the coordination is the setting of the agendas, meeting legal advertisement requirements and preparing the supporting information for each of the meeting agendas.

Budget Overview

FY 2011 Issues

- Managing and providing support to the Board's three standing committees. It is estimated that approximately 45 or more meetings will be scheduled in FY 2011.
- Deputy Clerk support to all Board business meetings, public input, public hearings and special meetings as needed are estimated to exceed 50 or more during FY 2011.
- Staff will also provide support to several other Board-appointed advisory committees and task force groups during the Board's term as requested.
- Staff will work with the Board on legislation that may have resulted from the 2010 General Assembly session and its impact on Loudoun County.

FY 2011 Goals

- Provide timely reports reflecting the Board of Supervisors' actions to meet citizen inquiries.
- Prepare sufficient meeting materials for Board members and the public meeting established deadlines to include posting materials on the County's website.
- Prepare and assist in the Board's development of their Legislative Package for the 2011 General Assembly to meet bill introduction and position deadlines.

Program Financial Summary	FY 2007 Actual	FY 2008 Actual	FY 2009 Actual	FY 2010 Adopted	FY 2011 Adopted
Expenditures					
Personnel	\$924,086	\$692,560	\$600,264	\$874,799	\$647,664
Operations & Maintenance	57,007	71,886	97,565	63,900	52,892
Total Expenditures	\$981,093	\$764,446	\$697,829	\$938,699	\$700,556
Revenues					
Charges For Services	\$774	\$1,525	\$60	\$0	\$0
Recovered Costs	178	70	6	0	0
Total Revenues	\$952	\$1,595	\$66	\$0	\$0
Total Local Tax Funding	\$980,141	\$762,851	\$697,763	\$938,699	\$700,556
FTE Summary	9.53	9.30	9.00	9.00	8.00



Loudoun County Government
FY 2011 Adopted Fiscal Plan

**County Administrator
Support To The Board**

Performance Measures	FY 2008 Actual	FY 2009 Actual	FY 2010 Estimated	FY 2011 Projected
Objective: Develop and support the Board of Supervisors' legislative package for General Assembly to meet deadlines for adopted positions.				
• Legislative Bills introduced	3,588	2,600	3,600	2,600
• Legislative Bills reviewed impacting Loudoun	151	288	350	285
Objective: Provide meeting materials and action summaries to Board, staff and the public reflecting actions and background information in a timely manner.				
• Action summaries of Board business meetings and public hearings completed within two days of meeting	100%	100%	100%	100%
• Board meeting minutes completed for meetings held	57	148	55	55
• Board meeting minutes requiring correction	0	0	0	0
• Number of packets prepared for business meetings, public hearings, and special meetings	46	119	48	55
• Number of standing committee and ad hoc committee meeting packets prepared	66	161	90 ¹	45

¹ The Board of Supervisors reduced the number of standing committees from six to three during FY 10.



**Loudoun County Government
FY 2011 Adopted Fiscal Plan**

County Assessor

Mission Statement

The mission of the Office of the County Assessor is to uniformly assess real property in an equitable manner at fair market value on an annual basis, encouraging the citizenry of the County to participate in the process, while producing an assessment roll in accordance with the Code of Virginia and the Codified Ordinances of Loudoun County.

In the execution of this mission, it is the duty of each and every staff member to provide accurate information in a timely, professional, effective, respectful, and courteous fashion to all internal and external customers.

Description

The principal responsibilities of the Office of the County Assessor are the administration of ad valorem (where the tax levy on real estate is apportioned among taxpayers according to the value of each taxpayer's property) real property tax assessments on an annual basis and the management of the Land Use and Revitalization Programs. The management of the County's real estate portfolio is the most integral factor related to the operation of the County. Revenue from real estate taxes is the most important source of funding for the County. The size and complexity of the property mix within the County contributes to the challenges faced by the Assessor and staff.

The Office of the County Assessor works in conjunction with other departments and offices within the County government. The Office of the County Assessor is not independent of them, but is required to remain impartial to their influences. The most important parts of the legal framework related to the Assessor's responsibilities are the requirements governing the value standard set by the Code of Virginia and the Codified Ordinances of Loudoun County. These standards regulate the level of assessment and the frequency related to the valuation known as the assessment cycle.

The Code of Virginia, Section 58, Chapter 32, sets forth the statutes guiding the Real Property Tax Law in the Commonwealth of Virginia. The standard of value is identified in the Code of Virginia Section 58.1-3280 as "fair market value." Loudoun County Ordinance 860.09(a) authorizes that the assessment and equalization of real estate for local taxation shall be performed on an annual basis.

Budget Overview

FY 2011 Issues

- Shortage of staff resources – staffing levels are 35% lower than what is recommended by the International Association of Assessing Officers for a County of Loudoun's size.
- Antiquated computer-assisted mass appraisal (CAMA) system, with minimal vendor support, that could crash at any time leaving the Assessor's Office in the position of manually assessing properties.
- The purchase and implementation of a new CAMA system will require current staff to be pulled from normal assessment activities; further compounding staffing shortages.
- A decline in the residential housing market has resulted in a reduction in new development, growth, and new construction. The number of building permits and value associated to supplemental assessments has also declined. Diminishing real property values and increasing tax levies will most likely cause an increase in the number of appeals and litigation.

FY 2011 Major Goals

- Complete the purchase and implementation of new automated CAMA system.
- Implementation of new fee schedule for land use program.
- Evaluate the qualifying criteria associated with the land use deferral program open space category.
- Accurately assess all real property annually in accordance with the Code of Virginia and Loudoun County Ordinance.
- Audit and reconcile the exempt real property portfolio in order to maintain an accurate accounting of exemptions via classification and exemptions via designation. Taxable and non-taxable status is defined by the Code of Virginia and the Codified Ordinances of Loudoun County.
- Collect and process data associated with new construction and miscellaneous permits.
- Administer the Land Use and Revitalization programs in accordance with office policy, the Code of Virginia and the Codified Ordinances of Loudoun County.
- Produce the annual Land Book in accordance with the Code of Virginia.

FY 2010 Major Achievements

- A new building permit tracking system was implemented to track new construction and miscellaneous permits at the



**Loudoun County Government
FY 2011 Adopted Fiscal Plan**

County Assessor

parcel levels, which will provide the ability to track appraiser production levels, value added due to new construction, as well as generate a variety of reports associated with building permits.

- Achieved an Assessment/Sales Ratio of 96% for 2009 per the State Department of Taxation's annual audit.
- Expanded on Real Estate Assessment Review Online Application making the process completely automated from initialization by property owner to resolution by Assessors' Office.
- Received NACO and VACO Awards for the Real Estate Assessment Review Online Application. Estimated cost savings of the system to the County in its first year of operation was \$225,000.



**Loudoun County Government
FY 2011 Adopted Fiscal Plan**

County Assessor

Departmental Financial Summary	FY 2007 Actual	FY 2008 Actual	FY 2009 Actual	FY 2010 Adopted	FY 2011 Adopted
Expenditures					
Personnel	\$2,299,482	\$2,809,486	\$3,011,052	\$3,070,343	\$3,081,349
Operations & Maintenance	200,862	253,058	250,894	375,022	297,339
Capital Outlay & Capital Acquisitions	0	2,600	0	0	0
Transfer to Central Services Fund	31,994	56,760	0	0	0
Total Expenditures	\$2,532,338	\$3,121,904	\$3,261,946	\$3,445,365	\$3,378,688
Revenues					
Permits Privilege Fees & Reg Licenses	\$55,684	\$39,243	\$56,399	\$40,000	\$40,000
Charges For Services	1,345	2,446	4,051	3,100	3,100
Total Revenues	\$57,029	\$41,689	\$60,450	\$43,100	\$43,100
Local Tax Funding	\$2,475,309	\$3,080,215	\$3,201,496	\$3,402,265	\$3,335,588
FTE Summary	29.00	30.00	34.00	34.00	34.00

FY 2011 Board Action

The FY 11 Adopted Fiscal Plan for the County Assessor includes a reduction of \$84,000 in Local Tax Funding for operational expenses. Health insurance premiums reflect an annual increase of 10% for FY 11.

Budget History

FY 07 Mid-year: 1.00 FTE was transferred from Parks, Recreation and Community Services for an appraiser position.

FY 08 Mid-year: 4.00 FTE were added by the Board of Supervisors for two appraisers, one appraisal technician, and one administrative assistant.



Loudoun County Government
FY 2011 Adopted Fiscal Plan

County Assessor

Expenditures by Program	FY 2007 Actual	FY 2008 Actual	FY 2009 Actual	FY 2010 Adopted	FY 2011 Adopted
Real Estate Assessments	\$2,532,338	\$3,121,904	\$3,261,946	\$3,445,365	\$3,378,688
Total Expenditures	\$2,532,338	\$3,121,904	\$3,261,946	\$3,445,365	\$3,378,688
Revenues by Program	FY 2007 Actual	FY 2008 Actual	FY 2009 Actual	FY 2010 Adopted	FY 2011 Adopted
Real Estate Assessments	\$57,029	\$41,689	\$60,450	\$43,100	\$43,100
Total Revenues	\$57,029	\$41,689	\$60,450	\$43,100	\$43,100
Local Tax Funding by Program	FY 2007 Actual	FY 2008 Actual	FY 2009 Actual	FY 2010 Adopted	FY 2011 Adopted
Real Estate Assessments	\$2,475,309	\$3,080,215	\$3,201,496	\$3,402,265	\$3,335,588
Total Local Tax Funding	\$2,475,309	\$3,080,215	\$3,201,496	\$3,402,265	\$3,335,588
Staffing Summary by Program	FY 2007 Actual	FY 2008 Actual	FY 2009 Actual	FY 2010 Adopted	FY 2011 Adopted
Real Estate Assessments	29.00	30.00	34.00	34.00	34.00
Total FTE	29.00	30.00	34.00	34.00	34.00



Loudoun County Government
FY 2011 Adopted Fiscal Plan

County Assessor

Performance Measures	FY 2008 Actual	FY 2009 Actual	FY 2010 Estimated	FY 2011 Projected
Objective: Accurately collect all data relative to new construction in order to add supplemental value by number of months to the County Land Book.				
• Number of New Structures	4,332	1,260	1,500	1,400
• Percentage of New Structures Assessed	100%	100%	100%	100%
Objective: Annually assess all real property at 100% of Fair Market Value per State Code and County Ordinances.				
• Countywide Assessment to Market Value Ratio	99.9%	95.2%	95.1%	95%
• Number of Parcels	113,168	114,267	115,500	115,900
• Parcels valued	100%	100%	100%	100%
Objective: Process new deeds, subdivisions and related records to insure accurate records as they pertain to the production of the County Land Book.				
• Percentage of completed changes to Land Book	100%	100%	100%	100%
• Required changes to the Land Book	47,608	31,837	40,000	36,000



County Attorney

Mission Statement

The mission of the County Attorney's office is to provide timely, sound and effective legal advice to, and legal representation of, the County government.

Description

The Office of the County Attorney has several functions: to advise the County boards, commissions, agencies and officials; to represent the County in judicial proceedings and before administrative agencies; to provide legal services in transactional matters involving the County, such as contracts, financings, real estate transactions, bonds and dedications associated with land development applications, and inter-jurisdictional and inter-agency agreements; and to prepare or review ordinances and regulations.

Budget Overview

FY 2011 Issues

Over the last decade, the County has witnessed increasing demands upon legal counsel in all of these functional areas. The following summarizes some of the current and anticipated challenges for the office.

- **Taxation:** With the current economic situation, tax assessment and collection efforts are requiring a substantially increased level of support from the office. Bankruptcy filings, tax foreclosure sales, and tax assessment challenges have experienced an upward trend. The office has undertaken a proactive collection effort for the largest delinquent accounts, prior to those cases being referred for initiation of tax foreclosure sales. In addition, the office anticipates a continuing level of demand for general legal assistance to the local tax officials, including legal opinions and tax ordinance changes.
- **Transactional matters:** The County Attorney's Office is involved in a range of transactional matters. The office is required to review contract documents and advises on disputes about contract performance. The volume of contracts submitted for review increased substantially in 2009. In addition, legal counsel plays an essential role in financing and capital projects, which have become more numerous and complex. Finally, legal counsel usually plays a central role in the establishment of innovative vehicles to build infrastructure such as public private partnerships, special taxing districts and community development authorities. Such projects are being pursued more aggressively and require legal support.
- **Department of Family Services:** Within the last two years, the office has dedicated substantial time and effort in the support of the housing programs. This includes aggressive efforts to enforce ADU covenants, assistance with transactions under the neighborhood stabilization program, and a variety of other support, enforcement and advising activities. In addition, the office has experienced increasing workloads in support of Child Protective Services and Adult Protective Services.
- **Land Development and Regulatory Enforcement:** With the current economic downturn, legal support for current land development applications is decreasing; however, the office anticipates increased legal support to administer and enforce existing development conditions and approvals. The County currently holds approximately \$1.0 billion in performance bonds for public improvements associated with approved projects, which will need to be extended, replaced or called if construction is not completed by the performance date. In addition, increasing demands have been placed on the office to support more active civil enforcement of zoning, building code, erosion and sediment control, and solid waste regulations. Finally, assistance of legal counsel is required for Board initiated changes to land use policies and regulations.
- **General Government:** Increasing demands for legal services come from a wide range of other County, departments and agencies. Areas requiring substantial legal support include: personnel law, legal services to public safety agencies, preparation of ordinances, FOIA requests, and conflict of interests issues.
- **Litigation:** Denial of land use applications, adoption of new regulations and tax assessments are some of the actions that can generate legal challenges, among other matters. The County Attorney recommends continuing close consultation to identify and manage legal risks, and maintaining an appropriate litigation contingency.

FY 2011 Major Goals

- Continue management of County legal risks through timely, sound advice and strong advocacy.
- Sound and effective advice in support of Board priorities and initiatives will be continued.
- The office will provide ongoing, timely legal support to county officials and departments in the following lines of business: Transactions, Land Development, Public Safety, Employment Law, Land Development, Regulatory Enforcement, Family Services, and other general government activities.



County Attorney

FY 2010 Major Achievements

- The office managed increasing demands for legal services with constrained resources.
- The support of tax collection efforts has increased, including monitoring bankruptcy filing for tax officials (multi-year).
- The office has initiated and sustained an effort to enforce ADU covenants and otherwise provide increased support for housing programs.
- Staff response rates have been maintained at high levels for review of contracts, leases and land development documents.



Loudoun County Government
FY 2011 Adopted Fiscal Plan

County Attorney

Departmental Financial Summary	FY 2007 Actual	FY 2008 Actual	FY 2009 Actual	FY 2010 Adopted	FY 2011 Adopted
Expenditures					
Personnel	\$1,841,967	\$1,959,414	\$2,228,381	\$2,272,730	\$2,278,655
Operations & Maintenance	918,085	1,556,332	365,279	139,770	139,396
Total Expenditures	\$2,760,052	\$3,515,746	\$2,593,660	\$2,412,500	\$2,418,051
Revenues					
Permits Privilege Fees & Reg Licenses	\$133,325	\$69,128	\$107,119	\$133,101	\$133,528
Fines & Forfeitures	15,275	0	0	0	0
Charges For Services	1,050	0	50	800	600
Other Financing Sources	0	134,660	(70,189)	0	113,372
Total Revenues	\$149,650	\$203,788	\$36,980	\$133,901	\$247,500
Local Tax Funding	\$2,610,402	\$3,311,958	\$2,556,680	\$2,278,599	\$2,170,551
FTE Summary	20.00	20.00	20.00	20.00	20.00

FY 2011 Board Action

The FY 11 Adopted Fiscal Plan for the County Attorney includes no FTE reductions and no reductions in Local Tax Funding. Health insurance premiums reflect an annual increase of 10% for FY 11.

Budget History

FY 07: The Board added 1.00 FTE for an attorney.



Loudoun County Government
FY 2011 Adopted Fiscal Plan

County Attorney

Expenditures by Program	FY 2007 Actual	FY 2008 Actual	FY 2009 Actual	FY 2010 Adopted	FY 2011 Adopted
Legal Counsel	\$2,760,052	\$3,515,746	\$2,593,660	\$2,412,500	\$2,418,051
Total Expenditures	\$2,760,052	\$3,515,746	\$2,593,660	\$2,412,500	\$2,418,051
Revenues by Program	FY 2007 Actual	FY 2008 Actual	FY 2009 Actual	FY 2010 Adopted	FY 2011 Adopted
Legal Counsel	\$149,650	\$203,788	\$36,980	\$133,901	\$247,500
Total Revenues	\$149,650	\$203,788	\$36,980	\$133,901	\$247,500
Local Tax Funding by Program	FY 2007 Actual	FY 2008 Actual	FY 2009 Actual	FY 2010 Adopted	FY 2011 Adopted
Legal Counsel	\$2,610,402	\$3,311,958	\$2,556,680	\$2,278,599	\$2,170,551
Total Local Tax Funding	\$2,610,402	\$3,311,958	\$2,556,680	\$2,278,599	\$2,170,551
Staffing Summary by Program	FY 2007 Actual	FY 2008 Actual	FY 2009 Actual	FY 2010 Adopted	FY 2011 Adopted
Legal Counsel	20.00	20.00	20.00	20.00	20.00
Total FTE	20.00	20.00	20.00	20.00	20.00



Loudoun County Government
FY 2011 Adopted Fiscal Plan

County Attorney

Performance Measures	FY 2008 Actual	FY 2009 Actual	FY 2010 Estimated	FY 2011 Projected
Objective: Provide legal services in support of the general county government by delivering effective and timely advice or representation based on established priorities.				
• Land Development (Submissions Received)	1,658	1,260	1,500	1,300
• Land Development (Submissions Reviewed)	1,668	1,257	1,500	1,300
• Land Development (Turnaround within 10 days)	53%	35.25%	50%	50%
• Land Development (Turnaround within 20 days)	82%	63.5%	80%	80%
• Land Development (Turnaround within 30 days)	92%	83%	90%	90%
• Litigation (DFS cases)	70	86	85	85
• Litigation (non-tax)	29	30	30	30
• New files opened, written request for opinions/advice	671	713	600	600
• Regulatory Enforcement	64	59	90	75
• Tax Collection Cases	196	416	250	375
• Transactional Matters (Contract Documents Rcvd)	673	664	1,116	1,116
• Transactional Matters (Property Acquisition)	7	4	10	6



**Loudoun County Government
FY 2011 Adopted Fiscal Plan**

General Registrar

Mission Statement

The Office of the General Registrar is committed to providing each resident of Loudoun County with the opportunity to exercise his or her right to vote in an efficient and equitable manner and in accordance with the Constitution of the United States and the Commonwealth and the Code of Virginia.

Description

The General Registrar is a State-mandated office whose purpose is to register voters and maintain up-to-date voter registration documents. In addition, the office receives and processes voter registration applications from various sources; provides voter registration applications at all libraries and community centers throughout Loudoun County; provides absentee voting prior to all Elections; provides election related data to all citizens and candidates; accepts and certifies candidate filings; and assists the Loudoun County Electoral Board with the training of election officials.

Budget Overview

FY 2011 Issues

- The office will be challenged to maintain the current service levels while reducing costs where possible.
- State reimbursement will be decreased by 10%, which will result in reducing operational costs where possible to make up the difference.
- Redistricting process begins. Changes will be made to election districts at all levels which will require updates to voter records and notices sent to all voters affected. The changes may also result in adding new precincts and/or adjusting current precinct boundaries.

FY 2011 Major Goals

- Process all voter registration transactions in a timely manner to ensure individuals are eligible to participate in the electoral process.
- Educate the public regarding voter registration and absentee voting deadlines and procedures.
- Keep abreast of redistricting at all levels to ensure that changes are made and voters are notified in accordance with the Code of Virginia.

FY 2010 Major Achievements

- Processed close to 10,000 changes received as part of a mailing sent out by the State Board of Elections to update voter records.
- Successfully launched electronic poll books at 19 precincts for the November 2009 Election.
- Continued to add electronic poll books each election (Town Elections 2010 & June Primary 2010, if held) with the goal to have all precincts using them by the November 2010 Election.
- Began mailing absentee ballots 55 days prior to the November Election (law requires mailing ballots 45 days prior to the election).
- Implemented the Virginia Election law change (passed in 2008) 24.2-416 Closing registration records before elections, which set the date at 21 days instead of 28 days prior to a primary or general election.



Loudoun County Government
FY 2011 Adopted Fiscal Plan

General Registrar

Departmental Financial Summary	FY 2007 Actual	FY 2008 Actual	FY 2009 Actual	FY 2010 Adopted	FY 2011 Adopted
Expenditures					
Personnel	\$423,993	\$443,398	\$553,084	\$546,648	\$569,738
Operations & Maintenance	24,066	141,161	188,288	96,460	194,257
Capital Outlay & Capital Acquisitions	51,054	82,254	0	20,000	0
Total Expenditures	\$499,113	\$666,813	\$741,372	\$663,108	\$763,995
Revenues					
Recovered Costs	\$0	\$2,006	\$0	\$0	\$0
State Shared Expenses	89,657	0	92,290	97,147	82,987
Total Revenues	\$89,657	\$2,006	\$92,290	\$97,147	\$82,987
Local Tax Funding	\$409,456	\$664,807	\$649,082	\$565,961	\$681,008
FTE Summary	7.77	8.77	8.77	8.77	8.77

FY 2011 Board Action

The FY 11 Adopted Fiscal Plan for the Office of General Registrar includes reductions of \$14,160 for the State Compensation Board reductions in revenues as well as an enhancement of \$105,000 for operating cost for redistricting. The FY 2011 Fiscal Plan has no compensation increases for employees and health insurance premiums reflect an annual increase of 10%.

Budget History

FY 08: The Board added 1.00 FTE for an administrative assistant.



Loudoun County Government
FY 2011 Adopted Fiscal Plan

General Registrar

Expenditures by Program	FY 2007 Actual	FY 2008 Actual	FY 2009 Actual	FY 2010 Adopted	FY 2011 Adopted
Voter Registration	\$499,113	\$666,813	\$637,633	\$663,108	\$763,995
Electronic Poll Book Project	0	0	103,739	0	0
Total Expenditures	\$499,113	\$666,813	\$741,372	\$663,108	\$763,995
Revenues by Program	FY 2007 Actual	FY 2008 Actual	FY 2009 Actual	FY 2010 Adopted	FY 2011 Adopted
Voter Registration	\$89,657	\$2,006	\$92,290	\$97,147	\$82,987
Total Revenues	\$89,657	\$2,006	\$92,290	\$97,147	\$82,987
Local Tax Funding by Program	FY 2007 Actual	FY 2008 Actual	FY 2009 Actual	FY 2010 Adopted	FY 2011 Adopted
Voter Registration	\$409,456	\$664,807	\$545,343	\$565,961	\$681,008
Electronic Poll Book Project	0	0	103,739	0	0
Total Local Tax Funding	\$409,456	\$664,807	\$649,082	\$565,961	\$681,008
Staffing Summary by Program	FY 2007 Actual	FY 2008 Actual	FY 2009 Actual	FY 2010 Adopted	FY 2011 Adopted
Voter Registration	7.77	8.77	8.77	8.77	8.77
Total FTE	7.77	8.77	8.77	8.77	8.77



Loudoun County Government
FY 2011 Adopted Fiscal Plan

General Registrar

Performance Measures	FY 2008 Actual	FY 2009 Actual	FY 2010 Estimated	FY 2011 Projected
Objective: Provide citizens of Loudoun County with the opportunity to exercise their right to vote in an efficient and equitable manner by processing and providing voter registration applications, absentee voting, and voting information.				
• Absentee Voters	4,507	21,537	2,890	1,900
• Elections held	4	2	3	3
• Registered Voters	167,759	183,778	189,562	194,300
• Transactions processed	35,929	43,711	32,542	200,000 ¹

¹ The increase in projected workload is a result of redistricting.



General Services

General Services

Public Works

Facilities Support

Fleet Management

Management Support Services



**Loudoun County Government
FY 2011 Adopted Fiscal Plan**

General Services

Mission Statement

The Department of General Services provides direct emergency and essential public works support to County residents while providing effective and responsive facility and vehicle support to the County government. The department provides emergency support; stormwater maintenance; maintains high quality, cost-effective County facilities; acquires and maintains the vehicles and equipment; and provides materiel services necessary to support the needs of the County government.

Description

As one of the designated "first responders" to major County emergencies resulting from natural or man-made disasters, General Services is an integral part of the County's emergency management and recovery operations. In addition, on a daily, non-emergency basis, the department provides direct support to the citizens of Loudoun County through its stormwater management program. Concurrent with direct citizen support responsibilities, the department maintains the physical plant necessary for the successful operation of the County's departments and agencies. The physical plant includes real property, facilities, vehicles, utilities and infrastructure. Services include the operation and maintenance of all facets of the physical plant, as well as the acquisition, maintenance and repair of County vehicles and heavy equipment. Materiel services include mail distribution, records management and surplus property management. The department's mission is accomplished through four programs: Public Works, Facilities Support, Fleet Management and Management Support Services.

Budget Overview

FY 2011 Issues

- Adequately train and equip employees to complete the transition from a labor force to an emergency response force when needed in support of the County's Emergency Response Plan.
- Comply with The Virginia Stormwater Management Program (VSMP) permit requirements and effectively enforce, as appropriate, Chapter 1096, Stormwater Management of the Codified Ordinances of Loudoun County.
- Operate and maintain facilities, vehicles and equipment in a cost-effective manner.
- Counter the effects of increasing age, high occupancy rates and escalating service demands on facilities. Provide stop gap repair and maintenance to keep facilities operating until adequate levels of Capital Asset Preservation Program (CAPP) funding can be restored.

FY 2011 Major Goals

- Satisfy VSMP annual stormwater discharge permit requirements.
- Ensure the appropriate facilities, workspace and vehicles are provided to support County organizations.
- Restrain facility and vehicle operations and maintenance costs in an austere fiscal climate.
- Occupy and operate the County Capital Improvement Projects coming online in FY 11, including the Scott Jenkins Memorial Park, Woodgrove Park, and the Hamilton Park-and-Ride Lot.

FY 2010 Major Achievements

- Completed the transition to and integration of the mail and courier service program into the Department of General Services from the Department of Information Technology.
- Satisfied VSMP annual stormwater discharge permit requirements and expanded the County-wide comprehensive stormwater infrastructure maintenance and inspection program.
- Integrated new leased and owned facilities into the preventive, essential and emergency maintenance programs.
- Completed the implementation of the Phase 1 energy conserving measures for six major County facilities; and the Technical Energy and Water Savings Audit for 26 small to mid-size facilities selected for Phase 2.



**Loudoun County Government
FY 2011 Adopted Fiscal Plan**

General Services

Departmental Financial Summary	FY 2007 Actual	FY 2008 Actual	FY 2009 Actual	FY 2010 Adopted	FY 2011 Adopted
Expenditures					
Personnel	\$5,595,154	\$6,015,209	\$6,103,340	\$6,024,012	\$5,946,897
Operations & Maintenance	19,209,151	20,845,329	21,943,007	19,491,384	20,249,808
Capital Outlay & Capital Acquisitions	830,219	433,469	35,000	0	0
Transfer to General Capital Improvement	100,000	0	0	0	0
Transfer to Central Services Fund	258,938	166,604	68,273	0	0
Total Expenditures	\$25,993,462	\$27,460,611	\$28,149,620	\$25,515,396	\$26,196,705
Revenues					
Use Of Money & Property	\$57,308	\$81,115	\$67,634	\$76,380	\$77,624
Charges For Services	100	0	1,440	2,790	2,790
Miscellaneous Revenue	39,847	70,531	68,580	65,000	70,000
Recovered Costs	148,080	174,908	160,621	155,100	149,600
Other Financing Sources	29	822	0	52,725	112,925
Total Revenues	\$245,364	\$327,376	\$298,275	\$351,995	\$412,939
Public Safety Communications Fund	\$204,130	\$0	\$0	\$0	\$0
Local Tax Funding	\$25,543,968	\$27,133,235	\$27,851,345	\$25,163,401	\$25,783,766
FTE Summary	80.00	81.48	80.00	78.00	76.00

FY 2011 Board Action

The FY 11 Adopted Fiscal Plan for the Department of General Services includes reductions of 2.00 FTEs and \$367,000 in local tax funding as well as an enhancement of \$917,000 for maintenance costs for new County facilities. The FY 2011 Fiscal Plan has no compensation increases for employees and health insurance premiums reflect an annual increase of 10%.

* Effective January 1, 2007, the General Assembly eliminated the E911 Fee and Consumer's Utility Tax on telephones, replacing it with a uniform Statewide communications tax. Expenditures previously associated with the Public Safety Communications Fund are now included in the General Fund.



**Loudoun County Government
FY 2011 Adopted Fiscal Plan**

General Services

Budget History

FY 07: The Board added 2.00 FTE for project managers in the County's major maintenance and repair program and transferred 16.00 FTE to the Office of Capital Construction.

FY 07 Mid-Year: 2.00 FTE were transferred from the Department of Information Technology and 0.48 FTE was transferred for the fleet management program. 1.00 FTE was transferred to the Department of Parks, Recreation, and Community Services, 1.00 FTE to the Department of Family Services, and 1.00 FTE to the Department of Building and Development. The Board added 2.00 FTE for facilities maintenance.

FY 08 Mid-Year: 1.00 FTE was transferred to the Public Information Office and 1.00 FTE was transferred to the Office of Capital Construction. 0.52 FTE was transferred from the Department of Parks, Recreation, and Community Services.

FY 09 Mid-Year: 4.00 FTE were transferred from the Department of Information Technology (3.00 FTE of this total are listed under the Central Services Fund in Volume 2 of this document). 1.00 FTE was transferred to the Department of Information Technology.

FY 10: The Board reduced General Services by 2.00 FTE during the FY 10 budget process.



Loudoun County Government
FY 2011 Adopted Fiscal Plan

General Services

Expenditures by Program	FY 2007 Actual	FY 2008 Actual	FY 2009 Actual	FY 2010 Adopted	FY 2011 Adopted
Project Management	\$84,011	\$1,762	\$0	\$0	\$0
Public Works	2,812,528	3,008,331	3,282,989	2,681,359	2,743,615
Facilities Support	20,949,776	22,373,548	22,691,545	21,036,783	21,720,214
Fleet Management	1,084,440	1,086,004	1,205,908	843,758	773,381
Capital Projects-general	1,144	0	0	0	0
Management Support Services	1,061,563	990,966	969,178	953,496	959,495
Total Expenditures	\$25,993,462	\$27,460,611	\$28,149,620	\$25,515,396	\$26,196,705
Revenues by Program	FY 2007 Actual	FY 2008 Actual	FY 2009 Actual	FY 2010 Adopted	FY 2011 Adopted
Public Works	\$1,493	\$4,825	\$7,757	\$53,725	\$113,425
Facilities Support	338,806	180,670	176,270	163,270	164,514
Fleet Management	68,981	70,678	45,668	70,000	65,000
Management Support Services	40,214	71,203	68,580	65,000	70,000
Total Revenues	\$449,494	\$327,376	\$298,275	\$351,995	\$412,939
Local Tax Funding by Program	FY 2007 Actual	FY 2008 Actual	FY 2009 Actual	FY 2010 Adopted	FY 2011 Adopted
Project Management	\$84,011	\$1,762	\$0	\$0	\$0
Public Works	2,811,035	3,003,506	3,275,232	2,627,634	2,630,190
Facilities Support	20,610,970	22,192,878	22,515,275	20,873,513	21,555,700
Fleet Management	1,015,459	1,015,326	1,160,240	773,758	708,381
Capital Projects-general	1,144	0	0	0	0
Management Support Services	1,021,349	919,763	900,598	888,496	889,495
Total Local Tax Funding	\$25,543,968	\$27,133,235	\$27,851,345	\$25,163,401	\$25,783,766
Staffing Summary by Program	FY 2007 Actual	FY 2008 Actual	FY 2009 Actual	FY 2010 Adopted	FY 2011 Adopted
Project Management	(1.00)	0.00	0.00	0.00	0.00
Public Works	26.00	19.00	19.00	18.00	18.00
Facilities Support	35.00	42.00	41.00	41.00	40.00
Fleet Management	8.00	8.48	10.00	10.00	9.00
Capital Projects-general	1.00	0.00	0.00	0.00	0.00
Management Support Services	11.00	12.00	10.00	9.00	9.00
Total FTE	80.00	81.48	80.00	78.00	76.00



**Loudoun County Government
FY 2011 Adopted Fiscal Plan**

**General Services
Public Works**

Description

This program provides for selected Public Works activities countywide. These activities include emergency response to natural and man-made disasters; developing and implementing the County's stormwater management program; selective maintenance and repair of stormwater infrastructure; installing and maintaining County street name signs; maintenance of public works structures including pedestrian underpasses; and selected public works operations including emergency response to property flooding, and snow removal on County property.

Budget Overview

FY 2011 Issues

- The emergency response mission, supporting the County's Emergency Response Plan: Emergency Support Function 3 (ESF 3) requires the workforce to continue transition from a labor force to an emergency response force.
- The enforcement of Chapter 1096, Stormwater Management, to the Codified Ordinances of Loudoun County requires a continuing and significant survey, inspection and repair effort to restore and maintain the infrastructure.

FY 2011 Goals

- Execute the County's Stormwater Management Plan to satisfy the Virginia Stormwater Management Program (VSMP) for the five-year stormwater discharge permit cycle incorporating new Virginia Department of Conservation and Recreation (DCR) requirements.
- Repair and maintain stormwater infrastructure countywide.
- Continue restoration of aging stormwater infrastructure in Sterling Park, Countryside, Sugarland Run and Ashburn areas.
- Continue to develop and improve the Public Works Division's ability to respond to County Emergencies as the executive agent for ESF-3 of the County's Emergency Management Plan.

Program Financial Summary	FY 2007 Actual	FY 2008 Actual	FY 2009 Actual	FY 2010 Adopted	FY 2011 Adopted
Expenditures					
Personnel	\$1,406,499	\$1,512,187	\$1,578,566	\$1,443,085	\$1,468,892
Operations & Maintenance	1,335,035	1,351,083	1,669,423	1,238,274	1,274,723
Capital Outlay & Capital Acquisitions	64,813	51,981	35,000	0	0
Transfer to Central Services Fund	6,181	93,080	0	0	0
Total Expenditures	\$2,812,528	\$3,008,331	\$3,282,989	\$2,681,359	\$2,743,615
Revenues					
Recovered Costs	\$1,493	\$4,675	\$7,757	\$1,000	\$500
Other Financing Sources	0	150	0	52,725	112,925
Total Revenues	\$1,493	\$4,825	\$7,757	\$53,725	\$113,425
Total Local Tax Funding	\$2,811,035	\$3,003,506	\$3,275,232	\$2,627,634	\$2,630,190
FTE Summary	26.00	19.00	19.00	18.00	18.00



Loudoun County Government
FY 2011 Adopted Fiscal Plan

General Services
Public Works

Performance Measures	FY 2008 Actual	FY 2009 Actual	FY 2010 Estimated	FY 2011 Projected
Objective: Acquire tools and equipment to enable emergency response.				
• Assigned response personnel are equipped with personal protective gear	95%	100%	100%	100%
• Major emergency response equipment identified & acquired	100%	100%	100%	100%
• Required tools are stocked and available for emergency response.	100%	100%	100%	100%
Objective: Provide awareness and emergency response training to 100% of assigned personnel.				
• Awareness training completed for all public works personnel	100%	100%	100%	100%
• Emergency response and incident management training completed for management personnel	100%	100%	100%	100%
Objective: Execute the comprehensive stormwater infrastructure repair, maintenance and construction program.				
• Capital construction requirements identified	98%	100%	100%	100%
• Capital stormwater repair and maintenance funds obligated	96%	99%	100%	100%
• Essential repair and maintenance requirements identified and executed	97%	98%	100%	100%



**Loudoun County Government
FY 2011 Adopted Fiscal Plan**

General Services Facilities Support

Description

The Facilities Support Program provides for the maintenance of structures, building systems, safety systems, site improvements, parking lots and garages; managing design and construction of major facility repair and maintenance projects; management of workspace construction; housekeeping services; pest control; integrated space management; and preventive, essential, and emergency maintenance services for the County's physical plant. It also includes the acquisition of leased space, design assistance, workstation and furnishing installations, relocation services, building code compliance, Americans with Disabilities Act (ADA) compliance, medical records privacy act compliance (HIPAA), indoor air quality monitoring, and facility condition inspections. A combination of in-house and contracted resources are employed to implement these programs. The in-house trade skills that are included in this function are: space layout, project management, contract management, heating and air conditioning, plumbing, electrical, carpentry, locksmith, and custodial services.

Budget Overview

FY 2011 Issues

- The increasing age and high occupancy rates in existing facilities substantially increase maintenance requirements.
- Mandated Federal and State programs such as ADA, HIPAA, etc, require significant effort in addition to essential repair and maintenance.
- Periodic, detailed property condition surveys for the County's owned facilities are crucial to continuing the program to address and prioritize the most critical repair and maintenance requirements. Provide stop gap repair and maintenance to keep facilities operating until adequate levels of Capital Asset Preservation Program (CAPP) funding can be restored.

FY 2011 Goals

- Develop and execute major maintenance and repair programs for County-owned facilities. Implement cost-effective and timely technical solutions.
- Continue maintenance of County-owned facilities to ensure safe and healthy workspace to meet programmatic requirements.
- Acquire and manage, or terminate leased space to meet FY 11 funded user needs and schedules.

Program Financial Summary	FY 2007 Actual	FY 2008 Actual	FY 2009 Actual	FY 2010 Adopted	FY 2011 Adopted
Expenditures					
Personnel	\$2,630,025	\$2,954,702	\$2,995,142	\$3,063,769	\$3,022,919
Operations & Maintenance	17,244,764	18,977,234	19,628,130	17,973,014	18,697,295
Capital Outlay & Capital Acquisitions	722,230	368,088	0	0	0
Transfer to General Capital Improvement	100,000	0	0	0	0
Transfer to Central Services Fund	252,757	73,524	68,273	0	0
Total Expenditures	\$20,949,776	\$22,373,548	\$22,691,545	\$21,036,783	\$21,720,214
Revenues					
Use Of Money & Property	\$57,308	\$81,115	\$67,634	\$76,380	\$77,624
Charges For Services	100	0	1,440	2,790	2,790
Recovered Costs	77,268	99,555	107,196	84,100	84,100
Total Revenues	\$134,676	\$180,670	\$176,270	\$163,270	\$164,514
Public Safety Communications Fund	\$204,130	\$0	\$0	\$0	\$0
Total Local Tax Funding	\$20,610,970	\$22,192,878	\$22,515,275	\$20,873,513	\$21,555,700
FTE Summary	35.00	42.00	41.00	41.00	40.00



Loudoun County Government
FY 2011 Adopted Fiscal Plan

General Services
Facilities Support

Performance Measures	FY 2008 Actual	FY 2009 Actual	FY 2010 Estimated	FY 2011 Projected
Objective: Acquire and manage adequate leased space to support essential County programs and activities.				
• Acquire, build out, and occupy leased space without interruption or delay to County program activities	100%	100%	100%	100%
• Maintain average cost per square foot of leased space below \$25.00	\$22.24	\$21.63	\$23.00	\$23.00
• Notify landlords of facility emergencies within one hour.	100%	100%	100%	100%
• Notify landlords of routine/essential facility issues within one day of occupant notification	100%	100%	100%	100%
• Square feet of space leased by the County	431,619	421,868	422,000	422,000
Objective: Develop and execute major maintenance and repair programs for 148 County owned facilities.				
• Conduct assessments for County-owned facilities every five years (assess 20% of facilities annually)	90%	100%	100%	100%
• Execute 100% of identified CAPP projects during the fiscal year of funds appropriation	35%	90%	100%	100%
Objective: Repair and maintain County facilities to provide a safe, healthy and functional work environment.				
• Respond to emergency work requests within one hour	100%	100%	100%	100%
• Respond to routine/essential work requests within 48 hours	98%	99%	100%	100%
• Square feet of space maintained	1,153,448	1,213,250	1,214,160	1,390,160
• Unit cost per square foot of space maintained	\$2.53	\$2.56	\$2.37	\$2.42



**Loudoun County Government
FY 2011 Adopted Fiscal Plan**

**General Services
Fleet Management**

Description

The Fleet Management Program provides for the acquisition, outfitting, licensing, assignment, maintenance, replacement and disposition of County vehicles. The County's inventory includes general-purpose vehicles, special-use vehicles, public safety vehicles, fire apparatus, buses, motorcycles, heavy equipment and trailers. Vehicle maintenance is accomplished in partnership with the Loudoun County Public School division using both School resources at the Vehicle Maintenance Facility and contracted service providers. This program also manages the County's vehicle operating and replacement funds.

Budget Overview

FY 2011 Issues

- The volatility of fuel prices is likely to continue to increase the operating costs of the County's vehicle fleet.
- The maintenance workload will exceed the resource capacity at the Vehicle Maintenance Facility as the combined County and School fleet continues to grow.
- The lack of a dedicated satellite vehicle maintenance, fueling and parking site in eastern Loudoun County will continue to affect both the County and School fleets.
- The continuing fiscal constraints necessitate extending the useful life of the fleet's vehicles and deferring the acquisition of replacement vehicles.

FY 2011 Goals

- Continue to assist the Department of Fire, Rescue and Emergency Services with the implementation of a Reserve Apparatus Fleet.
- Relocate the vehicle fueling site in eastern Loudoun County to a more accessible location that also provides parking for County and School vehicles.
- Continue to seek opportunities to restrain vehicle operating cost increases, contain capital replacement costs and increase the County's inventory of hybrid and alternative fuel vehicles.
- Establish an accessible vehicle fueling site in southern Loudoun County that also provides parking for County and School vehicles.

Program Financial Summary	FY 2007 Actual	FY 2008 Actual	FY 2009 Actual	FY 2010 Adopted	FY 2011 Adopted
Expenditures					
Personnel	\$582,302	\$657,534	\$672,900	\$678,045	\$601,168
Operations & Maintenance	502,138	428,470	533,008	165,713	172,213
Total Expenditures	\$1,084,440	\$1,086,004	\$1,205,908	\$843,758	\$773,381
Revenues					
Recovered Costs	\$68,981	\$70,678	\$45,668	\$70,000	\$65,000
Total Revenues	\$68,981	\$70,678	\$45,668	\$70,000	\$65,000
Total Local Tax Funding	\$1,015,459	\$1,015,326	\$1,160,240	\$773,758	\$708,381
FTE Summary	8.00	8.48	10.00	10.00	9.00



Loudoun County Government
FY 2011 Adopted Fiscal Plan

General Services
Fleet Management

Performance Measures	FY 2008 Actual	FY 2009 Actual	FY 2010 Estimated	FY 2011 Projected
Objective: Increase the County's inventory of alternative fuel vehicles.				
• Flex-fuel (E85) vehicles in County Fleet	n/a ¹	30	51	75
• Hybrid vehicles in County Fleet	21	35	35	39
Objective: Operate and maintain County fleet vehicles to provide safe transportation.				
• County fleet vehicles in service on period end date	1,145	1,218	1,178	1,238
• Execute 100% of identified emissions vehicle inspections	100%	100%	100%	100%
• Execute 100% of identified State vehicle inspections	100%	100%	100%	100%
Objective: Operate and maintain County non-public safety vehicles to provide cost effective transportation.				
• County non-public safety vehicles in service at period end	594	603	597	612
• Limit fleet vehicle maintenance downtime to less than 2%	2.20%	1.75%	1.99%	1.99%
• Maintain fleet-wide cost per mile below \$0.20 for maintenance	\$0.18	\$0.14	\$0.19	\$0.19
Objective: Operate and maintain County public safety vehicles to provide cost effective transportation.				
• County public safety vehicles in service at period end	551	615	602	626
• Limit public safety vehicle maintenance downtime to less than 2%	1.70%	2.39%	1.99%	1.99%
• Maintain public safety cost/mile below \$0.20 for maintenance	\$0.18	\$0.20	\$0.19	\$0.19

¹ This is a new measure for FY 09; prior year history is not available.



Loudoun County Government
FY 2011 Adopted Fiscal Plan

General Services Management Support Services

Description

This program area provides countywide management of the mail distribution, central records and surplus property programs; selected fiscal activities to support the county-wide energy program; and fiscal and supply management support, as well as leadership and guidance to the department's other three programs: Fleet Management, Facilities Support and Public Works. Energy program activities include new utility service and installation support for facilities; utility budgeting and accounting for all County-occupied facilities; analysis, processing and reconciliation of energy charges and usage; and the development and implementation of energy contracts. Department-wide services include human resources management, training, budgeting and financial control, procurement, office automation support and real property records management.

Budget Overview

FY 2011 Issues

- The increasing cost of energy, the opening of new County facilities, and increasing service demands on all programs continue to escalate the cost of operating facilities.
- The use of technology to automate administrative tasks is critical for current staff to keep pace with the management workload of a department with expanding responsibilities.
- The service demands will exceed the resource capacity of the mail distribution program as the inventory of occupied County facilities continues to expand.

FY 2011 Goals

- Continue to assist agencies' migration to centrally-archived countywide records management.
- Restrain energy costs in a volatile energy market.
- Maintain fiscal controls while meeting increased service demands and complying with added regulatory oversight.
- Maximize surplus property and mail distribution program efficiencies while meeting expanding service requirements.

Program Financial Summary	FY 2007 Actual	FY 2008 Actual	FY 2009 Actual	FY 2010 Adopted	FY 2011 Adopted
Expenditures					
Personnel	\$975,184	\$890,536	\$856,732	\$839,113	\$853,918
Operations & Maintenance	86,379	87,030	112,446	114,383	105,577
Capital Outlay & Capital Acquisitions	0	13,400	0	0	0
Total Expenditures	\$1,061,563	\$990,966	\$969,178	\$953,496	\$959,495
Revenues					
Miscellaneous Revenue	\$39,847	\$70,531	\$68,580	\$65,000	\$70,000
Recovered Costs	338	0	0	0	0
Other Financing Sources	29	672	0	0	0
Total Revenues	\$40,214	\$71,203	\$68,580	\$65,000	\$70,000
Total Local Tax Funding	\$1,021,349	\$919,763	\$900,598	\$888,496	\$889,495
FTE Summary	11.00	12.00	10.00	9.00	9.00



Loudoun County Government
FY 2011 Adopted Fiscal Plan

General Services
Management Support Services

Performance Measures	FY 2008 Actual	FY 2009 Actual	FY 2010 Estimated	FY 2011 Projected
Objective: Increase both number of centrally-archived records stored at County Records Center by 6% per year and County government participation to minimize County records stored in agencies' office space.				
• Annual Inventory of records boxes stored at Centralized Record Center	9,347	10,566	12,500	13,750
• Number of County Divisions Participating in the Program	36	37	40	43
• Percentage increase in participation	2.86%	2.78%	8.10%	7.50%
• Percentage increase of record boxes stored at Central Records	16.67%	17.50%	6.00%	10.00%
Objective: Increase the number of surplus property items internally reallocated (re-purposed) to other County Agencies and maximize the revenue from the public resale of County surplus property.				
• Number of in-store items disposed	122	59	40	50
• Number of in-store sales	7,859	5,289	5,000	5,000
• Number of on-line auctions	186	513	482	500
• Number of repurposed/reallocated items	839	727	850	900
• Percentage of items reallocated/re-purposed and/or sold	98.60%	99.10%	99.30%	99.20%
• Revenue from in-store sales	\$71,412	\$44,614	\$42,000	\$42,000
• Revenue from on-line auctions	\$128,294	\$208,539	\$210,000	\$215,000
• Value of items re-purposed to another County agency	\$11,058	\$23,763	\$20,000	\$22,000
Objective: Operate and maintain County facilities to minimize annual energy cost increases.				
• Energy cost per square foot of maintained space	\$2.62	\$2.93	\$3.22	\$3.11
• Total cost of energy for all County maintained facilities	\$3,017,360	\$3,558,332	\$3,911,600	\$4,321,700



Information Technology

Information Technology

Computer Operations

Technology Services

Systems Development & Support Services

Communications Services

Internet/Intranet Services



Information Technology

Mission Statement

The mission of the Department of Information Technology (DIT) is to provide effective, accurate, and reliable information, communications, and office automation systems and services to all County departments, the courts, constitutional officers, and the Loudoun County Public School System (Schools).

Description

DIT provides information, office automation, and communications systems and services to the departments of the County government and public school system and radio services to the County's public safety agencies and volunteers. Assistance and services are also provided to the County's incorporated Towns and County staff that use State-provided equipment and networks. The department provides services on a 24-hour per day, seven day per week basis. County information systems manage data and provide management information for County and School functions including tax administration, public safety, dispatching, administration, land development, student information, and fiscal management. Services for County and School staff cover a range of activities including training; problem solving; hardware maintenance; systems development; network management; video services; teleworking services; radio communications; voice and data communications; copying, printing and imaging systems; and Help Desk services. The Department's services are provided through five programs. Voice communications, copying services, and imaging services are funded through the Central Services fund.

Budget Overview

FY 2011 Issues

- The technology based service delivery needs of County and Public School agencies and departments must be addressed with increasingly scarce Information Technology resources.
- Technology changes, the increasing mobile and virtual workforce, and changing demands require that DIT search out and implement new technologies.
- Implementation of replacement core financial, administrative and revenue systems while simultaneously maintaining the operational status of existing systems with reduced staffing.
- Community and County government broadband communications services require improvement in services and availability to ensure the continued vitality and growth of the community.
- Federal Communications Commission rulings require completion of public safety radio system rebanding in FY 12.
- One third of the information technology staff is eligible for retirement within four years resulting in loss of institutional knowledge and some required legacy IT skills.
- Maintaining the secure and reliable 24-hour per day operation of County servers with reduced staffing and excessive server to support staff ratios.

FY 2011 Major Goals

- Expand the wide area communications network to include four additional public school and County government facilities.
- Procure and begin implementation of new core financial, administrative and revenue systems.
- Effectively manage the provision of required technology based services with increasingly scarce resources.
- Continue implementation of County-wide document imaging.
- Continue the rebanding of the public safety radio system to new frequencies to meet the FY 12 FCC deadline.
- Begin upgrade of the Public Schools' Student Information System.
- Complete the connection of the County network to the National Capitol Region public safety broadband network (NCRnet).
- Continue facilitation of expanding and enhancing broadband services to citizens and businesses with emphasis on western Loudoun.

FY 2010 Major Achievements

- Converted the County's network to Microsoft Active Directory and Microsoft Exchange/Outlook.
- Expanded the wide area communications network to include four additional public school and County government facilities.
- Facilitated staff teleworkers and mobile workers through development of systems and implementation of new technologies.
- Implemented a new and upgraded Public Safety Radio System.
- Conducted requirements definitions, developed and issued an RFP, evaluated responses, and selected vendors for replacement of the core financial, administrative and revenue systems.
- Began implementation of the County network's connection to the National Capitol Region network (NCRnet).
- Began implementation of the upgrade to the backup Emergency Communications Center.



**Loudoun County Government
FY 2011 Adopted Fiscal Plan**

Information Technology

Departmental Financial Summary	FY 2007 Actual	FY 2008 Actual	FY 2009 Actual	FY 2010 Adopted	FY 2011 Adopted
Expenditures					
Personnel	\$8,564,814	\$9,228,446	\$9,461,458	\$9,508,300	\$9,590,777
Operations & Maintenance	9,667,674	8,604,959	8,219,710	6,527,090	6,524,228
Capital Outlay & Capital Acquisitions	2,649,729	2,985,039	674,501	49,000	31,000
Transfer to General Capital Improvement	910	0	0	0	0
Total Expenditures	\$20,883,127	\$20,818,444	\$18,355,669	\$16,084,390	\$16,146,005
Revenues					
Other Local Taxes	\$0	\$2,653,953	\$2,440,703	\$2,767,000	\$2,630,000
Miscellaneous Revenue	0	17,157	0	0	0
Recovered Costs	1,442	109,381	0	0	0
Other Financing Sources	0	110,000	0	0	0
Total Revenues	\$1,442	\$2,890,491	\$2,440,703	\$2,767,000	\$2,630,000
Public Safety Communications Fund	\$2,038,603	\$0	\$0	\$0	\$0
Local Tax Funding	\$18,843,082	\$17,927,953	\$15,914,966	\$13,317,390	\$13,516,005
FTE Summary	81.39	84.39	86.39	84.39	84.19

FY 2011 Board Action

The FY 11 Adopted Fiscal Plan for the Department of Information and Technology includes a reduction of 0.20 FTE and \$48,000 in Local Tax Funding. Increases in benefit costs for health insurance and retirement are also included. Health insurance premiums reflect an annual increase of 10% for FY 11.

Budget History

FY 07: The Board added 2.00 FTE, one systems analyst and one systems programmer, to the Public Safety Communications Fund.

FY 07: Mid-year: 3.00 FTE were transferred from Parks, Recreation and Community Services and MH/MR/SAS and 2.00 FTE from central services were transferred to General Services.

FY 08: Mid-year: 2.00 FTE were transferred from Parks, Recreation and Community Services.

FY 10: The Board reduced 2.00 FTE, one systems programming supervisor and one systems analyst.

Additional information on the Central Services Fund and on this department's scheduled projects can be found in Volume 2 of this document.



**Loudoun County Government
FY 2011 Adopted Fiscal Plan**

Information Technology

Expenditures by Program	FY 2007 Actual	FY 2008 Actual	FY 2009 Actual	FY 2010 Adopted	FY 2011 Adopted
Computer Operations	\$3,742,120	\$5,175,167	\$4,539,257	\$4,633,032	\$4,734,224
Technology Services	5,294,548	5,063,886	4,667,796	3,488,046	3,467,552
Systems Development & Support Services	5,055,323	5,530,323	5,970,968	5,851,399	5,836,888
Communications Services	5,267,784	3,570,585	1,982,164	1,513,974	1,510,416
Internet/Intranet Services	690,171	622,125	608,067	597,939	596,925
Planning & Strategic Initiatives	200,267	195,890	196,917	0	0
Administration	632,914	660,468	390,500	0	0
Total Expenditures	\$20,883,127	\$20,818,444	\$18,355,669	\$16,084,390	\$16,146,005

Revenues by Program	FY 2007 Actual	FY 2008 Actual	FY 2009 Actual	FY 2010 Adopted	FY 2011 Adopted
Computer Operations	\$0	\$110,000	\$0	\$0	\$0
Communications Services	2,038,603	2,780,491	2,440,703	2,767,000	2,630,000
Administration	1,442	0	0	0	0
Total Revenues	\$2,040,045	\$2,890,491	\$2,440,703	\$2,767,000	\$2,630,000

Local Tax Funding by Program	FY 2007 Actual	FY 2008 Actual	FY 2009 Actual	FY 2010 Adopted	FY 2011 Adopted
Computer Operations	\$3,742,120	\$5,065,167	\$4,539,257	\$4,633,032	\$4,734,224
Technology Services	5,294,548	5,063,886	4,667,796	3,488,046	3,467,552
Systems Development & Support Services	5,055,323	5,530,323	5,970,968	5,851,399	5,836,888
Communications Services	3,229,181	790,094	(458,539)	(1,253,026)	(1,119,584)
Internet/Intranet Services	690,171	622,125	608,067	597,939	596,925
Planning & Strategic Initiatives	200,267	195,890	196,917	0	0
Administration	631,472	660,468	390,500	0	0
Total Local Tax Funding	\$18,843,082	\$17,927,953	\$15,914,966	\$13,317,390	\$13,516,005

Staffing Summary by Program	FY 2007 Actual	FY 2008 Actual	FY 2009 Actual	FY 2010 Adopted	FY 2011 Adopted
Computer Operations	14.53	18.53	18.53	18.18	19.18
Technology Services	18.00	17.38	17.38	20.38	19.38
Systems Development & Support Services	34.86	36.86	39.13	39.10	38.90
Communications Services	5.00	2.00	2.00	2.00	2.00
Internet/Intranet Services	4.00	5.00	4.73	4.73	4.73
Planning & Strategic Initiatives	1.00	1.00	1.00	0.00	0.00
Administration	4.00	3.62	3.62	0.00	0.00
Total FTE	81.39	84.39	86.39	84.39	84.19



Information Technology Computer Operations

Description

This program is responsible for the operation of the County's data center, which consists of three major functions: computer operations, systems programming, and information security. Computer operators perform computer console operations, print and distribute reports, and back up the major computers and 203+ network file servers to centralized tape storage equipment. The systems programming function is responsible for administering the County's email system and ensuring that the software operating systems for the major computers are operational and up to date. This requires the monitoring of system performance, installation of new software releases, fixing "bugs," and problem solving. Computer Operations is also responsible for the development and administration of the County's information technology security program and policies including maintaining all Microsoft Windows operating systems at current patch levels. The security policies define the information and systems security responsibilities of DIT and the departments that use County networks and over 177 major County government and School information systems and networks.

Budget Overview

FY 2011 Issues

- Ensuring the secure and dependable 24-hour per day operation of the mainframe computer with 1/3 fewer systems programming staff resources resulting from FY 10 budget reductions.
- Ensuring the secure and dependable 24-hour per day operation of Windows servers with staffing at approximately 50% below the national average.
- Maintain a secure and operational County Government technology infrastructure in an environment of increasing threats.

FY 2011 Goals

- Minimize the County's risk to SPAM, computer viruses, and other network/server nuisances and threats.
- Maintain 99% availability of the County's major computer systems.
- Continue FY 10 initiatives to virtualize Windows servers.

Program Financial Summary	FY 2007 Actual	FY 2008 Actual	FY 2009 Actual	FY 2010 Adopted	FY 2011 Adopted
Expenditures					
Personnel	\$1,453,428	\$2,016,914	\$1,963,574	\$1,998,842	\$2,158,495
Operations & Maintenance	2,102,728	2,578,555	2,200,126	2,634,190	2,575,729
Capital Outlay & Capital Acquisitions	185,964	579,698	375,557	0	0
Total Expenditures	\$3,742,120	\$5,175,167	\$4,539,257	\$4,633,032	\$4,734,224
Revenues					
Other Financing Sources	\$0	\$110,000	\$0	\$0	\$0
Total Revenues	\$0	\$110,000	\$0	\$0	\$0
Total Local Tax Funding	\$3,742,120	\$5,065,167	\$4,539,257	\$4,633,032	\$4,734,224
FTE Summary	14.53	18.53	18.53	18.18	19.18



Loudoun County Government
FY 2011 Adopted Fiscal Plan

Information Technology Computer Operations

Performance Measures	FY 2008 Actual	FY 2009 Actual	FY 2010 Estimated	FY 2011 Projected
Objective: Manage SPAM, contain viruses and other email related threats.				
• Email Delivered	12,900,574	17,302,567	16,647,976	19,553,964
• Email Received	49,254,369	50,348,620	64,030,679	43,308,616
• FTEs Gained as a Result of Minimized Spam and Malicious Email* ¹	25.89	23.55	33.29	16.92
• Threats Removed	36,353,795	33,066,045	46,742,396	23,754,652
Objective: Migrate from the current Novell environment to Microsoft Active Directory.				
• Establish Active Directory ²	n/a	90%	100%	100%
• Groupwise to Exchange ²	n/a	75%	100%	100%
• Systems Management Service ²	n/a	90%	100%	100%
Objective: Maintain operational availability of all major computer systems.				
• Major Computer Availability	99.97%	99.99%	99.95%	98.00%
• Project to Virtualize Windows Servers	83.50%	100.00%	100.00%	100.00%
• Windows Servers Virtualized	30	56	60	75
Objective: Update disaster recovery plans, procedures and acquire equipment.				
• Develop Disaster Recovery Priorities ²	n/a	75%	75%	70%
• Establish Disaster Recovery Plan ²	n/a	n/a	25%	30%
• Implement Disaster Recovery Plan ²	n/a	n/a	50%	50%
• Obtain Disaster Recovery Site ²	n/a	n/a	100%	100%

¹ Industry statistics show that 5 to 15 seconds are required to open, read, and dispose of SPAM and malicious email. Based on a conservative 5 second average, almost 17 FTE are gained in FY 11 by the automatic identification of almost 24 million pieces of malicious or SPAM mail that will enter the County's email gateway but not be delivered.

² This is a new measure for FY 10; prior year history is not available.



Information Technology Technology Services

Description

This program provides technical support services to County government offices, community centers, libraries, School administrative offices, school buildings, and other facilities; and to staff located in these facilities. Services include personal computer equipment and software installation; troubleshooting and repair; equipment upgrades; asset control; telephone services; copiers; scanners; video conferencing; networking; and help desk services. The Town of Leesburg's administrative offices and all public School facilities are connected to the County's wide-area network and are provided Internet access, firewall services, virus scanning, and other services. Support and problem solving assistance is also provided to departments and agencies equipped with State-owned and operated hardware, software, and networks.

Budget Overview

FY 2011 Issues

- Ensuring effective technical and fiscal management of program operations with limited resources.
- Providing the underlying support and technologies required to assist County agencies in providing efficient services to Loudoun County residents.
- Maintaining the functional usability of personal computers that have been extended to a six year replacement cycle.
- Ensuring region-wide data communication with National Capitol Region localities through connection of the County network to the NCRnet.

FY 2011 Goals

- Provide a responsive and reliable network infrastructure for voice and data.
- Replace core legacy telephony equipment with contemporary VOIP capable systems where economically feasible.
- Extend and modify the wide area communications network to include six additional public school and County government facilities and three modified or expanded existing facilities.
- Plan and evaluate solutions to keep the County network fiber backbone current and capable of supporting emerging technologies.
- Complete the County network connection to the National Capitol Region public safety broadband network (NCRnet).

Program Financial Summary	FY 2007 Actual	FY 2008 Actual	FY 2009 Actual	FY 2010 Adopted	FY 2011 Adopted
Expenditures					
Personnel	\$1,633,106	\$1,726,893	\$1,771,141	\$2,124,846	\$2,006,685
Operations & Maintenance	3,285,817	2,829,427	2,685,972	1,323,200	1,438,913
Capital Outlay & Capital Acquisitions	374,715	507,566	210,683	40,000	22,000
Transfer to General Capital Improvement	910	0	0	0	0
Total Expenditures	\$5,294,548	\$5,063,886	\$4,667,796	\$3,488,046	\$3,467,598
 Total Local Tax Funding	 \$5,294,548	 \$5,063,886	 \$4,667,796	 \$3,488,046	 \$3,467,598
 FTE Summary	 18.00	 17.38	 17.38	 20.38	 19.38



Loudoun County Government
FY 2011 Adopted Fiscal Plan

Information Technology Technology Services

Performance Measures	FY 2008 Actual	FY 2009 Actual	FY 2010 Estimated	FY 2011 Projected
Objective: Add new County government and public school facilities to County Network.				
• Customer Satisfaction Rating for Network Services ¹	n/a	94%	95%	95%
• Number of planned new networked facilities	8	9	4	6
• Percent of New School/County Connections Completed	100%	100%	100%	100%
Objective: Close 50% of Help Desk Non-Hardware Calls on Initial Contact.				
• Calls Closed on Initial Contact	8,868	10,821	9,000	12,600
• Calls Closed per Help Desk Staff	2,217	3,751	2,300	3,150
• Customer Satisfaction Rating for Help Desk Services	96%	96%	95%	95%
• Help Desk Calls Closed on Initial Contact	56%	75%	57%	60%
• Help Desk Calls Received	15,961	23,180	16,000	21,000
Objective: Close 90% of service call requests within 48 hours.				
• Calls Opened	15,961	23,180	16,000	21,000
• Customer Satisfaction Rating for PC/Printer Support Services	96.00%	94.50%	95.00%	95.00%
• Number Desktops Maintained per System Engineer	457	471	500	503
• Number of calls closed within 48 Hours	13,046	17,756	14,000	15,750
• Number of Desktops Maintained	3,204	3,299	3,500	3,521
• PC/Printer Calls Closed within 48 Hours	74%	76%	74%	75%
Objective: Upgrade networks.				
• Planned upgrades accomplished	3	2	2	2

¹ This is a new measure for FY 09; prior year history is not available.



Information Technology Systems Development & Support Services

Description

The Systems Development and Support Program provide services for support of existing information systems and the development of new systems. Systems analysis and design, computer programming, and database administration services are provided to 37 County government departments, the Offices of the County Administrator, County Attorney, and Board of Supervisors; the Courts; and the Public School System. Over 177 major information systems and subsystems are utilized by the County government and Schools and are maintained and supported by this program. Services are provided through six staff teams assigned to two of DIT's operating divisions.

Budget Overview

FY 2011 Issues

- Implementing new core financial, administrative, and revenue systems while supporting existing information systems with decreased staff resources and staff turnover caused by retirements.
- Maintaining the correct mix of staff with legacy skills and institutional knowledge and staff with new skills in an environment where one third of the IT staff can retire within the next four years.
- Improving project management and systems development practices and procedures to continue compliance with the financial auditor's recommendations, ensure a safe and effective systems development, and support environment.

FY 2011 Goals

- Completion of 90% of systems development projects (estimated at more than three days to complete) on time.
- Maintain the operational and productive status of existing information systems.
- Award contracts, develop a project timeline, and initiate implementation of new County core financial systems.
- Initiate Implementation of an upgraded software release of the Public Schools' Student Information System.

Program Financial Summary	FY 2007 Actual	FY 2008 Actual	FY 2009 Actual	FY 2010 Adopted	FY 2011 Adopted
Expenditures					
Personnel	\$3,842,365	\$4,251,393	\$4,471,001	\$4,648,012	\$4,682,317
Operations & Maintenance	873,553	1,141,066	1,429,795	1,203,387	1,154,571
Capital Outlay & Capital Acquisitions	339,405	137,864	70,172	0	0
Total Expenditures	\$5,055,323	\$5,530,323	\$5,970,968	\$5,851,399	\$5,836,888
 Total Local Tax Funding	 \$5,055,323	 \$5,530,323	 \$5,970,968	 \$5,851,399	 \$5,836,888
 FTE Summary	 34.86	 36.86	 39.13	 39.10	 38.90



**Loudoun County Government
FY 2011 Adopted Fiscal Plan**

Information Technology Systems Development & Support Services

Performance Measures	FY 2008 Actual	FY 2009 Actual	FY 2010 Estimated	FY 2011 Projected
Objective: Implement new or upgraded systems¹				
• Award vendor contracts for new core County financial systems	n/a	n/a	75%	100%
• Develop detailed project plan and timeline for finance systems	n/a	n/a	25%	100%
• Implement new core financial systems	n/a	n/a	n/a	10%
• Implement the upgraded Student Information System	n/a	n/a	n/a	90%
Objective: Maintain the operational status of the existing County Government and Public Schools' information systems and provide support to staff.				
• Number of existing systems	147	159	160	180
• Percent of total systems development resources required for systems maintenance and County staff support	47%	47%	47%	50%
Objective: Provide timely systems development and enhancement services to Schools.				
• Annual demand of project requests for Schools	263	270	245	250
• Number of projects completed for Schools	211	195	190	180
• Number of projects pending at year end for Schools	53	75	55	70
• Percent of projects/tasks completed on time for Schools	95%	90%	90%	86%
• Existing capacity by work month resources for Schools	56.35	54.88	56.35	54.88
• Average work months per completed project for Schools	0.27	0.28	0.26	0.30
• Unmet demand annual demand/work months for Schools	14.15	21.11	14.30	21.00
Objective: Provide timely systems development and enhancement services to County Government.				
• Annual volume of project requests for County Government	393	563	440	500
• Number of projects completed for County Government	234	281	255	220
• Number of projects pending at year end for County Government	159	282	185	280
• Percent of projects/tasks completed on time for County Government	84%	87%	88%	83%
• Existing capacity by work month resources for County Government	133.56	129.10	133.56	121.80
• Average work months per completed project for County Government	0.57	0.46	0.55	0.55
• Unmet demand annual demand/work months for County Government	90.75	129.57	101.75	154.00

¹ This is a new objective for FY 10; prior year history is not available.



**Loudoun County Government
FY 2011 Adopted Fiscal Plan**

Information Technology Communications Services

Description

This program is responsible for ensuring the working order and performance of the County government's radio communications systems that include the radio transmitters, radio console systems, ten radio tower sites, hand-held and vehicle mounted mobile radios, the E-911 public safety communications equipment and the E-911 voice/radio recording equipment. The system provides radio and paging communication for Fire, Rescue and Emergency Management, the Volunteer Fire and Rescue Companies, the Sheriff's Department, Animal Care & Control, and the Police Departments for the Towns of Leesburg, Middleburg, and Purcellville. There are also radios in use by the Virginia Game Wardens serving Loudoun County, Northern Virginia Community College security, Commonwealth's Attorney, Juvenile Probation, General Services, and the Treasurer's Office. This program supports high speed microwave data communications equipment and is responsible for oversight of the critical power and cooling infrastructure in the Information Technology Center.

Budget Overview

FY 2011 Issues

- Rebanding the public safety radio frequencies because of Federal Communications Commission rulings.
- Ensuring the maintenance and operation of critical power, HVAC, security and other environmental and technological systems at the Information Technology Center and radio tower sites required to provide 24 hours a day, seven days a week information technology and radio communications throughout the County.

FY 2011 Goals

- Support the activities related to conversion of the public safety radio system frequencies to the new 800 MHz radio frequencies scheduled for completion in FY 12.
- Complete the implementation of Phase I of the new public safety radio system.
- Maintain 99.9% functional availability of the public safety radio system.
- Complete the implementation of the upgrade to the backup Emergency Communications Center.

Program Financial Summary	FY 2007 Actual	FY 2008 Actual	FY 2009 Actual	FY 2010 Adopted	FY 2011 Adopted
Expenditures					
Personnel	\$531,559	\$217,001	\$224,541	\$222,533	\$224,635
Operations & Maintenance	3,240,945	1,883,881	1,754,510	1,282,441	1,276,781
Capital Outlay & Capital Acquisitions	1,495,280	1,469,703	3,113	9,000	9,000
Total Expenditures	\$5,267,784	\$3,570,585	\$1,982,164	\$1,513,974	\$1,510,416
Revenues					
Other Local Taxes	\$0	\$2,653,953	\$2,440,703	\$2,767,000	\$2,630,000
Miscellaneous Revenue	0	17,157	0	0	0
Recovered Costs	0	109,381	0	0	0
Total Revenues	\$0	\$2,780,491	\$2,440,703	\$2,767,000	\$2,630,000
Public Safety Communications Fund	\$2,038,603	\$0	\$0	\$0	\$0
Total Local Tax Funding	\$3,229,181	\$790,094	\$(458,539)	\$(1,253,026)	\$(1,119,584)
FTE Summary	5.00	2.00	2.00	2.00	2.00



Loudoun County Government
FY 2011 Adopted Fiscal Plan

Information Technology Communications Services

Performance Measures	FY 2008 Actual	FY 2009 Actual	FY 2010 Estimated	FY 2011 Projected
Objective: Maintain the public safety radio system at 99.99% availability.				
• 800 MHz System Availability	100.00%	100.00%	99.99%	99.99%
• Implement Phase I of the new public safety radio system ¹	n/a	40%	100%	100%
• Public Safety Radio System Upgrade Implementation ¹	n/a	40%	90%	100%
• Public Safety Radio System Upgrade Procurement Contract ¹	n/a	100%	100%	100%
• Public Safety Radio System Upgrade Requirements Analysis ¹	n/a	100%	100%	100%
Objective: Negotiate contract with Motorola Communications and Nextel Communications for rebanding work and complete system rebanding by 2011.				
• Negotiate & Award Motorola Contract for Services ¹	n/a	100%	100%	100%
• Negotiate & Execute Contract with Sprint/Nextel for Payment of Rebanding Costs	100%	n/a	100%	100%
• Reband the Public Safety Radio System ¹	n/a	50%	70%	90%
Objective: Install required hardware and software to support mobile data communications in Fire & Rescue apparatus by 2009.				
• Install High Performance Data System to Replace Old Mobile Data System ¹	n/a	10%	75%	100%
• Install Mobile Data Hardware and Software ¹	n/a	61%	100%	100%

¹ This is a new measure for FY 09; prior year history is not available.



Information Technology Internet/Intranet Services

Description

The Internet/Intranet Program is responsible for design, installation, and maintenance of systems that are the County government's Internet website and Intranet applications. The program develops applications that facilitate access to information in the County's major information systems. Other applications improve business processing by providing for collection of taxes and other fees via the Internet as well as the facilitation of information collection and communication. The Internet/Intranet division is also responsible for the enterprise imaging/document management system, teleconferencing systems, webcasting of Board and Board committee meetings and management and training for personal communications systems (i.e., newsletter system, PDA's, email, archiving, etc.).

Budget Overview

FY 2011 Issues

- Seek opportunities to work with other departments and agencies to implement efficiency improvement changes to internal County government processes through improved utilization of office technologies.
- Continued increases to County department and agency utilization of the County government website for direct provision of citizen services and information will require additional resources.
- Maintain website compliance with Americans with Disabilities Act (ADA) as required.
- Maintain 24x7 operations of existing systems with static or declining resources and demands for new systems and services.

FY 2011 Goals

- Maintain compliance with ADA regulations by expanding the use of the content management system in the County's Internet and Intranet websites.
- Expand the use of public meeting web casting and newsletter subscription to enhance information delivery to the public.
- Expand the document imaging and management system with integration to existing information systems.
- Maintain 24 hours a day, seven days a week operation of County web based systems and services.
- Implement four new web based services and systems for County departments.

Program Financial Summary	FY 2007 Actual	FY 2008 Actual	FY 2009 Actual	FY 2010 Adopted	FY 2011 Adopted
Expenditures					
Personnel	\$610,415	\$508,440	\$515,590	\$514,067	\$518,645
Operations & Maintenance	74,518	99,977	78,769	83,872	78,280
Capital Outlay & Capital Acquisitions	5,238	13,708	13,708	0	0
Total Expenditures	\$690,171	\$622,125	\$608,067	\$597,939	\$596,925
 Total Local Tax Funding	 \$690,171	 \$622,125	 \$608,067	 \$597,939	 \$596,925
 FTE Summary	 4.00	 5.00	 4.73	 4.73	 4.73



Loudoun County Government
FY 2011 Adopted Fiscal Plan

Information Technology
Internet/Intranet Services

Performance Measures	FY 2008 Actual	FY 2009 Actual	FY 2010 Estimated	FY 2011 Projected
Objective: Increase/enhance services for residents and County employees using web technology.				
• Monthly internet user sessions on County website	225,783	321,025	370,000	350,000
• Monthly staff user sessions of the County Intranet	199,429	337,867	335,000	345,000
• Number of applications/systems maintained	66	74	75	76
• Number of New Applications/Systems Developed	4	4	4	4
• Number of projects/revisions in queue	60	59	35	30
Objective: Implement enterprise document management/imaging.				
• Number of departments utilizing document enterprise imaging	3	7	8	10
• Number of government center departments to implement	27	23	22	20
• Project to replace legacy accounting/imaging system	90%	99%	100%	100%
Objective: Implement webcasting of public meetings and programs				
• Number of webcasts	32	32	36	38



Management and Financial Services

Management and Financial Services

Human Resources Management

Accounting & Financial Analysis

Budget Analysis & Research

Procurement



Management and Financial Services

Mission Statement

The mission of the Department of Management and Financial Services is to effectively support the provision of direct services to the residents of Loudoun County by professionally managing, on behalf of the County Administrator, organization-wide processes and providing sound advice in the areas of budget, human resources management, procurement and financial management.

Description

The Department of Management and Financial Services provides centralized support to other County agencies and the County Administrator in the areas of budgeting, management, research, human resources, benefits management, training, procurement, financial accounting and reporting, payroll, risk management, insurance, capital financing and debt management. The department's programs include Human Resources Management, Accounting and Financial Analysis, Budget Analysis and Research, and Procurement. In addition, the department functions as the County liaison to the Board of Equalization.

Budget Overview

FY 2011 Issues

- The County government has responded to continuing population growth and changing demographics by actively managing enhancements to County services and a substantial capital program. Proliferation in the number of programs and capital projects places a growing demand on department staff.
- Recent staff turnover, with its corollary impact on training and productive capacity, will require additional training and workload adjustments for several divisions.
- Management of Countywide benefit and self-insurance programs continues to represent a challenge as market-wide pressures underscore the need for innovative cost management.
- The County's financial and human resources systems and the technology upon which they were built have been pushed far beyond their useful lifecycle. Most of the legacy systems are not supported by the original vendor and must be maintained by DIT support personnel. External support arrangements for other systems have, in some cases, deteriorated from lack of qualified resources.
- With the economic crisis and related budget ramifications, recruitment and retention of a high-performing, continuous-learning workforce remains a top priority. Focus on employee development must continue if Loudoun County is to remain an employer of choice in the DC metro region.
- The rising costs of benefits, particularly health insurance, have required and will continue to require innovative solutions to minimize increased costs to the County as well as to employees. The goals are to motivate employees to utilize the county's network providers to take advantage of the county's award-winning wellness program.
- The loss of staffing will impact the delivery of services and will challenge remaining staff in meeting timelines and fulfilling requirements while implementing a new financial and human resources system.
- Managing the rollout of the American Reinvestment & Recovery Act (ARRA) and compliance associated with funding.

FY 2011 Major Goals

- Manage the debt issuance process and maintain the debt limits set by the Board of Supervisors.
- Install financial management subsystems in other departments to aid in the automation of the General Government.
- Continue to expand the Board of Supervisors' initiative on grants management.
- Manage the County's insurance programs to provide maximum cost effectiveness and benefit.
- Implement employee training programs that are focused on a core competency training model with e-training initiatives, project management training and Spanish language training. A continued customer service focus will enhance service delivery to residents.
- Continue the expansion and participation in the Public/Private Partnership of Education Facilities program for the County.
- Award of contract for the replacement of the current financial system and human resources system.
- Engage the workforce to take advantage of our award-winning wellness program.
- Implement comprehensive risk management programs and safety measures.
- Obtain Distinguished Budget Presentation Award and Certificate of Achievement for Excellence in Financial Reporting from the Government Finance Officers' Association for the FY 2011 Adopted Budget document and the FY 2010 Comprehensive Annual Financial Report.
- Obtain the Achievement of Excellence in Procurement Award for 2010 from the National Procurement Institute.

FY 2010 Major Achievements

- Successfully recruited 640 new employees (185 regular employees, 455 temporary employees) in order to provide high quality service delivery to residents.
- Received Distinguished Budget Presentation Award and Certificate of Achievement for Excellence in Financial Reporting



**Loudoun County Government
FY 2011 Adopted Fiscal Plan**

Management and Financial Services

from the Government Finance Officers' Association for the FY 10 Adopted Budget document and the FY 08 Comprehensive Annual Financial Report.

- Loudoun County received the American Heart Association Gold Start! Fit-Friendly Award in April 2009 for the second year in a row. The County's Wellness Program has improved employee use of preventive care options as well as decreased health care costs and disease trends.
- Successful procurement and implementation of new FSA, COBRA and Retiree Billing vendor which will improve efficiencies and reduce administrative costs.
- In 2009, 2,484 residential and commercial appeals were submitted to the Board of Equalization (BOE) with 1,344 appeals being heard. In comparison to 2008, 1,401 residential and commercial appeals were reviewed by the Board of Equalization with 1,160 appeals being heard.
- Earned Achievement of Excellence in Procurement Award for 2009 from National Procurement Institute and the Outstanding Agency Accreditation Achievement Award from the National Institute of Governmental Purchasing (NIGP). This is a three-year accreditation for local, State and Federal agencies which formally recognizes excellence in procurement.
- The County took advantage of favorable market conditions and refunded over \$89 million of general obligation bonds issued between 1998 and 2007, saving taxpayers \$4 million.



**Loudoun County Government
FY 2011 Adopted Fiscal Plan**

Management and Financial Services

Departmental Financial Summary	FY 2007 Actual	FY 2008 Actual	FY 2009 Actual	FY 2010 Adopted	FY 2011 Adopted
Expenditures					
Personnel	\$7,529,663	\$6,883,801	\$6,799,321	\$6,663,712	\$6,762,031
Operations & Maintenance	3,296,455	3,622,787	3,460,734	3,973,088	3,699,991
Capital Outlay & Capital Acquisitions	97,634	0	0	0	0
Total Expenditures	\$10,923,752	\$10,506,588	\$10,260,055	\$10,636,800	\$10,462,022
Revenues					
Use Of Money & Property	\$165,449	\$153,818	\$103,827	\$0	\$0
Charges For Services	3,934	261	231	0	0
Miscellaneous Revenue	99,641	108,117	58,202	100,043	38,700
Recovered Costs	0	30,819	51	10,000	0
State Shared Expenses	0	39,706	0	0	0
Other Financing Sources	0	193,431	637,086	90,000	271,028
Total Revenues	\$269,024	\$526,152	\$799,397	\$200,043	\$309,728
Local Tax Funding	\$10,654,728	\$9,980,436	\$9,460,658	\$10,436,757	\$10,152,294
FTE Summary	73.64	75.64	76.84	77.84	77.84

FY 2011 Board Action

The FY 11 Adopted Fiscal Plan for Management and Financial Services includes a reduction of 1.00 FTE and \$405,545 in Local Tax Funding. Health insurance premiums reflect an annual increase of 10% for FY 11.

Budget History

FY 07: The Board added 3.00 FTE for a debt specialist, financial specialist and a contracting officer.

FY 07: Mid-Year: 1.00 FTE was transferred from Economic Development and 1.00 FTE was transferred to Human Resources for the Risk Management Program.

FY 08: Mid-Year: 2.00 FTE were transferred from Parks, Recreation & Community Services to Budget and Research & Analysis for staff support. A 1.00 FTE support position for the Board of Equalization was reassigned to Management & Financial Services to provide continued service for that function.

FY 09: The Board reduced 1.00 FTE for a grant specialist and 0.80 FTE for a human resource administrative assistant.

FY 09 Mid-Year: 1.00 FTE for a capital specialist transferred to the Office of Capital Construction and 1.00 FTE for a policy analyst transferred from County Administration.

FY 10: 5.00 FTEs were reduced from Human Resources Management, Procurement, and Budget Analysis and Research with an associated decrease in local tax funding of \$502,000, as well as a \$238,000 reduction to the employee awards program, eCivis grants management contract, and the management intern program. Six approved, unfunded, vacant, and frozen positions were removed from the department where previously assigned, and were held in the Human Resources Division until reassignment is made.

FY 10 Mid Year: 1.00 FTE transferred from Building and Development into Budget Analysis and Research for grants management. Human Resources Management operations absorbed Human Resources Training.



Loudoun County Government
FY 2011 Adopted Fiscal Plan

Management and Financial Services

Expenditures by Program	FY 2007 Actual	FY 2008 Actual	FY 2009 Actual	FY 2010 Adopted	FY 2011 Adopted
Human Resources Management	\$5,164,264	\$4,495,176	\$3,939,903	\$5,276,263	\$5,175,743
Accounting & Financial Analysis	3,051,250	3,179,963	3,645,572	2,548,335	2,433,892
Budget Analysis & Research	1,568,702	1,789,168	1,582,040	1,645,950	1,719,111
Procurement	1,139,536	1,042,281	1,092,540	1,166,252	1,133,276
Total Expenditures	\$10,923,752	\$10,506,588	\$10,260,055	\$10,636,800	\$10,462,022
Revenues by Program					
	FY 2007 Actual	FY 2008 Actual	FY 2009 Actual	FY 2010 Adopted	FY 2011 Adopted
Human Resources Management	\$0	\$30,819	\$0	\$0	\$0
Accounting & Financial Analysis	254,137	288,557	801,854	191,343	120,000
Procurement	14,887	206,776	(2,457)	8,700	189,728
Total Revenues	\$269,024	\$526,152	\$799,397	\$200,043	\$309,728
Local Tax Funding by Program					
	FY 2007 Actual	FY 2008 Actual	FY 2009 Actual	FY 2010 Adopted	FY 2011 Adopted
Human Resources Management	\$5,164,264	\$4,464,357	\$3,939,903	\$5,276,263	\$5,175,743
Accounting & Financial Analysis	2,797,113	2,891,406	2,843,718	2,356,992	2,313,892
Budget Analysis & Research	1,568,702	1,789,168	1,582,040	1,645,950	1,719,111
Procurement	1,124,649	835,505	1,094,997	1,157,552	943,548
Total Local Tax Funding	\$10,654,728	\$9,980,436	\$9,460,658	\$10,436,757	\$10,152,294
Staffing Summary by Program					
	FY 2007 Actual	FY 2008 Actual	FY 2009 Actual	FY 2010 Adopted	FY 2011 Adopted
Human Resources Management	25.80	26.61	27.31	32.56	32.14
Accounting & Financial Analysis	20.00	22.80	21.30	20.55	20.13
Budget Analysis & Research	14.30	13.20	14.70	12.45	13.54
Procurement	13.54	13.03	13.53	12.28	12.03
Total FTE	73.64	75.64	76.84	77.84	77.84



Management and Financial Services

Human Resources Management

Description

The Human Resources division provides comprehensive human resources programs in the areas of employment, recruitment and selection, benefits administration, risk management, workers' compensation, policy development and interpretation, employee relations, communications, classification and compensation analysis and training. The Human Resources staff serves in a consultative role with staff of all departments and agencies to achieve strategic organizational and departmental goals.

Budget Overview

FY 2011 Issues

- The County remains in a challenging position to attract and retain a high-performing workforce. Projected turnover of approximately 8% may result in a total recruitment of 250 regular County positions, in addition to a multitude of recruitments for temporary staff.
- Meeting the demands of a workforce with expectations of professional development opportunities, competitive pay and benefits package and reasonable workload assignments will be a challenge given the growth and service demands the County faces while also dealing with expected reductions in County-wide operational funding for FY 11.
- Developing staff to position the County to be prepared for the increasing number of retirements and subsequent institutional loss of knowledge will be a major challenge.
- Management of county-wide benefit and self-insurance programs continues to present a challenge as market-wide pressures underscore the need for cost management. The rising costs of benefits, particularly health insurance, have required and will continue to require innovative solutions to minimize increased costs to the County as well as to employees.
- Identification of risk management concerns and evaluation of current safety programs in order to minimize exposure and future costs.

FY 2011 Goals

- Attract and retain high-performing employees.
- Evaluate performance management program.
- Manage the County's insurance programs to provide maximum cost effectiveness and benefit. Motivate employees to utilize more cost effective network providers.
- Continue to implement comprehensive risk management programs and safety measures.
- Evaluate training technology and seek opportunities to deliver training using a blended delivery format in a cost effective manner.
- Implement a crucial conversations training program, as part of the Core Competency Training Model.
- Review and audit all automated files prior to implementation of new human resources system.
- Engage the workforce to take advantage of the County's award-winning wellness program.
- Increase outreach efforts with the workforce to encourage them to take advantage of the mental health, legal and financial offerings of the Employee Assistance Program provider.



Loudoun County Government
FY 2011 Adopted Fiscal Plan

Management and Financial Services
Human Resources Management

Program Financial Summary	FY 2007 Actual	FY 2008 Actual	FY 2009 Actual	FY 2010 Adopted	FY 2011 Adopted
Expenditures					
Personnel	\$3,514,191	\$2,581,106	\$2,609,993	\$2,470,828	\$2,486,917
Operations & Maintenance	1,601,439	1,914,070	1,329,910	2,805,435	2,688,826
Capital Outlay & Capital Acquisitions	48,634	0	0	0	0
Total Expenditures	\$5,164,264	\$4,495,176	\$3,939,903	\$5,276,263	\$5,175,743
Revenues					
Recovered Costs	\$0	\$30,819	\$0	\$0	\$0
Total Revenues	\$0	\$30,819	\$0	\$0	\$0
Total Local Tax Funding	\$5,164,264	\$4,464,357	\$3,939,903	\$5,276,263	\$5,175,743
FTE Summary	25.80	26.61	27.31	32.56	32.14



Loudoun County Government
FY 2011 Adopted Fiscal Plan

Management and Financial Services
Human Resources Management

Performance Measures	FY 2008 Actual	FY 2009 Actual	FY 2010 Estimated	FY 2011 Projected
Engage employees in risk management training activities.				
• Number of employee participants in risk management training initiatives ¹	n/a	n/a	n/a	150
Maximize service level to the organization by increasing depth and breadth of HR knowledge. Training hours demonstrate the HR Division's commitment to continuous learning.				
• Percentage of HR staff with 20 hours of continuing education ¹	n/a	n/a	n/a	75%
Maximize learning opportunities to average a 3.5 on employee evaluations of learning offerings.				
• Learning Offering Evaluations ¹	n/a	n/a	n/a	3.50
Maximize measure of employee satisfaction with HR Benefits customer service in order to be at a 3.75 rating on a 1-5 Likert scale.				
• Customer experience satisfaction survey for Benefits ¹	n/a	n/a	n/a	3.75
Maximize measure of management satisfaction of HR Operation services to order to be at a 3.75 rating on a 1-5 Likert scale.				
• Customer experience satisfaction survey HR Operations	3.40	3.56	3.80	3.75
Maximize recruitment efficiencies in processing first recruitment referrals to departments to average a three business day turnaround time.				
• Percentage first applicant referrals to departments within 3 business days ¹	n/a	n/a	n/a	95%
Objective: Maximize employee participation in wellness programs and employees receiving the wellness incentive.				
• Number of employee participants in wellness programs	1,827	2,438	2,350	2,350

¹ Measures with n/a for FY 08 through FY 10 are new for FY 11.



Management and Financial Services Accounting & Financial Analysis

Description

The Accounting & Financial Analysis division provides for the management of the centralized accounting system responsible for processing, recording and reporting of all financial transactions of the General Government and the Loudoun County Public Schools (LCPS); processes and records employee attendance so employees can be accurately paid on a timely basis; develops financing strategies that fund the capital improvement program for both the General Government and LCPS; and reviews and reports to the various State and Federal agencies the results of the County's management of grants awarded.

Budget Overview

FY 2011 Issues

- The County government has responded to population growth and the increasing demand for services by approving enhancements to County services and continuing the Capital Improvement Program.
- Financial management staff will continue to monitor the Governmental Accounting Standard Board's various pronouncements to determine the future impact on the County's accounting and reporting requirements to include the Comprehensive Annual Financial Report (CAFR).
- The Capital Improvements Program for general government and the school system requires greater allocation of resources in order to maintain and/or reduce the County's cost of capital improvements.
- The loss of a program specialist will challenge remaining staff with additional workload and will impact service delivery.
- The County government is the recipient of funding through the American Recovery and Reinvestment Act (ARRA) that requires additional detailed reporting and auditing with the Federal government.

FY 2011 Goals

- Continue migrating from payment of vendors by check to payment through the Automated Clearing House.
- Continue the conversion to an efficient document management system to streamline the vendor payment process. At the end of FY 10 the implementation was 75% complete.
- Manage the debt issuance process and maintain debt limits set by the Board of Supervisors.
- Install financial management sub-systems in other departments to aid in the automation of the general government.
- Implement GASB Pronouncements 51 and 54.
- Implementation of the new financial system to include the review and audit of all automated files prior to system conversion.
- Improve financial reporting through Crystal reports, to include implementation of departmental sign-offs on monthly revenue and expenditure reports.
- Achieve Government Finance Officers Association annual award for FY 10 Comprehensive Annual Financial Report.



Loudoun County Government
FY 2011 Adopted Fiscal Plan

Management and Financial Services
Accounting & Financial Analysis

Program Financial Summary	FY 2007 Actual	FY 2008 Actual	FY 2009 Actual	FY 2010 Adopted	FY 2011 Adopted
Expenditures					
Personnel	\$1,670,380	\$1,816,115	\$1,838,241	\$1,857,279	\$1,854,168
Operations & Maintenance ¹	1,380,870	1,363,848	1,807,331	691,056	579,724
Total Expenditures	\$3,051,250	\$3,179,963	\$3,645,572	\$2,548,335	\$2,433,892
Revenues					
Use Of Money & Property	\$165,449	\$153,818	\$103,827	\$0	\$0
Charges For Services	184	261	231	0	0
Miscellaneous Revenue	88,504	94,772	30,724	91,343	30,000
Recovered Costs	0	0	0	10,000	0
State Shared Expenses	0	39,706	0	0	0
Other Financing Sources	0	0	667,072	90,000	90,000
Total Revenues	\$254,137	\$288,557	\$801,854	\$191,343	\$120,000
Total Local Tax Funding	\$2,797,113	\$2,891,406	\$2,843,718	\$2,356,992	\$2,313,892
FTE Summary	20.00	22.80	21.30	20.55	20.13

¹ Risk and insurance expenditures were transferred to Human Resources in FY 10.



Loudoun County Government
FY 2011 Adopted Fiscal Plan

Management and Financial Services
Accounting & Financial Analysis

Performance Measures	FY 2008 Actual	FY 2009 Actual	FY 2010 Estimated	FY 2011 Projected
Objective: Maintain AAA bond rating with Moody's, Standard and Poor's and Fitch rating agencies.				
• County's Bond Rating - Fitch	Aaa	Aaa	Aaa	Aaa
• County's Bond Rating - Moody's	AAA	AAA	AAA	AAA
• County's Bond Rating - Standard & Poor's	AAA	AAA	AAA	AAA
Objective: Meet all financial obligations and maintain compliance with the Virginia Prompt Payment Act.				
• Maintain compliance with Prompt Payment Act	100%	100%	100%	100%
• Number of employee payments made	93,726	96,313	95,000	95,000
• Number of Operating Checks	97,777	103,886	100,000	100,000
Objective: Minimize the cost of borrowing to the County.				
• Net Debt issuance per year	\$22,249,818	\$260,240,000	\$100,389,000	\$73,451,625
• Number of debt issues	3	6	4	4
Develop timely and effective services from departments and specific vendors based on management direction and established priorities.				
• Customer service and vendor satisfaction rating (out of 5.00) ¹	n/a	n/a	n/a	4

¹ Measure is new for FY 11.



Management and Financial Services Budget Analysis & Research

Description

The Budget Analysis and Research division provides primary support to the County Administrator in development, analysis, review and implementation of the County's operating budget and directs the Countywide grants management and development program. This program also conducts management analysis, performance measurement, fiscal impact analysis and special projects for County staff and officials.

Budget Overview

FY 2011 Issues

- This division serves as the County government's primary resource for management analysis and research, and provides support to the County for a variety of special projects using existing staff.
- The development and implementation of the County budget is an increasingly challenging task given the continuous changes to the size and complexity of the County government.
- Declining revenues create significant difficulties in maintaining current service delivery levels.
- The County government has responded to continuing population growth and changing demographics by enhancing services and programs. Proliferation in the number of programs places a growing demand on division staff.
 - Changes experienced in the County government in recent years brought a heightened need for more meaningful measurement of program effectiveness. Division staff will continue working to implement management direction and bring more transparency to agencies' activities.
- Existing staff will need to actively participate in the procurement process, selection and implementation of the new county-wide financial, human resources and budgeting systems.
- Migration to GovMax version 5 from version 4 which is no longer supported by the vendor.
- Revenue estimates are more challenging to predict in the current economic environment.

FY 2011 Goals

- Work with County departments and the School system to successfully manage the FY 11 budget and develop an FY 12 budget that incorporates management direction regarding service delivery and the implementation of new facilities within the fiscal guidelines established by the Board of Supervisors.
- Earn recognition from the Government Finance Officers Association for the annual budget document.
- Provide professional, technical advice on a variety of research topics and projects.
- Participate in the successful procurement and selection of the County's new financial and budgeting system, and prepare for implementation.
- Successfully migrate to GovMax version 5 from GovMax version 4, which is no longer supported by the vendor.
- Work with the Board of Supervisors and the public to help develop new Board of Supervisors election districts, reflecting data from the 2010 Census.

Program Financial Summary	FY 2007 Actual	FY 2008 Actual	FY 2009 Actual	FY 2010 Adopted	FY 2011 Adopted
Expenditures					
Personnel	\$1,294,588	\$1,493,883	\$1,317,266	\$1,286,429	\$1,370,734
Operations & Maintenance	225,114	295,285	264,774	359,521	348,377
Capital Outlay & Capital Acquisitions	49,000	0	0	0	0
Total Expenditures	\$1,568,702	\$1,789,168	\$1,582,040	\$1,645,950	\$1,719,111
 Total Local Tax Funding	 \$1,568,702	 \$1,789,168	 \$1,582,040	 \$1,645,950	 \$1,719,111
 FTE Summary	 14.30	 13.20	 14.70	 12.45	 13.54



Loudoun County Government
FY 2011 Adopted Fiscal Plan

Management and Financial Services
Budget Analysis & Research

Performance Measures	FY 2008 Actual	FY 2009 Actual	FY 2010 Estimated	FY 2011 Projected
Objective: Develop timely and effective services for division clients based on management direction and established priorities.				
• Overall Client Survey Satisfaction Rating (out of 5.00)	3.50	3.73	4.00	4.00
Objective: Develop internal advisory bodies, grants application procedures and information on current grant-funded activities. Identify new outside grant opportunities to help defray and augment County services by at least \$1,000,000.				
• New Grant Opportunities	\$7,986,477	\$18,792,000	\$25,000,000	\$3,000,000
• Number of Employees Participating in Grant Training Programs	128	237	25	25
Objective: Provide quarterly revenue, expenditure analysis to County departments and management, and maintain a positive fiscal environment.				
• Budget Adjustments Processed	4,660	4,256	3,750	3,900
• Finance/Government Services Committee Updates	3	23	10	10



Management and Financial Services

Procurement

Description

The Procurement division is responsible for the acquisition of all goods and services, including professional services and construction, required to meet the service needs of the growing population and County Government Operations. The division conducts all procurements in accordance with the Virginia Public Procurement Act of the Code of Virginia and other applicable law. Procurement makes contract awards in a fair and impartial manner with avoidance of even the appearance of impropriety, while giving all qualified vendors access to the County's business.

To achieve the economical, efficient and effective acquisition of goods and services, Procurement prepares and issues formal, competitive solicitations; negotiates contracts; mediates contract disputes; and conducts vendor outreach programs. In addition, procurement staff advises the Board of Supervisors, County Administration, and departments on procurement matters; performs compliance reviews; and provides training on procurement policies and procedures, contract administration, use of e-procurement systems and delegated authority.

Budget Overview

FY 2011 Issues

- Procurement is affected by vacancies within the departments as it relates to delegated purchasing authority. With a training period for delegated authority staff of about one year, turnover affects average staff workload dramatically and limits available time for process improvements and training.
- A number of legislative initiatives to require small, women-owned, and minority (SWAM) programs, including set-asides, have been proposed in the recent sessions. It is anticipated they will again be proposed in the 2011 session. In addition, lawmakers regularly amend applicable laws, such as the Virginia Public Procurement Act (VPPA), the Public-Private Education Facilities and Infrastructure Act (PPEA), and the Public-Private Transportation Act (PPTA), requiring revisions to County policies and procedures.
- Vacancies impact the Procurement staff's ability to deal with large, complex procurements in a timely manner.
- Compliance with ARRA guidelines for certain affected procurements.
- Negotiation of contract for new financial taxation and land assessment system.
- Acquisition of new financial, taxation and land assessment system will strain already-reduced staff resources.
- Management of total purchasing card program with existing staff.

FY 2011 Goals

- Develop comprehensive Procurement manual.
- Review and audit all automated files prior to implementation of new human resources/financial system.
- Develop and consolidate credit card management.
- Award contract for new financial taxation and land assessment system.
- Earn Achievement of Excellence in Procurement Award from the National Purchasing Institute.



Loudoun County Government
FY 2011 Adopted Fiscal Plan

Management and Financial Services
Procurement

Program Financial Summary	FY 2007 Actual	FY 2008 Actual	FY 2009 Actual	FY 2010 Adopted	FY 2011 Adopted
Expenditures					
Personnel	\$1,050,504	\$992,697	\$1,033,821	\$1,049,176	\$1,050,212
Operations & Maintenance	89,032	49,584	58,719	117,076	83,064
Total Expenditures	\$1,139,536	\$1,042,281	\$1,092,540	\$1,166,252	\$1,133,276
Revenues					
Charges For Services	\$3,750	\$0	\$0	\$0	\$0
Miscellaneous Revenue	11,137	13,345	27,478	8,700	8,700
Recovered Costs	0	0	51	0	0
Other Financing Sources	0	193,431	(29,986)	0	181,028
Total Revenues	\$14,887	\$206,776	\$(2,457)	\$8,700	\$189,728
Total Local Tax Funding	\$1,124,649	\$835,505	\$1,094,997	\$1,157,552	\$943,548
FTE Summary	13.54	13.03	13.53	12.28	12.03



Loudoun County Government
FY 2011 Adopted Fiscal Plan

Management and Financial Services
Procurement

Performance Measures	FY 2008 Actual	FY 2009 Actual	FY 2010 Estimated	FY 2011 Projected
Objective: Provide continuous innovation and improvements in efficiency and effectiveness. Achieve and maintain benchmark standards for purchases by departments under delegated authority.				
• Average number of weeks to process IFBs/RFPs	12	15	15	16
• Cost per Dollar purchased	\$0.01	\$0.01	\$0.01	\$0.01
• External Customer Satisfaction (out of 5.00)	4.40	4.66	4.80	4.66
• New Term Contracts	6	2	4	4
• Number of IFBs/RFPs Issued	77	55	60	77
• Percent of dollars spent using term contracts ¹	n/a	n/a	n/a	5%
• Percent of Purchases by Departments via Delegated Authority	74.83%	77.92%	76.00%	77.00%
• Percentage of the value of Delegated Authority purchases compared to the total value of all purchases	7.78%	7.29%	10.00%	8.00%

¹ Measure is new for FY 11.



Public Information

Public Information

Community Relations

Public Information/Cable TV



**Loudoun County Government
FY 2011 Adopted Fiscal Plan**

Public Information

Mission Statement

The mission of the Office of Public Information is to help the Loudoun County Government operate more effectively by providing information to the public and the County workforce, promoting effective two-way communication between the County Government and the public and encouraging community involvement.

Description

The Office of Public Information coordinates a broad range of public information and community outreach activities for the County Government, including programs to promote effective communication with the public through the news media; maintains the County website, publications, and cable television channel; and responds to requests for information from the public. It plays a core role in disseminating information to the public to help ensure public safety during actual and potential emergencies. The office coordinates internal communications activities to ensure effective flow of information within the County organization. The office oversees community relations programs to foster effective two-way communication between residents and the County Government, to engage Loudoun County citizens in the governmental process, to promote volunteerism by individuals and families, and to facilitate community efforts to solve problems. The office is also responsible for the administration of cable television and open video system (OVS) franchises, the reception desk at the County Government Center, and the main telephone switchboard for the general county government.

Budget Overview

FY 2011 Issues

- The Public Information Office will face the challenge of meeting the demands of a growing population for timely, accurate, and complete information about County issues and programs.
- The office will continue to make innovative use of new technologies to communicate with the public and the County workforce.
- The cable television administration program will oversee the enforcement of new cable franchise agreements with Verizon and Comcast.
- The Public Information Office has assumed the responsibility of coordinating the County's responses to records requests that are made under the Freedom of Information Act. This will have an impact on staff workload.

FY 2011 Major Goals

- Increase the value of volunteer work in the community by 5% over FY 09.
- Continue to support a high quality Leadership Loudoun program as measured by surveys of participants.
- Produce and distribute 300 news releases resulting in over 1,000 media placements valued at over \$160,000.
- Actively promote a complete count in the 2010 Census, to ensure that as many Loudoun residents as possible are counted.
- Respond to 100% of inquiries from the public and media within 24 hours.
- Continue to build on the Loudoun County Website to make it a primary source of information for residents and increase usage of the website by 5%.
- Successfully administer two cable television franchise agreements.

FY 2010 Major Achievements

- Expanded Loudoun's online volunteer database.
- Increased value of contributions received through Volunteer Services' Make a Difference Day.
- Coordinated logistical and promotional support for community outreach efforts of energy awareness initiatives and the Loudoun Youth Initiative.
- Won a national award for the County's annual report and the County received two national awards for its website.
- Added more features to Loudoun County website and experienced increased usage.
- Assumed responsibility for administration of the reception desk in the Government Center lobby and the County's main telephone switchboard function.



Loudoun County Government
FY 2011 Adopted Fiscal Plan

Public Information

Departmental Financial Summary	FY 2007 Actual	FY 2008 Actual	FY 2009 Actual	FY 2010 Adopted	FY 2011 Adopted
Expenditures					
Personnel	\$393,964	\$483,945	\$549,089	\$545,958	\$558,580
Operations & Maintenance	363,444	293,809	273,489	214,531	176,744
Total Expenditures	\$757,408	\$777,754	\$822,578	\$760,489	\$735,324
Revenues					
Other Local Taxes	\$160,435	\$0	\$0	\$0	\$0
Recovered Costs	0	0	0	0	20,000
Total Revenues	\$160,435	\$0	\$0	\$0	\$20,000
Local Tax Funding	\$596,973	\$777,754	\$822,578	\$760,489	\$715,324
FTE Summary	4.80	4.80	6.80	6.80	6.80

FY 2011 Board Action

The FY 11 Adopted Fiscal Plan for Office of Public Information includes a reduction of \$58,000 in Local Tax Funding. The FY 2011 Fiscal Plan has no compensation increases for employees and health insurance premiums reflect an annual increase of 10%.

Budget History

FY 08: Mid-year: 2.00 FTE was transferred to Public Information Office from Department of Information Technology and Department of General Services for Customer Service Representatives.



Loudoun County Government
FY 2011 Adopted Fiscal Plan

Public Information

Expenditures by Program	FY 2007 Actual	FY 2008 Actual	FY 2009 Actual	FY 2010 Adopted	FY 2011 Adopted
Community Relations	\$201,730	\$270,402	\$331,669	\$329,538	\$341,562
Public Information/Cable TV	555,678	507,352	490,909	430,951	393,762
Total Expenditures	\$757,408	\$777,754	\$822,578	\$760,489	\$735,324
Revenues by Program	FY 2007 Actual	FY 2008 Actual	FY 2009 Actual	FY 2010 Adopted	FY 2011 Adopted
Community Relations	\$0	\$0	\$0	\$0	\$20,000
Public Information/Cable TV	160,435	0	0	0	0
Total Revenues	\$160,435	\$0	\$0	\$0	\$20,000
Local Tax Funding by Program	FY 2007 Actual	FY 2008 Actual	FY 2009 Actual	FY 2010 Adopted	FY 2011 Adopted
Community Relations	\$201,730	\$270,402	\$331,669	\$329,538	\$321,562
Public Information/Cable TV	395,243	507,352	490,909	430,951	393,762
Total Local Tax Funding	\$596,973	\$777,754	\$822,578	\$760,489	\$715,324
Staffing Summary by Program	FY 2007 Actual	FY 2008 Actual	FY 2009 Actual	FY 2010 Adopted	FY 2011 Adopted
Community Relations	2.00	2.00	4.00	4.00	4.00
Public Information/Cable TV	2.80	2.80	2.80	2.80	2.80
Total FTE	4.80	4.80	6.80	6.80	6.80



Public Information Community Relations

Description

This program oversees community relations programs to foster effective two-way communication between residents and the County Government, engage Loudoun County citizens in the governmental process, inform people in the community about key issues, promote volunteerism by individuals and families, and facilitate community efforts to solve problems. The Volunteer Loudoun program matches volunteers with community needs, recognizes Loudoun's outstanding volunteers, and promotes and recognizes student volunteers. Staff also provides support to the Volunteer Loudoun Board. The Community Relations staff coordinates the Leadership Loudoun program, which educates, develops and connects community leaders, and provides support to the Leadership Loudoun Board. The program coordinates community meetings and forums, and supports special initiatives and issues such as Energy Awareness, H1N1 Flu and the 2010 Census. The Community Relations program is also responsible for administration of the main reception desk in the Government Center lobby and the main County telephone switchboard.

Budget Overview

FY 2011 Issues

- The Community Relations program will continue to coordinate the Volunteer Loudoun and Leadership Loudoun programs, and will continue to provide staff support to the nonprofit boards for these programs.
- The program will also coordinate community meetings and forums as needed. It is expected that the Community Relations program will continue to provide logistical and promotional support for Energy Awareness and Conservation efforts.
- The Community Relations program will continue to be active in promoting a complete count in the 2010 Census, to ensure that as many Loudoun residents as possible are counted.
- The Community Relations staff is increasingly involved with local and regional emergency preparedness efforts, including H1N1 flu preparedness, and planning for the coordination of volunteers in emergency situations.

FY 2011 Goals

- Conduct community outreach activities to keep residents informed about local government issues and engaged in solving community problems.

Program Financial Summary	FY 2007 Actual	FY 2008 Actual	FY 2009 Actual	FY 2010 Adopted	FY 2011 Adopted
Expenditures					
Personnel	\$140,466	\$214,339	\$270,944	\$268,445	\$277,925
Operations & Maintenance	61,264	56,063	60,725	61,093	63,637
Total Expenditures	\$201,730	\$270,402	\$331,669	\$329,538	\$341,562
Revenues					
Recovered Costs	\$0	\$0	\$0	\$0	\$20,000
Total Revenues	\$0	\$0	\$0	\$0	\$20,000
Total Local Tax Funding	\$201,730	\$270,402	\$331,669	\$329,538	\$321,562
FTE Summary	2.00	2.00	4.00	4.00	4.00



Loudoun County Government
FY 2011 Adopted Fiscal Plan

Public Information
Community Relations

Performance Measures	FY 2008 Actual	FY 2009 Actual	FY 2010 Estimated	FY 2011 Projected
Objective: Continue to support a quality Leadership Loudoun program for citizen education and engagement by helping achieve a 100% favorable rating by program participants.				
• Leadership Loudoun percentage of favorable rating	100%	100%	100%	100%
• Number of participants	26	27	22	22
Objective: Provide excellent customer service by responding to 100% of inquiries within 24 hours.				
• Inquiries responded to within 24 hours by percent	99.75%	100.00%	100.00%	100.00%
• Number of participants in community forums	410	105	250	200
• Number of service guides distributed	18,601	17,458	15,000	15,000
Objective: Promote more volunteerism in the community by increasing the value of volunteer referrals and connections by 5% annually, based on national standards for estimating the value of volunteer work.				
• Number of volunteer placements	2,473	2,115	2,488	2,612
• Volunteer estimated value (in millions of dollars)	\$8.70	\$6.80	\$8.00	\$8.12



**Loudoun County Government
FY 2011 Adopted Fiscal Plan**

**Public Information
Public Information/Cable TV**

Description

This program promotes effective communication with the public through the news media, County website, and publications. The Public Information Office responds to requests for information from the public, and plays a core role in disseminating information to the public to help ensure public safety during actual and potential emergencies. The office coordinates internal communications activities to ensure effective communication of information within the County organization. The office also administers franchises for cable television and open video systems (OVS), responds to complaints and questions from cable and OVS customers, and works with the operators to resolve problems and to ensure that the operators are in compliance with the franchise agreements. It also provides administrative support to the Cable Television and Open Video Systems Commission, produces programming for the government access channel (Comcast Channel 23/ Verizon Channel 40), and posts announcements on the channel's bulletin board. It also oversees the County's use of social media, including Facebook, Twitter, YouTube and Alert Loudoun.

Budget Overview

FY 2011 Issues

- The public increasingly expects that timely information will be available 24 hours per day on the County website. Expectations of the public increase the need to quickly process and disseminate a large amount of information in a short period of time.
- In light of the growing Hispanic population in Loudoun County, there will be increasing need for bilingual publications which would affect staff time for translation and printing costs.
- As the County population continues to grow, the demand for information will also continue to increase.
- The Public Information Office will continue to explore innovative ways of using the website and other technologies to communicate quickly and effectively with the public. The web-based Alert Loudoun system and other social media have helped meet the demand for timely information in certain categories.
- Recent changes in the local media market have resulted in a reduction of the amount of free newspaper space and radio airtime available for announcements from the County.
- While the County disseminates a large number of press releases every year, it is in increasing competition with other government agencies and nonprofit organizations for a declining amount of free newspaper space and airplay.
- With a growing focus on emergency preparedness, it is expected that the Public Information Office staff will see increasing demands for staff training and the creation of emergency preparedness materials.

FY 2011 Goals

- Make innovative use of social media and other new technologies to increase the effectiveness of two-way communication between the County government and those who live and work in Loudoun County.

Program Financial Summary	FY 2007 Actual	FY 2008 Actual	FY 2009 Actual	FY 2010 Adopted	FY 2011 Adopted
Expenditures					
Personnel	\$253,498	\$269,606	\$278,145	\$277,513	\$280,655
Operations & Maintenance	302,180	237,746	212,764	153,438	113,107
Total Expenditures	\$555,678	\$507,352	\$490,909	\$430,951	\$393,762
Revenues					
Other Local Taxes	\$160,435	\$0	\$0	\$0	\$0
Total Revenues	\$160,435	\$0	\$0	\$0	\$0
Total Local Tax Funding	\$395,243	\$507,352	\$490,909	\$430,951	\$393,762
FTE Summary	2.80	2.80	2.80	2.80	2.80



Loudoun County Government
FY 2011 Adopted Fiscal Plan

Public Information
Public Information/Cable TV

Performance Measures	FY 2008 Actual	FY 2009 Actual	FY 2010 Estimated	FY 2011 Projected
Objective: Continue to increase the usage of the County website as a primary source of information for residents by increasing the number of website page views by 5% annually.				
• Number of discrete website visits in millions	27.90	28.10	29.10	30.00
• Number of hits through social media (millions) ¹	n/a	n/a	5	7
• Number of web pages posted	5,849	5,840	5,900	6,000
Objective: Increase use of government access channel to inform residents through video programming and bulletin board announcements by increasing the value of programming on the channel by 5% annually, compared to the costs of buying airtime for comparable programming.				
• Announcements on Government Access bulletin board	118	103	130	120
• Hours of cable programming produced	6	6	6	6
Objective: Maintain the value of press releases placed in the media by increasing the number of written and distributed press releases.				
• Estimated value of media placement	\$152,169	\$208,659	\$171,760	\$177,000
• Number of media placements of press releases	1,117	1,001	800	810
• Number of press releases	367	350	367	370

¹ This is a new measure for FY10; prior year history is not available.



Treasurer

Treasurer

Project Fairness/Cost Recovery

Collection of County Revenue

Investment & Safeguarding County Funds

Accounting of Funds



Loudoun County Government FY 2011 Adopted Fiscal Plan

Treasurer

Mission Statement

The Treasurer is a Constitutional Officer under the State's Constitution and the Code of Virginia. The Treasurer's Office is dedicated to serving the citizens of Loudoun County, both commercial and private, as well as the Board of Supervisors, and other government agencies. The services provided by the Treasurer's Office affect virtually every citizen in Loudoun County. The Treasurer's Office main functions are collecting all real and personal property, business license and other taxes as specified by the State Code; investing and safeguarding County funds; reconciliation of County funds; providing quality customer services to tax payers and county and school personnel; and ensuring vehicle registration compliance.

Description

The Treasurer's Office is organized into four programs: Collection of County Revenue, Investment and Safeguarding County Funds, Accounting of Funds and Project Fairness. As a constitutional office, the department administers tax regulations as specified in the Code of Virginia and the Codified Ordinances of Loudoun County. The Treasurer also serves as the depository of funds for County agencies.

Budget Overview

FY 2011 Issues

- As the population continues to increase, the Treasurer's Office faces the challenge of responding to taxpayer inquiries, either by phone or email, as well as handling more than 800,000 annual payments without increasing staff in a tight economic environment.
- The Treasurer is continuously challenged with finding ways to improve automation within the current legacy tax/treasury system, using limited DIT and monetary resources for automation projects.
- It is anticipated that the Treasurer's Office staff will be implementing a new tax/treasury software package beginning in FY 11. This undertaking will use all Treasurer's Office resources, as well as many DIT resources. This implementation will be done in conjunction with the regular handling of all taxpayer collection and cash management.
- Real and personal property delinquency rates in Loudoun County are currently among the lowest in Northern Virginia. The Treasurer's Office continues to actively collect delinquent accounts in order to maintain these low rates throughout this tight economic climate.
- While revenue decreases, use of County fiscal reserves will increase to pay expenses. The Treasurer must continue to wisely invest county funds to obtain the highest yield with minimal risk while ensuring cash flow needs are met during the year.

FY 2011 Major Goals

- Provide outstanding customer service to County citizens, as well as county departments and staff.
- Continue to maintain or decrease delinquency rate in a tough economic climate.
- Provide taxpayers with an "e-bill" whereby taxpayers will receive their personal property and real estate tax bills electronically via email providing them with the convenience of paying online.
- Continue working with external brokers and banking community to achieve highest and safest investment returns in limited cash-flow environment.
- Commence implementation of new tax software enabling more flexibility and use of less DIT resources.
- Implement remote deposit cash letter, whereby decreasing expense of physical deposits and accelerating the availability of investible funds for the County.
- Bill semi-annual real estate, semi-annual prorated personal property, and annual business license taxes at least 30 days prior to the due date, although code mandates 14 business days.

FY 2010 Major Achievements

- Recommended and instituted super penalty, whereby all personal property accounts unpaid after sixty days will be charged an additional penalty of 15% of tax due.
- Instituted delinquent court fine collections within the Treasurer's office, increasing County revenue by approximately \$150,000 per annum.
- Worked with software consultants to initiate RFP for new tax/treasury software.
- Implemented changes to online credit card processing - ensuring PCI compliance is met for Treasurer's Office and adding AMEX to credit cards that can be used.
- Instituted automated phone payment portal (IVR) to accept payments 24/7 for real estate, personal property and business license tax.



**Loudoun County Government
FY 2011 Adopted Fiscal Plan**

Treasurer

Departmental Financial Summary	FY 2007 Actual	FY 2008 Actual	FY 2009 Actual	FY 2010 Adopted	FY 2011 Adopted
Expenditures					
Personnel	\$2,554,201	\$2,755,624	\$2,825,669	\$2,875,719	\$2,972,046
Operations & Maintenance	763,100	675,837	635,704	929,402	860,707
Capital Outlay & Capital Acquisitions	73,720	46,220	13,501	36,260	36,260
Total Expenditures	\$3,391,021	\$3,477,681	\$3,474,874	\$3,841,381	\$3,869,013
Revenues					
General Property Taxes	\$490,517	\$627,797	\$462,186	\$490,000	\$400,000
Other Local Taxes	5,064,248	5,189,600	5,313,822	5,000,000	5,300,000
Fines & Forfeitures	125,914	100,298	141,473	45,000	100,000
Use Of Money & Property	15,619,081	12,535,469	5,825,713	3,000,000	1,600,000
Charges For Services	122,291	117,875	114,938	115,000	225,000
Miscellaneous Revenue	18,935	19,466	20,051	17,000	17,000
Recovered Costs	5,133	5,640	5,000	500	500
State Non-categorical Aid	347,755	0	0	0	0
State Shared Expenses	366,493	393,318	398,065	410,000	305,449
Other Financing Sources	1	0	0	0	0
Total Revenues	\$22,160,368	\$18,989,463	\$12,281,248	\$9,077,500	\$7,947,949
Local Tax Funding	\$(18,769,347)	\$(15,511,782)	\$(8,806,374)	\$(5,236,119)	\$(4,078,936)
FTE Summary	40.34	40.34	42.00	42.00	43.00

FY 2011 Board Action

The FY 11 Adopted Fiscal Plan for the Treasurer includes no FTE reductions and a reduction of \$74,000 in Local Tax Funding. Health insurance premiums reflect an annual increase of 10% for FY 11.

Budget History

FY 07: The Board added 1.00 FTE for an accounting specialist.

FY 08 Mid-Year: The Board added 1.00 FTE for an accounting specialist and 0.66 FTE for a courier.

FY 10 Mid-Year: The department received 1.00 FTE from the Commonwealth's Attorney for the collection of court fines.



Loudoun County Government
FY 2011 Adopted Fiscal Plan

Treasurer

Expenditures by Program	FY 2007 Actual	FY 2008 Actual	FY 2009 Actual	FY 2010 Adopted	FY 2011 Adopted
Project Fairness/Cost Recovery	\$86,510	\$72,062	\$61,264	\$92,076	\$90,281
Collection of County Revenue	2,596,178	2,621,388	2,599,843	2,901,773	2,954,822
Investment & Safeguarding County Funds	271,505	284,402	278,694	322,580	335,530
Accounting of Funds	436,828	499,829	535,073	524,952	488,380
Total Expenditures	\$3,391,021	\$3,477,681	\$3,474,874	\$3,841,381	\$3,869,013
Revenues by Program	FY 2007 Actual	FY 2008 Actual	FY 2009 Actual	FY 2010 Adopted	FY 2011 Adopted
Project Fairness/Cost Recovery	\$1,127,476	\$936,263	\$747,985	\$635,000	\$600,000
Collection of County Revenue	5,413,860	5,517,831	5,707,550	5,442,500	5,747,949
Investment & Safeguarding County Funds	15,619,032	12,535,369	5,825,713	3,000,000	1,600,000
Total Revenues	\$22,160,368	\$18,989,463	\$12,281,248	\$9,077,500	\$7,947,949
Local Tax Funding by Program	FY 2007 Actual	FY 2008 Actual	FY 2009 Actual	FY 2010 Adopted	FY 2011 Adopted
Project Fairness/Cost Recovery	\$(1,040,966)	\$(864,201)	\$(686,721)	\$(542,924)	\$(509,719)
Collection of County Revenue	(2,817,682)	(2,896,443)	(3,107,707)	(2,540,727)	(2,793,127)
Investment & Safeguarding County Funds	(15,347,527)	(12,250,967)	(5,547,019)	(2,677,420)	(1,264,470)
Accounting of Funds	436,828	499,829	535,073	524,952	488,380
Total Local Tax Funding	\$(18,769,347)	\$(15,511,782)	\$(8,806,374)	\$(5,236,119)	\$(4,078,936)
Staffing Summary by Program	FY 2007 Actual	FY 2008 Actual	FY 2009 Actual	FY 2010 Adopted	FY 2011 Adopted
Project Fairness/Cost Recovery	1.76	2.90	0.90	0.90	0.90
Collection of County Revenue	31.75	29.89	32.55	32.55	34.55
Investment & Safeguarding County Funds	1.94	1.95	1.95	1.95	1.95
Accounting of Funds	4.89	5.60	6.60	6.60	5.60
Total FTE	40.34	40.34	42.00	42.00	43.00



Loudoun County Government
FY 2011 Adopted Fiscal Plan

Treasurer
Project Fairness/Cost Recovery

Description

The Project Fairness program is a joint effort between the Treasurer's Office and the Sheriff's Office with input from County residents. The Sheriff's Office issues citations on vehicles with expired, improper, or missing County decals. The Treasurer's Office administers the collection of issued citations and associated personal property taxes and collection fees.

Budget Overview

FY 2011 Issues

- County residents with vehicles garaged in Loudoun are legally required to register those vehicles with the Commissioner of the Revenue. Project Fairness actively seeks to identify and enforce vehicle registration.
- Loudoun County also participates in the Northern Virginia Compact for Local Motor Vehicle License Enforcement. The participating jurisdictions reciprocally enforce local motor vehicle license display requirements.

FY 2011 Goals

- Continue to identify and enforce compliance with County personal property registration.
- Levy and collect additional tax revenue generated from vehicles registered due to Project Fairness.

Program Financial Summary	FY 2007 Actual	FY 2008 Actual	FY 2009 Actual	FY 2010 Adopted	FY 2011 Adopted
Expenditures					
Personnel	\$66,132	\$55,918	\$57,981	\$58,987	\$59,740
Operations & Maintenance	20,378	16,144	3,283	33,089	30,541
Total Expenditures	\$86,510	\$72,062	\$61,264	\$92,076	\$90,281
Revenues					
General Property Taxes	\$490,517	\$627,797	\$462,186	\$490,000	\$400,000
Other Local Taxes	163,290	208,168	144,326	100,000	100,000
Fines & Forfeitures	125,914	100,298	141,473	45,000	100,000
State Non-categorical Aid	347,755	0	0	0	0
Total Revenues	\$1,127,476	\$936,263	\$747,985	\$635,000	\$600,000
Total Local Tax Funding	\$(1,040,966)	\$(864,201)	\$(686,721)	\$(542,924)	\$(509,719)
FTE Summary	1.76	2.90	0.90	0.90	0.90



Loudoun County Government
FY 2011 Adopted Fiscal Plan

Treasurer
Project Fairness/Cost Recovery

Performance Measures	FY 2008 Actual	FY 2009 Actual	FY 2010 Estimated	FY 2011 Projected
Objective: Issue warning notices and notices of violations to vehicles with expired, improper or missing County decals.				
• Number of new accounts established on discovered vehicles	12,738	11,529	12,000	11,000
• Number of violation notices issued	2,617	4,014	2,650	2,650
• Number of warning notices issued	15,827	15,373	15,000	15,000



Treasurer

Collection of County Revenue

Description

The Treasurer's Office is the focal point for collection of all County and School revenue, including real and tangible personal property taxes, and serves as the depository for all cash receipts. This program prepares and mails tax bills; collects and processes revenue; issues County decals; provides quality customer service both internally and externally; and accounts for all revenue from the various County agencies, departments, and programs.

Budget Overview

FY 2011 Issues

- As the population of Loudoun County continues to increase, the Treasurer's Office faces the challenge of responding to taxpayer inquiries, either by phone or email, as well as handling more than 800,000 payments processed annually without increasing staff.
- It is anticipated that the Treasurer's Office staff will be implementing a new tax/treasury software package beginning in FY 11. This undertaking will use all Treasurer's Office resources, as well as many DIT resources. This implementation will be done in conjunction with the regular handling of all taxpayer collection and issues.
- Collection rates for delinquent taxes in Loudoun County are currently among the lowest in Northern Virginia due to the diligence and emphasis on collection efforts. In FY 10 the Treasurer took on the collection of court fines that were previously handled by the State of Virginia, Taxation Department. It is estimated that this will consist of over 7,000 accounts per year and bring in additional County revenue of approximately \$150,000. The administration of this program will be in conjunction with the regular tax and county collection efforts.
- Although real estate assessments are declining, personal property tax accounts are increasing which means the Treasurer is tasked with finding ways to continue to automate to meet the taxpayer payment increase. The Treasurer's Office continues to add new avenues of online payment for taxpayers.
- The Treasurer's Office is extremely sensitive to both State Tax Code and County Ordinance changes. When changes occur, the office educates the public and implements new processes and procedures to accommodate such changes.

FY 2011 Goals

- Strive to provide outstanding customer service to County citizens, as well as County departments and staff.
- Implement a new tax/treasury system replacing its legacy system.
- Continue to maintain or decrease delinquency rate for personal and real property.
- Provide taxpayers with "e-bill" whereby taxpayers will receive their personal property and real estate tax bills electronically via email providing them with the convenience of paying online.
- Commence implementation of new tax software enabling more flexibility and better use of limited internal information technology resources.
- Implement remote deposit cash letter, thereby decreasing expense of physical deposits and accelerating the availability of investable funds for the County.
- Bill semi-annual real estate, semi-annual prorated personal property, and annual business license taxes at least 30 days prior to the due date, although code mandates 14 business days.



Loudoun County Government
FY 2011 Adopted Fiscal Plan

Treasurer
Collection of County Revenue

Program Financial Summary	FY 2007 Actual	FY 2008 Actual	FY 2009 Actual	FY 2010 Adopted	FY 2011 Adopted
Expenditures					
Personnel	\$1,839,333	\$1,977,249	\$2,005,432	\$2,065,403	\$2,196,946
Operations & Maintenance	706,385	621,179	580,910	823,370	744,876
Capital Outlay & Capital Acquisitions	50,460	22,960	13,501	13,000	13,000
Total Expenditures	\$2,596,178	\$2,621,388	\$2,599,843	\$2,901,773	\$2,954,822
Revenues					
Other Local Taxes	\$4,900,958	\$4,981,432	\$5,169,496	\$4,900,000	\$5,200,000
Use Of Money & Property	50	100	0	0	0
Charges For Services	122,291	117,875	114,938	115,000	225,000
Miscellaneous Revenue	18,935	19,466	20,051	17,000	17,000
Recovered Costs	5,133	5,640	5,000	500	500
State Shared Expenses	366,493	393,318	398,065	410,000	305,449
Total Revenues	\$5,413,860	\$5,517,831	\$5,707,550	\$5,442,500	\$5,747,949
Total Local Tax Funding	\$(2,817,682)	\$(2,896,443)	\$(3,107,707)	\$(2,540,727)	\$(2,798,127)
FTE Summary	31.75	29.89	32.55	32.55	34.55



Loudoun County Government
FY 2011 Adopted Fiscal Plan

Treasurer
Collection of County Revenue

Performance Measures	FY 2008 Actual	FY 2009 Actual	FY 2010 Estimated	FY 2011 Projected
Objectives: Bill and collect 95% of semi-annual real estate, semi-annual prorated personal property, and annual business license taxes by the mandated dates.				
• Current Dollar Values Levied (in millions)	\$776.60	\$820.00	\$780.00	\$780.00
• Number of Accounts Levied (in thousands)	912	818	860	860
• Tax Value Collected in Dollars (current & delinquent in millions)	\$790.30	\$835.00	\$795.00	\$795.00
• Tax Value Collected Online in Dollars (in millions)	\$39.70	\$44.20	\$35.00	\$42.00



**Loudoun County Government
FY 2011 Adopted Fiscal Plan**

**Treasurer
Investment & Safeguarding County Funds**

Description

The Treasurer's Office strives to obtain the highest possible yield on available County assets, consistent with constraints imposed by its safety objectives, cash flow considerations and the County's Investment Policy. The program maintains the County's primary banking relationship and associated services. The Loudoun County Finance Board, whose members are designated by the Code of Virginia, reviews the County's investment holdings and activities and provides program guidance.

Budget Overview

FY 2011 Issues

- While revenues within the County decrease, managing cash flows with expenditures becomes more of a challenge while trying to balance prudent investing with liquidity.
- The County utilizes the investment portfolio's weighted average to maturity, in comparison with the associated U.S. Treasury Bill, as its benchmark. The benchmark identifies efficiencies, or inefficiencies, in the County's investing practices. The County continues to exceed its benchmark by an average of half a basis point by maximizing the use of available investment tools.

FY 2011 Goals

- Continue working with external brokers and banking community to achieve highest and safest investment returns in limited cash-flow environment.
- Research remote deposit cash letter options to increase availability of funds and decrease costs associated with physical deposits.
- Maintain County's primary investment objective of preserving capital and liquidity.
- Continue to monitor bank ratings for possible exposure of non-compliance with banking policies.

Program Financial Summary	FY 2007 Actual	FY 2008 Actual	FY 2009 Actual	FY 2010 Adopted	FY 2011 Adopted
Expenditures					
Personnel	\$216,146	\$227,443	\$233,428	\$234,195	\$235,983
Operations & Maintenance	32,099	33,699	45,266	65,125	76,287
Capital Outlay & Capital Acquisitions	23,260	23,260	0	23,260	23,260
Total Expenditures	\$271,505	\$284,402	\$278,694	\$322,580	\$335,530
Revenues					
Use Of Money & Property	\$15,619,031	\$12,535,369	\$5,825,713	\$3,000,000	\$1,600,000
Other Financing Sources	1	0	0	0	0
Total Revenues	\$15,619,032	\$12,535,369	\$5,825,713	\$3,000,000	\$1,600,000
Total Local Tax Funding	\$(15,347,527)	\$(12,250,967)	\$(5,547,019)	\$(2,677,420)	\$(1,264,470)
FTE Summary	1.94	1.95	1.95	1.95	1.95



Loudoun County Government
FY 2011 Adopted Fiscal Plan

Treasurer
Investment & Safeguarding County Funds

Performance Measures	FY 2008 Actual	FY 2009 Actual	FY 2010 Estimated	FY 2011 Projected
Objective: Deposit funds within 24 hours of receipt in the office. Analyze and determine cash flows to ensure adequate funding is available to meet County's daily needs.				
• Average percent of available funds maintained for liquidity	20%	37%	30%	30%
Objective: Maintain 100% compliance with the County's Investment Policy. Meet and exceed established monthly benchmark in relation to the County's portfolio rate of return.				
• Average dollar value of investment portfolio (in millions)	\$300.30	\$274.75	\$250.00	\$250.00
• Average rate of return	5.27%	2.16%	1.00%	0.50%
• Benchmark rate of return	3.62%	0.17%	0.25%	0.25%



Loudoun County Government
FY 2011 Adopted Fiscal Plan

Treasurer
Accounting of Funds

Description

The Treasurer's Office manages the disbursement of all County and School funds, including refunds and operating expenditures. The disbursement of funds consists of verifying funding, disbursing checks and reconciling the County's primary bank accounts. The division also attempts to research and resolve outstanding checks before submission to the Commonwealth's Unclaimed Property report.

Budget Overview

FY 2011 Issues

- Although the County is seeking to replace their legacy tax and financial systems, most current processes surrounding the accounting for funds are manual and require many hours of data review to process refunds and reconcile bank accounts.
- As the number of County residents increase, this division strives to continue to research and approve all tax refunds in a timely manner.
- As the County and schools continue to grow, the need for automated and electronic payment processing through credit cards will increase, thus increasing the number of bank and credit card reconciliations needed on a monthly basis.

FY 2011 Goals

- Continue to reduce amount of checks submitted for Unclaimed Property.
- Reconcile the County's 42 bank statements within 60 days of month end.
- Strive to approve tax refunds as expediently as possible in tight economic climate.

Program Financial Summary	FY 2007 Actual	FY 2008 Actual	FY 2009 Actual	FY 2010 Adopted	FY 2011 Adopted
Expenditures					
Personnel	\$432,590	\$495,014	\$528,828	\$517,134	\$479,377
Operations & Maintenance	4,238	4,815	6,245	7,818	9,003
Total Expenditures	\$436,828	\$499,829	\$535,073	\$524,952	\$488,380
 Total Local Tax Funding	 \$436,828	 \$499,829	 \$535,073	 \$524,952	 \$488,380
 FTE Summary	 4.89	 5.60	 6.60	 6.60	 5.60



Loudoun County Government
FY 2011 Adopted Fiscal Plan

Treasurer
Accounting of Funds

Performance Measures	FY 2008 Actual	FY 2009 Actual	FY 2010 Estimated	FY 2011 Projected
Objective: Research and process payment re-application or authorize real property, personal property and business.				
• Average number of outstanding checks per month	7,841.33	6,362.00	7,500.00	6,400.00
• Number of accounting entries	32,078	29,504	28,000	28,000
• Number of tax refunds authorized	37,588	31,789	34,000	32,000
Objective: Monitor and verify all County disbursements and receipts. Reconcile the County's 42+ bank statements within 60 days of month end.				
• Percentage of bank reconciliations completed in 60 days	100%	100%	100%	100%





Public Safety and Judicial Administration

PUBLIC SAFETY AND JUDICIAL ADMINISTRATION SUMMARY Page 2 – 2

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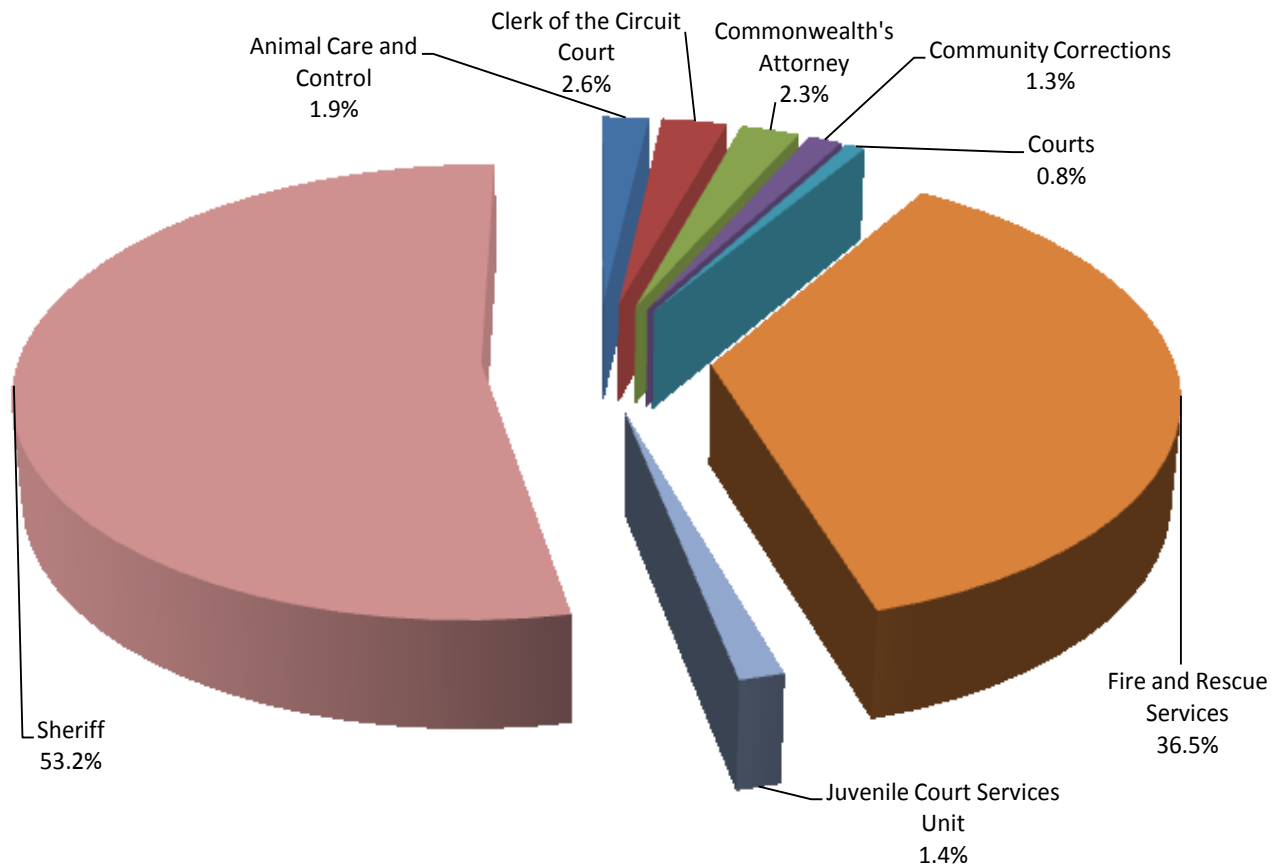
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PUBLIC SAFETY & JUDICIAL ADMINISTRATION FY 2011 ADOPTED EXPENDITURES



Public Safety & Judicial Administration Historical Expenditures

<i>Public Safety & Judicial Administration</i>	FY 2007 Actual	FY 2008 Actual	FY 2009 Actual	FY 2010 Adopted	FY 2011 Adopted
Animal Care and Control	\$2,305,734	\$2,580,331	\$ 2,580,784	\$ 2,537,000	\$2,497,911
Clerk of the Circuit Court	3,093,013	3,384,260	3,454,580	3,582,000	3,508,358
Commonwealth's Attorney	2,848,805	2,983,842	3,124,252	3,206,000	3,139,430
Community Corrections	1,225,545	1,464,813	1,615,796	1,777,000	1,815,771
Courts	940,916	937,981	1,079,654	1,077,000	1,030,451
Fire and Rescue Services	42,514,705	45,724,358	56,891,952	48,699,000	49,233,451
Juvenile Court Services Unit	1,839,982	1,801,440	1,909,492	1,999,000	1,843,913
Sheriff	57,744,306	64,874,333	69,168,481	68,580,000	71,732,819
Total Public Safety & Judicial Administration	\$ 112,513,006	\$ 123,751,358	\$137,502,285	\$ 131,457,000	\$134,802,104



Animal Care and Control

Animal Care and Control

Animal Shelter

Animal Control



Animal Care and Control

Mission Statement

The Department of Animal Care and Control is dedicated to serve and protect the public's health and safety and to assure the welfare of animals by promoting and providing for their safe, humane and lawful treatment.

Description

The Department of Animal Care and Control is organized into two program areas – Animal Shelter Operations and Animal Control Operations. The Animal Shelter, which is located in Waterford, Virginia, is staffed 365 days a year to accomplish its mission of promoting and providing for the safe, humane and lawful care and treatment of companion animals. In addition to caring for the animals under its charge, the Animal Shelter is open to the public for animal adoptions, stray drop-off and surrenders, lost and found identification and returns, dog licensing, and animal behavior counseling and guidance. Community outreach efforts are designed to enhance the Department's adoption programs and provide a venue for promoting animal care and welfare educational information. Volunteers provide critical support to departmental enrichment and socialization programs as well as participation in adoption events and activities. Animal Control Officers (ACOs) enforce the Comprehensive Animal Laws of Virginia and local ordinances 24-hours-a-day, 7-days-a-week. ACO's also serve as a resource to the community on companion animal care and safety issues, to pet owners in need of assistance for the care of their animals, and to provide guidance on wildlife issues and/or concerns.

Budget Overview

FY 2011 Issues

- Accessibility to the eastern and southern parts of the County continues to be an issue.
- The Department will be increasingly challenged in maintaining levels of service to the animals in its care, especially with the growing number of animal control cases involving inadequate care of horses, livestock and poultry.
- The increasing animal related call volume in the western and northern areas (west/north of Belmont Ridge Road) of the County has increased response times by approximately 10 minutes from 30 minutes to 40 minutes. As officer deployment is changed to respond to this problem, the response rates in the high call volume areas in the eastern part of the County are also affected.
- Resident expectations and demand for response to wildlife issues coupled with a lower tolerance for animal behavioral issues such as dog bites, running at large and other nuisance types of incidents are expected to increase in growing higher populated communities.
- The increasing numbers of feral and stray cats/kittens continue to have a profound impact on shelter operations due to rising costs of care and disease management efforts. The increased numbers of stray cats/kittens has stressed foster care support, especially in the area of neonatal care. The number of cats/kittens is also a problem given the limited available space at the animal shelter.
- Increased dog licensing due to the new law requiring veterinarians to send rabies certificates to the Treasurer's Office and the new procedures for processing dog licenses have created serious administrative resource issues within the department. As a result, other administrative requirements have increased in volume, with an emphasis on processing time lines and reporting capabilities.

FY 2011 Major Goals

- Decrease euthanasia rates by maintaining and enhancing programs such as animal enrichment and rehabilitation, foster care, breed rescue and alternative placement opportunities, sterilization, and pet identification.
- Provide greater community outreach and educational services by creating stronger contacts and partnerships with community organizations, public safety agencies and with state, regional and national organizations.
- Promote spay/neuter of dogs and cats through partnerships with non-profit organizations who can demonstrate the ability to provide low cost sterilization programs for Loudoun residents.
- Increase opportunities for volunteer participation and integrate volunteerism into key agency programs such as behavior enrichment and rehabilitation for dogs and more social activities for cats and other animals in the shelter.
- Promote animal adoptions through creative and innovative marketing efforts and provide additional opportunities for community outreach through use of the Mobile Adoption Vehicle and opening the animal shelter on Sunday for adoptions to enhance accessibility to the entire Loudoun community.
- Implement plans and programs for department and community response to disaster/emergency events that require temporary and/or pet friendly animal sheltering.

FY 2010 Major Achievements

- Successfully managed dog licensing and related administrative procedures resulting in the timely processing of 25,000



**Loudoun County Government
FY 2011 Adopted Fiscal Plan**

Animal Care and Control

new dog licenses and renewals throughout the entire fiscal year.

- Successfully enforced animal cruelty, neglect and animal fighting cases resulting in felony and misdemeanor convictions including the breakup of two cockfighting operations.
- Provided pet food, medical care, and spay/neuter services to hundreds of Loudoun County companion animals through the CARE program and the Holiday Coalition's Pet Pantry.
- Successfully deployed the Mobile Adoption Vehicle to help bridge the accessibility gap between the western Loudoun shelter's location and the eastern and southern areas of Loudoun and to promote adoption of shelter animals throughout the County.
- Hosted the Department's annual signature event, Homeward Bound, which included a 12-hour adopt-a-thon, promotion of the animal shelter's services and community-based pet care and welfare issues.
- Developed new programs for spay/neuter of community dogs and cats by partnering with local non-profits who have sterilization programs capable of serving the needs of the Loudoun community and enhancing and promoting internal sterilization programs.



**Loudoun County Government
FY 2011 Adopted Fiscal Plan**

Animal Care and Control

Departmental Financial Summary	FY 2007 Actual	FY 2008 Actual	FY 2009 Actual	FY 2010 Adopted	FY 2011 Adopted
Expenditures					
Personnel	\$1,807,249	\$1,906,219	\$1,923,042	\$2,009,820	\$2,026,055
Operations & Maintenance	498,485	506,014	464,990	514,821	471,856
Capital Outlay & Capital Acquisitions	0	168,098	0	0	0
Transfer to Central Services Fund	0	0	192,752	0	0
Total Expenditures	\$2,305,734	\$2,580,331	\$2,580,784	\$2,524,641	\$2,497,911
Revenues					
Permits Privilege Fees & Reg Licenses	\$93,204	\$107,450	\$230,966	\$151,041	\$205,863
Fines & Forfeitures	3,810	3,174	4,380	3,000	3,000
Use Of Money & Property	35	140	0	0	0
Charges For Services	62,490	64,967	78,274	99,722	104,900
Miscellaneous Revenue	289	14,899	6,644	0	0
Recovered Costs	0	0	7,828	0	0
Federal Categorical Aid	0	0	27,500	0	0
Other Financing Sources	15,040	13,800	163,525	0	0
Total Revenues	\$174,868	\$204,430	\$519,117	\$253,763	\$313,763
Local Tax Funding	\$2,130,866	\$2,375,901	\$2,061,667	\$2,270,878	\$2,184,148
FTE Summary	32.89	32.89	34.49	32.35	32.35

FY 2011 Board Action

The FY 11 Adopted Fiscal Plan for Animal Care and Control includes a reduction of \$25,000 in Local Tax Funding and a revenue enhancement of \$60,000. The FY 2011 Fiscal Plan has no compensation increase for employees and health insurance premiums reflect an annual increase of 10%.

Budget History

FY 09: The BOS added 1.53 FTE for dispatcher and a part-time animal care technician.

FY 10: The BOS eliminated 2.14 FTE in the Animal Shelter for an animal care technician and an animal care field technician.

Additional information on this department's Capital Improvement Program projects can be found in Volume 2.

Note: The increase in Other Financing Sources for FY 09 was through the use of \$163,525 from the Animal Trust Fund for the purchase of the Mobile Adoption Vehicle.



Loudoun County Government
FY 2011 Adopted Fiscal Plan

Animal Care and Control

Expenditures by Program	FY 2007 Actual	FY 2008 Actual	FY 2009 Actual	FY 2010 Adopted	FY 2011 Adopted
Animal Shelter	\$1,311,815	\$1,619,505	\$1,544,889	\$1,401,974	\$1,379,672
Animal Control	993,919	960,826	1,035,895	1,122,667	1,118,239
Total Expenditures	\$2,305,734	\$2,580,331	\$2,580,784	\$2,524,641	\$2,497,911
Revenues by Program	FY 2007 Actual	FY 2008 Actual	FY 2009 Actual	FY 2010 Adopted	FY 2011 Adopted
Animal Shelter	\$62,891	\$77,843	\$263,846	\$86,222	\$79,700
Animal Control	111,977	126,587	255,271	167,541	234,063
Total Revenues	\$174,868	\$204,430	\$519,117	\$253,763	\$313,763
Local Tax Funding by Program	FY 2007 Actual	FY 2008 Actual	FY 2009 Actual	FY 2010 Adopted	FY 2011 Adopted
Animal Shelter	\$1,248,924	\$1,541,662	\$1,281,043	\$1,315,752	\$1,299,972
Animal Control	881,942	834,239	780,624	955,126	884,176
Total Local Tax Funding	\$2,130,866	\$2,375,901	\$2,061,667	\$2,270,878	\$2,184,148
Staffing Summary by Program	FY 2007 Actual	FY 2008 Actual	FY 2009 Actual	FY 2010 Adopted	FY 2011 Adopted
Animal Shelter	21.76	21.19	21.72	19.58	19.58
Animal Control	11.13	11.70	12.77	12.77	12.77
Total FTE	32.89	32.89	34.49	32.35	32.35



Animal Care and Control

Animal Shelter

Description

The Code of Virginia, Section 3.2-6546 mandates that the governing body of each County shall maintain (or cause to be maintained) animal pound in accordance with guidelines issued by the Department of Agriculture and Consumer Services. The animal shelter provides State mandated care and treatment for all unwanted, stray, abused, abandoned, and impounded animals of Loudoun County. At any given time, the facility may house hundreds of stray and abandoned dogs, cats, rabbits, exotics, small animals, birds, reptiles, equines, livestock and poultry. The shelter facilitates animal adoptions through a variety of community outreach programs, including online animal postings, mobile adoption, adoption events, weekly radio and television appearances, and adoption counseling efforts. Animal care and placement efforts are also facilitated through rescue partnerships, foster programs, and other programs aimed at reducing euthanasia. The Department's Volunteer Program provides critical support to staff including community outreach efforts, socializing and rehabilitating animals, assisting with the department website and administrative tasks, aiding in veterinarian transport, and performing other special duties, as needed.

Budget Overview

FY 2011 Issues

- The animal shelter facility continues to present on-going maintenance challenges that can affect the Department's ability to be responsive to the needs of the animals housed at the facility and in supporting the animal needs of the community.
- The downturn in the local economy continues to affect the department's ability to adopt all species of animals, particularly those with special medical needs. Continued outreach efforts will help to encourage citizens to consider adopting, rather than purchasing, new pets, but new pet ownership overall is not likely to increase until citizens experience a sustained increase in disposable income.
- The animal shelter's location continues to adversely affect accessibility for much of the eastern and southern parts of the County. The Mobile Adoption Unit deployed in these areas is expected to improve adoption numbers and community awareness of the unique advantages of adopting from the County's animal shelter.
- The increase of cruelty and neglect cases affecting companion animals as well as horses, livestock and poultry in the County has presented new challenges for the shelter resulting in unique care and welfare issues for staff and increased budgetary concerns.
- The increase in number of abandoned animals due to foreclosure, eviction and/or other economic related issues continues to offer new and changing dynamics regarding the types of animal brought or surrendered to the animal shelter and the shelter's ability to collect fees for impoundment and board of owned animals.
- The increased costs for veterinary care, medical and food supplies, and other necessary facility and animal care products presents budgetary challenges that affect the tough decisions on the level of care the animal shelter can or will be able to provide.
- The increasing demand for volunteer support of shelter programs and activities presents challenges for staff to maintain recruitment and retention programs that encourage and provide incentives for participation, particularly with the FY 10 staffing reductions.

FY 2011 Goals

- Strive to maintain behavioral and enrichment programs to increase the number of adoptable animals available for placement and keep them adoptable for longer periods of time.
- Institute a sustainable feline behavioral program that will facilitate cat adoptions and decrease return by owners.
- Increase opportunities for adoption of shelter animals through mobile adoption to the eastern and southern parts of the County.
- Enhance use of resources such as foster care providers, rescue partners and other alternatives to assist with animal welfare and live animal placements providing additional alternatives to euthanasia.
- Continue outreach efforts to promote spay/neuter programs targeted at reducing the feral and stray cat/kitten population and reduce euthanasia as a population control alternative.
- Enhance marketing efforts through media and use of technology to expose Department programs and services to the widest possible audience.
- Continue to utilize and manage volunteer resources to most effectively support Department programs and services.
- Work with County agencies to improve facility infrastructure to ensure that staff are able to provide a high level of care for sheltered animals.



Loudoun County Government
FY 2011 Adopted Fiscal Plan

Animal Care and Control
Animal Shelter

Program Financial Summary	FY 2007 Actual	FY 2008 Actual	FY 2009 Actual	FY 2010 Adopted	FY 2011 Adopted
Expenditures					
Personnel	\$1,035,590	\$1,142,812	\$1,081,096	\$1,102,139	\$1,106,467
Operations & Maintenance	276,225	308,595	271,041	299,835	273,205
Capital Outlay & Capital Acquisitions	0	168,098	0	0	0
Transfer to Central Services Fund	0	0	192,752	0	0
Total Expenditures	\$1,311,815	\$1,619,505	\$1,544,889	\$1,401,974	\$1,379,672
Revenues					
Permits Privilege Fees & Reg Licenses	\$(5)	\$0	\$(45)	\$1,000	\$0
Use Of Money & Property	35	140	0	0	0
Charges For Services	51,305	52,804	63,394	85,222	79,700
Miscellaneous Revenue	289	14,899	6,644	0	0
Recovered Costs	0	0	7,828	0	0
Federal Categorical Aid	0	0	27,500	0	0
Other Financing Sources	11,267	10,000	158,525	0	0
Total Revenues	\$62,891	\$77,843	\$263,846	\$86,222	\$79,700
Total Local Tax Funding	\$1,248,924	\$1,541,662	\$1,281,043	\$1,315,752	\$1,299,972
FTE Summary	21.76	21.19	21.72	19.58	19.58



Loudoun County Government
FY 2011 Adopted Fiscal Plan

Animal Care and Control
Animal Shelter

Performance Measures	FY 2008 Actual	FY 2009 Actual	FY 2010 Estimated	FY 2011 Projected
Objective: Maintain or exceed 90% satisfaction rating of good or excellent for customer service and shelter operations.				
• Number of adopter surveys	232	287	300	250
• Surveys with customer satisfaction level of GOOD or EXCELLENT	94.00%	94.25%	92.00%	93.00%
Objective: Increase the number of foster care providers and the number of animals fostered.				
• Number of animals fostered	161	173	175	175
• Number of foster care providers	32	33	34	36
Objective: Increase community outreach efforts.				
• Number of animals placed through special programs and events	61	114	70	80
• Number of email subscribers	1,408	1,517	1,750	1,850
• Number of outreach efforts to promote animal welfare	38	42	48	50
• Number of visits to website	143,457	513,804	350,000	385,000
Objective: Increase placement of adoptable animals.¹				
• Number of cats made available for placement	590	514	630	550
• Number of cats placed through adoption	511	437	600	500
• Number of dogs and cats placed through rescue partners and transfers	18	31	20	38
• Number of dogs made available for placement	242	242	255	225
• Number of dogs placed through adoption	239	238	240	200
• Number of other animals placed through adoption	209	225	225	200
Objective: Decrease the number of animals returned within one year of adoption.				
• Number of adopted cats returned within one year	29	22	34	30
• Number of adopted dogs returned within one year	34	15	32	30

¹ The FY 11 projections modified due to the downturn in the economy and the decrease in adoptions that has been experienced in shelters nationwide.



Loudoun County Government
FY 2011 Adopted Fiscal Plan

Animal Care and Control
Animal Shelter

Performance Measures	FY 2008 Actual	FY 2009 Actual	FY 2010 Estimated	FY 2011 Projected
Objective: Increase participation of volunteers.				
• Average number of active volunteers	55.50	48.50	44.00	48.00
• Total number of volunteer hours	5,494	4,179	3,090	3,150
• Value of volunteer hours	\$103,017	\$81,380	\$67,114	\$63,787 ¹

¹ The FY11 projected value of volunteer hours provided by Points of Light Foundation is lower due to amount decreasing from \$21.71 in FY 10 to \$20.24 in FY 11.



Animal Care and Control

Animal Control

Description

The Animal Control Division enforces state and local animal laws as mandated by the Code of Virginia, Section 3.2-6555. Animal Control Officers (ACOs) serve and protect the public's health and safety from sick, injured, rabid or dangerous animals and assure the welfare of animals by promoting and providing for their safe, humane and lawful treatment. ACOs provide animal related emergency service response 24-hours-a-day, 7-days-a-week, which includes the rescue of sick or injured domestic animals, removing aggressive domestic and potentially rabid animals, protecting livestock from dog attacks, and providing assistance to law enforcement and fire & rescue personnel. ACOs investigate and resolve reports and/or complaints of alleged animal cruelty and neglect through education and, when necessary, through the courts system. When available, the ACOs participate in educational opportunities at local schools and youth groups on various animal related topics including dog bite prevention and basic animal care. The Division is also responsive to request for animal related information in support of citizen programs and events sponsored by community and various residential organizations.

Budget Overview

FY 2011 Issues

- From FY 04 to FY 09, calls for service (dispatched calls) increased by over 19%; dog bites increased approximately 28%; wildlife calls are up approximately 182%, and stray pickup has increased by approximately 25%. This trend is expected to continue.
- The strategic deployment of Animal Control Officers to maximize response and resolution of animal related calls is increasingly difficult as call volume in the Leesburg area, as well as Western parts of the County, are now comparable to or higher than the call volume in the Eastern part of the County. The call volume in the western parts of the County is now 31% higher than in the east.
- The response to cases involving cruelty, neglect or abandonment is increasing both in numbers (20%) and complexity, since FY 04. These cases can be complex, often requiring multiple visits, collection of evidence and witness statements, and intensive case preparation for court.
- Horse, livestock and poultry cases and calls regarding inadequate care or neglect continues to adversely affect the work activity for ACOs. These activities are typically time consuming and manpower intensive. This activity appears to be a product, at least in part, to the economy. Costs in veterinary care, hay and feed, and transportation expenses also appear to have a significant impact on issues involving adequate care. This trend is expected to continue in future fiscal years.
- Loudoun County continues to have one the highest number of rabies exposure in the state. Fairfax, Fauquier and Loudoun Counties rank in the top four highest number of rabies exposures in the state for CY 09. Increased public awareness and community outreach efforts will be needed to help reduce the number of human and companion animal contact with rabid animals.
- Residential and commercial development continues to be a key factor in the increase call volume, not just for service, but also for information and guidance. Another factor of growing concern is the increase of calls that reflect a growing intolerance to animal behavior and interaction in various areas of the County. Call volume to the shelter's communications center has averaged between 15,000 and 22,000 calls per year (it was 22,360 for FY 09).
- The demand and expectation for animal control services continues to grow, and with staffing levels remaining as they are, AC&C will need to make difficult choices as to the calls that are responded to, the number of staffed service hours, and the programs that are supported.

FY 2011 Goals

- Make strategic adjustments with ACO area assignments to ensure areas with the highest call volume are staffed accordingly.
- Provide greater community outreach and support regarding the management of wildlife issues and companion animal contact with rabid animals. The promotion of rabies vaccinations is a key step in reducing the impact that rabies exposure has in the County.
- Identify alternatives for animal owners who are subject to foreclosure and/or evictions to help reduce the number of animals being abandoned or surrendered to the animal shelter.
- Enhance technical resource capabilities by utilizing state-of-the-art equipment and alternatives to enforcement to streamline operations and create greater capabilities to serve the public.
- Identify animal related situations that would benefit from sterilization programs and promote alternatives for animal owners to obtain appropriate services.
- Enhance communication's operations to improve call taking response, dispatch effectiveness and reporting efficiency.



Loudoun County Government
FY 2011 Adopted Fiscal Plan

Animal Care and Control
Animal Control

- Enhance communication's operations to improve call taking response, dispatch effectiveness and reporting efficiency.

Program Financial Summary	FY 2007 Actual	FY 2008 Actual	FY 2009 Actual	FY 2010 Adopted	FY 2011 Adopted
Expenditures					
Personnel	\$771,659	\$763,407	\$841,946	\$907,681	\$919,588
Operations & Maintenance	222,260	197,419	193,949	214,986	198,651
Total Expenditures	\$993,919	\$960,826	\$1,035,895	\$1,122,667	\$1,118,239
Revenues					
Permits Privilege Fees & Reg Licenses	\$93,209	\$107,450	\$231,011	\$150,041	\$205,863
Fines & Forfeitures	3,810	3,174	4,380	3,000	3,000
Charges For Services	11,185	12,163	14,880	14,500	25,200
Other Financing Sources	3,773	3,800	5,000	0	0
Total Revenues	\$111,977	\$126,587	\$255,271	\$167,541	\$234,063
Total Local Tax Funding	\$881,942	\$834,239	\$780,624	\$955,126	\$884,176
FTE Summary	11.13	11.70	12.77	12.77	12.77



Loudoun County Government
FY 2011 Adopted Fiscal Plan

Animal Care and Control
Animal Control

Performance Measures	FY 2008 Actual	FY 2009 Actual	FY 2010 Estimated	FY 2011 Projected
Objective: Resolve companion animal and wildlife calls.¹				
• Number of calls for service	19,587	22,360	20,272	22,290
• Number of calls referred to local/county law enforcement	n/a	27	48	29
• Number of calls referred to other agencies	n/a	876	790	963
• Number of wildlife calls	n/a	3,009	3,360	3,696
• Number of wildlife calls dispatched to Animal Control Officers	806	776	950	853
• Number of wildlife calls referred to a rehabilitator	n/a	202	130	140
• Number of wildlife calls referred to Game and Inland Fisheries	n/a	132	105	115
Objective: Increase number of citizens and animal served through the CARE (Community Animal Resource Effort) Program.				
• Number of animals served by CARE	728	860	775	1,100
• Number of animals spayed/neutered through CARE	21	24	60	40
• Number of citizens receiving food and/or CARE supplies	663	483	400	650
Objective: Achieve average dispatch time of 4 minutes.				
• Average dispatch response time in min. from dispatch to ACOs	n/a	7	7	7
• Number of calls dispatched to Animal Control Officers	4,363	4,322	5,000	4,538
Objective: Increase the percentage of dogs licensed in Loudoun County.				
• Number of dogs licensed	18,611	15,901	21,050	23,000
• Number of dogs licensed through field issuance ¹	n/a	132	144	151
• Percentage of dogs licensed in Loudoun County	28.00%	23.20%	32.00%	34.00%
Objective: Increase number of pets that are micro-chipped.				
• Number of adopted pets micro-chipped by the department	799	702	850	750
• Number of micro-chipped pets registered with the department per year.	1,956	1,819	2,000	2,000

¹ Some measures are new for FY 09; prior year history is not available.



Loudoun County Government
FY 2011 Adopted Fiscal Plan

Animal Care and Control
Animal Control

Performance Measures	FY 2008 Actual	FY 2009 Actual	FY 2010 Estimated	FY 2011 Projected
Objective: Increase the number of pets returned to owner.				
• Number of pets returned to owner (RTO) in the field	n/a ¹	123	90	129
• Number of pets returned to owner at the shelter	576	410	590	500 ²
Objective: Maintain Animal Control response time of 30 minutes or less.				
• Average response time in Eastern Loudoun (in minutes)	30	40	40	40
• Average response time in Western Loudoun (in minutes)	30	40	40	40
• Number of animal related calls in the East	1,867	1,875	2,350	1,968 ³
• Number of animal related calls in the West	2,496	2,456	2,600	2,578
Objective: Increase the number of cases resolved outside of court, while improving the successful conviction of court cases.				
• Number of complaint follow-up responses	7,556	8,173	9,943	9,844
• Number of complaints resolved outside of court	4,231	4,179	4,800	4,442
• Number of convictions/court dispositions	94	87	125	96
• Number of court cases	96	127	170	178
• Total number of animal control complaints	4,264	4,322	4,800	4,538

¹ This is a new measure for FY 09; prior year history is not available.

² Decrease in FY 11 projection is based on increase of RTO's in the field and the decrease in owners willing to reclaim their pets due to moving, foreclosure, eviction, loss of job or other financial hardship due to the economy.

³ FY 11 projection is based on past and current data for calls handled in the East. The trend data shows that calls in the East are declining partially due to increased animal control presence and patrols. The FY 10 number is estimated higher at the time of projection.



**Loudoun County Government
FY 2011 Adopted Fiscal Plan**

Clerk of the Circuit Court

Mission Statement

The mission of the Clerk of the Circuit Court's Office is to facilitate the orderly conduct of governmental, judicial, commercial and legal affairs for the citizens of Loudoun County by collecting the appropriate taxes and fees, processing legal documents, retaining permanent court records, land records, judgment records, and legal documents, providing public inspection of permanent records, and providing efficient administration of court cases and Clerk's Office services.

Description

The Clerk of the Circuit Court is organized into six functional divisions: Land Records – recordation, indexing and retention of land records and related documents; Probate – probating of wills and estates and preparation of legal documents; Court Services – filing and retention of court records, public inspection of court files, and the administration of services to support the Judges of Circuit Court; Jury Management – issuance of juror questionnaires, juror summonses and other legal documents and the coordination of jury trials and grand jury; Public Services – issuance of marriage licenses, notary commissions, filing concealed weapon permits, subpoenas, and the collection of court fines and costs assessed by the court, and Administration – management of office operations, budget and finance, payroll, human resources and other related administrative/managerial functions. The office provides oversight for the Law Library and collects fines and fees for County departments such as the Office of the Sheriff and the Commonwealth's Attorney.

Budget Overview

FY 2011 Issues

- The current state of the national and state economy coupled with the reduction of state and local funding presents significant challenges for the Clerk's Office to achieve state mandates, the high degree of accuracy required in court management and a high level of customer services when facing substantial growth in court caseload, concealed handgun permits, probate cases and jury trials.
- The integration, development and installation of several new technologies in FY 10 present additional challenges to the Clerk's Office in light of reduced funding and workload increases.
- The continued need for records storage space and the simultaneous challenge of finding staffing resources to digitize over 50,000 court files will require innovative management by the court services staff.
- The reduced operating budget combined with several new state mandates in FY 09 and FY 10 will challenge the Clerk's office to operate efficiently and effectively with no additional resources.

FY 2011 Major Goals

- Examine the possibility of instituting an E-filing pilot program for certain court documents.
- Continue to increase cross training in order to maximize available staff resources to meet the changes in workload across the Clerk's office and provide consistent, high-quality customer service.
- Identify court records for conversion to digital images and integrate those images into the Case Imaging System to improve the number of images available for court cases and/or, review by attorneys and the public.
- Scan final court orders and provide those digital images electronically to attorneys and defendants in lieu of paper copies to reduce the use of postage and paper.
- Continue to analyze office procedures and policies and identify cost-cutting measures and new efficiencies to improve operations.
- Reorganize of the Court Services Division in order to consolidate court processes (criminal and civil), thereby creating a one-stop customer service location for all court services customers and will develop specialization of services.
- Develop of private-public partnerships with stakeholder clients to share information, develop common goals and provide private funding for special programs.

FY 2010 Major Achievements

- Completed the first phase of a new Case Imaging System, which provides digital images of court documents to all users of the system. The new system streamlines the filing and indexing of all court documents, which enables users to instantly and simultaneously view scanned images.
- Reduced space allocated for file storage by utilizing the Case Imaging System.
- Completed the first phase of installation of the Digital Docket System in the Clerk's Office. The Clerk's Office will complete the second phase of the program throughout the Courts Complex in late-FY 10. The new system allows attorneys, litigants and customers to view dockets on video monitors in central locations in the courts complex. The system will reduce costs related to paper production and duplication and will reduce manual labor involved with producing thousands of paper dockets throughout the year.



**Loudoun County Government
FY 2011 Adopted Fiscal Plan**

Clerk of the Circuit Court

- Anticipate completion of the installation of a new E-filing system for Land Records. This program will allow users to file deeds and other land records electronically.
- The Archives division scanned over 28,000 pages of historical deeds, wills, Free Black Papers, military records and other documents. The scanned images are available for public review, which reduces the wear and tear on fragile original documents and improves copied images for customers.
- The Accounting division worked with information technology staff to review all maintenance contracts on technology equipment to identify unnecessary expenses and negotiate better contracts when possible.
- The Archives division produced a short informational video on available records, research tips and other information. The video was presented to several groups and is available to customers to quickly answer general Archival records questions.
- The Accounting division instituted a practice of printing certain forms on an as-needed basis to provide only the necessary inventory which resulted in reduced overhead.
- Increased the use of technology across the Clerk's office using state grant funding, (e.g., the Case Imaging System, Digital Dockets, E-Filing).
- Expanded and improved the use of cross training of staff to reallocate staff resources as workloads shifted across functional groups.



**Loudoun County Government
FY 2011 Adopted Fiscal Plan**

Clerk of the Circuit Court

Departmental Financial Summary	FY 2007 Actual	FY 2008 Actual	FY 2009 Actual	FY 2010 Adopted	FY 2011 Adopted
Expenditures					
Personnel	\$2,804,000	\$3,113,635	\$3,119,347	\$3,318,304	\$3,238,200
Operations & Maintenance	260,277	246,304	296,008	162,046	238,158
Capital Outlay & Capital Acquisitions	28,736	24,321	39,225	80,000	32,000
Total Expenditures	\$3,093,013	\$3,384,260	\$3,454,580	\$3,560,350	\$3,508,358
Revenues					
Other Local Taxes	\$12,858,494	\$9,072,698	\$7,291,832	\$6,404,000	\$7,183,000
Permits Privilege Fees & Reg Licenses	11,800	10,960	10,786	212,100	210,700
Charges For Services	2,448,286	1,814,720	1,481,996	670,000	845,000
State Non-categorical Aid	3,020,198	2,583,351	2,054,576	2,200,000	2,230,000
State Shared Expenses	926,327	960,505	966,907	980,879	954,847
State Categorical Aid	37,824	10,000	40,720	0	0
Total Revenues	\$19,302,929	\$14,452,234	\$11,846,817	\$10,466,979	\$11,423,547
Local Tax Funding	\$(16,209,916)	\$(11,067,974)	\$(8,392,237)	\$(6,906,629)	\$(7,915,189)
FTE Summary	41.00	43.53	43.53	43.53	43.00

FY 2011 Board Action

The FY 11 Adopted Fiscal Plan for the Clerk of the Circuit Court includes a reduction of 0.53 FTE and \$53,000 in Local Tax Funding. Health insurance premiums reflect an annual increase of 10% for FY 11.

Budget History

FY 07: The Board added 1.00 FTE for a bookkeeper.

FY 07 Mid-Year: The Board added 2.53 FTEs for one full-time and one part-time deputy clerk positions, one systems administrator. Each position was partially funded by the State Compensation Board.



Loudoun County Government
FY 2011 Adopted Fiscal Plan

Clerk of the Circuit Court

Expenditures by Program	FY 2007 Actual	FY 2008 Actual	FY 2009 Actual	FY 2010 Adopted	FY 2011 Adopted
Clerk of the Circuit Court	\$3,093,013	\$3,384,260	\$3,454,580	\$3,560,350	\$3,508,358
Total Expenditures	\$3,093,013	\$3,384,260	\$3,454,580	\$3,560,350	\$3,508,358
Revenues by Program	FY 2007 Actual	FY 2008 Actual	FY 2009 Actual	FY 2010 Adopted	FY 2011 Adopted
Clerk of the Circuit Court	\$19,302,929	\$14,452,234	\$11,846,817	\$10,466,979	\$11,423,547
Total Revenues	\$19,302,929	\$14,452,234	\$11,846,817	\$10,466,979	\$11,423,547
Local Tax Funding by Program	FY 2007 Actual	FY 2008 Actual	FY 2009 Actual	FY 2010 Adopted	FY 2011 Adopted
Clerk of the Circuit Court	\$(16,209,916)	\$(11,067,974)	\$(8,392,237)	\$(6,906,629)	\$(7,915,189)
Total Local Tax Funding	\$(16,209,916)	\$(11,067,974)	\$(8,392,237)	\$(6,906,629)	\$(7,915,189)
Staffing Summary by Program	FY 2007 Actual	FY 2008 Actual	FY 2009 Actual	FY 2010 Adopted	FY 2011 Adopted
Clerk of the Circuit Court	41.00	43.53	43.53	43.53	43.00
Total FTE	41.00	43.53	43.53	43.53	43.00



Loudoun County Government
FY 2011 Adopted Fiscal Plan

Clerk of the Circuit Court

Performance Measures	FY 2008 Actual	FY 2009 Actual	FY 2010 Estimated	FY 2011 Projected
Objective: Index all court cases filed into case management system to provide public access and facilitate the judicial review of court cases as required by the Code of Virginia.				
• Court cases entered into database within required standards	100%	100%	100%	100%
• Number of Indexed Court Cases	6,942	8,175	8,029	8,500
Objective: Process and deliver 100% of applicable criminal fund payments to the Virginia Supreme Court within 30 days as required annually by the Virginia Supreme Court.				
• Court payments processed within 30 days	100%	100%	100%	100%
• Number of Criminal Fund Payments	811	833	800	850
Objective: Provide public access to all deed recordings. Process and scan all recordings into land records system within 30 days.				
• Number of Deed Recordings	428,512	403,199	400,000	440,000
• Records available within 30 days	100%	100%	100%	100%
Objective: Ensure a sufficient pool of jurors is provided for criminal and civil jury trials as required by the Code of Virginia. Issue requisite number of jury questionnaires to provide adequate numbers of jurors.				
• Number of Jury Summons issued	38,000	38,000	35,000	42,000
• Successful jury pools provided to complete jury trials	100%	100%	100%	100%
Objective: Probate all wills and estates as required annually by the Code of Virginia.				
• Number of Wills Probate	1,492	1,518	1,575	1,650
• Wills probated within the guidelines of the Code of Virginia	100%	100%	100%	100%
Objective: Annually issue Concealed Handgun Permits within 45 days per the Code of Virginia. Process and issue 100% of Concealed Handgun Permits applications within 45 days.				
• Number of Concealed Handgun Permits issued	1,070	1,845	1,250	2,132
• Permits issued within Code of Virginia guidelines	100%	100%	100%	100%



Commonwealth's Attorney

Mission Statement

Investigate and prosecute felony, misdemeanor, traffic and juvenile criminal cases presented by law enforcement officers including the Virginia State Police, the Loudoun County Sheriff's Office, the Leesburg, Middleburg and Purcellville Police Departments, the Metropolitan Washington Airport Authority Police Department, Federal Law Enforcement agencies and certain County departments. The office also handles criminal complaints filed by private citizens. There are also over 300 statutory duties and responsibilities of the Commonwealth's Attorney as prescribed in the Code of Virginia. The Victim-Witness program interfaces between the judicial system and crime victims and witnesses to help ensure victim and witness cooperation in prosecution; increased witness safety; and reduced levels of trauma often associated with criminal cases.

Description

As legal counsel for the Commonwealth of Virginia, the duties of the office are mandated by the Code of Virginia. An "on duty" prosecutor is available to respond to legal inquiries from law enforcement officers and magistrates during regular business hours and an "on call" prosecutor is available twenty-four hours to handle any law enforcement emergencies or other situations requiring immediate attention. The attorneys are also available to work with law enforcement agencies and provide legal advice as required to facilitate investigations in specific complex cases. The office focuses particular attention on addressing gang activity and has one prosecutor assigned as a liaison to the gang investigation unit and the Northern Virginia Regional Gang Task Force to better coordinate regional efforts with neighboring Northern Virginia jurisdictions. One full-time and one part-time prosecutor are specifically assigned to focus efforts toward domestic violence cases and are involved in developing training programs for local law enforcement agencies. One unique aspect of the office is its proximity to the National Capital, as well as a major international airport. As such, communication and cooperation with federal law enforcement agencies and the U.S. Attorney's office is a continual consideration. To this end, two attorneys have been cross designated as Special Assistant United States Attorneys and are able to prosecute cases in the Federal Courts if necessary, and an Assistant United States Attorney has been appointed as a volunteer Assistant Commonwealth's Attorney for Loudoun.

The Victim-Witness program provides crisis intervention by advising victims of their rights and notifying them of the services the program and State provide. These services include an explanation of the court process, courtroom tours, liaison within the criminal justice system, courtroom accompaniment, witness preparation, claims filing through the criminal injuries compensation fund, supportive services referrals, victim impact statement preparation, restitution assistance, and safety planning. The program takes an active role in educating the public on issues related to domestic and sexual violence. This program also serves as liaison to the County's Domestic Abuse Response Team, the Child Protective Committee and the Child Advocacy Center.

Budget Overview

FY 2011 Issues

- Residential and commercial development has made the County an increased target for criminal activity and gang-related crimes in the recent past. A struggling economic climate often gives rise to increases in property crimes and retail theft. This can also be an indicator of additional family stresses which have the tendency to result in increased domestic matters, both civil and criminal. These variables make caseload predictions imperfect.
- The office will continue to concentrate on the development of a domestic violence prosecution section to coordinate with designated law enforcement and County agencies that have dedicated personnel toward this effort.
- The Victim-Witness program continues to manage large case volumes. Crimes against persons, including but not limited to child abuse, sexual assault, domestic violence, homicide and identity theft, involve specialized resources and services.
- Maintaining attorney staffing is critical during the current economic climate due to likely increases in caseloads.

FY 2011 Major Goals

- Develop cases with regional gang prosecutors through the efforts of the Northern Virginia Regional Gang Task Force.
- Further develop the Domestic Violence prosecution section to prosecute cases coordinated with local agencies and the Domestic Violence Steering Committee.
- Increase the number and amount of claims to the Criminal Injuries Compensation Fund through educational efforts with victims of crime.
- Expand use of the Check Enforcement Program to aide local businesses with loss and recovery.



**Loudoun County Government
FY 2011 Adopted Fiscal Plan**

Commonwealth's Attorney

FY 2010 Major Achievements

- The office received a Federal grant for a part-time Domestic Violence Prosecutor which required no Local Tax Funding.
- The office continues to receive applications from law students interested in internships and has taken advantage of the available volunteer effort. The number of volunteer hours in the office has negated the need for full-time legal assistants or paralegals to date.
- The office continues to develop law enforcement training programs to keep officers updated on current legal issues, evidence collection and updates to the Code of Virginia.



**Loudoun County Government
FY 2011 Adopted Fiscal Plan**

Commonwealth's Attorney

Departmental Financial Summary	FY 2007 Actual	FY 2008 Actual	FY 2009 Actual	FY 2010 Adopted	FY 2011 Adopted
Expenditures					
Personnel	\$2,679,571	\$2,811,506	\$2,946,329	\$3,032,412	\$2,981,066
Operations & Maintenance	159,934	172,336	177,923	158,364	158,364
Capital Outlay & Capital Acquisitions	9,300	0	0	0	0
Total Expenditures	\$2,848,805	\$2,983,842	\$3,124,252	\$3,190,776	\$3,139,430
Revenues					
Charges For Services	\$3,792	\$3,983	\$3,369	\$0	\$0
State Shared Expenses	703,685	831,593	817,728	692,734	733,000
State Categorical Aid	52,347	40,000	40,000	0	40,000
Federal Categorical Aid	10,224	20,725	26,082	23,200	53,824
Total Revenues	\$770,048	\$896,301	\$887,179	\$715,934	\$826,824
Local Tax Funding	\$2,078,757	\$2,087,541	\$2,237,073	\$2,474,842	\$2,312,606
FTE Summary	33.00	34.00	34.00	34.00	33.00

FY 2011 Board Action

The FY 11 Adopted Fiscal Plan for the Commonwealth's Attorney includes no reductions to Local Tax Funding. Included in Proposed Fiscal Plan is the State Compensation Board reduction for this office and increased benefit costs for health insurance and retirement. Health insurance premiums reflect an annual increase of 10% for FY 11.

Budget History

FY 07 Mid-Year: The Board added 1.00 FTE for an attorney position partially funded by the State Compensation Board.

FY 10: The Board reduced 1.00 FTE admin support position from the Victim-Witness Program.



Loudoun County Government
FY 2011 Adopted Fiscal Plan

Commonwealth's Attorney

Expenditures by Program	FY 2007 Actual	FY 2008 Actual	FY 2009 Actual	FY 2010 Adopted	FY 2011 Adopted
Prosecutions	\$2,848,805	\$2,983,842	\$3,124,252	\$3,190,776	\$3,139,430
Total Expenditures	\$2,848,805	\$2,983,842	\$3,124,252	\$3,190,776	\$3,139,430
Revenues by Program	FY 2007 Actual	FY 2008 Actual	FY 2009 Actual	FY 2010 Adopted	FY 2011 Adopted
Prosecutions	\$770,048	\$896,301	\$887,179	\$715,934	\$826,824
Total Revenues	\$770,048	\$896,301	\$887,179	\$715,934	\$826,824
Local Tax Funding by Program	FY 2007 Actual	FY 2008 Actual	FY 2009 Actual	FY 2010 Adopted	FY 2011 Adopted
Prosecutions	2,078,757	2,087,541	2,237,073	2,474,842	2,312,606
Total Local Tax Funding	\$2,078,757	\$2,087,541	\$2,237,073	\$2,474,842	\$2,312,606
Staffing Summary by Program	FY 2007 Actual	FY 2008 Actual	FY 2009 Actual	FY 2010 Adopted	FY 2011 Adopted
Prosecutions	33.00	34.00	34.00	34.00	33.00
Total FTE	33.00	34.00	34.00	34.00	33.00



Loudoun County Government
FY 2011 Adopted Fiscal Plan

Commonwealth's Attorney

Performance Measures	FY 2008 Actual	FY 2009 Actual	FY 2010 Estimated	FY 2011 Projected
Objective: To prosecute criminal cases, review criminal investigations, and render legal opinions and advice, all within the guidelines of the State Supreme Court.				
• Forfeiture action initiated	84	100	125	125
• Law Enforcement Officer training sessions and presentations	28	30	30	30
• Number of Circuit Court Cases	1,960	2,000	2,300	2,300
• Number of General District Court Cases	66,398	66,497	69,823	71,982
• Number of Jury Trials	40	45	45	45
• Number of Juvenile & Domestic Relations Court Cases	45,000	45,000	50,000	50,000
• Probation violation hearings	296	350	300	300
Objective: Provide support, guidance and information regarding the criminal justice system to victims and witnesses of crimes.				
• Local brochures distributed	6,600	5,200	6,500	6,500
• Number of Criminal Injuries Compensation Fund claims	90	75	100	100
• Number of referrals to LAWS and other agencies	2,200	1,500	2,000	2,000
• Number of victim's impact statements issued	250	190	250	250
• Number of victims provided services	4,200	3,700	4,000	4,000
• Percent of Victims/Witnesses provided with services	95%	95%	95%	95%
• Reports of violent crimes against women	1,050	775	1,000	1,000



Community Corrections

Mission Statement

The mission of the Community Corrections Program is to promote public safety by providing quality pretrial and probation services to the Loudoun Judiciary.

Description

The Community Corrections program provides pretrial and post-trial services for the Loudoun Courts by supervising defendants and offenders for whom Loudoun County is responsible. The Pretrial division utilizes pretrial officers to conduct pre-adjudication investigations, make recommendations to the Courts concerning defendants' suitability for supervised release and supervises those placed with the program by the Courts. The Post-trial division utilizes probation officers to complete pre-sentence investigation reports ordered by the Courts and to supervise offenders placed on probation for which Loudoun County is responsible. The Post-trial division consists of standard probation and the drug court. The drug court is a unique approach to handling non-violent substance addicted offenders; it provides intensive, supervised probation that involves massive drug testing, education and treatment.

Budget Overview

FY 2011 Issues

- The growth in the number of defendants and offenders placed in the pretrial and local probation programs has always kept pace with overall County population growth trends and subsequently increases staff workload.
- The ability to provide services for the growing number of Spanish speaking defendants and offenders remains an issue. The Office must be mindful of having an adequate number of Spanish-speakers on duty at all times. Community Corrections is fortunate to have three officers fluent in Spanish.
- Community Corrections continues to be involved in a joint venture with other County and private agencies to address domestic violence. A Federal grant was secured in FY 05 to begin a County wide domestic violence program. This is a County-interdepartmental program with the following partners: the Sheriff's Office, Loudoun Abused Women's Shelter (LAWS), the Commonwealth's Attorney's Office and the Juvenile Court Service Unit. Community Corrections provide the probation officers that supervise the defendants placed in the program by the Courts. The number of defendants under supervision has risen at a much faster pace than any other program the Office facilitates.

FY 2011 Major Goals

Local Probation:

- Enforce all general and special conditions of probation, and provide consequences for offenders through community service work.
- Require offenders pay Court costs and fines and collect these monies on a daily basis.
- Ensure that offenders compensate victims for their losses as Ordered by the Courts by establishing offender payment plans, monitoring their compliance, collecting the restitution and submitting the payments.
- Increase the number of available jail beds in the local detention center daily through community supervision provided by the Office.
- Work through a collaborative plan to reduce domestic violence in Loudoun County by facilitating a comprehensive domestic violence program.
- Serve the Spanish-speaking population by providing probation and pretrial services through officers that are fluent in Spanish.
- Work with the Courts to assure that the DUI offenders attend the victim impact panels as ordered by the Courts.

Pretrial Services:

- Enforce all general and special conditions of bond.
- Provide verified information and sound bond recommendations to the Courts for all incarcerated pretrial defendants, which is essential to the public safety of Loudoun County.
- Increase the number of available jail beds in the local detention center daily through community supervision provided by the Office.

FY 2010 Major Achievements

- Handled an average daily caseload of 125 defendants in the community and 1,250 incarcerated pretrial defendants that were investigated, and manage bond reports were submitted to the court. (Note: 80% of the defendants who were placed in community supervision completed the program successfully.
- Managed an average daily caseload for the local probation office of 850 offenders, of which 85% successfully complete their probation. Offenders completed 21,000 hours of community service, and paid \$120,000 in restitution and \$70,000 in fines and Court costs.



**Loudoun County Government
FY 2011 Adopted Fiscal Plan**

Community Corrections

Departmental Financial Summary	FY 2007 Actual	FY 2008 Actual	FY 2009 Actual	FY 2010 Adopted	FY 2011 Adopted
Expenditures					
Personnel	\$1,074,358	\$1,339,374	\$1,507,908	\$1,586,080	\$1,635,347
Operations & Maintenance	151,187	125,439	107,888	180,424	180,424
Total Expenditures	\$1,225,545	\$1,464,813	\$1,615,796	\$1,766,504	\$1,815,771
Revenues					
Charges For Services	\$24,895	\$18,070	\$21,730	\$53,850	\$53,850
Recovered Costs	4,355	3,790	1,670	19,000	54,000 ¹
State Categorical Aid	507,834	552,751	573,193	573,193	650,568
Federal Categorical Aid	107,604	104,674	62,227	146,146	174,014
Total Revenues	\$644,688	\$679,285	\$658,820	\$792,189	\$932,432
Local Tax Funding	\$580,857	\$785,528	\$956,976	\$974,315	\$883,339
FTE Summary	17.33	18.86	19.86	20.86	20.86

FY 2011 Board Action

The FY 11 Adopted Fiscal Plan for the Community Corrections includes a reduction of 1.00 FTE and \$4,000 in Local Tax Funding. Included in this amount is replacement of the loss of \$48,000 in grant revenue for the Federal Domestic Violence Prevention grant. The FY 2011 Fiscal Plan has no compensation increases for employees and health insurance premiums reflect an annual increase of 10%.

Budget History

FY 07: The Board added 1.00 FTE for a probation officer.

FY 07 Mid-year: 1.00 FTE was transferred to the Circuit Court Judges.

FY 08 Mid-year: The Board added 1.00 FTE for a state-funded probation officer.

FY 09 Mid-year: The Board added 1.00 FTE for a grant-funded probation officer.

FY 10 Mid-year: The Board added 1.00 FTE for a grant-funded probation officer.

¹ Revenue received from fees collected from clients ordered to attend the Victim Impact Panel is included for FY 11.



Loudoun County Government
FY 2011 Adopted Fiscal Plan

Community Corrections

Expenditures by Program	FY 2007 Actual	FY 2008 Actual	FY 2009 Actual	FY 2010 Adopted	FY 2011 Adopted
Community Corrections	\$1,225,545	\$1,464,813	\$1,615,796	\$1,766,504	\$1,815,771
Total Expenditures	\$1,225,545	\$1,464,813	\$1,615,796	\$1,766,504	\$1,815,771
Revenues by Program	FY 2007 Actual	FY 2008 Actual	FY 2009 Actual	FY 2010 Adopted	FY 2011 Adopted
Community Corrections	\$644,688	\$679,285	\$658,820	\$792,189	\$932,432
Total Revenues	\$644,688	\$679,285	\$658,820	\$792,189	\$932,432
Local Tax Funding by Program	FY 2007 Actual	FY 2008 Actual	FY 2009 Actual	FY 2010 Adopted	FY 2011 Adopted
Community Corrections	\$580,857	\$785,528	\$956,976	\$974,315	\$883,339
Total Local Tax Funding	\$580,857	\$785,528	\$956,976	\$974,315	\$883,339
Staffing Summary by Program	FY 2007 Actual	FY 2008 Actual	FY 2009 Actual	FY 2010 Adopted	FY 2011 Adopted
Community Corrections	17.33	18.86	19.86	20.86	20.86
Total FTE	17.33	18.86	19.86	20.86	20.86



Loudoun County Government
FY 2011 Adopted Fiscal Plan

Community Corrections

Performance Measures	FY 2008 Actual	FY 2009 Actual	FY 2010 Estimated	FY 2011 Projected
Objective: Provide an array of alternatives to detention to reduce space issues in the Adult Detention Center.				
• Local Probation: Number of jail beds saved daily	86	83	87	85
• Local Probation: Percentage of offenders successfully completing probation	84%	86%	85%	85%
• Local Probation: Value of jail beds saved daily	\$11,180	\$12,450	\$13,651	\$12,750
• Pretrial: Number of jail beds saved daily	64	57	63	65
• Pretrial: Value of jail beds saved daily	\$6,110	\$8,550	\$9,885	\$9,750
Objective: Assist the Courts in making bond decisions by interviewing, evaluating and investigating incarcerated pretrial defendants to provide verified information on each pre-bond report.				
• Number of pretrial defendants interviewed, evaluated and investigated	1,302	1,227	1,300	1,350
Objective: Provide an alternative to detention through community service work.				
• Number of Community Service hours worked	23,126	23,298	21,000	23,000
• Value of Community Service hours worked	\$138,756	\$139,778	\$126,000	\$138,000
Objective: Promote public safety and serve the Loudoun Judiciary by enforcing all general and special conditions of pretrial and probation and supervising all defendants and offenders referred by the Courts.				
• Local Probation: Average daily number under supervision	864	831	875	875
• Local Probation: New cases opened	2,104	2,154	2,300	2,300
• Local Probation: Percentage of offenders successfully completing probation	84%	86%	85%	85%
• Pretrial: Percentage of defendants successfully completing supervision	86%	82%	80%	85%
• Pretrial: Average daily number under supervision	133	114	125	135
• Pretrial: New cases opened	379	390	425	475
Objective: Compensate victims of crimes by collecting Court costs and restitution from offenders.				
• Value of fines and costs collected from offenders	\$203,055	\$122,020	\$70,000	\$70,000
• Value of restitution collected from offenders	\$77,915	\$102,581	\$125,000	\$125,000



Courts

Courts

Circuit Court

Juvenile & Domestic Relations Court

General District Court

Magistrates



**Loudoun County Government
FY 2011 Adopted Fiscal Plan**

Courts

Mission Statement

The mission of the Courts is to serve the public through support of the judicial system of Loudoun County in providing an independent, accessible, responsive forum for the just resolution of disputes. Both the State Constitution and the Code of Virginia require the County to provide suitable facilities for the Courts and Magistrates, although the County is not required to provide any personnel or related expenses.

Description

The court system in Loudoun County is composed of the Circuit, Juvenile and Domestic Relations, General District Courts, and the Magistrates. The Circuit Court, the only trial court of record in the County, is the court of original and appellate jurisdiction and has three sitting judges. The Circuit Court is the only court exercising general jurisdiction over all matters both criminal and civil, including appeals from the district courts. The Juvenile and Domestic Relations (JDR) District Court provides the citizens of the community access to the legal system to resolve domestic disputes and adjudicate delinquent offenses. Its goal is to provide youth and families with the services needed to rehabilitate and to protect the community. The General District Court Clerk's Office works as a team member with judges, law enforcement agencies, the Commonwealth Attorney's Office, attorneys and the public in an effort to provide accurate records and information and the issuance of legal documents in a timely manner. The Magistrate's Office is the point of entry for the court system. The Magistrates provide 24-hour service to the public, law enforcement, and other agencies that need access to the Court. The Magistrates issue warrants of arrest, conduct bail bond hearings, commit offenders to jail and release prisoners from jail.

Budget Overview

FY 2011 Issues

- Court caseloads and community demand for services continue to increase with population growth.
- Providing services to clients for whom English is a second or non-existent language puts pressure on the Court system.

FY 2011 Major Goals

- Provide effective access to the justice system as required by law.
- Conclude all cases promptly and efficiently within the time periods advocated by the Supreme Court of Virginia.
- Effectively provide information to the public.
- Maintain human dignity and justice by ensuring equal application of the judicial process to all controversies.

FY 2010 Major Achievements

- Fully implemented video conferencing system to the courts and Dulles South Sheriff Station for conducting business with Magistrates.
- Brought requested cases and managed dockets to the Courts in a timely and efficient manner.
- Continued to manage the interagency drug court program.



Loudoun County Government
FY 2011 Adopted Fiscal Plan

Courts

Departmental Financial Summary	FY 2007 Actual	FY 2008 Actual	FY 2009 Actual	FY 2010 Adopted	FY 2011 Adopted
Expenditures					
Personnel	\$651,559	\$672,961	\$692,319	\$712,117	\$636,343
Operations & Maintenance	289,357	265,020	387,335	347,266	394,108
Capital Outlay & Capital Acquisitions	0	0	0	12,099	0
Total Expenditures	\$940,916	\$937,981	\$1,079,654	\$1,071,482	\$1,030,451
Revenues					
Other Local Taxes	\$0	\$0	\$2,823	\$0	\$0
Recovered Costs	16,339	19,351	31,392	0	0
State Categorical Aid	4,639	(4,639)	0	0	0
Federal Categorical Aid	14,397	6,095	16,278	0	0
Total Revenues	\$35,375	\$20,807	\$50,493	\$0	\$0
Local Tax Funding	\$905,541	\$917,174	\$1,029,161	\$1,071,482	\$1,030,451
FTE Summary	6.00	7.00	7.00	6.00	6.00

FY 2011 Board Action

The FY 11 Adopted Fiscal Plan for the Courts includes a reduction of \$79,400 in Local Tax Funding from the Magistrates. Health insurance premiums reflect an annual increase of 10% for FY 11.

Budget History

FY 10: A 1.00 FTE Attorney position in the Circuit Court was eliminated.

FY 07 Mid-Year: A 1.00 FTE Drug Court Coordinator position was transferred from Community Corrections to the Circuit Court.



Loudoun County Government
FY 2011 Adopted Fiscal Plan

Courts

Expenditures by Program	FY 2007 Actual	FY 2008 Actual	FY 2009 Actual	FY 2010 Adopted	FY 2011 Adopted
Circuit Court	\$638,656	\$625,806	\$719,653	\$664,362	\$692,988
Juvenile & Domestic Relations Court	51,536	67,303	69,189	69,180	78,923
General District Court	103,740	83,745	134,815	149,463	149,463
Magistrates	146,984	161,127	155,997	188,477	109,077
Total Expenditures	\$940,916	\$937,981	\$1,079,654	\$1,071,482	\$1,030,451
Revenues by Program	FY 2007 Actual	FY 2008 Actual	FY 2009 Actual	FY 2010 Adopted	FY 2011 Adopted
Circuit Court	\$19,036	\$1,456	\$19,101	\$0	\$0
General District Court	16,339	19,351	31,392	0	0
Total Revenues	\$35,375	\$20,807	\$50,493	\$0	\$0
Local Tax Funding by Program	FY 2007 Actual	FY 2008 Actual	FY 2009 Actual	FY 2010 Adopted	FY 2011 Adopted
Circuit Court	\$619,620	\$624,350	\$700,552	\$664,362	\$692,988
Juvenile & Domestic Relations Court	51,536	67,303	69,189	69,180	78,923
General District Court	87,401	64,394	103,423	149,463	149,463
Magistrates	146,984	161,127	155,997	188,477	109,077
Total Local Tax Funding	\$905,541	\$917,174	\$1,029,161	\$1,071,482	\$1,030,451
Staffing Summary by Program	FY 2007 Actual	FY 2008 Actual	FY 2009 Actual	FY 2010 Adopted	FY 2011 Adopted
Circuit Court	6.00	7.00	7.00	6.00	6.00
Total FTE	6.00	7.00	7.00	6.00	6.00



**Loudoun County Government
FY 2011 Adopted Fiscal Plan**

**Courts
Circuit Court**

Description

The Circuit Court has original and general jurisdiction of most civil cases; all cases, civil or criminal, in which an appeal may be made to the Supreme Court of Virginia; and of all indictments for felonies and of presentments, informations and indictments for misdemeanors. The Circuit Court has appellate jurisdiction of all cases, civil and criminal, in which an appeal, or writ of error may be taken from or to the judgment or proceedings of any inferior tribunal. Jury trials are conducted in the Circuit Court. The Circuit Court is charged with the supervision of fiduciaries, the jury selection process, hearing administrative appeals, conducting medical malpractice panels, participating in annexation hearings, hearing election contests, and lawyer discipline. Overall responsibility for the oversight of the court facilities rests with the Circuit Court. Appointments to the Board of Equalization, Board of Zoning Appeals, Electoral Boards, and Magistrates are made by the Circuit Court. The Circuit Court also processes appointments of marriage celebrants, name changes, and applications for concealed weapons. The five administrative support positions for the Circuit Court are provided by the County. The Adult Drug Treatment Court is a specialized docket of the Circuit Court designed to provide eligible felony probation violators with intensive substance abuse treatment and judicial supervision. The Program Coordinator position is funded by the County. The Circuit Court Judges are elected by the Virginia General Assembly to preside over and administer the laws of the Commonwealth to the citizens of Loudoun County.

Budget Overview

FY 2011 Issues

- Court cases continue to increase in complexity.
- Civil and criminal caseloads continue to increase at a rate greater than population growth.

FY 2011 Goals

- Continue to provide the same judicious, prompt, and efficient handling of all cases in light of the increased number of cases and increased complexity with the same number of support staff.
- Enhance services to Drug Court participants by obtaining new resources and diversified for the program.

Program Financial Summary	FY 2007 Actual	FY 2008 Actual	FY 2009 Actual	FY 2010 Adopted	FY 2011 Adopted
Expenditures					
Personnel	\$522,824	\$530,117	\$547,846	\$553,318	\$556,944
Operations & Maintenance	115,832	95,689	171,807	111,044	136,044
Total Expenditures	\$638,656	\$625,806	\$719,653	\$664,362	\$692,988
Revenues					
Other Local Taxes	\$0	\$0	\$2,823	\$0	\$0
State Categorical Aid	4,639	(4,639)	0	0	0
Federal Categorical Aid	14,397	6,095	16,278	0	0
Total Revenues	\$19,036	\$1,456	\$19,101	\$0	\$0
Total Local Tax Funding	\$619,620	\$624,350	\$700,552	\$664,362	\$692,988
FTE Summary	6.00	7.00	7.00	6.00	6.00



Loudoun County Government
FY 2011 Adopted Fiscal Plan

Courts
Circuit Court

Performance Measures	FY 2008 Actual	FY 2009 Actual	FY 2010 Estimated	FY 2011 Projected
Objective: Provide a cost effective and accountable system of judicial supervision and treatment to reduce the impact of drug-driven crime on the community.				
• Average number of participants in the Drug Court program	16	64	20	20
• Complete screening and assessment process within two weeks of referral	80.00%	87.50%	100.00%	100.00%
• Maintain graduate recidivism rate below 30%, 12 months post-graduation	n/a	n/a	20%	20%
• Participants who maintain abstinence from drugs/alcohol for six months or longer	81.00%	67.25%	75.00%	75.00%
Objective: Maintain judicious, prompt, and efficient handling of cases by concluding all civil and criminal cases in a judicious, prompt, and efficient manner.				
• Number of commenced criminal cases	2,071	2,011	2,464	2,538



Loudoun County Government
FY 2011 Adopted Fiscal Plan

Courts
Juvenile & Domestic Relations Court

Description

The Juvenile & Domestic Relations Court's jurisdiction includes all juvenile traffic/delinquent offenses, adult criminal offenses committed against minors, and domestic relations cases (both criminal and civil matters). Civil cases are processed through the Court Services Unit; attorneys may file civil pleadings concerning child custody, visitation, support and adoption directly with the Clerk's Office. Motions to amend or review existing Court Orders may also be filed by pro se litigants directly with the Office of the Clerk. It is the responsibility of the Clerk's Office to index, docket and prepare service of process for all cases filed with the Court.

Budget Overview

FY 2011 Issues

- The Juvenile & Domestic Relations Court continues to experience increased service demand for both juvenile and specifically domestic violence cases. In FY 06, the Court created separate dockets for criminal domestic violence and protective orders for civil cases.
- Providing services to clients for whom English is a second or non-existent language is increasing. As the County's population becomes more diverse, additional resources are needed to utilize in the future to translate automated phone system messaging, forms, signage, and web site information.

FY 2011 Goals

- Address need for additional support for the Court's second full-time judge, as the current state-provided support is not sufficient.
- Address increased need for Spanish and other language interpreters/translators and forms.

Program Financial Summary	FY 2007 Actual	FY 2008 Actual	FY 2009 Actual	FY 2010 Adopted	FY 2011 Adopted
Expenditures					
Operations & Maintenance	\$51,536	\$67,303	\$69,189	\$67,081	\$78,923
Capital Outlay & Capital Acquisitions	0	0	0	2,099	0
Total Expenditures	\$51,536	\$67,303	\$69,189	\$69,180	\$78,923
 Total Local Tax Funding	 \$51,536	 \$67,303	 \$69,189	 \$69,180	 \$78,923



Loudoun County Government
FY 2011 Adopted Fiscal Plan

Courts
Juvenile & Domestic Relations Court

Performance Measures	FY 2008 Actual	FY 2009 Actual	FY 2010 Estimated	FY 2011 Projected
Objective: Provide equitable access for juveniles and families in the judicial system for Loudoun County residents.				
• Number of Juvenile & Domestic Relations hearings	22,525	34,916	25,823	25,584
• Number of new Domestic Relations cases	3,840	3,892	3,946	4,536
• Number of new Juvenile cases	4,314	4,416	5,590	5,064
• Number of spouse abuse cases	993	956	1,051	1,164



Courts General District Court

Description

General District Courts are courts of limited jurisdiction. In addition to limited civil controversies designated by statute, the General District Court has jurisdiction to hear and decide civil cases where the amount of the controversy does not exceed \$15,000. Included are criminal, civil, traffic and mental hearings, arrests, community relations, community service programs, court dates, and general information in regard to each of these types of cases. Additionally, the General District Court processes all paperwork filed for service, courtroom paperwork, updates and issues many court processes required by law. Support staff is provided by the State. The staff of the General District Court is employed by the State, while the County funds the office's operating expenses.

Budget Overview

FY 2011 Issues

- The population has increased in Loudoun County and in surrounding areas, which has had an effect on the General District Court in the volume of cases filed. Traffic cases, criminal cases and civil cases have all increased. More people are requesting information from the Court on a daily basis.
- Cases are becoming more complex in nature. Criminal cases are becoming more serious in nature.
- Misdemeanor crimes of a criminal nature and traffic nature result in considerable paperwork.
- Demographics of immigration are shifting the County towards more non-native English speakers.

FY 2011 Goals

- Continue to meet the increasing needs of services and handle more complex cases with current staff.
- Use qualified/certified language interpreters for non-English speaking individuals for court hearings by using services over the phone.

Program Financial Summary	FY 2007 Actual	FY 2008 Actual	FY 2009 Actual	FY 2010 Adopted	FY 2011 Adopted
Expenditures					
Operations & Maintenance	\$103,740	\$83,745	\$134,815	\$139,463	\$149,463
Capital Outlay & Capital Acquisitions	0	0	0	10,000	0
Total Expenditures	\$103,740	\$83,745	\$134,815	\$149,463	\$149,463
Revenues					
Recovered Costs	\$16,339	\$19,351	\$31,392	\$0	\$0
Total Revenues	\$16,339	\$19,351	\$31,392	\$0	\$0
Total Local Tax Funding	\$87,401	\$64,394	\$103,423	\$149,463	\$149,463



Loudoun County Government
FY 2011 Adopted Fiscal Plan

Courts
General District Court

Performance Measures	FY 2008 Actual	FY 2009 Actual	FY 2010 Estimated	FY 2011 Projected
Objective: Ensure court cases are resolved promptly and efficiently by processing all court cases filed by attorneys, police agencies and the public.				
• Number of criminal cases concluded	7,576	7,675	7,802	8,274
• Number of traffic cases concluded	58,822	58,822	62,021	63,708
Objective: Provide information and assist the public with questions by phone and in person.				
• Number of information packets distributed	109,500	109,500	134,350	135,000
• Number of questions answered by phone calls per deputy clerk	68,000	68,000	80,709 ¹	79,500
• Number of questions answered in person per deputy clerk	132,500	132,500	87,860 ¹	86,900

¹ The Virginia Supreme Court has developed a website for citizens, which has vastly reduced the amount of calls to the General District Court.



**Loudoun County Government
FY 2011 Adopted Fiscal Plan**

Courts Magistrates

Description

The Magistrate's Office is a point of entry for the County's court system. Magistrates conduct probable cause hearings, issue warrants, conduct bail hearings, commit offenders to jail and release prisoners from jail, issue emergency custody orders, temporary detention orders, medical emergency detention orders as well as emergency protective orders in domestic abuse and stalking cases. The office operates 24 hours a day. The County funds the office's operating expenditures and pays many of the Magistrates a 50% match in addition to their State salaries. The Magistrate's Office is under the supervision of the Supreme Court of Virginia.

Budget Overview

FY 2011 Issues

- The proposal before the State Legislature is underway for major reorganization of the Magistrate System. If approved, this would create a "hub" magistrate system by reporting directly to Richmond instead of the locality Chief Circuit Court Judge.
- Loudoun County continues to have the lowest ratio of magistrates to population of any locality in the State.
- The Magistrate's Office is staffed by six full time magistrates and the Chief Magistrate, who also cover Fauquier and Rappahannock County as needed. Periodically magistrates from Fauquier County are required to work in the Loudoun office to cover workload.
- As video conferencing is widely utilized, the increase in activity will require additional resources.
- Staffing shortages coupled with population growth and staffing increases in the Sheriff's Office and other law enforcement agencies add tremendous workload to the Magistrates' office.

FY 2011 Goals

- The Magistrate's Office in Loudoun County needs to secure staffing from the Commonwealth of Virginia as the office is still short one position based on population. It is challenging to cover for medical, personal, and vacation leave. During staffing shortages, the Chief Magistrate has to cover the front line while other managerial duties are neglected or delayed.
- The Magistrate's Office will be challenged to maintain the same level of service.

Program Financial Summary	FY 2007 Actual	FY 2008 Actual	FY 2009 Actual	FY 2010 Adopted	FY 2011 Adopted
Expenditures					
Personnel	\$128,735	\$142,844	\$144,473	\$158,799	\$79,399
Operations & Maintenance	18,249	18,283	11,524	29,678	29,678
Total Expenditures	\$146,984	\$161,127	\$155,997	\$188,477	\$109,077
 Total Local Tax Funding	 \$146,984	 \$161,127	 \$155,997	 \$188,477	 \$109,077



Loudoun County Government
FY 2011 Adopted Fiscal Plan

Courts
Magistrates

Performance Measures	FY 2008 Actual	FY 2009 Actual	FY 2010 Estimated	FY 2011 Projected
Goal: Provide judicial services and accomplish statutory responsibilities on a twenty-four hours per day, 365 days per year basis.				
• Duty hours	8,733	11,520	10,595	10,565
• Processes administered per Magistrate	3,312	4,139	3,980	4,195
• Processes issued	16,560	24,833	19,900	25,173
• Processes issued per duty hours per Magistrate	2.23	2.16	2.26	2.38



Fire, Rescue and Emergency Management

Fire, Rescue and Emergency Management

Planning & Facilities Services

Emergency Medical Services

Operations

Communications & Support Services

Volunteer Coordination

Fire-Rescue Training

Fire Marshal's Office

Office of Emergency Management

Program Services



Fire, Rescue and Emergency Management

Mission Statement

The Loudoun County Department of Fire, Rescue and Emergency Management is dedicated to the well-being of citizens, visitors and members. The department will provide essential emergency and non-emergency programs through teamwork, integrity, professionalism and service.

Description

Fire, Rescue and Emergency Management is organized into nine programs: Emergency Medical Services, Operations, Emergency Communications, Volunteer Coordination, Fire-Rescue Training, Fire Marshal's Office, Office of Emergency Management, Planning and Facilities, and Program Services. The department delivers operational Fire and EMS Services from 18 strategically located stations, provides administrative support for the County's 17 volunteer fire companies and the Fire and Rescue Commission, maintains the County's emergency communications and emergency operations centers. All code-related fire inspections for existing business and production occupancies, multi-family and commercial occupancies along with determining the causes and origins for fires, explosions and hazardous materials incidents are also conducted by the department. Fire and Rescue also coordinates County emergency management and related all-hazards disaster services, special events planning, strategic planning and GIS/mapping services, and public education and risk reduction.

Budget Overview

FY 2011 Issues

- Demands on the County's combined fire and rescue system will abate in the short term, as the effects of the economic downturn have minimized construction and development in the last three years. Services such as ladder companies, heavy rescue, advanced life support and basic life support ambulances, water tankers, new stations, additional training programs and new apparatus will continue to be considered while meeting current demands.
- The past and future construction of campus-like facilities, high-rise housing, assisted living facilities, large single-family dwellings, townhouse communities and other large facilities has created demands for innovative and proactive fire suppression and EMS service deliverables.
- Planning for mitigation of natural and man-made disasters, pandemic medical emergencies and prospective acts of terrorism, remains a key focus of the department. Responsible and collaborative emergency management regional planning efforts continue to ensure safe and successful special events coordination with sponsors and agencies.

FY 2011 Major Goals

- Work in conjunction with the Department of Information Technology and the Office of the Sheriff to monitor installation of the new 800 MHz radio system upgrade as approved by the Board of Supervisors.
- Continue to implement the Board's Adopted Fire, Rescue and Emergency Management Service Plan, which guides future budget development and service goals for the combination system.
- Continue to implement the department's strategic plan, originally adopted in FY 06, which links the combined fire and rescue system service plan and the budgetary process, and provides measurable goals for program development and implementation.
- Maintain the respiratory protection program, which is mandated by State and Federal regulations for the use, maintenance, and testing of self-contained breathing apparatus for the combined fire and rescue system.
- Conduct fire and rescue training classes and programs and convene career and volunteer recruit academies as necessary and Fire and EMS system specific training programs.
- Gather additional GIS data layers such as road class and speed limits for automated dispatch of responders to incidents.
- Integrate the Commission on Fire Accreditation International (CFAI) standards into department planning.
- Conduct two major drills in the County's new Emergency Operations Center.
- Continue the implementation of the combined system Records Management System.
- Monitor the completed installation of mobile data computers in emergency vehicles.
- Open and begin to operate the Moorefield Station CIP Project.
- Continue Officer Training programs, focusing on candidate and newly promoted/elected system officers.
- Working with the Recruitment and Retention Committee, design and implement a retention plan focused on retaining volunteer system members.
- Continue implementation of a fully automated fire prevention inspection program utilizing identified occupancies within the County's Land Management Information System.



Fire, Rescue and Emergency Management

FY 2010 Major Achievements

- Initiated implementation strategy of the Meadowood Court Fire Incident Report recommendations.
- Continue to manage and administer the 2007 National Capital Region Urban Area Security Initiative Bomb Squad Grant (\$7.3 million) which will be used to upgrade all bomb squads in the National Capital Region. As fiscal administrator for the overall regional award of \$7.3 million, Loudoun with several regional partners and the State managed and coordinated the purchase of equipment to enhance bomb squad response capabilities in the National Capital Region.
- Developed a prioritized countywide inventory of properties that require inspections to be maintained in the County's Land Management Information System (LMIS).
- Enhanced the Fire Marshal's Office Explosive Ordinance Division through the successful completion of required EOD Technician training for one new member, thus bringing the EOD team to its fully approved compliment of five technicians.
- Improved fire investigation case management procedures have standardized fire cause trend information. As trends develop, Public Fire Safety Education is targeted to the specific problem.
- Provided fire and rescue training to 3,672 career and volunteer students through 156 different courses, resulting in 85 Volunteers completing Firefighter I and II; 82 volunteers completing EMT-Basic, EMT-Enhanced or Intermediate; 52 career members completing Firefighter II/EMT-Basic and 832 career and volunteer students completing advanced level training to become driver/pump operators to a company officer. The EMT Basic provider is trained to function independently in a medical emergency. The trainee is taught the basic knowledge and skills needed to provide basic life support care. The EMT Intermediate provider is capable of treating medical, cardiac, and trauma emergencies through the utilization of medication, advanced airway techniques, defibrillation and electrocardiogram interpretation and management.
- Placed ten newly trained and/or locally authorized career advanced life support providers in service.
- Upgraded and expanded the capabilities of 27 Lifepak Units, to include 12-lead EKG and capnography in adherence with the American Heart Association's 2005 CPR and AED deployment guidelines.
- Procured and placed into front-line service one engine, two tankers, one heavy squad, and three ambulances as part of the Board's adopted apparatus program.
- Opened and began operating from the Lansdowne Public Safety Center in August 2009. The 13,000 sf combined Fire and Rescue and Sheriff's Office facility is located within the Lansdowne community and includes Sheriff's Office space to support community policing. County career and Ashburn Volunteer Fire-Rescue Company personnel will staff the station.
- Completed live fire burn and rural water delivery training for all career and many volunteer members to evaluate and improve firefighting and incident command skills.
- Installed Mobile Data Computers in all response apparatus. This will also include the associated classroom training necessary for the system members.
- Recruited more than 300 new volunteer members to the fire-rescue system.
- Conducted 11 routine county orientations for new volunteer fire-rescue members.
- Conducted 35 community volunteer recruitment events.



**Loudoun County Government
FY 2011 Adopted Fiscal Plan**

Fire, Rescue and Emergency Management

Departmental Financial Summary	FY 2007 Actual	FY 2008 Actual	FY 2009 Actual	FY 2010 Adopted	FY 2011 Adopted
Expenditures					
Personnel	\$29,310,417	\$33,100,514	\$35,868,877	\$36,588,163	\$37,274,036
Operations & Maintenance	12,204,078	11,967,472	20,132,700	11,691,466	11,880,018
Capital Outlay & Capital Acquisitions	616,413	771,450	759,072	209,697	79,397
Transfer to Central Services Fund	383,798	313,912	131,303	0	0
Total Expenditures	\$42,514,706	\$46,153,348	\$56,891,952	\$48,489,326	\$49,233,451
Revenues					
Other Local Taxes	\$0	\$5,338,661	\$4,850,652	\$5,533,000	\$5,260,000
Permits Privilege Fees & Reg Licenses	80,901	101,636	100,092	153,983	67,367
Fines & Forfeitures	3,815	6,541	5,225	6,650	6,650
Miscellaneous Revenue	6,913	2,598	4,959	0	0
Recovered Costs	358	1,168	13,661	0	0
State Categorical Aid	717,785	(10,097)	928,925	436,000	436,000
Federal Categorical Aid	1,167,643	645,208	5,803,523	20,000	29,762
Other Financing Sources	43,184	0	88,354	68,354	68,354
Total Revenues	\$2,020,599	\$6,085,715	\$11,795,391	\$6,217,987	\$5,868,133
Public Safety Communications Fund	\$1,445,021	\$0	\$0	\$0	\$0
Local Tax Funding	\$39,049,086	\$40,067,633	\$45,096,561	\$42,271,339	\$43,365,318
FTE Summary	445.77	492.81	504.01	484.96	486.85

FY 2011 Board Action

The FY 11 Adopted Fiscal Plan for Fire, Rescue and Emergency Management includes a net increase of 2.43 FTE, which comprises the 4.48 additional FTE provided to Philomont Volunteer Fire Department - Company 8 during mid-year FY 10 and the 0.54 FTE reduction of a part time position as well as reductions of 2.06 FTE (1.06 FTE in the Fire Marshal's Office and 1.0 FTE in Administration) within the department. The Plan also provides an increase of \$1,094,000 in Local Tax Funding. Health insurance premiums reflect an annual increase of 10% for FY 11; retirement costs have also increased.

Additional information on this department's Capital Improvement Program projects can be found in Volume 2 of this document.



**Loudoun County Government
FY 2011 Adopted Fiscal Plan**

Fire, Rescue and Emergency Management

Budget History

FY 07: The Board added 58.12 FTE for one emergency medical dispatch QA/QI position, four call takers, one program manager, one volunteer recruitment and retention manager and one safety captain. One captain, seven lieutenants, eight technicians, twenty-eight firefighter/EMTs were added to Philomont, Dulles South, Rt.50/15 chase ambulance, Purcellville, Broadlands, and Hamilton.

FY 07 Mid-Year: The Board added 11.20 FTE for career staffing at the Round Hill Volunteer Fire and Rescue Company.

FY 08: The Board added 35.84 FTE for one station commander, three lieutenants, eight technicians, and twenty firefighter/EMTs were added to Lansdowne and Neersville, along with four technicians for heavy apparatus. The Board also adopted the Fire/Emergency Medical Services Tax District, which provided a dedicated funding system for County fire and rescue services and volunteer companies.

FY 09: The Board added 11.20 FTE to operate the new Brambleton Fire and Rescue station scheduled to open in the Fall 2009. Staff included two lieutenants, six technicians and two firefighters, and used accrued vacancy savings as funding. The Board also rescinded the Fire/Emergency Medical Services Tax District, which provided a dedicated funding system for County fire and rescue services and volunteer companies.

FY 10: The Board reduced 19.05 FTEs from Arcola Company 9, Brambleton Public Safety Center and part-time admin staffing. Staff included two lieutenants, 14 firefighters and 1 Deputy Chief.

FY 10 Mid-Year: The Board added 4.48 FTE to the Philomont Volunteer Fire Department - Company 8 and the reduction of a 0.54 FTE specialist position.



Loudoun County Government
FY 2011 Adopted Fiscal Plan

Fire, Rescue and Emergency Management

Expenditures by Program	FY 2007 Actual	FY 2008 Actual	FY 2009 Actual	FY 2010 Adopted	FY 2011 Adopted
Planning & Facilities Services	\$242,305	\$428,990	\$457,714	\$347,271	\$459,156
Emergency Medical Services	1,202,024	472,086	546,905	475,314	371,337
Operations	24,566,748	27,208,511	29,196,823	29,487,915	29,883,974
Communications & Support Services	2,429,516	2,703,302	2,935,514	3,003,296	3,202,695
Volunteer Coordination	6,092,178	6,380,444	7,244,556	6,538,703	6,682,752
Fire-Rescue Training	2,777,104	2,932,327	3,306,519	3,340,215	3,649,394
Fire Marshal's Office	2,231,244	2,396,746	9,180,672	2,093,230	2,099,889
Office of Emergency Management	826,284	596,057	1,140,674	636,988	588,171
Program Services	2,147,303	3,034,885	2,882,575	2,566,394	2,296,083
Total Expenditures	\$42,514,706	\$46,153,348	\$56,891,952	\$48,489,326	\$49,233,451

Revenues by Program	FY 2007 Actual	FY 2008 Actual	FY 2009 Actual	FY 2010 Adopted	FY 2011 Adopted
Planning & Facilities Services	\$3,331	\$4,337	\$5,337	\$13,211	\$14,092
Emergency Medical Services	22,755	1,861	4,809	0	0
Operations	524,843	223,768	42,145	0	0
Communications & Support Services	1,445,021	5,338,661	4,850,652	5,533,000	5,260,000
Volunteer Coordination	701,943	(9,360)	928,925	436,000	436,000
Fire-Rescue Training	0	0	10,150	0	0
Fire Marshal's Office	219,093	418,451	5,726,163	147,422	59,925
Office of Emergency Management	548,580	103,660	227,210	88,354	98,116
Program Services	54	4,337	0	0	0
Total Revenues	\$3,465,620	\$6,085,715	\$11,795,391	\$6,217,987	\$5,868,133

Local Tax Funding by Program	FY 2007 Actual	FY 2008 Actual	FY 2009 Actual	FY 2010 Adopted	FY 2011 Adopted
Planning & Facilities Services	\$238,974	\$424,653	\$452,377	\$334,060	\$445,064
Emergency Medical Services	1,179,269	470,225	542,096	475,314	371,337
Operations	24,041,905	26,984,743	29,154,678	29,487,915	29,883,974
Communications & Support Services	984,495	(2,635,359)	(1,915,138)	(2,529,704)	(2,057,305)
Volunteer Coordination	5,390,235	6,389,804	6,315,631	6,102,703	6,246,752
Fire-Rescue Training	2,777,104	2,932,327	3,296,369	3,340,215	3,649,394
Fire Marshal's Office	2,012,151	1,978,295	3,454,509	1,945,808	2,039,964
Office of Emergency Management	277,704	492,397	913,464	548,634	490,055
Program Services	2,147,249	3,030,548	2,882,575	2,566,394	2,296,083
Total Local Tax Funding	\$39,049,086	\$40,067,633	\$45,096,561	\$42,271,339	\$43,365,318

Staffing Summary by Program	FY 2007 Actual	FY 2008 Actual	FY 2009 Actual	FY 2010 Adopted	FY 2011 Adopted
Planning & Facilities Services	2.07	0.00	2.07	2.07	3.19
Emergency Medical Services	2.07	2.07	2.07	2.07	1.07
Operations	341.55	387.52	398.72	380.80	378.51
Communications & Support Services	36.96	41.27	40.15	40.15	41.27
Volunteer Coordination	2.07	3.07	3.07	3.07	3.07
Fire-Rescue Training	17.88	17.76	16.46	16.46	20.92
Fire Marshal's Office	16.57	16.57	16.57	16.01	16.51
Office of Emergency Management	4.21	4.21	5.28	5.28	5.33
Program Services	22.39	20.34	19.62	19.05	16.98
Total FTE	445.77	492.81	504.01	484.96	486.85



Fire, Rescue and Emergency Management Planning & Facilities Services

Description

Planning and facilities performs strategic risk and trend analysis, development application referrals and plans review, management of department capital construction projects, and coordinates facility-related maintenance, repair, renovation, and asset replacement. The Division oversees repair, maintenance, and readiness of all rural water supply tanks and dry hydrants. Additionally, the division is responsible for the oversight of apparatus and fleet operations which is charged with identifying funding sources, specifications, acquisition, maintenance and repairs to county owned apparatus. Management of the Fire-Rescue warehouse and quartermaster function, and the receipt and distribution of supplies falls under Planning and Facilities Services.

Budget Overview

FY 2011 Issues

- Gross square footage of department occupied county-owned and leased facilities along with volunteer company-owned worksites supported by the department increased by more than 34,000 square feet in FY 09 thru early FY 10. By the end of FY 12, an additional 80,000+ square feet of new work space and/or renovation of existing facilities could be complete.
- Implementation of a 20-Year Public Safety Master Plan that has identified needed facilities, including an ECC-911 Center, continues to be delayed.
- Facility work orders will continue to increase during FY 11, given an increasing number of facilities operated by the County and on-going deterioration of conditions at a number of volunteer-owned worksites.
- The facility worksite assessments reveal issues and conditions requiring a substantial fiscal investment and many years to complete.
- Limited strategically optimum land availability, land use policy and zoning implications challenge, and concerns regarding prevailing bond markets may continue to delay several key projects.
- The purchase and replacement of identified system apparatus according to the Board's adopted service plan is needed to support new stations and continue current services with depreciation funding levels adequate to ensure timely replacement of essential vehicles despite prevailing inflation in manufacturing costs.
- Increased utilization of the warehouse as point-of-destination for all Divisions' and volunteer-managed F/R groups' procurement of goods sees a trend of substantially increased workload at this support facility, which relies heavily on unpredictably available "temporary restricted duty" departmental employees to complete associated work.

FY 2011 Goals

- Prepare to open the Moorefield (Station 23) Fire-Rescue Station. Complete design and start construction of the new Brambleton (Station 26), Aldie (Station 7), and Western Loudoun Fire-Rescue (Station 16) Stations for an FY 12 opening; Coordinate/support activities associated with prospective PPEA design/build of the Route 28/7 (Station 24) Station; and coordinate current station renovations for the Sterling and Middleburg Stations.
- Ensure uninterrupted "around the clock" departmental operations by maintaining a productive and safe working environment at more than 30 worksites, to include overseeing associated facility improvements, building systems and equipment maintenance, repair and replacement, facility emergency response and mitigation; maintain rural water supply assets at more than 70 locations throughout the county to ensure constant readiness.
- Place all new/replacement capital fire-rescue vehicles endorsed for purchase in the FY 10 and FY 11 budgets into full service.
- Establish a new contract for personal protective clothing that ensures all new procurements provide NFPA 1971 (2007) standards for firefighter thermal protection.



Loudoun County Government
FY 2011 Adopted Fiscal Plan

**Fire, Rescue and Emergency Management
Planning & Facilities Services**

Program Financial Summary	FY 2007 Actual	FY 2008 Actual	FY 2009 Actual	FY 2010 Adopted	FY 2011 Adopted
Expenditures					
Personnel	\$233,673	\$253,511	\$350,062	\$264,098	\$350,952
Operations & Maintenance	8,632	168,254	97,182	76,473	108,204
Capital Outlay & Capital Acquisitions	0	7,225	10,470	6,700	0
Total Expenditures	\$242,305	\$428,990	\$457,714	\$347,271	\$459,156
Revenues					
Permits Privilege Fees & Reg Licenses	\$3,331	\$4,337	\$5,337	\$13,211	\$14,092
Total Revenues	\$3,331	\$4,337	\$5,337	\$13,211	\$14,092
Total Local Tax Funding	\$238,974	\$424,653	\$452,377	\$334,060	\$445,064
FTE Summary	2.07	0.00	2.07	2.07	3.19



Loudoun County Government
FY 2011 Adopted Fiscal Plan

**Fire, Rescue and Emergency Management
Planning & Facilities Services**

Performance Measures	FY 2008 Actual	FY 2009 Actual	FY 2010 Estimated	FY 2011 Projected
Objective: Provide department-level facility project management for new construction or leased facility build-out and outfitting.				
• Number of current projects	19	16	15	15
• Percent of project milestones	75.00%	73.69%	80.00%	80.00%
Objective: Manage an inventory and supply distribution system that ensures system readiness.				
• Number of warehouse orders received	590	3,417	3,492	3,000
• Percent of on-time warehouse deliveries	75.00%	95.92%	80.00%	90.00%
Objective: Maintain existing department facilities and occupied worksites to ensure a safe and productive work environment.				
• Cumulative sf of facilities supported	277,875	302,075	314,550	343,950
• Number of currently active projects -- current facilities	116	122	90	100
• Number of facilities supported	30	31	32	33
• Number of facility repair requests	2,216	2,770	2,520	2,600
• Number of facility-related work orders	581	611	720	600
Objective: Integrate planning data and development application service impacts with Adopted Fire and Rescue Service Plan and Strategic Plan goals to ensure future provision of services.				
• Number of development applications processed	156	156	165	150
• Number of referral-related activities	205	842	225	700
• Percent of on-time development referral submissions	85.00%	91.74%	90.00%	85.00%



**Loudoun County Government
FY 2011 Adopted Fiscal Plan**

Fire, Rescue and Emergency Management Emergency Medical Services

Description

The EMS division provides professional and technical oversight for Emergency Medical Services delivery, training, equipment specifications and quality assurance in conjunction with the Office of the Medical Director (OMD).

This program ensures compliance with the regulations of the Virginia Department of Health, Office of Emergency Medical Services (VAOEMS), as promulgated under the Code of Virginia, Title 32.1. VAOEMS regulations establish standards that include staffing, training, equipment, medical direction and quality assurance.

The division manages the system-wide blood borne pathogen/infection control program to ensure compliance with occupational safety and health regulations (OSHA).

Budget Overview

FY 2011 Issues

- Continue development and organization of a quality improvement program that focuses on formal education and other presentations relating to quality improvement, performance improvement, outcomes analysis, external regulatory requirements, projects topics and other pertinent areas of study.
- Ensure adequate medical attention (basic and advanced life support) is provided during every emergency medical call, in accordance with the Board Adopted Fire, Rescue and Emergency Management Service Plan.
- Maintain the recruitment and retention initiative focused on attracting, training and supporting advanced life support (ALS) personnel so that current and increasing Emergency Medical Services (EMS) demands may be successfully met.
- Identifying qualified EMS personnel for expansion of the 1800 hour to 0600 hour Emergency Medical Services (EMS) battalion chief program that is charged with EMS incident command and individual provider EMS care assurance and improvement tasks.

FY 2011 Goals

- Expand the Combined Fire-Rescue System capability to accurately identify, manage and treat acute cardiac dysfunction through the utilization of 12-lead electro cardiac monitoring capability within the existing budget or through grant awards.
- Continue with the development of a pro-active recruitment, retention and training plan for qualified advanced life support personnel.
- Develop and implement System-wide training that addresses the actions required of EMS units upon arrival at a structure fire.

Program Financial Summary	FY 2007 Actual	FY 2008 Actual	FY 2009 Actual	FY 2010 Adopted	FY 2011 Adopted
Expenditures					
Personnel	\$890,278	\$208,274	\$151,899	\$235,686	\$145,285
Operations & Maintenance	308,682	253,813	385,007	238,006	224,430
Capital Outlay & Capital Acquisitions	3,064	9,999	9,999	1,622	1,622
Total Expenditures	\$1,202,024	\$472,086	\$546,905	\$475,314	\$371,337
Revenues					
Miscellaneous Revenue	\$6,913	\$2,598	\$4,809	\$0	\$0
State Categorical Aid	15,842	(737)	0	0	0
Total Revenues	\$22,755	\$1,861	\$4,809	\$0	\$0
Total Local Tax Funding	\$1,179,269	\$470,225	\$542,096	\$475,314	\$371,337
FTE Summary	2.07	2.07	2.07	2.07	1.07¹

¹ Reflects the reassignment of the Public Education Manager to the Fire Marshall's Office during FY 2007.



Loudoun County Government
FY 2011 Adopted Fiscal Plan

Fire, Rescue and Emergency Management
Emergency Medical Services

Performance Measures	FY 2008 Actual	FY 2009 Actual	FY 2010 Estimated	FY 2011 Projected
Objective: Provide delivery of Emergency Medical Services to the community.				
• Emergency Medical Service hospital transports	11,208	10,876	12,078	12,330
• Emergency Medical Service incidents	16,381	15,888	17,486	18,133
• Emergency Medical Service incidents per 10,000 residents	587	556	600	617
Objective: Ensure that EMS turnout and response times identified in the Board-Adopted Fire and Rescue Service Plan are met.				
• Emergency Medical Service incidents -- Advanced Life Support	10,669	10,018	11,191	11,605
• Emergency Medical Service incidents -- Basic Life Support	5,712	5,870	6,295	6,528
• Percent 10 minute ALS response goal met in suburban areas	n/a	90.06%	95.00%	95.00%
• Percent 10 minute BLS response goal met in suburban areas	n/a	88.33%	90.00%	90.00%
• Percent 14 minute BLS response goal met in rural areas	n/a	91.26%	95.00%	95.00%
• Percent 15 minute ALS response goal met in rural areas	n/a	94.92%	95.00%	95.00%



**Loudoun County Government
FY 2011 Adopted Fiscal Plan**

Fire, Rescue and Emergency Management Operations

Description

The Operations Division provides timely and effective response for fire, rescue, hazardous materials, and emergency medical incidents 24 hours per day, seven days per week. Services are provided by career staff in conjunction with members of the County's 17 independent volunteer fire and rescue companies. Operations personnel are assigned to one of three different shift schedules averaging 42 hours per week. The shifts are 5-12 hour shifts (6am-6pm), 7-12 hour shift (6am-6pm) and a 24 hour shift (6am-6am). The Operations Division also supports non-emergency activities that include public fire life-safety education programs, pre-emergency incident planning, and fire safety inspections for commercial and multi-family occupancies. This division also performs specialty response programs such as wildland firefighting, hazardous materials response and mitigation and swift water rescue.

Budget Overview

FY 2011 Issues

- The Operations Division is challenged with the critical task of ensuring fire and rescue services to the County by following established response goals and maintaining minimum staffing to provide consistent and reliable service to an ever-increasing population as outlined in the Board's Adopted Service Plan. As a result, the number of career fire/rescue operational personnel including those in this division has increased from 13 in FY 89 to 405.14 FTE in FY 10.

FY 2011 Goals

- Ensure delivery of the Board of Supervisors' adopted Service Plan response and staffing goals, and maintain daily staffing levels as approved by the Board to deliver fire and EMS services within the 520 square miles of Loudoun County.
- Continue advanced technical development of the Hazardous Materials Offensive Response program by continuing to support and provide advanced training, and participation in the National Capital Region Hazardous Materials/Weapons of Mass Destruction program and protocols.
- Implement Countywide training programs which provide standardized and consistent drill topics for all stations to be completed throughout the year.
- Implement Battalion and Station-wide management plans to increase efficiencies and effectiveness. These plans will assist in standardizing daily operations within the county, battalions, and individual stations.
- Continue implementing the Meadowood Court Fire Significant Event Report recommendations.

Program Financial Summary	FY 2007 Actual	FY 2008 Actual	FY 2009 Actual	FY 2010 Adopted	FY 2011 Adopted
Expenditures					
Personnel	\$21,133,937	\$23,895,447	\$26,138,139	\$27,270,152	\$27,588,311
Operations & Maintenance	3,027,358	2,670,598	2,791,823	2,182,349	2,260,249
Capital Outlay & Capital Acquisitions	52,252	373,786	241,599	35,414	35,414
Transfer to Central Services Fund	353,201	268,680	25,262	0	0
Total Expenditures	\$24,566,748	\$27,208,511	\$29,196,823	\$29,487,915	\$29,883,974
Revenues					
Recovered Costs	\$0	\$0	\$2,412	\$0	\$0
Federal Categorical Aid	524,843	223,768	29,733	0	0
Other Financing Sources	0	0	10,000	0	0
Total Revenues	\$524,843	\$223,768	\$42,145	\$0	\$0
Total Local Tax Funding	\$24,041,905	\$26,984,743	\$29,154,678	\$29,487,915	\$29,883,974
FTE Summary	341.55	387.52	398.72	380.80	378.51¹

¹ Reflects personnel reassignments to other divisions within the department, including Office of Emergency Management and Communications & Support.



Loudoun County Government
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Fire, Rescue and Emergency Management Operations

Performance Measures	FY 2008 Actual	FY 2009 Actual	FY 2010 Estimated	FY 2011 Projected
Objective: Deliver an adequate water supply (4,000 gallon minimum) in rural response zones for fire suppression purposes within twelve minutes (total response time) 80% of the time.				
• 4,000 gal. of water delivered in 12 minutes 80% of the time	98%	68%	85%	85%
Objective: Inspect 100% of building inspections assigned by the Loudoun County Fire Marshal's Office.				
• Fire prevention inspections to complete	n/a	1,438	1,500	1,500
• Percent of assigned fire prevention inspections completed	100%	100%	100%	100%
• Percent of assigned pre-fire plans completed	100%	100%	100%	100%
Objective: Non-emergency activity includes all activities other than emergency incidents. This includes daily apparatus checks/maintenance, physical training, drills/training, pre-fire plans, building inspections, mapping, etc. This objective covers all stations with career staffing in Loudoun County.				
• Battalion 1: Number of nonemergency activity hours	50,207	48,294	50,000	55,000
• Battalion 2: Number of nonemergency activity hours	104,120	125,196	126,000	130,000
• Battalion 3: Number of nonemergency activity hours	72,601	87,660	90,000	90,000
Objective: To protect the lives and property of all residents and visitors to Loudoun County.				
• Career Firefighters/EMTs per 1,000 residents	1.77	1.76	1.73	1.45
• Career Firefighters/EMTs per 50 square miles	48.00	48.74	48.74	40.29
• Total civilian deaths	0	0	0	0
• Total fire loss of real and personal property (millions)	\$6.37	\$15.91	\$8.90	\$10.39
Objective: Provide fire-rescue industry training to incumbent operational personnel.				
• Battalion 1: Number of incumbent training hours	9,154	7,454	9,000	9,000
• Battalion 2: Number of incumbent training hours	22,977	23,167	24,000	24,000
• Battalion 3: Number of incumbent training hours	12,060	18,853	19,000	19,000



Loudoun County Government
FY 2011 Adopted Fiscal Plan

Fire, Rescue and Emergency Management Operations

Performance Measures	FY 2008 Actual	FY 2009 Actual	FY 2010 Estimated	FY 2011 Projected
Objective: Ensure that fire turnout and response times identified in the Board adopted Fire and Rescue Service Plan and levels are met.				
• Number of fire incidents	6,855	6,167	7,125	7,417
• Percent 10 minute Fire response goal met in suburban areas	n/a	86.29%	86.00%	87.00%
• Percent 14 minute Fire response goal met in rural areas	n/a	82.42%	85.00%	85.00%



Fire, Rescue and Emergency Management Communications & Support Services

Description

This program serves as the County's Public Safety Answering Point (PSAP) for fire and rescue incidents using the County's Enhanced 911 (E-911) system. All emergency (E-911) calls and non-emergency fire and rescue calls are processed through this center. The emergency calls for other public safety entities are routed to the respective agencies. The program also maintains the Computer-Aided Dispatch (CAD) system and public safety Geographical Information System (GIS) data. The specialized mapping available through these programs utilizes economic and population figures to assist planning personnel with the proper placement of future assets for services. GIS Coordination also provides updated information for the CAD system that all public safety personnel utilize. Staff from this program provide technical support and coordination for the department's IT, communication, and vehicular infrastructure that includes over 600 mobile and portable radios that are individually reprogrammed on a yearly basis to maintain the National Capital Region's interoperability. The division also provides project coordination for the mobile data computers in the Fire and Rescue inventory. Project coordination is also being provided for the implementation of the system-wide records management System. This division also provides telephone extension coordination, cellular telephone administration for all divisions, over 400 departmental pager units, and vehicle emergency response equipment review and recommendations.

Budget Overview

FY 2011 Issues

- Work to provide interoperability with remote GIS data systems from other jurisdictions in accordance to the PSAP grant.
- Continue to maintain the highest training standards for personnel operating the mobile data and upgraded radio system equipment.
- Monitor the reprogram, rebanding and updating mobile radios to maintain interoperability within the National Capital Region.
- Begin to explore the possibility of preparing the Communications Center for the Next Generation 911 (N911) to accept videos and text messages as calls for service.
- Continue to work toward the level of service defined in the department's Service Plan to provide the additional resources in key areas
- Provide more efficient dispatching through the continual evaluation of new technologies for the Emergency Communications Center (ECC).

FY 2011 Goals

- Finish the installation and cut-over work on the 800 MHz radio system upgrade as approved by the Board of Supervisors.
- Working in conjunction with the NOVA region PSAP grant, create a regional response map to include regional centerlines.
- Provide more efficient dispatching through the continual evaluation of new technologies for the Emergency Communications Center (ECC).
- Start to evaluate the upgrades necessary to move the ECC toward accepting Next Generation (N911) inputs to include video and text messaging.
- Complete the installation and configuration of the combined system Records Management System server and begin the incremental implementation of the system's modules.
- Complete the initial installations of mobile data computers into the identified response vehicles.



Loudoun County Government
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**Fire, Rescue and Emergency Management
Communications & Support Services**

Program Financial Summary	FY 2007 Actual	FY 2008 Actual	FY 2009 Actual	FY 2010 Adopted	FY 2011 Adopted
Expenditures					
Personnel	\$2,118,578	\$2,485,409	\$2,632,750	\$2,695,486	\$2,905,592
Operations & Maintenance	310,938	217,893	244,509	307,810	297,103
Capital Outlay & Capital Acquisitions	0	0	58,255	0	0
Total Expenditures	\$2,429,516	\$2,703,302	\$2,935,514	\$3,003,296	\$3,202,695
Revenues					
Other Local Taxes	\$0	\$5,338,661	\$4,850,652	\$5,533,000	\$5,260,000
Total Revenues	\$0	\$5,338,661	\$4,850,652	\$5,533,000	\$5,260,000
Public Safety Communications Fund	\$1,445,021	\$0	\$0	\$0	\$0
Total Local Tax Funding	\$984,495	\$(2,635,359)	\$(1,915,138)	\$(2,529,704)	\$(2,057,305)
FTE Summary	36.96	41.27	40.15	40.15	41.27¹

¹ Reflects the reassignment of positions, including a Battalion Chief position.



Loudoun County Government
FY 2011 Adopted Fiscal Plan

Fire, Rescue and Emergency Management Communications & Support Services

Performance Measures	FY 2008 Actual	FY 2009 Actual	FY 2010 Estimated	FY 2011 Projected
Objective: Monitor and evaluate the amount of time, total number and cost associated with the maintenance the Computer-Aided Dispatch (CAD) system by Fire and Rescue personnel.				
• Cost of processing an update or revision for CAD	\$9,179	\$9,456	\$9,504	\$9,742
• Number of hours spent on updates	293	270	270	270
• Number of updates or revisions to CAD	24	24	24	24
Objective: Provide for the prompt and efficient processing of requests for emergency fire and rescue services through the E911 system.				
• Average EMS call processing time (minutes)	2.28	2.35	2.30	2.30
• Average Fire call processing time (minutes)	1.44	1.36	1.25	1.25
• Number of calls dispatched <= 60 seconds	3,199	2,928	3,300	3,500
• Number of calls dispatched > 60 seconds	19,759	18,386	18,100	17,800
• Percentage of calls dispatched in 60 Seconds or less	14.00%	13.90%	17.00%	21.00%
• Percentage of emergency landline calls	22.00%	19.43%	20.00%	21.00%
• Percentage of emergency wireless calls	32.00%	37.28%	38.00%	38.00%
• Percentage of non-emergency calls	46.00%	43.16%	47.00%	47.00%
• Total number of incidents created	26,314	24,561	26,000	26,780
• Total telephone calls answered by F/R dispatchers	206,309	200,853	205,000	211,150
Objective: Ensure mobile data computer equipment in all designated fire-rescue apparatus and vehicles is functioning and maintained properly according to the Board adopted Service Plan.				
• Percentage of apparatus and vehicles without MDCs	92.00%	57.80%	3.00%	3.00%
• System members trained to utilize mobile data terminals	10	239	300	150
• Total number of apparatus outfitted with MDCs	10	73	173	173
Objective: Provide GIS information properly formatted in graphical form within 16 "working" hours of the request and the number of total outputs requested.				
• Average time to produce specialized maps in hours	20.08	13.50	16.00	16.00
• Percentage maps produced within 16 hour goal	39.00%	65.00%	80.00%	80.00%
• Total number of specialized maps produced	415	340	350	370



Loudoun County Government
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**Fire, Rescue and Emergency Management
Communications & Support Services**

Performance Measures	FY 2008 Actual	FY 2009 Actual	FY 2010 Estimated	FY 2011 Projected
Objective: To achieve and maintain a 95% or greater customer satisfaction rate for communication support services from the fire-rescue and emergency management community.				
• Number of repair calls received	147	154	175	200
• Support services satisfaction rating	61.00%	86.01%	95.00%	95.00%



Fire, Rescue and Emergency Management Volunteer Coordination

Description

This program supports fire and rescue volunteer system members by overseeing and providing guidance in various human resource aspects including but not limited to: workers' compensation, medical physicals, training issues, recruitment, retention, and recognition. The Volunteer Coordination program works in conjunction with the Department, the Fire and Rescue Commission, and the 17 independent volunteer companies to enhance volunteers' participation in the combination system.

Budget Overview

FY 2011 Issues

- The Fire-Rescue Points System is a program to capture retirement benefit activity and is the only system wide fire-rescue volunteer database. The system is not designed, nor is it capable of maintaining necessary and on-going performance data which is affecting performance efficiency and volunteer trends.
- The 80 point requirement for the Personal Property Tax benefit was eliminated in 2009, which has resulted in diminished volunteer statistics including the number of "active duty" members because reporting these activities is no longer a priority.

FY 2011 Goals

- Continually identify and pursue new financial resources for recruitment of fire & rescue volunteers.
- Continue to identify and implement new leadership and professional development opportunities to enhance volunteer participation and retention.
- Identify and implement new recruitment opportunities.
- Identify and implement new retention opportunities and program.
- Transition volunteer user groups to utilize the new Records Management System for record data entry and maintenance.
- Continually identify new volunteer benefits to recruit and retain members or as a part of the recognition program.
- Implement an all inclusive administrative management program of volunteer data.
- Identify ways and assist stations to engage in ways to promote the advancement of members in the station to avoid being bottom heavy.

Program Financial Summary	FY 2007 Actual	FY 2008 Actual	FY 2009 Actual	FY 2010 Adopted	FY 2011 Adopted
Expenditures					
Personnel	\$185,654	\$985,888	\$956,980	\$894,165	\$889,404
Operations & Maintenance	5,902,398	5,363,074	6,287,576	5,644,538	5,793,348
Capital Outlay & Capital Acquisitions	4,126	0	0	0	0
Transfer to Central Services Fund	0	31,482	0	0	0
Total Expenditures	\$6,092,178	\$6,380,444	\$7,244,556	\$6,538,703	\$6,682,752
Revenues					
State Categorical Aid	\$701,943	\$(9,360)	\$928,925	\$436,000	\$436,000
Total Revenues	\$701,943	\$(9,360)	\$928,925	\$436,000	\$436,000
Total Local Tax Funding	\$5,390,235	\$6,389,804	\$6,315,631	\$6,102,703	\$6,246,752
FTE Summary	2.07	3.07	3.07	3.07	3.07



Loudoun County Government
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Fire, Rescue and Emergency Management
Volunteer Coordination

Performance Measures	FY 2008 Actual	FY 2009 Actual	FY 2010 Estimated	FY 2011 Projected
Objective: Increase the recruitment of volunteer personnel in the fire and rescue system.				
• Marketing at community recruitment events	33	35	35	35
• Prospective volunteer inquiries	328	383	320	350
• Volunteer program staff hours devoted to outside recruitment activities.	528	775	500	500
• Volunteers entering basic certification training	61	180	165	180
Objective: Protect Life and Property of Residents				
• Number of active duty volunteers per 1,000 residents	2.55	2.73	2.65	2.78
• Number of active duty volunteers per 50 square miles	68.27	75.10	72.14	78.46
Objective: Reduce the fiscal impact of maintaining fire and rescue services to the community, by increasing recruitment and enhancing the retention of volunteer personnel in the fire and rescue system.				
• Volunteer Membership (includes Dual)	1,451	1,613	1,526	1,600
• New volunteer members	326	414	352	415
• Terminated or deceased volunteer members	278	287	275	295
• Net gain/loss of volunteers	48	127	77	120
• Active duty volunteer members (administrative and operational)	710	781	772	816



Fire, Rescue and Emergency Management

Fire-Rescue Training

Description

The Training division provides a high quality and comprehensive education program for the combined system, facilitating excellence in service to citizens and visitors. The Training division serves system members by offering programs to meet the daytime, evening and weekend schedules of the department and the Volunteer Fire-Rescue community. The programs offered include: Pre-hospital Emergency Medicine, Fire Suppression, Hazardous Materials, Technical Rescue, Leadership and Management, Recertification and Instructor Curriculums.

Budget Overview

FY 2011 Issues

- The division must balance the requirement of conducting a comprehensive training program that ensures seamless operational capability among both career and volunteer personnel. This has necessitated the provision of training programs 7 days a week with weekday training running from 6 am - 11 pm, and weekend training being provided from 7 am - 5 pm.
- National and local shortages of certified advanced life support personnel have initiated in-house advanced medical education courses that will be conducted more frequently to enhance the skill sets of system personnel.
- Staff must manage the program in accordance with the logistical dynamics of providing an effective training program and environment while capitalizing on the changing needs of the student population.

FY 2011 Goals

- Continue to provide fire-rescue training programs to meet the demands of a rapidly changing and growing combined system by recruiting additional part-time instructors, grooming in-house instructor talent and creating a true learning environment for Training Center employees and students.
- Provide the fire-rescue system with a regular training calendar that will be delivered on time with capable and competent instructors. Incorporate new technology to provide company training to individual stationhouses and to expand the training delivery to meet the needs of the system.
- Review, enhance and implement ongoing, mandatory, system-wide entry-level and ongoing training of NOVA MAYDAY procedures and firefighter self-survival techniques.
- Continue implementation of training recommendations from the Meadowood Event Report.

Program Financial Summary	FY 2007 Actual	FY 2008 Actual	FY 2009 Actual	FY 2010 Adopted	FY 2011 Adopted
Expenditures					
Personnel	\$1,624,944	\$1,386,403	\$1,669,548	\$1,547,182	\$1,859,695
Operations & Maintenance	1,152,160	1,522,453	1,551,560	1,750,672	1,747,338
Capital Outlay & Capital Acquisitions	0	23,471	62,471	42,361	42,361
Transfer to Central Services Fund	0	0	22,940	0	0
Total Expenditures	\$2,777,104	\$2,932,327	\$3,306,519	\$3,340,215	\$3,649,394
Revenues					
Miscellaneous Revenue	\$0	\$0	\$150	\$0	\$0
Other Financing Sources	0	0	10,000	0	0
Total Revenues	\$0	\$0	\$10,150	\$0	\$0
Total Local Tax Funding	\$2,777,104	\$2,932,327	\$3,296,369	\$3,340,215	\$3,649,394
FTE Summary	17.88	17.76	16.46	16.46	20.92



Loudoun County Government
FY 2011 Adopted Fiscal Plan

Fire, Rescue and Emergency Management

Fire-Rescue Training

Performance Measures	FY 2008 Actual	FY 2009 Actual	FY 2010 Estimated	FY 2011 Projected
Objective: Provide a learning environment that promotes sound tactics in a comfortable, safe, and hostile free education and training atmosphere.				
• Educational service quality rating	93.00%	93.29%	92.00%	92.00%
• Service quality of training programs (scale 1-5)	4.65	4.66	4.00	4.60
Objective: Provide comprehensive training in multiple disciplines that include: fire, rescue, hazardous materials, emergency medical rescue, special operations, leadership, and management, allowing the combined Fire-Rescue system to meet the service delivery needs of the community, local, state, and national government standards related to service deliverables.				
• Number of classes revised or added to the curriculum	4	29	15	15
• Number of comprehensive classes taught	198	155	91	146
• Number of students attending comprehensive training classes	4,208	3,328	2,276	3,190
• Number of students enrolled in Monroe Technology Center program	10	11	10	12
• Percentage of training classes presented on-site	100%	100%	95%	95%
Objective: Teach National Incident Management System (NIMS) compliant command courses and provide options for non-classroom environments.				
• Number of NIMS certified system members trained	418	223	130	120
Objective: Provide system members comprehensive fire-rescue training program.				
• Cost to train a volunteer from entry to active duty (EMS)	n/a	\$1,385	\$625	\$1,525
• Cost to train a volunteer from entry to active duty (Fire)	n/a	\$1,492	\$2,045	\$1,645
• Cost to train career members from entry to active duty	n/a	\$4,024	\$5,800	\$3,982
• Number of career members scheduled for training classes	n/a	1,146	600	900
• Number of volunteers scheduled for training classes	n/a	2,182	1,700	2,000
• Percentage of career members completing training classes	n/a	98.24%	92.00%	98.00%
• Percentage of volunteers completing training classes	n/a	95.20%	92.00%	96.00%



Fire, Rescue and Emergency Management

Fire Marshal's Office

Description

The Fire Marshal's Office provides critical programs to ensure a safe living and working environment for residents, workers and travelers within Loudoun County. The key aspect of the overall mission is the prevention of fires, explosions and related incidents. This is accomplished through a comprehensive public fire and life safety education program which strives to effect behavioral changes and attitudes toward the prevention of fire. This program also strives to ensure effective survival behavior when an emergency does strike. Ongoing program initiatives include child passenger safety seat instruction, smoke alarm installation, testing and replacement, home fire safety inspections, developmental training for children in proper use of the 911 system, McGruff and Leesburg Safety Camps, Head Start and senior citizen programs.

Public fire and life safety education efforts are supplemented by an aggressive fire prevention and life safety inspection program which is intended to identify and correct fire and related hazards in public assembly buildings, schools, restaurants, theatres, extremely hazardous substances (EHS) facilities, commercial blasting locations and multifamily occupancies in Loudoun County and the seven (7) incorporated towns. The program also conducts fire safety plan reviews, responds to Freedom of Information (FOIA) requests from the public and regulates commercial blasting operations.

The Fire Marshal's Office is responsible, pursuant to the Code of Virginia (§27-31 through §27-37.1), for the investigation of all fires, explosions, hazardous material incidents and environmental crimes. This section houses the highly effective accelerant canine program. Investigation is intended to determine the presence of criminal activity, and to pursue cases for prosecution, as well as identify non-intentional causes, which can lead to furthering the public life safety education effort.

The Fire Marshal's Office is also responsible for the coordination of the Loudoun County Bomb Squad, which is a shared function with the Loudoun County Sheriff's Office. Personnel in both agencies are trained in the mitigation of explosives according to FBI requirements and respond locally, as well as regionally, as a critical special operation.

Budget Overview

FY 2011 Issues

- Public Fire and Life Safety Education continues to focus on fire prevention and related life safety public education. In mid-FY 09, a "door to door" smoke alarm pilot program began in Purcellville. Smoke alarms are one of the most effective tools for early detection of fire; however, nationally it is estimated that 30%-40% of homes do not have working smoke alarms. Ninety percent (90%) of participating homes in Purcellville have been found to require maintenance, installation or replacement of smoke alarms. This high impact program will be expanded to other communities in FY 11.
- Fire safety inspections in public assembly buildings continue to be the priority. More than 600 public assembly buildings and educational use buildings are now on an automated re-inspection program. Overcrowding of bars and night clubs are also being addressed by "spot" nighttime inspections. In FY 09, more than 500 such inspections were performed and several locations were temporarily closed until safe crowd levels were achieved.
- The Strategic Plan provides that every 10,000 new residents generates approximately 5.7 million square feet of new commercial space which requires routine fire and life safety inspections. Currently, in excess of 65 million square feet of commercial and business property requires annual inspections, which is in addition to inspections of public assembly buildings, schools, blasting and other hazardous operations. Staffing does not allow these inspections on a regular basis.
- The Division is presently averaging 100 fire prevention code related citizen complaints each month. In addition, there is approximately one investigation per day for fires, explosions and hazardous materials incidents. The 5.0 FTEs assigned to fire investigators are able to effectively manage an average of 5-6 cases per month, depending upon complexity, for a total of 300-360 investigations per year. At this rate, the Division is nearing its capacity to investigate all such reported incidents as required by the Code of Virginia.
- The Fire Marshal is allowed to charge fees for fire prevention code permits for hazardous operations. Fees have not been increased since 1990. Current annual revenue is approximately \$90,000. The Budget Office initiated a study in FY 10 to update the fee schedule and it is expected to result in additional revenue in FY 11.



**Loudoun County Government
FY 2011 Adopted Fiscal Plan**

Fire, Rescue and Emergency Management Fire Marshal's Office

FY 2011 Goals

- Maintain the "door to door" smoke alarm program in Purcellville and to expand the program into Hamilton and Round Hill by FY 11.
- Continue all public fire and life safety education outreach programs such as McGruff, Leesburg Safety Day, Head Start, 9-1-1 Simulator, child passenger safety seat education and senior citizen safety.
- Continue revision of fire prevention code permit fees as allowed by the Statewide Fire Prevention Code and consistent with the Board of Supervisors' mandate that fees for required permits be based upon actual staff costs.
- Continue the highly effective bar and nightclub inspection program, which is conducted to prevent dangerous overcrowding conditions.
- Continue utilization of LMIS to continue to create and expand the database of all properties subject to annual and more frequent fire safety inspections.
- Continue to close investigations at an overall rate of 80%.
- Close out the 2007 Urban Area Security Initiative (UASI) grant for Bomb Squads successfully. Loudoun County is administering the \$7.289 million program for the 8 state and local Bomb Squads in the National Capital Region.

Program Financial Summary	FY 2007 Actual	FY 2008 Actual	FY 2009 Actual	FY 2010 Adopted	FY 2011 Adopted
Expenditures					
Personnel	\$1,447,367	\$1,579,808	\$1,767,376	\$1,597,995	\$1,615,237
Operations & Maintenance	653,697	672,065	7,103,673	495,235	484,652
Capital Outlay & Capital Acquisitions	130,180	144,873	226,522	0	0
Transfer to Central Services Fund	0	0	83,101	0	0
Total Expenditures	\$2,231,244	\$2,396,746	\$9,180,672	\$2,093,230	\$2,099,889
Revenues					
Permits Privilege Fees & Reg Licenses	\$77,570	\$92,985	\$94,755	\$140,772	\$53,275
Fines & Forfeitures	3,815	6,541	5,225	6,650	6,650
Recovered Costs	358	1,145	1,013	0	0
Federal Categorical Aid	137,350	317,780	5,625,170	0	0
Total Revenues	\$219,093	\$418,451	\$5,726,163	\$147,422	\$59,925
Total Local Tax Funding	\$2,012,151	\$1,978,295	\$3,454,509	\$1,945,808	\$2,039,964
FTE Summary	16.57	16.57	16.57	16.01¹	16.51

¹ There was a misallocation of an FTE during FY 2010 from the Office of Emergency Management.



Loudoun County Government
FY 2011 Adopted Fiscal Plan

Fire, Rescue and Emergency Management
Fire Marshal's Office

Performance Measures	FY 2008 Actual	FY 2009 Actual	FY 2010 Estimated	FY 2011 Projected
Objective: Provide rapid and effective response to emergency incidents involving possible or actual IED's or other explosive incidents and to mitigate all associated hazards.				
• Emergency explosives canine responses	19	1	24	7
• Number of devices rendered safe	20	117	28	30
• Number of emergency bomb squad responses	30	5	32	30
• Number of required training hours	768	768	1,160	1,160
• Number of threat responses	2	0	4	6
Objective: Investigate all reported fires, explosions and hazardous materials incidents, provide cause determination and pursue the identity, prosecution and conviction of persons responsible for any criminal actions.				
• Number of cases per FTE	44.00	53.50	62.00	70.00
• Number of closed cases	242	207	248	275
• Number of criminal investigations closed	n/a	12	20	28
• Number of investigations	285	267	312	356
• Number of open/active cases	29	20	44	65
• Number of open/inactive cases	22	31	20	28
Objective: Conduct annual fire safety inspections for all known schools, public assembly buildings, night clubs and extremely hazardous substance (EHS) facilities.				
• Monthly night club inspections performed	422	607	460	470
• Number of Extremely Hazardous Substances (EHS) properties inspected annually	31	33	20	20
• Number of other fire safety inspections performed	1,243	1,901	1,652	1,684
• Number of public assemblies inspected	465	623	484	495
• Number of school properties inspected	95	164	77	77
• Properties inspected per FTE	349.00	491.15	376.00	493.00



Loudoun County Government
FY 2011 Adopted Fiscal Plan

Fire, Rescue and Emergency Management
Fire Marshal's Office

Performance Measures	FY 2008 Actual	FY 2009 Actual	FY 2010 Estimated	FY 2011 Projected
Objective: Manage multi-jurisdictional grants and other grants in accordance with local, state and federal grant guidelines.				
• Value of new goods designated for Loudoun County	\$124,681	\$241,779	\$989,000	\$1,481,746
• Value of new goods designated for other jurisdictions	\$330,450	\$3,886,547	\$6,300,000	\$6,257,279
• Value of new grant funds under management	\$455,131	\$7,289,595	\$7,289,000	\$1,400,000
Objective: Minimize preventable child and elderly injuries/deaths due to ill prepared babysitter, caregiver, parent or legal guardian.				
• Child Safety Seats installed	1,280	2,067	1,672	1,500
• Cost of public education program delivery	\$10,084	\$13,394	\$20,104	\$20,666
• Hours dedicated to public education program coordination	1,245.00	1,412.50	1,218.00	1,692.50
• Hours dedicated to public education program delivery	219	272	432	418
• Number of direct public education program recipients	1,507	2,590	1,956	1,780
• Number of public education programs delivered	60	53	44	36
Objective: Review all submitted development plans for compliance with fire safety regulations.				
• Hours required for plans review	144.00	288.00	330.00	187.20
• Number of annual plans received and reviewed	139	240	284	156
Objective: Minimize fire related deaths that could have been prevented with a properly functioning and installed smoke detector(s).				
• Smoke Detector Program - Number of detectors installed	7	60	100	136



Fire, Rescue and Emergency Management

Office of Emergency Management

Description

This program is responsible for a comprehensive emergency management program to adequately mitigate, prepare for, effectively respond to, and quickly recover from natural, technological and terrorist related emergencies that may impact the residents of Loudoun County. The Office of Emergency Management (OEM) develops and maintains the County's Emergency Operations Plan (EOP) which provides a foundation for emergency management actions before, during and following a significant emergency. The department works collaboratively in developing and maintaining support documents, policies, procedures and annexes and is responsible for maintaining, activating and managing the Emergency Operations Center (EOC). When activated, the EOC serves as the command and control point for all County emergency management activities. In addition, the office facilitates training, simulations and exercises designed to prepare personnel to carry out its role in the County EOP. The office also conducts community outreach and education programs designed to increase awareness of residents. Finally, the office oversees the Community Emergency Response Team (CERT) program and coordinates countywide special events.

Budget Overview

FY 2011 Issues

- Planning for mitigation of natural and man-made disasters remains a key focus of the department. Responsible and collaborative regional planning efforts continue to ensure safe and successful special events coordination with sponsors and agencies.
- Continue to enhance, revise, and update the County's EOP, supporting documents, and other planning initiatives collaboratively with local, regional, state and federal partners.
- Continue to optimize the new Emergency Operations Center for response and recovery operations through planning, training, exercises and operational activities.
- Continue the development and implementation of a comprehensive training program designed to prepare responders for operational activities associated with large-scale emergencies and disasters.
- Continue to work with event organizers and venue directors to ensure the safety of participants at special events in Loudoun County.

FY 2011 Goals

- Revise emergency response plans, policies and procedures, and participation in National Capital Region-wide planning, strategy and exercises.
- Conduct two major drills in the County's new Emergency Operations Center utilizing EOC staffing components.
- Monitor changes to legislation for emergency management to formulate responses to large-scale emergencies and disasters.
- Enhance the Special Events program to include the development and implementation of a Special Events Ordinance.



Loudoun County Government
FY 2011 Adopted Fiscal Plan

Fire, Rescue and Emergency Management
Office of Emergency Management

Program Financial Summary	FY 2007 Actual	FY 2008 Actual	FY 2009 Actual	FY 2010 Adopted	FY 2011 Adopted
Expenditures					
Personnel	\$327,381	\$360,096	\$489,845	\$404,801	\$437,818
Operations & Maintenance	371,896	208,374	631,602	108,587	150,353
Capital Outlay & Capital Acquisitions	127,007	27,587	19,227	123,600	0
Total Expenditures	\$826,284	\$596,057	\$1,140,674	\$636,988	\$588,171
Revenues					
Recovered Costs	\$0	\$0	\$10,236	\$0	\$0
Federal Categorical Aid	505,450	103,660	148,620	20,000	29,762
Other Financing Sources	43,130	0	68,354	68,354	68,354
Total Revenues	\$548,580	\$103,660	\$227,210	\$88,354	\$98,116
Total Local Tax Funding	\$277,704	\$492,397	\$913,464	\$548,634	\$490,055
FTE Summary	4.21	4.21	5.28	5.28¹	5.33

¹ There was a misallocation of 0.05 of an FTE to the Fire Marshal's Office.



Loudoun County Government
FY 2011 Adopted Fiscal Plan

Fire, Rescue and Emergency Management
Office of Emergency Management

Performance Measures	FY 2008 Actual	FY 2009 Actual	FY 2010 Estimated	FY 2011 Projected
Objective: Conduct emergency preparedness programs and education by training Community Emergency Response Team (CERT) members through instruction and investing in other community outreach programs.				
• Community emergency response team members	33	19	60	50
• Cost of CERT training per member	\$107	\$107	\$107	\$107
• Duration of average class (in minutes)	180	180	180	180
• Instruction hours	111	93	180	260
• Staff hours	167.00	253.50	220.00	413.00
Objective: Emergency Operations Center Usage.				
• Number of hours EOC activated	305	312	300	300
• Number of hours EOC is utilized during non-emergencies	1,226	1,700	2,280	2,280
Objective: Conduct planning and response activities associated with large-scale emergencies and disasters.				
• Operational hours	1,658	1,403	550	1,100
• Planning hours	1,475.00	3,791.50	1,858.00	3,500.00
• Training hours	620	673	220	500
Objective: Conduct a special events program designed to assist organizers with planning for conducting safe and successful special events.				
• Number of special events	154	252	211	225
• Number of special events staff hours	914	1,692	1,000	1,000
• Special Events -- no staff coverage required	35	31	20	35



Fire, Rescue and Emergency Management Program Services

Description

The Program Services Division, which falls under the Office of the Fire-Rescue Chief, is responsible for management and oversight of the Department. Services and programs included in this division are: Human Resources; Health, Safety & Risk Management; Respiratory Protection Program; Financial Management; Public Affairs; and Administrative support staff.

Human Resources is responsible for hiring personnel via reviewing applications, written exams, physical ability tests, polygraph exams, background examinations, oral interviews and candidate selection for all divisions. Human Resources also conducts internal affairs investigations and works with County HR in managing and facilitating employee relation issues. Oversight of safety on emergency incidents, department injuries and accident investigation, are provided by staff involved in the Health, Safety & Risk Management. The program also monitors personnel on Workers Compensation, scheduling employee physicals and working with the third party medical administrator. The Respiratory Protection program manages the self-contained breathing apparatus inventory, which includes annual testing, maintenance, routine repairs and management of technicians and supplies. Administrative staff in the department processes personnel actions, manages financial matters, grants, and procurement-related services, in addition to answering FOIA requests.

Budget Overview

FY 2011 Issues

- Continued department compliance with occupational safety and other industry safety-related standards mandates is critical to ensure that practices and work environment safeguards are met for health and well-being of department employees and system members.
- The department must continue to meet the federal and state mandated respiratory protection program to comply with regulations, maintenance and testing of self-contained breathing apparatus for the combined fire-rescue system.
- The department is challenged with meeting the growth in services delivery areas. Department services, such as procurement, supply distribution, facilities/vehicles maintenance, administrative support, records management, and payroll will continue to grow as administrative support remains level and is reduced.

FY 2011 Goals

- Recruit quality applicants, particularly those with advanced life support training to fill uniform positions.
- Meet growing needs in service delivery areas, such as procurement, supply distribution, facilities/vehicles maintenance, administrative support, records management, and payroll with current levels of administrative staff support.
- Develop and maintain a comprehensive health, safety and wellness program to enable a physically fit and psychological well-balanced workforce that targets reduced Workers Compensation cases.



Loudoun County Government
FY 2011 Adopted Fiscal Plan

**Fire, Rescue and Emergency Management
Program Services**

Program Financial Summary	FY 2007 Actual	FY 2008 Actual	FY 2009 Actual	FY 2010 Adopted	FY 2011 Adopted
Expenditures					
Personnel	\$1,348,605	\$1,945,678	\$1,712,278	\$1,678,598	\$1,481,742
Operations & Maintenance	468,317	890,948	1,039,768	887,796	814,341
Capital Outlay & Capital Acquisitions	299,784	184,509	130,529	0	0
Transfer to Central Services Fund	30,597	13,750	0	0	0
Total Expenditures	\$2,147,303	\$3,034,885	\$2,882,575	\$2,566,394	\$2,296,083
Revenues					
Permits Privilege Fees & Reg Licenses	\$0	\$4,314	\$0	\$0	\$0
Recovered Costs	0	23	0	0	0
Other Financing Sources	54	0	0	0	0
Total Revenues	\$54	\$4,337	\$0	\$0	\$0
Total Local Tax Funding	\$2,147,249	\$3,030,548	\$2,882,575	\$2,566,394	\$2,296,083
FTE Summary	22.39	20.34	19.62	19.05	16.98¹

¹ Reflects a combination of realignment of positions as well as the loss of 2.13 FTE's over two fiscal years.



Loudoun County Government
FY 2011 Adopted Fiscal Plan

**Fire, Rescue and Emergency Management
Program Services**

Performance Measures	FY 2008 Actual	FY 2009 Actual	FY 2010 Estimated	FY 2011 Projected
Objective: Organize administrative reporting duties to maximize allocated personnel and resources with department needs.				
• Admin Support - Average customer satisfaction rating (1-5)	3.16	3.85	4.50	4.75
• Percent of error-free pay records submitted	100.00%	99.77%	99.00%	99.00%
• Total timesheets processed	8,050	10,779	10,800	10,842
• Validated payroll record errors	28	23	20	19
Objective: Manage and administer a comprehensive health, wellness, and safety program that maintains a physically and psychologically fit workforce.				
• NFPA 1582 physicals (incumbent) administered	207	342	400	400
• Number of safety program inspections completed.	n/a	54	52	56
• Number of safety program inspections required	50,394	52,054	51,850	51,850
• Number of total on-the-job injuries	20	44	60	60
• Percent of on-time injury/accident investigations	100%	100%	100%	100%
• Responses to emergency calls	318	532	472	472
• Safety-oriented drill hours	1,825.00	1,844.45	1,428.00	1,808.00
Objective: Manage a Human Resources system that meets organizational needs and County HR policies.				
• Cost per qualified candidate	\$788	\$523	\$790	\$384
• Job applicants hired	29	49	36	16
• Number of HR actions completed per FTE	0.51	0.17	0.20	0.20
• Number of job applicants	1,701	1,492	900	600
• Qualified job applicants received	897	1,072	150	75



Loudoun County Government
FY 2011 Adopted Fiscal Plan

**Fire, Rescue and Emergency Management
Program Services**

Performance Measures	FY 2008 Actual	FY 2009 Actual	FY 2010 Estimated	FY 2011 Projected
Objective: Ensure procurement infrastructure that provides for the acquisition of essential department goods and services.				
• Average number of days to process procurement request	3.67	3.17	3.00	3.00
• Number of procurements	436	371	400	500
• Percent of on-time invoiced payments	98%	91%	95%	95%
• Percent of procurements executed on-time	79.00%	89.63%	90.00%	95.00%
Objective: Protect Life of Personnel Responding to Incidents				
• Number of SCBA receiving PM Flow test	255	565	470	495
• Number of SCBA repaired	251	441	720	353
• Percentage of SCBA units tested and certified	7%	100%	100%	100%
• SCBA units available for usage	975	484	470	495



Juvenile Court Service Unit

Mission Statement

The mission of the Virginia Department of Juvenile Justice is to protect the public through a balanced approach of comprehensive services that prevent and reduce juvenile delinquency through partnerships with families, schools, communities, law enforcement and other local, state and non-profit agencies, while providing the opportunity for delinquent youth to develop into responsible and productive citizens.

Description

The Juvenile Court Services Unit (JCSU) is a statutorily mandated agency which carries out the directions of the Court for professional supervision and services for juvenile offenders. The JCSU has three basic components: Probation, including monitoring and supervising juveniles and their families per the order of the Court; Intake, the "taking in" and processing of new complaints and cases; and Special Programs, an array of specialized services to restore juveniles and their families to law abiding behavior. These court-ordered programs and services include anger management, community service, detention alternatives, gang intervention, mediation, post-disposition, prevention/intervention, restitution, restorative justice, and programs for serious offenders.

Budget Overview

FY 2011 Issues

- JCSU services have been significantly affected by Loudoun's population growth, especially since much of that growth is occurring in the juvenile age group. Over the last three years an average annual growth of 10 to 15% in the number of transferring-in youth who are already experienced in juvenile court involvement has been experienced.
- Language and cultural barriers put pressure on the system. This is an issue for public safety and optimum service delivery to delinquent youth, their families, and the community-at-large.
- Prevention, intervention and educational programming to maintain gang response strategies, both locally and regionally, are important investments, but may be at risk in tight financial times.
- There is a need to continue to expand effective non-judicial alternatives to community conflict.
- A record increase of 29.5% from FY 08 in juvenile and domestic relations complaints was experienced in FY 09. If that pattern continues, it will put a strain on JCSU's ability to respond effectively. The State reduced the JCSU FTEs during FY 10 from 14.98 to 13.47.
- JCSU is involved in a joint venture with other County agencies to prevent domestic violence. A Federal grant was renewed in FY 09 to begin a County wide domestic violence program. This is an interdepartmental program with the following partners: the Sheriff's Office, LAWS, the Commonwealth's Attorney's Office and Community Corrections.

FY 2011 Major Goals

- Further reduce frequency and length of stay of detentions through growth in the Detention Alternatives Program, the new Detention Services Concept, and the JDAI Initiative.
- Continue development of graduated sanctions for treating and supervising juvenile offenders to alleviate overcrowding at the Juvenile Detention Center and Loudoun Youth Shelter.
- Continue to offer and develop a continuum of services for youth who are at risk of offending, as well as those who are offending, in order to provide Loudoun County residents with a healthy and safe place for youth and families.
- Fully support the inter-agency balanced approach to gangs, both locally and regionally.
- Continue to refine and improve the use of technology by the Intake Team for after-hours coverage.
- Provide more convenient citizen services at the eastern office.
- Work with other agencies to reduce domestic violence in Loudoun.
- Continue to refine the joint team efforts with the Schools, the Commonwealth's Attorney and Mental Health to reduce truancy by rapidly responding to truant behaviors.

FY 2010 Major Achievements

- Implemented the Supervised Release Program for Intake, Probation and Parole. The program has achieved a \$1.2M savings for Loudoun County in FY 09. This savings is figured on per diem JDC vs. per diem Supervised Release Program.
- Coordinated a multi-agency, and multi-disciplinary team approach to responding to gang activity, locally and regionally through the Gang Response Intervention Team (GRIT) Coordinator. The Loudoun GRIT model has been adopted by many Northern Virginia jurisdictions. Current plans include continuing the Federal funding of a contract position for street outreach activities to assist in the effort.
- Deployed the Restorative Justice Program, the first program in the Commonwealth to expand re-entry procedures from



**Loudoun County Government
FY 2011 Adopted Fiscal Plan**

Juvenile Court Service Unit

juvenile correctional centers into the community and to deal with sensitive sexual victimization cases.

- Ordered and monitored over 9,383 hours of Community Service, with a volunteer hour value of \$203,705.
- Continued progress in the JCSU juvenile diversion rate from 27% in FY 07, 29% in FY 08, and one of the best rates in the Commonwealth of 35% in FY 09, primarily through the use of creative alternatives.



Loudoun County Government
FY 2011 Adopted Fiscal Plan

Juvenile Court Service Unit

Departmental Financial Summary	FY 2007 Actual	FY 2008 Actual	FY 2009 Actual	FY 2010 Adopted	FY 2011 Adopted
Expenditures					
Personnel	\$1,455,941	\$1,450,623	\$1,562,819	\$1,626,640	\$1,481,629
Operations & Maintenance	362,674	350,817	346,673	362,284	362,284
Transfer to Central Services Fund	21,367	0	0	0	0
Total Expenditures	\$1,839,982	\$1,801,440	\$1,909,492	\$1,988,924	\$1,843,913
Revenues					
Miscellaneous Revenue	\$200	\$250	\$0	\$0	\$0
Federal Categorical Aid	151,088	104,996	59,453	42,138	9,520
Total Revenues	\$151,288	\$105,246	\$59,453	\$42,138	\$9,520
Local Tax Funding	\$1,688,694	\$1,696,194	\$1,850,039	\$1,946,786	\$1,834,393
County FTE	20.86	20.86	20.86	20.86	18.72
State FTE	14.98	14.98	14.98	14.98	13.47
FTE Summary	35.84	35.84	35.84	35.84	32.19

FY 2011 Board Action

The FY 11 Adopted Fiscal Plan for the Juvenile Court Services Unit includes a reduction of 2.14 FTE and \$116,000 in Local Tax Funding as well as 1.51 FTE from the State. Included in this amount is replacement of the loss of \$36,000 in grant revenue for the Federal Domestic Violence Prevention grant. The FY 2011 Fiscal Plan has no compensation for employees and health insurance premiums reflect an annual increase of 10%.

Budget History

FY 07: 1.07 FTE was added for a school probation officer.

FY 10 Mid-year: The State eliminated a vacant probation officer (1.07 FTE) and converted a full time position into a part-time position resulting in a further reduction of 0.44 FTE.



Loudoun County Government
FY 2011 Adopted Fiscal Plan

Juvenile Court Service Unit

Expenditures by Program	FY 2007 Actual	FY 2008 Actual	FY 2009 Actual	FY 2010 Adopted	FY 2011 Adopted
Juvenile Court Service Unit	\$1,839,982	\$1,801,440	\$1,909,492	\$1,988,924	\$1,843,913
Total Expenditures	\$1,839,982	\$1,801,440	\$1,909,492	\$1,988,924	\$1,843,913
Revenues by Program	FY 2007 Actual	FY 2008 Actual	FY 2009 Actual	FY 2010 Adopted	FY 2011 Adopted
Juvenile Court Service Unit	\$151,288	\$105,246	\$59,453	\$42,138	\$9,520
Total Revenues	\$151,288	\$105,246	\$59,453	\$42,138	\$9,520
Local Tax Funding by Program	FY 2007 Actual	FY 2008 Actual	FY 2009 Actual	FY 2010 Adopted	FY 2011 Adopted
Juvenile Court Service Unit	\$1,688,694	\$1,696,194	\$1,850,039	\$1,946,786	\$1,834,393
Total Local Tax Funding	\$1,688,694	\$1,696,194	\$1,850,039	\$1,946,786	\$1,834,393
Staffing Summary by Program	FY 2007 Actual	FY 2008 Actual	FY 2009 Actual	FY 2010 Adopted	FY 2011 Adopted
Juvenile Court Service Unit	35.84	35.84	35.84	35.84	32.19
Total FTE	35.84	35.84	35.84	35.84	32.19



**Loudoun County Government
FY 2011 Adopted Fiscal Plan**

Juvenile Court Service Unit

Performance Measures	FY 2008 Actual	FY 2009 Actual	FY 2010 Estimated	FY 2011 Projected
Objective: Manage the continuing growth in juvenile, domestic relations and protective order complaints.				
• Percent of domestic relations complaints for child and/or spousal support	27%	25%	25%	25%
• Percent of domestic relations complaints for custody/visitation	71%	74%	75%	75%
• Percent of domestic relations complaints resulting in unofficial action or diverted to another agency	31%	39%	32%	32%
• Percent of juvenile complaints diverted or unofficial	27%	35%	32%	35%
• Percent of juvenile complaints referred to court	73%	65%	68%	65%
• Percent of juvenile complaints where intake issued a detention order to the Juvenile Detention Center	19%	19.25%	25%	20%
• Percent of juvenile complaints where intake issued a detention order to the Loudoun Youth Shelter	4%	4.5%	5%	5%
• Total number of civil domestic violence complaints issued	347	321	418	460
• Total number of domestic relations complaints issued	1,715	2,074	2,370	2,600
• Total number of juvenile criminal complaints issued	1,877	2,431	2,700	2,900
• Total percent of growth in civilly filed domestic violence complaints	45%	-7%	10%	10%
• Total percent of growth in domestic relations complaints	13%	21%	15%	10%
• Total percent of growth in juvenile criminal complaints	-10%	29.5%	10%	10%
Objective: Continue to maintain probationary services.				
• Average number of youth receiving probationary services	1,177	745.5	1,449	1,100
• Number of client contacts	15,201	17,946	18,728	19,200
• Number of non-court ordered graduated sanctions	230	253	283	285
• Number of parental contacts	7,152	6,939	8,811	7,200
• Yearly recidivist rate for Commonwealth of Virginia ¹	37%	n/a	32%	33%
• Yearly recidivist rate for Loudoun County ¹	23.8%	n/a	27%	27%
Objective: Expand effective non-judicial alternatives to community conflict by continuing to develop alternatives to formal court adjudication using the Restorative Justice Model.				
• Annual percent of cases returning to court with new offenses within 1 year of program completion	4%	4.375%	4%	4%
• Successful Restorative Justice cases (agreement made and completed)	158	184	192	203

¹ This is a new measure for FY 10; FY 09 actual is not yet available.



Loudoun County Government
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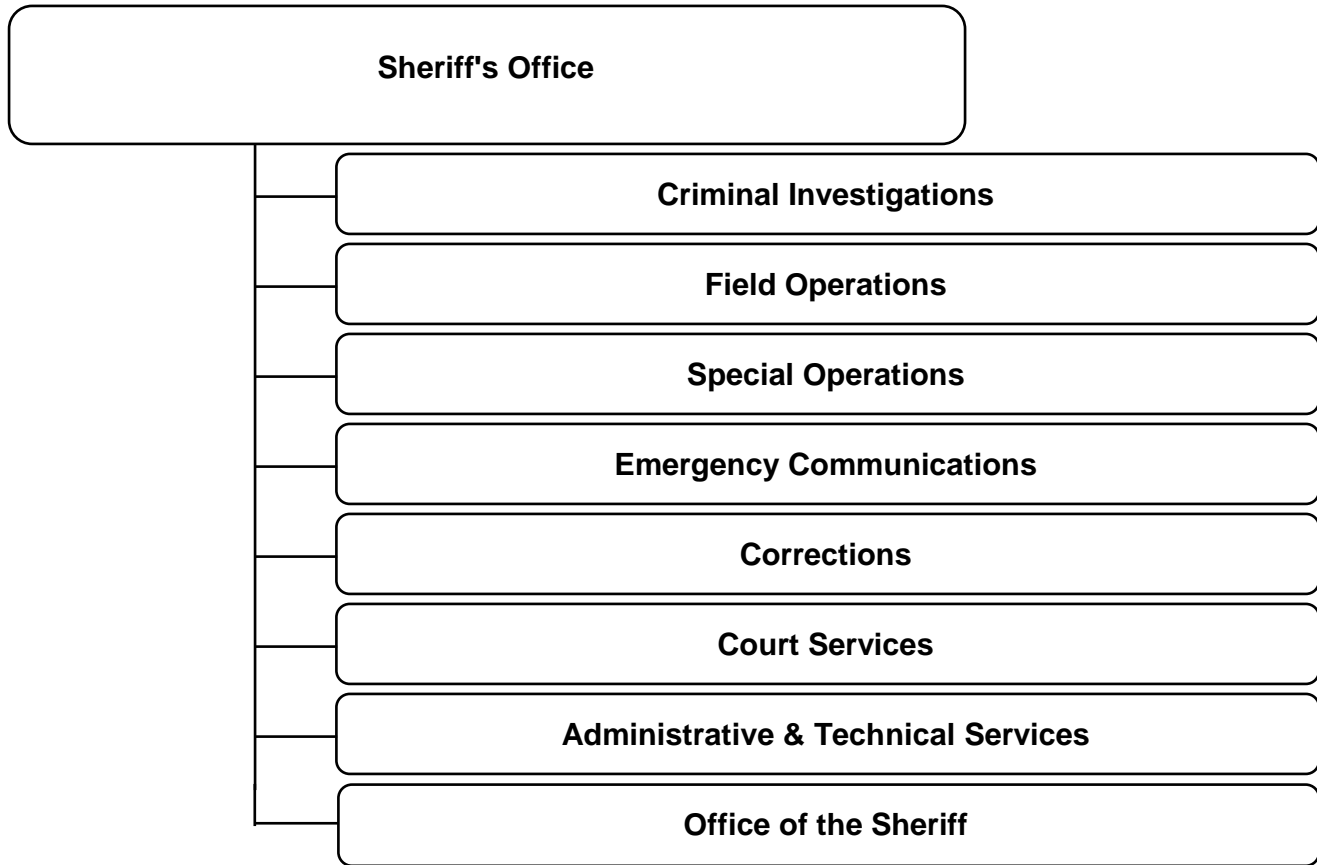
Juvenile Court Service Unit

Performance Measures	FY 2008 Actual	FY 2009 Actual	FY 2010 Estimated	FY 2011 Projected
Objective: Continue to provide alternatives to detention by utilizing the Supervised Release Program.				
• Annual cost savings Supervised Release Program vs. Juvenile Detention Center	\$850,000	\$1,476,300	\$1,700,000	\$1,700,000
• Average per diem for Juvenile Detention Center	\$146	\$220	\$220	\$220
• Average per diem for Supervised Release Program	\$28	\$26.84	\$24	\$30
• Electronic monitoring - number of days equipment usage	2,479	3,778	3,080	3,885
• House arrest - number of days served	2,979	3,758	3,600	3,900
• Outreach program - number of days served	1,800	107 ¹	500 ¹	110 ¹
• Percent of juvenile recidivism while in Supervised Release Program	1%	2.75%	1%	1%
• Supervised Release Program - Number of youth served	238	425	360	460

¹ Outreach numbers are lower than previous years because the other forms (electronic monitoring and house arrest) of the Supervised Release Program have proven more effective.



Sheriff's Office





**Loudoun County Government
FY 2011 Adopted Fiscal Plan**

Sheriff's Office

Mission Statement

The Sheriff's Office ensures the safety of residents of Loudoun County by providing the highest quality service. This is achieved by maintaining a high degree of professionalism in all services provided by this office to include: the prevention of crime; the successful investigation of crimes; the diligent enforcement of traffic laws; the promotion of public safety through community education; the provision of humane and secure correctional services for those persons remanded to the custody of this office; the provision of courtroom and courthouse security and service of legal process; and contribution to the swift and impartial adjudication of all criminal and civil matters before the courts.

Description

The Sheriff is a constitutional officer by virtue of the Virginia Constitution, Article VII, Section 4, elected every four years, and has responsibilities which are outlined by the General Assembly in the form of State statutes. The Sheriff and the Sheriff's Deputies have criminal and civil jurisdiction and are empowered to enforce the laws of the Commonwealth of Virginia, and the ordinances of Loudoun County. These powers may be exercised on any property within Loudoun County. The Sheriff's Office consists of an Administration Bureau and an Operations Bureau. Contained within the Administration Bureau are the Office of the Sheriff's administrative functions, the Corrections/Court Security Division and the Administrative/Technical Services Division. Contained within the Operations Bureau are the Field Operations Division, Criminal Investigations Division and Special Operations Division. The Office of the Sheriff oversees the activities and programs of all divisions.

Budget Overview

FY 2011 Issues

- The recent downturn in the economy coupled with past population growth within Loudoun continues to create significant service demands that tax available resources. Certain crime may continue to rise, as the unemployment rate and economic crisis continues. Additionally, the increase in the number of Temporary Detention Orders (TDO) and Emergency Custody Orders (ECO) will likely continue in these difficult times as people struggle with foreclosures, debt, unemployment and the associated loss of health care coverage.
- The level of complexity of criminal activities, particularly with regard to financial, computer, and drug distribution offenses, continues to increase. Criminal Investigators are overburdened with time sensitive investigative leads as well as keeping up with crimes in progress.
- Maintaining levels of service within the Evidence Collection and Documentation Unit is an issue as the number of investigations is increasing.
- The elimination of 13 vacant positions will have an adverse impact upon the Sheriff's Office. These positions include six Field Deputies, two Field Training Officers, three Court Bailiffs, one Call Taker and one Computer Forensic Investigator.

FY 2011 Major Goals

- Explore creative approaches for recruiting qualified applicants to fill vacated sworn and civilian positions.
- Create a waiting list of applicants to fill future vacancies. Fill all vacant specialized positions within the agency.
- Continue to proactively manage inmate populations to reduce overcrowding at Loudoun County's Adult Detention Center by housing inmates in other jurisdictions' facilities.
- Maintain current response times for emergency and non-emergency calls for service with no new personnel enhancements in three years, while the population continues to increase.

FY 2010 Major Achievements

- Completed construction for Phase II of the Adult Detention Center and the Eastern Loudoun Sheriff Station.
- Implemented time and attendance software to better track overtime expenditures.
- Implemented Automated Tactical Analysis of Crime (ATAC) software to identify, track and report crime patterns, trends and series in a timely fashion.



**Loudoun County Government
FY 2011 Adopted Fiscal Plan**

Sheriff's Office

Departmental Financial Summary	FY 2007 Actual	FY 2008 Actual	FY 2009 Actual	FY 2010 Adopted	FY 2011 Adopted
Expenditures					
Personnel	\$44,225,310	\$50,133,111	\$53,680,645	\$54,685,220	\$56,959,411
Operations & Maintenance	11,918,174	14,028,813	14,810,005	13,576,876	14,689,088
Capital Outlay & Capital Acquisitions	535,071	392,577	297,056	22,500	84,320
Transfer to General Capital Improvement	155,300	0	0	0	0
Transfer to Central Services Fund	910,451	319,832	380,775	0	0
Total Expenditures	\$57,744,306	\$64,874,333	\$69,168,481	\$68,284,596	\$71,732,819
Revenues					
Other Local Taxes	\$0	\$5,338,661	\$4,850,652	\$5,533,000	\$4,610,000
Permits Privilege Fees & Reg Licenses	218,396	441,143	324,504	386,800	312,000
Fines & Forfeitures	1,518,424	1,794,626	2,246,503	1,800,500	2,630,500
Use Of Money & Property	266	354	414	300	300
Charges For Services	333,160	349,687	409,163	357,150	549,050
Miscellaneous Revenue	1,000	2,000	1,117	0	0
Recovered Costs	971,152	1,056,473	962,467	1,077,000	699,604
State Shared Expenses	8,874,737	10,787,780	7,957,172	11,002,300	10,851,984
State Categorical Aid	31,050	30,361	17,755	0	0
Federal Categorical Aid	1,915,876	2,260,798	5,703,911	0	174,897
Other Financing Sources	272	0	337,769	0	0
Total Revenues	\$13,864,333	\$22,061,883	\$22,811,427	\$20,157,050	\$19,828,335
Public Safety Communications Fund¹	\$1,680,236	\$0	\$0	\$0	\$0
Local Tax Funding	\$42,199,737	\$42,812,450	\$46,357,054	\$48,127,546	\$51,904,484
FTE Summary	624.18	663.63	663.63	663.39	713.49

FY 2011 Board Action

The FY 11 Adopted Fiscal Plan for the Office of the Sheriff includes reductions of 13.96 FTEs (six Field Deputies, two Field Training Officers, three Court Bailiffs, one Call Taker, and one Computer Forensic Investigator) and \$980,000 in Local Tax Funding. Enhancements for the Office include local tax funds for the replacement of \$45,000 in decreased grant revenue for the Federal Domestic Violence Prevention grant; staff and \$3,357,000 in operating funds for Phase II of the ADC at 60.85 FTEs (46 Correctional Officers, five Correctional Training Officers, four Correctional Sergeants, one Records Clerk and one Food Service Manager); and a School Resource Officer for Woodgrove High School at 1.07 FTE and \$172,000. Also included is the State Compensation Board reduction for the Office of the Sheriff. The FY 2011 Fiscal Plan has no compensation increases for employees and health insurance premiums reflect an annual increase of 10%.

Additional information on this department's Capital Improvement Program projects can be found in Volume 2 of this document.

¹ Effective January 1, 2007, the General Assembly eliminated the E-911 Fee and Consumer's Utility Tax on telephones, replacing it with a uniform Statewide Communications tax. Expenditures previously associated with the Public Safety Communications tax are now included in the General Fund.



**Loudoun County Government
FY 2011 Adopted Fiscal Plan**

Sheriff's Office

Budget History

FY 07: The Board added 35.46 FTE for 22 field deputies, one captain for Court Services, two dispatchers and one Emergency Communications VCIN operator, two traffic motor deputy specialists, one sergeant and four court security deputies.

FY 08: The Board added 39.45 FTE; one station commander, one assistant station commander, and six deputies for the Eastern Loudoun Station, four school resource officers, five criminal investigators, one training safety officer, one crime scene investigator, and 18 positions for Phase II of the ADC.

FY 09: The Board approved \$356,000 for vehicles and equipment for the Eastern Loudoun Sheriff's Substation

FY 09 Mid-Year: 1.12 FTE were transferred to Family Services for adult and child protective services from four crossing guard positions.

FY 10: The Board approved reductions of 2.12 FTEs for the emergency communications center and the Sheriff's administration program. The Board also approved 3.00 FTEs for the Eastern Loudoun Station.

FY 10 Mid-Year: 2.14 FTE were approved for the Northern Virginia Regional Gang Task Force grant.



**Loudoun County Government
FY 2011 Adopted Fiscal Plan**

Sheriff's Office

Expenditures by Program	FY 2007 Actual	FY 2008 Actual	FY 2009 Actual	FY 2010 Adopted	FY 2011 Adopted
Criminal Investigations	\$6,034,414	\$6,689,134	\$6,665,760	\$6,862,267	\$7,180,206
Field Operations	20,559,312	22,266,057	22,054,157	23,985,629	23,738,964
Special Operations	6,436,976	7,176,916	7,200,846	7,112,786	7,510,764
Emergency Communications	2,654,028	2,937,225	3,035,199	3,042,312	3,039,339
Corrections	11,378,580	13,928,134	14,561,585	16,275,103	19,089,522
Court Services	3,512,525	3,915,605	3,859,035	4,032,675	3,839,672
Administrative & Technical Services	3,929,460	4,529,702	5,030,137	4,845,447	5,480,395
Office of the Sheriff	3,239,011	3,431,560	6,761,762	2,128,377	1,853,957
Total Expenditures	\$57,744,306	\$64,874,333	\$69,168,481	\$68,284,596	\$71,732,819

Revenues by Program	FY 2007 Actual	FY 2008 Actual	FY 2009 Actual	FY 2010 Adopted	FY 2011 Adopted
Criminal Investigations	\$1,112,614	\$1,105,755	\$707,776	\$1,075,500	\$1,409,481
Field Operations	5,047,299	5,845,815	4,700,226	5,777,500	4,649,302
Special Operations	1,766,703	1,999,779	1,970,086	1,954,000	2,722,385
Emergency Communications	1,680,236	5,684,576	5,088,889	5,884,000	4,958,875
Corrections	2,035,462	2,836,047	2,862,306	2,862,500	3,064,503
Court Services	994,622	1,051,637	878,390	1,074,000	1,466,128
Administrative & Technical Services	808,733	1,150,472	877,094	1,110,550	1,143,263
Office of the Sheriff	2,098,900	2,387,802	5,726,660	419,000	414,398
Total Revenues	\$15,544,569	\$22,061,883	\$22,811,427	\$20,157,050	\$19,828,335

Local Tax Funding by Program	FY 2007 Actual	FY 2008 Actual	FY 2009 Actual	FY 2010 Adopted	FY 2011 Adopted
Criminal Investigations	\$4,921,800	\$5,583,379	\$5,957,984	\$5,786,767	\$5,770,725
Field Operations	15,512,013	16,420,242	17,353,931	18,208,129	19,089,662
Special Operations	4,670,273	5,177,137	5,230,760	5,158,786	4,788,379
Emergency Communications	973,792	(2,747,351)	(2,053,690)	(2,841,688)	(1,919,536)
Corrections	9,343,118	11,092,087	11,699,279	13,412,603	16,025,019
Court Services	2,517,903	2,863,968	2,980,645	2,958,675	2,373,544
Administrative & Technical Services	3,120,727	3,379,230	4,153,043	3,734,897	4,337,132
Office of the Sheriff	1,140,111	1,043,758	1,035,102	1,709,377	1,439,559
Total Local Tax Funding	\$42,199,737	\$42,812,450	\$46,357,054	\$48,127,546	\$51,904,484

Staffing Summary by Program	FY 2007 Actual	FY 2008 Actual	FY 2009 Actual	FY 2010 Adopted	FY 2011 Adopted
Criminal Investigations	59.57	65.99	68.13	67.06	69.20
Field Operations	247.82	257.45	252.10	258.31	250.82
Special Operations	67.43	69.79	71.71	69.52	68.45
Emergency Communications	51.35	51.06	51.35	48.16	47.04
Corrections	98.88	119.07	119.07	119.07	179.92
Court Services	52.15	51.08	51.08	51.08	47.87
Administrative & Technical Services	32.63	34.84	35.84	37.91	37.91
Office of the Sheriff	14.35	14.35	14.35	12.28	12.28
Total FTE	624.18	663.63	663.63	663.39	713.49



**Loudoun County Government
FY 2011 Adopted Fiscal Plan**

Sheriff's Office Criminal Investigations

Description

The Criminal Investigations Division (CID) provides for intensive follow-up investigation of criminal cases referred from the Field Operations Division that are not resolved during the initial response by patrol personnel. CID also initiates its own investigations and investigates referrals from other government agencies, including Child Protective Services, Family Services, and the Commonwealth's Attorney's Office. CID consists of five major sections: Crimes Against Persons; Crimes Against Property; Financial Crimes; Vice-Narcotics; Gang Intelligence and Juvenile Crimes, which includes juvenile investigations; and the Serious Habitual Offender Comprehensive Action Program (SHOCAP).

Budget Overview

FY 2011 Issues

- The level of complexity of criminal activities, particularly with regard to financial, computer, and drug distribution offenses, continues to increase.
- The need for effective interagency and regional information sharing is greater than ever due to criminal activity as well as gang membership and activity.
- Training investigators to deal with the increasing complexity of investigations continues to be a challenge.
- The growth of gangs continues to be a problem in the region. Existing gangs continue to compete with emerging groups for members.
- Staff is overburdened with time-sensitive investigative leads as well as keeping up with crimes in progress.
- The area has seen an increase in prostitution and other vice related cases in the last year. These cases are time consuming and operations addressing these issues require intricate planning and manpower.

FY 2011 Goals

- Fill all vacancies either from within the agency or outside the agency as quickly as possible.
- Manage the increasing financial and computer related white collar crimes.

Program Financial Summary	FY 2007 Actual	FY 2008 Actual	FY 2009 Actual	FY 2010 Adopted	FY 2011 Adopted
Expenditures					
Personnel	\$5,197,826	\$5,681,939	\$5,930,591	\$6,156,881	\$6,305,810
Operations & Maintenance	687,170	799,863	735,169	705,386	874,396
Capital Outlay & Capital Acquisitions	101,740	52,297	0	0	0
Transfer to Central Services Fund	47,678	155,035	0	0	0
Total Expenditures	\$6,034,414	\$6,689,134	\$6,665,760	\$6,862,267	\$7,180,206
Revenues					
Permits Privilege Fees & Reg Licenses	\$0	\$0	\$600	\$0	\$0
Miscellaneous Revenue	0	2,000	0	0	0
Recovered Costs	12,940	13,234	1,415	7,500	7,500
State Shared Expenses	1,037,370	1,047,377	694,769	1,068,000	1,238,826
State Categorical Aid	15,525	15,525	0	0	0
Federal Categorical Aid	46,779	27,619	10,992	0	163,155
Total Revenues	\$1,112,614	\$1,105,755	\$707,776	\$1,075,500	\$1,409,481
Total Local Tax Funding	\$4,921,800	\$5,583,379	\$5,957,984	\$5,786,767	\$5,770,725
FTE Summary	59.57	65.99	68.13	67.06	69.20



Loudoun County Government
FY 2011 Adopted Fiscal Plan

Sheriff's Office
Criminal Investigations

Performance Measures ¹	FY 2008 Actual	FY 2009 Actual	FY 2010 Estimated	FY 2011 Projected
Objective: Complete 30 training sessions/gang awareness presentations for criminal justice and community based agency staff and local residents in gang recognition and appropriate intervention procedures.				
• Number attending gang awareness sessions	262	662	550	560
• Number of gang awareness sessions	21	11	33	16
Objective: Maintain a 100% closure rate of gang-related cases.				
• Gang related crime closure rate (minus graffiti)	100.00%	87.50%	100.00%	100.00%
• Number of gang investigators	7	7	7	8
• Number of gang related cases per investigator	18	9	40	25
• Number of gang related crimes against persons cases	22	33	40	40
• Number of gang related crimes against property cases	14	36	15	15
• Number of gang related graffiti cases	104	56	119	80
• Number of gang related narcotics offenses	2	12	11	11

¹ All performance measures are based on calendar year due to statutory reporting requirements.



Loudoun County Government
FY 2011 Adopted Fiscal Plan

Sheriff's Office Criminal Investigations

Performance Measures ¹	FY 2008 Actual	FY 2009 Actual	FY 2010 Estimated	FY 2011 Projected
Objective: Attain a case closure rate for Uniform Crime Reporting Act Index Crimes (UCR) of 30% (i.e. greater than the national average of 21%) and maintain an overall case closure rate for all cases investigated of 60%.				
• Crimes against Persons closure rate	72.00%	55.25%	55.00%	55.00%
• Financial crimes closure rate	65%	47%	55%	45%
• Major Crimes closure rate	61.00%	43.50%	55.00%	44.00%
• Number of crimes against persons cases	1,213	855	1,253	651
• Number of crimes against persons cases per investigator	87	61	90	46
• Number of crimes against persons investigators	14	14	14	14
• Number of financial crimes cases	1,376	1,315	1,513	1,193
• Number of financial crimes cases per investigator	153	151	151	134
• Number of financial crimes investigators	9	9	10	9
• Number of property crimes cases	652	585	764	580
• Number of property crimes cases per investigator	72	70	84	63
• Number of property crimes investigators	9	9	9	9
• Property crimes closure rate	24%	19%	25%	28%
Objective: Achieve 100 % closure rate for narcotics and special investigation cases.				
• Narcotics closure rate	85.00%	92.75%	100.00%	100.00%
• Number of prescription fraud cases	54	45	100	65
• Number of prescription fraud cases per investigator	54	45	90	65
• Number of prescription fraud investigators	1	1	1	1
• Number of street level narcotics cases	468	307	570	533
• Number of street level narcotics cases per investigator	54.00	34.50	63.00	45.00
• Number of street level narcotics investigators	9	9	9	9

¹ All performance measures are based on calendar year due to statutory reporting requirements.



Sheriff's Office Field Operations

Description

This program is responsible for the initial response to all calls for service and patrols in the County 24-hours a day, 365 days a year. Included in those responses are criminal and traffic investigations, arrests, community relations, warrant service, community policing, and proactive patrol. In addition to patrol duties, the Community Policing, School Resource Officer, Domestic Violence, Executive Detail, Drug Court and Mall programs are operated out of the Field Operations Division. These programs work closely with the Patrol section and each other to deliver community-based, problem solving policing techniques to Loudoun County residents. The Field Operations Division frequently augments specialized programs such as Criminal Investigations and Special Operations when those programs needs exceed their capabilities. Support is also provided to the Purcellville, Leesburg and Middleburg Police Departments, the Virginia State Police, Metropolitan Washington Airport Authority Police, Animal Care and Control, Virginia Department of Alcohol Beverage Control, and Federal law enforcement agencies.

Budget Overview

FY 2011 Issues

- Population growth continues to create significant service demands that tax available resources.
- Emergency detention orders and emergency custody orders (ECO) for mental issues continue to increase. Immediate service of the orders, along with the transportation time (often out of the county) is significantly impacting Field Operations. Last year there were 280 ECO or TDO Transports (each of them requiring 2 deputies) totaling 2,310 hours lost from patrol time.
- Staffing levels are a constant challenge due to increased competition from other law enforcement agencies for the same qualified applicants. Hiring and training a new deputy is complex and may require nearly 1 1/2 years to complete. This process represents a major challenge to fill all positions as quickly as possible.
- The agency is working in collaboration with the Office of Capital Construction on the Western Loudoun Station opening in 2012.
- Ammunition used for the Patrol Rifle program is in limited supply due to U.S. Department of Defense demands. This impacts training at the Active Shooter program and firearms qualifications.
- The elimination of six Field Deputies and two Field Training Officers will have an adverse impact on the Field Division. The calls for service per deputy will increase and response times may increase.
- As a result of the current law enforcement trends, training and implementation of new police techniques and equipment is going to be a challenge with the current training staff. (e.g., active shooter, patrol rifles, and tasers)

FY 2011 Goals

- Maintain current response times for emergency and non-emergency calls for service.
- Continue the transition of current staff to decentralized community based stations and problem solving police techniques.
- Strive to maintain 1,042 annual calls per deputy per year.
- Open and operate the Eastern Loudoun Station for full service (24/7) by 2012.
- Successfully implement Automated Tactical Analysis of Crime (ATAC) to identify and track criminal trends, allocate resources and personnel, and develop crime migration strategies based on statistical analysis and trend forecasting.



Loudoun County Government
FY 2011 Adopted Fiscal Plan

**Sheriff's Office
Field Operations**

Program Financial Summary	FY 2007 Actual	FY 2008 Actual	FY 2009 Actual	FY 2010 Adopted	FY 2011 Adopted
Expenditures					
Personnel	\$16,556,125	\$18,632,077	\$18,280,519	\$20,351,415	\$19,874,167
Operations & Maintenance	3,178,188	3,313,574	3,377,557	3,634,214	3,815,477
Capital Outlay & Capital Acquisitions	127,567	214,864	45,568	0	49,320
Transfer to General Capital Improvement	34,800	0	0	0	0
Transfer to Central Services Fund	662,632	105,542	350,513	0	0
Total Expenditures	\$20,559,312	\$22,266,057	\$22,054,157	\$23,985,629	\$23,738,964
Revenues					
Fines & Forfeitures	\$1,046,598	\$1,202,051	\$1,506,679	\$1,205,500	\$1,755,500
Charges For Services	0	273	808	300	750
Recovered Costs	182,621	235,941	97,436	239,000	0
State Shared Expenses	3,715,957	4,247,208	3,010,199	4,332,700	2,881,310
State Categorical Aid	15,525	14,836	15,730	0	0
Federal Categorical Aid	86,459	145,506	69,374	0	11,742
Other Financing Sources	139	0	0	0	0
Total Revenues	\$5,047,299	\$5,845,815	\$4,700,226	\$5,777,500	\$4,649,302
Total Local Tax Funding	\$15,512,013	\$16,420,242	\$17,353,931	\$18,208,129	\$19,089,662
FTE Summary	247.82	257.45	252.10	258.31	250.82



Loudoun County Government
FY 2011 Adopted Fiscal Plan

**Sheriff's Office
Field Operations**

Performance Measures	FY 2008 Actual	FY 2009 Actual	FY 2010 Estimated	FY 2011 Projected
Objective: Through community and problem solving policing techniques, increase visibility, presence and security in selected communities throughout Loudoun County.				
• Number of community meetings attended	142	139	200	210
• Number of Community Policing deputies	8	8	8	8
• Number of community programs implemented	8	8	8	8
• Number of service incidents	3,046	3,317	3,200	3,300
Objective: Reduce the number of high risk and repeat domestic violence cases.				
• Number of residences where multiple cases were reported	72	89	80	80
• Total number of cases generated from the affected residences	157	194	180	180
Objective: Maintain safety and security for Dulles Town Center (DTC) mall employees and patrons by maintaining current staffing levels.				
• Annual number of calls responded to at the DTC Mall	2,637	2,335	2,400	2,400
• Calls responded to DTC per deputy	527	467	480	480
Objective: Maintain the average number of annual calls for service of 1,000 calls per deputy.				
• Annual average calls for service per deputy	950	916	965	1,042
• Annual calls for service	190,057	183,523	193,000	200,000
• Authorized Patrol Deputies	200	200	200	192
• Part 1 arrests	623	726	700	700
• Part 2 arrests	5,685	5,295	5,400	5,400
• Total arrests	6,308	6,021	6,100	6,100
• Total DUI arrests	739	815	700	700
• Total traffic stops	45,110	58,168	48,000	50,000
• Total traffic summons	25,939	33,868	36,000	36,000
• Totals warrants served	5,647	4,684	5,750	5,750



Loudoun County Government
FY 2011 Adopted Fiscal Plan

**Sheriff's Office
Field Operations**

Performance Measures	FY 2008 Actual	FY 2009 Actual	FY 2010 Estimated	FY 2011 Projected
Objective: Maintain an average response time of 9:00 min:sec for emergency calls and 13:00 min:sec for non-emergency calls for service.				
• Average response time for emergency calls (min:sec)	8:04	8:69	9:00	9:00
• Average response time for non-emergency calls (in min:sec)	11:89	14:21	11:15	13:00
Objective: Maintain the safety and security of middle and high schools through the School Resource Officer (SRO) program.				
• Average calls per SRO	237	260	257	200
• High Schools - number of calls for service	2,318	2,625	2,475	2,000
• Middle Schools - number of calls for service	1,944	2,063	1,950	1,800
• Number of GREAT Program classes taught in Middle Schools	160	171	160	160
• Number of High School programs and presentations	100	62	100	100
• Number of High Schools Outside of Leesburg*	8	8	8	9
• Number of Middle Schools Outside of Leesburg*	10	10	10	10
• Number of SROs assigned to High Schools	8	8	8	9
• Number of SROs assigned to Middle Schools	10	10	10	10

* Note: The Town of Leesburg Police Department provides SROs to middle and high schools within the Town limits. The County has contributed to the cost of these positions as each school has been served. This contribution can be found in the Regional Organization pages.



Sheriff's Office Special Operations

Description

The Special Operations Division is responsible for supporting all divisions within the Sheriff's Office, as well as other jurisdictions, through its staff of highly trained personnel in specialized fields. Special Operations is organized around six general categories, which include Traffic Safety and Enforcement, Crime Scene Investigations, Field Operations Support, Response Teams, Emergency Management and Education. The Special Operations Division consists of the following units: Special Operations Administration and Special Events Coordination, Traffic Section (Motor Unit and Traffic Administration), Crossing Guards, Crime Prevention (Juvenile and Adult), Crime Scene Investigations, K-9 Section, Emergency Management Unit, Operation Fairness, Crash Reconstruction and Truck Safety Unit, Computer Forensics Unit, Latent Print Examiner Unit, Bike Patrol, Civil Disturbance Unit, Explosive Ordinance Disposal, Command Unit Operations, Honor Guard, Search and Rescue - ATV, Auxiliary Unit, Sheriff's Emergency Response Team, Dive Response Team and Crisis Negotiation.

Budget Overview

FY 2011 Issues

- Maintaining effective levels of service for the elementary DARE instruction program with the continued openings of new schools is a challenge with the current staffing level.
- Maintaining levels of service within the Evidence Collection and Documentation Unit is an issue as the numbers of investigations are increasing.
- Homeland security training has become an unfunded Federal mandate for all first responders participating in the National Incident Management System and utilizing the Incident Command System. Compliance will continue to be difficult because the Emergency Management Unit is staffed by only one position.
- As the number of traffic accidents increase, the office must maintain the existing level of service response times.
- The increased number of requests for off-duty coverage of special community events and mandatory assignments may exceed the available resources for the Special Events Coordinator and the staff who work the events.
- Crossing Guard coverage will be a challenge with existing staff if additional posts are created as a result of altering existing bus routes due to fuel conservation.
- Maintaining effective levels of services within the Adult Crime Prevention Program due to the increased demand for Neighborhood Watch, Auxiliary and Crime Prevention Programs.
- One of the two Computer Forensic Investigator positions was eliminated during this budget cycle. Due to the increase in the number and types of devices that hold digital data and photographs, and possible evidence; there will be additional demands for this unit's services even though the staff has been reduced.

FY 2011 Goals

- Meet demands for service, the number of Traffic complaints received, through the Traffic Hotline and website through education and enforcement.
- Meet the increased demand for Sheriff's Office specialized program participation at Community Events and functions.
- Meet the increased demand for requests of the Adult Crime Prevention Section for Neighborhood Watch, Crime Prevention and Auxiliary services.
- Meet the increasing number of calls for K-9 assistance.
- Due to increased student population, the demand for Crime Prevention and DARE instruction programs will continue to increase. The Sheriff's Office will strive to meet every request.
- Ensure that all Sheriff's Office personnel are adequately trained regarding Homeland Security procedures.
- The vehicular traffic on congested roadways may result in an increase in the numbers of accidents requiring investigation by the Traffic Section. This will result in an increase in the amount of time traffic section personnel will spend investigating accidents.



Loudoun County Government
FY 2011 Adopted Fiscal Plan

Sheriff's Office
Special Operations

Program Financial Summary	FY 2007 Actual	FY 2008 Actual	FY 2009 Actual	FY 2010 Adopted	FY 2011 Adopted
Expenditures					
Personnel	\$5,254,645	\$5,920,338	\$5,917,493	\$6,088,312	\$6,252,251
Operations & Maintenance	1,075,302	1,119,980	1,132,845	1,014,474	1,223,513
Capital Outlay & Capital Acquisitions	28,073	98,441	145,308	10,000	35,000
Transfer to Central Services Fund	78,956	38,157	5,200	0	0
Total Expenditures	\$6,436,976	\$7,176,916	\$7,200,846	\$7,112,786	\$7,510,764
Revenues					
Fines & Forfeitures	\$471,826	\$592,575	\$739,824	\$595,000	\$875,000
Recovered Costs	67,803	69,196	199,203	64,000	285,000
State Shared Expenses	1,195,423	1,270,697	949,753	1,295,000	1,562,385
State Categorical Aid	0	0	2,025	0	0
Federal Categorical Aid	31,651	67,311	79,281	0	0
Total Revenues	\$1,766,703	\$1,999,779	\$1,970,086	\$1,954,000	\$2,722,385
Total Local Tax Funding	\$4,670,273	\$5,177,137	\$5,230,760	\$5,158,786	\$4,788,379
FTE Summary	67.43	69.79	71.71	69.52	68.45



Loudoun County Government
FY 2011 Adopted Fiscal Plan

Sheriff's Office Special Operations

Performance Measures	FY 2008 Actual	FY 2009 Actual	FY 2010 Estimated	FY 2011 Projected
Objective: Support and respond to calls from the Sheriff's' Office and outside agencies as requested or needed.				
• Calls for service (collateral teams) ¹	214	205	250	1,000
Objective: Maintain crime prevention awareness to prevent crime through increased information dissemination, home security checks, safety presentations, and improved neighborhood watch involvement.				
• Active neighborhood watch programs	n/a	85	55	100
• Number of attendees/crime prevention awareness	1,297	2,558	1,500	2,500
• Number of meetings and presentations	85	161	150	200
Objective: Continue drug prevention presentations to raise awareness of drug abuse among juveniles.				
• Number of attendees/drug prevention presentations	2,597	4,433	4,600	4,800
• Number of drug prevention presentations	1,833	1,965	1,900	2,020
Objective: Continue to perform crime scene and evidence processing to include phone, video/digital media and latent enhancements.				
• Additional processing of evidence requested	n/a	88	100	100
• Average number of video/phone forensic examination requests	n/a	65	50	55
• Calls for CSI processing including Field evidence techs	n/a	395	500	500
Objective: Achieve a 30-day turn-around time on computer forensic examinations.				
• Average amount of wait time for examination (# of days)	40	40	40	55
• Average monthly backlog (# of computers)	15	21	20	35
Objective: Provide crossing guard coverage at all posts at designated schools. Also cover all posts without incident and maintain coverage despite difficulty in maintaining staffing levels in hiring and retaining employees.				
• Number of crossing guard posts	49	46	46	54

¹ The Sheriff enhanced record keeping and adopted a new counting method mid-year FY 10 that will yield more accurate results in future years.



Loudoun County Government
FY 2011 Adopted Fiscal Plan

**Sheriff's Office
Special Operations**

Performance Measures	FY 2008 Actual	FY 2009 Actual	FY 2010 Estimated	FY 2011 Projected
Objective: Continue to support all divisions within the Sheriff's Office and outside jurisdictions as requested and needed.				
• Calls for scene security and searches	272	227	300	300
• Community relations demonstrations	57	12	30	25
• Narcotics searches	402	387	375	425
• Number of full-time K-9's	6	6	6	6
• Tracks followed	69	43	70	50
Objective: Continue to support all divisions within the Sheriff's Office and other jurisdictions on a part-time basis as requested and needed.				
• Community relations demonstrations (part-time K-9s)	0	10	25	10
• Explosive searches (part-time K-9s)	40	24	50	40
• Number of part-time K-9's	3	3	3	2
Objective: Maintain the current level of enforcement to ensure compliance regarding payment of County taxes.				
• Number of violations recorded	2,605	4,014	2,600	2,600
• Number of warning notices issued	15,453	15,373	15,500	15,500
Objective: Coordinate off duty employment requests for special events.				
• Number of billable events scheduled/worked	476	663	600	700
• Number of billable off-duty working deputies	1,060	1,217	1,100	1,200
• Number of non-billable (departmental) off-duty working deputies	512	1,597	1,200	800
• Number of non-billable events scheduled/worked	125	392	300	300



Loudoun County Government
FY 2011 Adopted Fiscal Plan

Sheriff's Office
Special Operations

Performance Measures	FY 2008 Actual	FY 2009 Actual	FY 2010 Estimated	FY 2011 Projected
Objective: Manage the number of fatal, personal injury and property damage accidents by proactive and reactive enforcement efforts.				
• Annual sobriety checkpoints	11	10	12	12
• Average number of traffic summons issued per deputy	753	862	800	900
• Number of accidents investigated	1,247	1,303	1,400	1,400
• Number of traffic summons issued	12,052	13,345	12,500	13,500
• The number of calls handled not related to primary duties	n/a	908	800	800
Objective: Maintain the annual average number of truck inspections at 525 each per deputy.				
• Number of truck safety inspections completed	1,715	1,818	2,000	2,000
• Number of trucks per deputy assigned to units	429	455	500	500
• Number of trucks taken out of service	998	919	1,200	1,000



Sheriff's Office Emergency Communications

Description

The Emergency Communications Center (ECC) is a 24 hour-a-day mandated component of the Sheriff's Office. This section's primary objective is the management and delivery of law enforcement service requests in Loudoun County. The realization of this mission requires activity in three key areas. Telecommunications responsibilities include answering all emergency (E-911), non-emergency and administrative telephone lines dedicated to the Sheriff's Office. Personnel also answer emergency and non-emergency calls made to the Purcellville and Middleburg Police Departments. Radio communications activities include real-time tracking of all on-duty law enforcement personnel and the prioritization and dispatching of emergency and non-emergency calls for service to those officers. Support functions comprise the final duty of Emergency Communications staff. Typical tasks include the maintenance of multiple databases within the Computer Aided Dispatch (CAD) system and management and entry of information in and out of the Virginia Criminal Information Network (VCIN) and National Crime Information Center (NCIC) computer systems.

The False Alarm Reduction Unit has the mission to reduce the number of security false alarms to which the deputies respond to each year. The unit registers alarm companies and alarm users, sends out notices of alarms and invoices for excessive false alarms to alarm users. The alarm administrator handles informal appeals regarding the false designation of alarm activations.

Budget Overview

FY 2011 Issues

- Information entered into the CAD system is a summary of the completed law enforcement activity concerning an incident. The recording of this information as an incident unfolds is time consuming and detailed. Due to the complexity of the incidents, processing often requires multiple communications staff, thereby leaving fewer resources to answer phone calls and complete other needed tasks.
- A lack of adequate work space continues to reduce efficiency and effective operations of the ECC. Supervisors lack dedicated office space to privately meet with staff and trainers do not have dedicated office space to meet with trainees. This situation causes additional resources to be spent to ensure that staff is trained and supervised and that procedures are followed and mission objectives are met in a timely manner.
- The elimination of one call taker and one dispatcher over last two years have resulted in an increase in workload among the remaining staff.

FY 2011 Goals

- Minimize the average time a person is placed on hold as a result of losing two Call Taker positions.
- Reduce the occurrence of errors and maintain compliance with VCIN/NCIC audits.
- Increase the efficiency and the effectiveness with which the unit processes telephone calls and tracks incidents.
- Continue to reduce the number of false alarms.



Loudoun County Government
FY 2011 Adopted Fiscal Plan

Sheriff's Office
Emergency Communications

Program Financial Summary	FY 2007 Actual	FY 2008 Actual	FY 2009 Actual	FY 2010 Adopted	FY 2011 Adopted
Expenditures					
Personnel	\$2,582,581	\$2,859,406	\$2,959,752	\$2,981,099	\$2,961,271
Operations & Maintenance	71,447	77,819	75,447	61,213	78,068
Total Expenditures	\$2,654,028	\$2,937,225	\$3,035,199	\$3,042,312	\$3,039,339
Revenues					
Other Local Taxes	\$0	\$5,338,661	\$4,850,652	\$5,533,000	\$4,610,000
Recovered Costs	0	2,163	0	0	0
State Shared Expenses	0	343,752	238,237	351,000	348,875
Total Revenues	\$0	\$5,684,576	\$5,088,889	\$5,884,000	\$4,958,875
Public Safety Communications Fund¹	\$1,680,236	\$0	\$0	\$0	\$0
Total Local Tax Funding	\$973,792	\$(2,747,351)	\$(2,053,690)	\$(2,841,688)	\$(1,919,536)
FTE Summary	51.35	51.06	51.35	48.16	47.04

¹ Effective January 1, 2007, the General Assembly eliminated the E-911 Fee and Consumer's Utility Tax on telephones, replacing it with a uniform Statewide Communications tax. Expenditures previously associated with the Public Safety Communications tax are now included in the General Fund.



Loudoun County Government
FY 2011 Adopted Fiscal Plan

Sheriff's Office
Emergency Communications

Performance Measures	FY 2008 Actual	FY 2009 Actual	FY 2010 Estimated	FY 2011 Projected
Objective: Document all incidents according to Standard Operations Procedures to ensure that all information is entered accurately and timely using all criminal information databases.				
• Total number of CAD incidents	156,506	238,620	200,000	205,000
Objective: Answer all emergency and non-emergency calls 24 hour 7 days a week while trying to reduce the hold and ring time for non-emergency calls by an average of 5%.				
• Average hold time for non-emergency phone calls (min:sec)	0:52	1:10	1:15	1:05
• Average ring time for non-emergency phone calls (min:sec)	0:05	0:04	0:09	0:04
• Total 911 telephone calls (landline and cellphone)	17,454	25,151	25,750	26,000
• Total non-emergency telephone calls	103,625	182,429	198,500	199,000
Objective: Implement the False Alarm Reduction Program, which includes a combination of education, fines and fees to reduce the number of false alarms and reduce the number of false alarm calls by 10%.				
• Rate of reduction for false alarm calls ¹	11%	14%	10%	10%
• Total number of false alarm calls ²	6,589	5,698	5,791	5,226

¹ Achieving 10% is the goal of this measure. It is not conditional on the number of false alarm calls.

² False alarm stats are done on calendar year due to the billing cycle.



Sheriff's Office Corrections

Description

Sheriff's Office personnel manage the Adult Detention Center (ADC) and the Work Release Center twenty-four hours a day, seven days a week. Staffing at the ADC consists of two major components: security personnel maintain the day-to-day security operations of the facility, while program support personnel manage the Classification and Records sections and conduct various programs such as education, recreation and transportation of inmates to other regional jails for housing. Work Release Center personnel maintain day-to-day operations of the facility operate; the Work Force Program and conduct job checks on work release participants who work in the community.

Budget Overview

FY 2011 Issues

- The Adult Detention Center Phase II expansion is scheduled for completion in early FY 11. Adequate security staff have been identified and approved and must now be hired and trained to work within the facility.
- As sufficient staff are hired and trained inmates that are housed elsewhere will return to ADC.
- Overtime and staffing issues shall continue to be a challenge until new positions are filled. Most of these issues due to two factors: operating the new intake without having minimum staffing available and the constant transportation needs.
- The Virginia Department of Corrections (DOC) has reduced some services and facilities. This has caused a noticeable backup of DOC inmates in local facilities. Staff shall continue to work with the DOC to try and resolve this issue.

FY 2011 Goals

ADC:

- Hire and train all vacant positions.
- Strive for new ways to reduce the overall per inmate cost.
- Staff and open as many areas of the new facility as possible.
- Work proactively to maintain contract inmate beds to meet the ever increasing population while transitioning staff and inmates back to Loudoun's facility.

Work Release:

- Transfer this program into the new facility when Phase II is operational.
- Provide assistance to cover vacancies while maintaining a high level of service and safety.
- Provide a high level of care maintaining the ADC and equipment assigned to the ADC and Work Release programs.



Loudoun County Government
FY 2011 Adopted Fiscal Plan

**Sheriff's Office
Corrections**

Program Financial Summary	FY 2007 Actual	FY 2008 Actual	FY 2009 Actual	FY 2010 Adopted	FY 2011 Adopted
Expenditures					
Personnel	\$7,525,567	\$9,141,466	\$9,610,284	\$10,213,671	\$13,108,578
Operations & Maintenance	3,647,747	4,786,668	4,909,059	6,061,432	5,980,944
Capital Outlay & Capital Acquisitions	0	0	17,180	0	0
Transfer to General Capital Improvement	120,500	0	0	0	0
Transfer to Central Services Fund	84,766	0	25,062	0	0
Total Expenditures	\$11,378,580	\$13,928,134	\$14,561,585	\$16,275,103	\$19,089,522
Revenues					
Permits Privilege Fees & Reg Licenses	\$30	\$0	\$0	\$100	\$0
Use Of Money & Property	266	354	414	300	300
Charges For Services	40,021	47,847	56,099	47,500	52,000
Miscellaneous Revenue	1,000	0	0	0	0
Recovered Costs	704,032	726,775	658,663	757,000	407,104
State Shared Expenses	1,281,541	2,017,279	1,662,747	2,057,600	2,605,099
Federal Categorical Aid	8,572	43,792	146,614	0	0
Other Financing Sources	0	0	337,769	0	0
Total Revenues	\$2,035,462	\$2,836,047	\$2,862,306	\$2,862,500	\$3,064,503
Total Local Tax Funding	\$9,343,118	\$11,092,087	\$11,699,279	\$13,412,603	\$16,025,019
FTE Summary	98.88	119.07	119.07	119.07	179.92



Loudoun County Government
FY 2011 Adopted Fiscal Plan

**Sheriff's Office
Corrections**

Performance Measures	FY 2008 Actual	FY 2009 Actual	FY 2010 Estimated	FY 2011 Projected
Objective: Protect individuals in custody and care by providing a safe and humane environment in the most cost effective manner as possible.				
• Average daily cost per inmate	\$15.53	\$18.32	\$27.82	\$38.75
• Average daily inmates housed outside of Loudoun County	245	229	315	265
• Average daily population of inmates housed in Loudoun County	167	197	175	250
• Daily food cost per inmate housed at Loudoun County	\$2.65	\$2.99	\$3.62	\$3.75
• Daily health cost per inmate housed in Loudoun County	\$12.88	\$15.33	\$24.20	\$35.00
• Number of inmate bookings per year	8,189	8,209	10,000	10,000
Objective: Provide safe and timely transportation of inmates to other jails to reduce the overcrowding of inmates housed at the Loudoun County Adult Detention Center.¹				
• Annual cost of transporting inmates to other jails	n/a	\$129,776	\$394,164	\$488,172
• Average transportation cost per inmate	n/a	\$116.48	\$71.67	\$85.50
• Number of transports to other jails	n/a	4,500	5,500	5,775

¹ New measures began in FY 09.



**Loudoun County Government
FY 2011 Adopted Fiscal Plan**

Sheriff's Office Court Services

Description

The Civil Process program serves all legal documents originating from the Loudoun County Circuit Court, General District and Traffic Courts and the Juvenile and Domestic Relations Court. The unit also serves legal processes initiated from outside jurisdictions to persons located within the County, all "five-day notices" including evictions, and all Loudoun County Treasurer taxpayer notices. The Court Security program provides security for all courtrooms, judges, public buildings and grounds on the Courthouse complex. Court Security also manages the court holding area and transports inmates between the Adult and Juvenile Detention Centers and the court buildings on a daily basis.

Budget Overview

FY 2011 Issues

Court Security:

- There are increasing security concerns with the addition of two new court rooms.
- Three Court Security Bailiff vacant positions were eliminated during the FY 11 budget process. These vacancies have little impact on operations on most days at current time; however it will effect staff's ability to meet future service demands as new courts open and will result in the use of overtime as additional services are required.

Civil Process:

- The quality of documents submitted to Civil Process by the courts is a continual issue and causes delays and workload issues.
- Service demands placed on each process server are increasing due to County growth and the economic downturn. Traffic congestion has made it more difficult and time consuming to navigate through the County.

FY 2011 Goals

Court Security:

- Identify, present, and implement ideas to reduce overtime expenditures as service demands increase.
- Meet the increasing security needs of the courts complex in the most efficient manner possible.

Civil Process:

- Work cooperatively with the courts to improve the quality of documents submitted to Civil Process for service.
- Continue to process and serve writs and notices efficiently and comply with mandated deadlines.

Program Financial Summary	FY 2007 Actual	FY 2008 Actual	FY 2009 Actual	FY 2010 Adopted	FY 2011 Adopted
Expenditures					
Personnel	\$3,466,717	\$3,860,283	\$3,798,222	\$3,966,747	\$3,778,164
Operations & Maintenance	45,808	55,322	60,813	65,928	61,508
Total Expenditures	\$3,512,525	\$3,915,605	\$3,859,035	\$4,032,675	\$3,839,672
Revenues					
Charges For Services	\$248,955	\$261,629	\$314,142	\$268,000	\$458,000
State Shared Expenses	745,667	790,008	564,248	806,000	1,008,128
Total Revenues	\$994,622	\$1,051,637	\$878,390	\$1,074,000	\$1,466,128
Total Local Tax Funding	\$2,517,903	\$2,863,968	\$2,980,645	\$2,958,675	\$2,373,544
FTE Summary	52.15	51.08	51.08	51.08	47.87



Loudoun County Government
FY 2011 Adopted Fiscal Plan

**Sheriff's Office
Court Services**

Performance Measures	FY 2008 Actual	FY 2009 Actual	FY 2010 Estimated	FY 2011 Projected
Objective: Execute and serve 100% of all civil process papers mandated by the Commonwealth of Virginia.				
• Average attempts required to serve papers	2.20	1.09	1.11	1.11
• Average number of papers served per day	164	185	155	175
• Number of papers served annually	40,645	45,658	42,000	43,225
• Total service attempts by Civil Process	44,283	49,427	46,000	48,000
Objective: Evaluate and monitor inmate transfer activities to ensure that all inmates transported to and from the Courthouse and the new ADC facilities are transferred effectively and without incident (i.e., medications, meals, appearing on time for court).				
• Number of incidents reported	n/a	2	2	2
• Number of inmates transported to other jails	5,512	5,181	5,600	6,200
• Percentage of incidents reported for all transports	n/a	0.00%	5.60%	5.00%
Objective: Provide safety by conducting security checks and minimize incidents.				
• Number of incidents (contraband) in the courts	n/a	233	500	500
• Number of persons screened ¹	271,492	262,412	271,000	279,000
• Number of security posts	2	8	2	2
Objective: To review all training and minimum standards needed for working assignments within the ADC. Provide and maintain such training to assist division in meeting departmental goals.				
• Number of authorized sworn positions in Civil Process	6	6	6	6
• Number of authorized sworn positions in Court Security	38	38	35	35
• Percentage of certifications completed	68%	67%	100%	100%
• Percentage of training completed	68%	48%	100%	100%

¹ This measure may include repetitive entries by the same person throughout the same day.



Sheriff's Office

Administrative & Technical Services

Description

The Sheriff's Office Administrative and Technical Services Division provides support functions to the agency and necessary services to the citizens and community. These services consist of seven separate entities within the division which include the Records Section, Property and Evidence Section, Training Section, Applicant Section, and Administrative Support, which includes payroll and benefits, reception, management of the agency's accreditation review, and the biennial promotion process. The Administrative and Technical Services Division also serves as the central repository for the review, update and distribution of Sheriff's Office General Orders and agency-wide policies and procedures.

Budget Overview

FY 2011 Issues

- Input a variety of relevant documents and information into the computer aided dispatch system in a timely manner to extract relevant reports and current-day statistics.
- Support the other divisions within the agency and manage the training, ammunition, uniforms, supplies, technology, and budget without additional personnel within the Training Section/Firearms Unit; without obtaining another Administrative Assistant; or without starting the Cadet Program.
- Continue managing the agency's four year accreditation process without the part time civilian manpower that was requested.
- Continue to manage the support functions with the same number of civilian employees while the amount of paperwork generated by the number of sworn deputies and county citizens increases annually.
- Continue to manage the evidence function, while adding more pickups and deliveries to the daily routes (station openings) with the same number of personnel.

FY 2011 Goals

- Continue recruiting efforts and fill any vacated sworn and civilian positions. Maintain a waiting list of applicants to fill future vacancies. Fill all vacant specialty positions within the agency.
- Continue to support and coordinate a variety of training opportunities for specialized weapons and positions. Host in-house training to decrease training costs; train deputies as specialty instructors.
- With the implementation of the evidence bar coding system, explore new methods to destroy unneeded evidence in a timelier manner.
- Coordinate, schedule and manage the agency's upcoming biennial promotional process.
- As Records Clerks move in and out of the Records Section, continue cross-training on the different duties within the section so as to provide cohesiveness and less disruption during times of transition. Maintain compliance with document entry dates.



Loudoun County Government
FY 2011 Adopted Fiscal Plan

Sheriff's Office
Administrative & Technical Services

Program Financial Summary	FY 2007 Actual	FY 2008 Actual	FY 2009 Actual	FY 2010 Adopted	FY 2011 Adopted
Expenditures					
Personnel	\$2,263,018	\$2,585,443	\$2,741,040	\$2,878,634	\$2,938,005
Operations & Maintenance	1,630,023	1,896,186	2,200,097	1,954,313	2,542,390
Capital Outlay & Capital Acquisitions	0	26,975	89,000	12,500	0
Transfer to Central Services Fund	36,419	21,098	0	0	0
Total Expenditures	\$3,929,460	\$4,529,702	\$5,030,137	\$4,845,447	\$5,480,395
Revenues					
Permits Privilege Fees & Reg Licenses	\$218,366	\$441,143	\$323,904	\$386,700	\$312,000
Charges For Services	44,184	39,938	38,114	41,350	38,300
Miscellaneous Revenue	0	0	1,117	0	0
Recovered Costs	3,756	9,164	5,750	9,500	0
State Shared Expenses	542,427	660,227	508,209	673,000	792,963
Total Revenues	\$808,733	\$1,150,472	\$877,094	\$1,110,550	\$1,143,263
Total Local Tax Funding	\$3,120,727	\$3,379,230	\$4,153,043	\$3,734,897	\$4,337,132
FTE Summary	32.63	34.84	35.84	37.91	37.91



Loudoun County Government
FY 2011 Adopted Fiscal Plan

Sheriff's Office
Administrative & Technical Services

Performance Measures	FY 2008 Actual	FY 2009 Actual	FY 2010 Estimated	FY 2011 Projected
Objective: Continue to perform comprehensive background investigations and hire quality/qualified individuals for vacant Sheriff's Office patrol, corrections, dispatch, and civilian positions. Fill all vacated positions and 70% of approved enhancements by fiscal year end.				
• Number of applicants hired	71	72	50	70
• Number of applicants processed	3,188	1,744	1,900	3,000
• Number of approved enhancements	36	n/a	n/a	58
• Number of polygraph exams administered	167	195	140	200
• Number of vacancies - resignation/retirement/discipline	41	40	30	30
Objective: Ensure that all evidence is located, entered into CAD and available for court or transport at the time of the request, and handled in accordance with the Code of Virginia.				
• Hours out of the office to transport evidence/appear in court	n/a	769	1,000	900
• Pieces of evidence submitted and entered	8,519	8,187	8,700	8,700
Objective: Process offense reports, arrest reports, traffic citations and accident reports within ten (10) days of receipt, tow sheets within 24 hours of receipt, and warrants within 72 hours of receipt. Respond to residents' walk-in requests in a professional manner.				
• Number of accident reports entered into CAD	3,892	3,814	3,900	3,900
• Number of arrest reports entered into CAD	6,305	6,780	6,800	7,000
• Number of citations entered into CAD	28,795	33,229	28,500	34,000
• Number of offense reports entered into CAD	24,137	24,512	26,000	27,000
• Number of pieces of mail answered	3,180	2,637	3,300	3,000
• Number of walk-in requests	6,904	7,560	7,200	7,600
• Number of warrants entered into CAD/processed to patrol	7,587	7,829	8,200	8,200



Loudoun County Government
FY 2011 Adopted Fiscal Plan

Sheriff's Office
Administrative & Technical Services

Performance Measures	FY 2008 Actual	FY 2009 Actual	FY 2010 Estimated	FY 2011 Projected
Objective: Provide required training to all sworn and non-sworn personnel.				
• Deputies attending mandatory biennial re-training	154	327	250	350
• Deputy recruits attending NVCJA	42	61	30	30
• Number of instructor hours used for weapons training	5,592	7,028	6,000	7,000
• Number of registrations processed - training/conferences	4,223	2,960	2,500	2,800
• Sworn attending blood borne pathogen & lead safety classes	1,058	444	350	350
• Sworn fit testing performed	78	129	125	200



Loudoun County Government
FY 2011 Adopted Fiscal Plan

Sheriff's Office
Office of the Sheriff

Description

The Office of the Sheriff consists of the Sheriff, two Chief Deputies, two internal affairs investigators, financial budget manager, financial accountant, human resources, buyer, public information officer, and two administrative assistants. Most of these programs are staffed by a single individual that serves the needs of a department consisting of approximately 715 employees. These positions ensure the integrity of the department, prepare and execute the strategic plan through preparation and implementation of the budget, procurement of uniforms, equipment and supplies, processing of all personnel actions, coordination and monitoring of CIP projects and keeping the public informed of significant public safety incidents and department activity.

Budget Overview

FY 2011 Issues

- Most services are provided by single positions within the Sheriff's Administration functions. With agency growth, the increased workload requires additional staff to support the entire agency.

FY 2011 Goals

- Maintain effective administrative services for all Sheriff's Office employees.
- Support senior staff members and inform them of policy change or concerns regarding benefits and financial issues.

Program Financial Summary	FY 2007 Actual	FY 2008 Actual	FY 2009 Actual	FY 2010 Adopted	FY 2011 Adopted
Expenditures					
Personnel	\$1,378,831	\$1,452,159	\$4,442,744	\$2,048,461	\$1,741,165
Operations & Maintenance	1,582,489	1,979,401	2,319,018	79,916	112,792
Capital Outlay & Capital Acquisitions	277,691	0	0	0	0
Total Expenditures	\$3,239,011	\$3,431,560	\$6,761,762	\$2,128,377	\$1,853,957
Revenues					
State Shared Expenses	\$356,352	\$411,232	\$329,010	\$419,000	\$414,398
Federal Categorical Aid	1,742,415	1,976,570	5,397,650	0	0
Other Financing Sources	133	0	0	0	0
Total Revenues	\$2,098,900	\$2,387,802	\$5,726,660	\$419,000	\$414,398
Total Local Tax Funding	\$1,140,111	\$1,043,758	\$1,035,102	\$1,709,377	\$1,439,559
FTE Summary	14.35	14.35	14.35	12.28	12.28



Loudoun County Government
FY 2011 Adopted Fiscal Plan

Sheriff's Office
Office of the Sheriff

Performance Measures	FY 2008 Actual	FY 2009 Actual	FY 2010 Estimated	FY 2011 Projected
Objective: Process personnel action requests for new hires, transfers, promotions, demotions and separations within 1 week of request.				
• Number of authorized positions	660	656	657	702
• Number of PA's processed	728	675	700	700
• Number of PA's processed within 1 week of request	13	14	15	15
Objective: Inform the media and the public of law enforcement activity in compliance with State disclosure laws and the Freedom of Information Act.				
• Number of Media/Public inquires to include FIOA request ¹	n/a	1,791	1,937	1,937
• Number of press releases on crimes and major incidents	273	208	275	250
Objective: Process all purchase orders within one week of request.				
• Average turnaround time (in days)	2.28	1.63	2.00	2.00
• Number of purchase orders created by the buyer	364	395	350	375
• Total dollar amount of purchase orders created by the buyer	\$13,902,200	\$4,372,084	\$13,000,000	\$7,500,000

¹ New measures began in FY 09.





Health and Welfare

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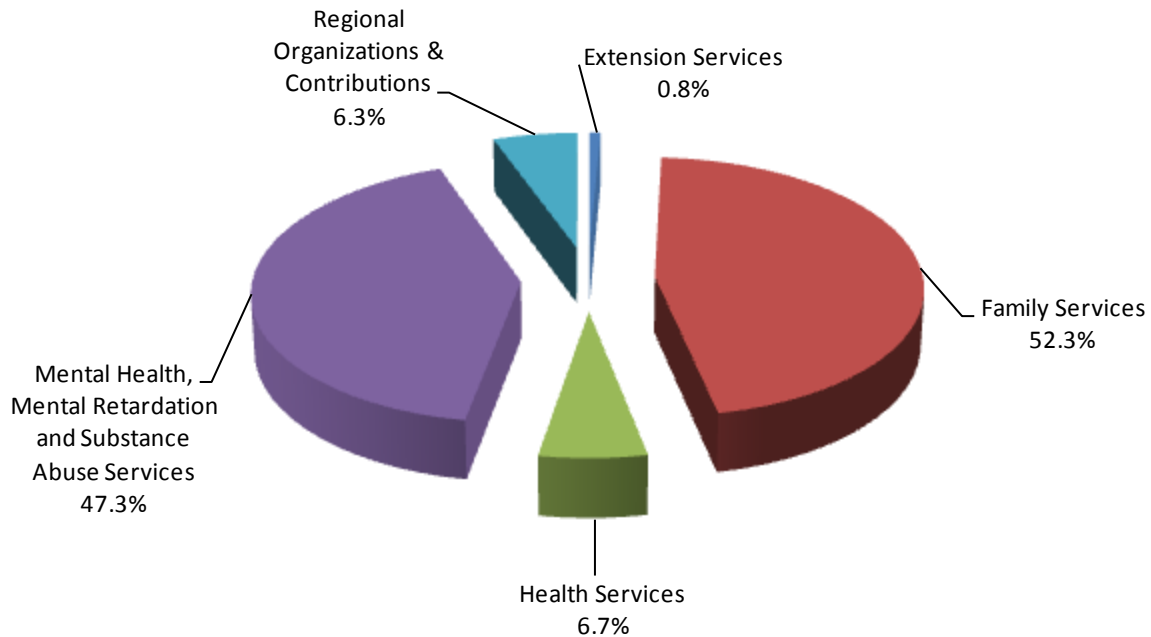
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HEALTH AND WELFARE FY 2011 ADOPTED EXPENDITURES



Health and Welfare Historical Expenditures

<i>Health and Welfare</i>	FY 2007 Actual	FY 2008 Actual	FY 2009 Actual	FY 2010 Adopted	FY 2011 Adopted
Extension Services	\$516,962	\$537,602	\$552,272	\$ 584,000	\$529,057
Family Services	30,770,934	32,935,477	33,851,708	33,055,000	33,393,300
Health Services	4,013,121	4,003,463	4,308,435	4,335,000	4,292,582
Mental Health, Substance Abuse and Developmental Services	24,705,253	27,571,867	29,742,411	31,359,000	30,209,136
Regional Organizations & Contributions	4,446,381	4,613,815	4,582,736	3,602,921	4,028,460
<i>Total Health and Welfare</i>	<u>\$67,319,265</u>	<u>\$71,665,956</u>	<u>\$73,037,562</u>	<u>\$72,894,921</u>	<u>\$72,452,535</u>



Extension Services

Extension Services

Agriculture & Natural Resources

4-H Youth Development

Family & Consumer Sciences



Extension Services

Mission Statement

The mission of Loudoun Cooperative Extension is to provide educational information and resources to Loudoun County residents through a process that uses scientific, research-based knowledge, and to address relevant issues and needs to help residents improve their lives.

Description

Loudoun Cooperative Extension is an educational partnership between the U. S. Department of Agriculture, Virginia's Land Grant Universities (Virginia Tech & Virginia State) and local government, and serves as the primary source of assistance for agriculture and horticulture production within the County. Trained personnel draw upon the knowledge and resources of specialists and research scientists from the universities. The department offers educational programs designed to meet the needs of the Loudoun community in agriculture, horticulture, family and consumer sciences, and 4-H Youth Development. Local program delivery is also enhanced by hundreds of volunteers who receive training by Extension Services personnel.

Budget Overview

FY 2011 Issues

- To protect the health of livestock (including horses) & poultry and the economic well being of the producers, an animal disease must be quickly & effectively traced. Extension is committed to educating producers on how to voluntarily register in the National Animal Identification System (NAIS).
- Production input costs increased 50-300% for all agriculture producers and average commodity prices received on farm have dropped by 15-30% over the last 18 months.
- Profitability in agriculture, agricultural sustainability and natural resources/environmental protection are critical issues confronting Loudoun's agricultural producers as determined through a SWOT (Strengths, Weaknesses, Opportunities and Threats) analysis conducted during the 2008 Loudoun Agricultural Summit.
- Locally produced and marketed, "natural", "specialty", or "organic" products are in high demand locally. Producers need additional education and assistance in organic production, alternative crops and production, and safe food handling techniques.
- Homeowners need to be educated on the proper use of fertilizers and pesticides in order to protect water quality and the environment.
- Programs focused on character development and education for youth are requested by County residents within the 4-H program.
- The downturn in the economy has negatively impacted families through increased housing foreclosures, bankruptcies, job losses, underemployment, and credit problems resulting in lower tax revenues for the County.
- The increased cost of living in Loudoun has decreased family financial stability.
- The growth in the County's population dramatically enhanced the need for affordable, accessible, and quality childcare. The shortage of childcare affects families as well as employers.
- Obesity issues and other health problems are on the rise in this country; nutrition and prevention education has become critical.

FY 2011 Major Goals

- Provide farm management educational assistance, training and crop diagnostic services to local landowners.
- Provide support and help form new partnerships to promote and sustain the use of local farm products within our communities.
- Provide educational programming and responsive consulting to commercial horticultural businesses.
- Provide educational programming and services to landowners, homeowners and pesticide applicators on protecting the environment and water quality.
- Protect the environment and water quality by utilizing integrated pest management (IPM) methods through Household Water Quality Clinics and Turf Nutrient Management Program.
- Provide character development, leadership and life skills to youth through the 4-H program.
- Increase financial literacy of individuals to improve financial stability of families.
- Increase nutrition knowledge and the importance of physical activity to improve health and wellness.

FY 2010 Major Achievements

- Provided management information on innovative agricultural enterprises to 224 local producers.
- Provided 93 adult and/or youth with product quality assurance trainings to help ensure the safety of locally produced agricultural



Extension Services

products. Participants were tested and nationally certified or re-certified as "Quality Assured Producers" of agricultural products.

- Organized a coalition of agriculture producers and support service agencies to develop a Northern Virginia Community Based Food Distribution System that will allow large and small producers to market locally graded, packaged, and processed foods to restaurants, and institutions in Northern VA that are searching for locally produced foods.
- Organized 2nd annual "Loudoun Ag Summit" for 53 Loudoun producers to determine local industry needs and response to proposed Chesapeake Bay Act (CBA) regulations.
- Held a series of summer Twilight tours, which were held at local vineyards during the 2009 growing season. 74 grape producers attended the tours and guest speakers included the state viticulture and oenology specialists.
- In 2009, held the 3rd annual Berry Field Day that focused on brambles. 24 people were in attendance and according to a new Virginia Cooperative Extension publication, Loudoun has the largest number of berry growers in the state.
- Coordinated vegetable production Twilight Tour hosted by Loudoun farmers in 2009, with 44 new and experienced growers in attendance.
- Provided pesticide re-certification training for 656 green industry professionals and government workers so they could obtain or maintain their commercial pesticide applicator or registered technician's license.
- Provided 83 horticultural and environmental education programs to 4,420 residents. Provided information and diagnostic services to 2,787 callers and visitors to the Master Gardener Volunteer Help Desk.
- Partnered the 4-H program with Parks, Recreation and Community Services to provide educational programming for the after-school CASA program. 4-H reached 351 youth with education in the areas of service learning, nutrition, and leadership.
- Provided 4-H project training and resource materials to 285 Loudoun County teachers to enhance the school curriculum of 5,347 students. This represented an increase of 41.79% and was due in part to the entire staff and the strong volunteer base.
- Managed a successful 4-H Camp involving 140 Loudoun youth.
- Provided information for 126 childcare providers to establish family childcare businesses.
- Sponsored a Child Care Fair that served 651 families with information on selecting and monitoring childcare.
- Increased the financial literacy of 1,309 high school seniors through the "Reality Store" program.
- Empowered 95 individuals/families with developing spending plans, contacting creditors, paying bills on time, decreasing household expenses, securing credit reports, and establishing savings.
- Served 421 individuals through group workshops that focused on planning for expenditures during the holidays, credit reports, identity theft, credit & savings. All participants reported increased knowledge on post program surveys.
- Trained 177 food service managers from restaurants, hospitals, childcare centers, bed and breakfasts, grocery stores, and temporary food vendors in the ServSafe Food Sanitation program whereby 156 received certification from the National Restaurant Association.



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Extension Services

Departmental Financial Summary	FY 2007 Actual	FY 2008 Actual	FY 2009 Actual	FY 2010 Adopted	FY 2011 Adopted
Expenditures					
Personnel	\$400,715	\$419,198	\$435,622	\$443,321	\$419,853
Operations & Maintenance	116,247	118,404	116,650	138,223	109,204
Total Expenditures	\$516,962	\$537,602	\$552,272	\$581,544	\$529,057
 Local Tax Funding	 \$516,962	 \$537,602	 \$552,272	 \$581,544	 \$529,057
 County FTE	 6.00	 6.00	 6.35	 6.35	 6.00
State FTE	5.37	5.37	5.37	5.37	5.37
FTE Summary	11.37	11.37	11.72	11.72	11.37

FY 2011 Board Action

The FY 11 Adopted Fiscal Plan for the Extension Services includes a reduction of 0.35 FTE and \$54,000 in Local Tax Funding. The FY 2011 Fiscal Plan has no compensation increases for employees and health insurance premiums reflect an annual increase of 10%.

Budget History

FY 08: Mid-year: 0.35 FTE transferred from Parks, Recreation and Community Services.



Loudoun County Government
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Extension Services

Expenditures by Program	FY 2007 Actual	FY 2008 Actual	FY 2009 Actual	FY 2010 Adopted	FY 2011 Adopted
Agriculture & Natural Resources	\$259,767	\$265,530	\$274,466	\$279,753	\$282,178
4-H Youth Development	127,007	134,692	131,507	145,040	116,071
Family & Consumer Sciences	130,188	137,380	146,299	156,751	130,808
Total Expenditures	\$516,962	\$537,602	\$552,272	\$581,544	\$529,057
Local Tax Funding by Program	FY 2007 Actual	FY 2008 Actual	FY 2009 Actual	FY 2010 Adopted	FY 2011 Adopted
Agriculture & Natural Resources	\$259,767	\$265,530	\$274,466	\$279,753	\$282,178
4-H Youth Development	127,007	134,692	131,507	145,040	116,071
Family & Consumer Sciences	130,188	137,380	146,299	156,751	130,808
Total Local Tax Funding	\$516,962	\$537,602	\$552,272	\$581,544	\$529,057
Staffing Summary by Program	FY 2007 Actual	FY 2008 Actual	FY 2009 Actual	FY 2010 Adopted	FY 2011 Adopted
Agriculture & Natural Resources	5.10	5.10	5.10	5.10	5.10
4-H Youth Development	3.00	3.00	3.00	3.00	3.00
Family & Consumer Sciences	3.27	3.27	3.62	3.62	3.27
Total FTE	11.37	11.37	11.72	11.72	11.37



Extension Services

Agriculture & Natural Resources

Description

Cooperative Extension continues to be the primary source of technical information for agricultural and horticultural production within the County. Agricultural diversity of production continues to shift from traditional, large scale farms to smaller, more intensive use of land and resources. Staff expertise in production agriculture, commercial horticulture/specialty crop production and urban horticulture issues are provided to landowners and residents on a non-fee basis. Program volunteers are recruited, trained, and utilized to provide educational programs and diagnostic services for homeowners. Extension staff networks with other State and local agencies, private industry, and agriculture affiliated groups to provide support to the rural economy and implementation of the Comprehensive Plan.

Budget Overview

FY 2011 Issues

- New clients often have no previous knowledge or experience in agriculture. Therefore, programs must be continually held at various levels of proficiency to meet all needs, reduce the potential overuse/abuse of fertilizers and pesticides which increases the risk to water resources and environmental quality from contamination.
- Rising production costs, coupled with a recent drought, have created economic conditions that have a significantly negative impact for overall farm sustainability.
- The issue of a safe and secure food supply and producer/handler safety is particularly important given its implications to Homeland Security. There are a growing number of agricultural producers who intend to produce food for human consumption or for sale directly to consumers.
- Land values and labor costs continue to rise while overall farm income remains stagnant. Many farms are challenged to stay in business and must adapt to new production systems or alternative forms of agriculture to remain sustainable.
- Although specialty agricultural products are being grown, there are not enough producers of each individual crop to take advantage of things like wholesale marketing cooperatives. The demand for local products is strong and the potential exists for direct marketing of these local products.
- Because farms are affected by decisions made at local, state, and national levels, there is a continual need to educate Loudoun farmers about the agricultural policy changes.
- Although Loudoun's livestock and equine agriculture producers generated approximately \$63 million that was returned to the local economy, there remain opportunities for producers to use additional value added marketing systems to increase returns by approximately 10-25%.
- Acreage devoted to urban landscapes is increasing each year and new homeowners are caring for 1-5 acre tracts of land resulting in overuse/abuse of fertilizers and pesticides with increased risk to water quality and water resources from contamination.
- School sponsored agricultural education classes are being eliminated in the public school system.
- Well owners need to be made aware of their responsibility to maintain and protect their household water supply and water resources.

FY 2011 Goals

- Provide research based technology for the Agricultural & Commercial Horticulture program so that Loudoun's citizens will be able to improve profitability, sustainability, natural resource conservation and security on their farmland.
- Protect the environment & water quality through the Urban Horticulture program by educating homeowners on the proper use of pesticides and fertilizers on their lawns and gardens. To accomplish this, diagnostic services, on-site farm consultations, and educational programs will be conducted.



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Extension Services
Agriculture & Natural Resources

Program Financial Summary	FY 2007 Actual	FY 2008 Actual	FY 2009 Actual	FY 2010 Adopted	FY 2011 Adopted
Expenditures					
Personnel	\$209,657	\$218,817	\$225,432	\$226,643	\$227,850
Operations & Maintenance	50,110	46,713	49,034	53,110	54,328
Total Expenditures	\$259,767	\$265,530	\$274,466	\$279,753	\$282,178
 Total Local Tax Funding	 \$259,767	 \$265,530	 \$274,466	 \$279,753	 \$282,178
 County FTE	 3.00	 3.00	 3.00	 3.00	 3.00
State FTE	2.10	2.10	2.10	2.10	2.10
FTE Summary	5.10	5.10	5.10	5.10	5.10



Loudoun County Government
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Extension Services
Agriculture & Natural Resources

Performance Measures	FY 2008 Actual	FY 2009 Actual	FY 2010 Estimated	FY 2011 Projected
Objective: Improve farm profitability, sustainability, natural resource conservation and security throughout Loudoun's agricultural industry by conducting onsite farm consultations and facilitating comprehensive research based educational programs.				
• Agricultural educational programs	45	44	28	28
• Onsite farm consultations	77	86	90	90
• Participants in agricultural programs	2,367	2,395	1,600	1,800
Objective: Ensure profitability of commercial horticulture businesses by providing educational programming and responsive consulting while maintaining proactive educational programming that minimizes economic risk and maximizes profit potential.				
• Commercial horticulture education programs	14	20	30	25
• Onsite commercial horticultural farm consultations	53	37	50	60
• Participants in commercial horticultural programs	303	1,028	400	400
Objective: Protect the environment and water quality by utilizing integrated pest management (IPM) methods through the Master Gardener Volunteer Program and Extension Office staff.				
• Help desk calls/visits	2,872	2,787	3,000	3,200
• Household Water Quality Clinics ¹	n/a	n/a	200	200
• Number of home owners enrolled in Turf Nutrient Management Program ²	n/a	19	100	100
• Participants in urban horticultural programs	2,195	4,420	4,000	4,500
• Urban horticultural educational programs conducted	68	83	70	75

¹ This is a new measure for FY 10; prior year history is not available.

² This is a new measure for FY 09; prior year history is not available.



**Loudoun County Government
FY 2011 Adopted Fiscal Plan**

Extension Services 4-H Youth Development

Description

4-H is committed to assisting youth, and those adults working with them, in acquiring the knowledge, life skills, and attitudes that will enable them to become self-directing, contributing, and productive members of society. The central theme of 4-H education is "learn by doing." Extension's 4-H Program utilizes experiential learning opportunities to teach the latest research-based subject matter while facilitating the development of skills for successful living. Subject matter covers areas such as citizenship, leadership, and life skills. Examples are: understanding self, communicating and relating to others, acquiring, analyzing, and using information, problem solving and decision making, managing resources, and working with others. The 4-H Program in Loudoun uses the following delivery methods: community clubs, project clubs, short-term special interest groups, Cloverbud clubs, camping programs and school enrichment programs. As with all Extension programs, 4-H relies on volunteers to assist with programming.

Loudoun's urban youth are demanding more programs geared to their needs. Programs such as the 4-H Character Curriculum, youth leadership development and other special projects will be expanded. Recruiting and training leaders in urban communities to start 4-H Community Clubs will be a priority.

Budget Overview

FY 2011 Issues

- Development of leadership and character has become very important to Loudoun youth and parents. While 4-H offers the Character Counts educational program, efforts to increase collaboration with Parks & Recreation, Loudoun County Public Schools, and other youth development agencies need to be explored to better address this issue.
- Opportunities for non-competitive youth development for suburban youth are limited in Loudoun County.
- Public school-sponsored agricultural education classes have been dropped by Loudoun County Public Schools in 2007.
- Responding to the demand for youth programs that are not cost prohibitive has become difficult.
- There is a lack of transportation necessary for youth to be involved in activities after school and in the evenings.
- Long commutes for an increasing number of parents living in Loudoun County results in more youth left unsupervised after school, searching for programs with which to be involved.
- There is no state funding for 4-H Extension agent (1.00 FE), the position was vacated in FY 09 and is frozen indefinitely.

FY 2011 Goals

- Continue providing experiential learning opportunities to teach the latest research-based subject matter for youth, ages 5-18, to develop skills for successful living by supporting the traditional 4-H community club structure, providing educational programming for youth in after school programs and in school programs, as well as providing an annual 4-H camping experience.

Program Financial Summary	FY 2007 Actual	FY 2008 Actual	FY 2009 Actual	FY 2010 Adopted	FY 2011 Adopted
Expenditures					
Personnel	\$98,366	\$103,006	\$106,652	\$105,417	\$106,661
Operations & Maintenance	28,641	31,686	24,855	39,623	9,410
Total Expenditures	\$127,007	\$134,692	\$131,507	\$145,040	\$116,071
 Total Local Tax Funding	 \$127,007	 \$134,692	 \$131,507	 \$145,040	 \$116,071
 County FTE	 1.60	 1.60	 1.60	 1.60	 1.60
State FTE	1.40	1.40	1.40	1.40	1.40
FTE Summary	3.00	3.00	3.00	3.00	3.00



**Loudoun County Government
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Extension Services 4-H Youth Development

Performance Measures	FY 2008 Actual	FY 2009 Actual	FY 2010 Estimated	FY 2011 Projected
Objective: Provide developmental and educational experiences for youth in 4-H After School programs by increasing opportunities for youth to learn about a single project or a variety of common interest 4-H projects.				
• Number of 4-H program offerings	9	13	5	5
• Participants enrolled in 4-H after school programs ¹	368	351	150	150
• Percent increase in 4-H after school program participation	16.09%	-4.62%	-57.26%	n/a
Objective: Provide educational, recreational, and social experiences in outdoor living away from home through 4-H Junior Camp by providing new experiences for youth to explore new interests, exposing them to new approaches to old interests and life skills that cannot be provided as effectively outside a camp setting.				
• Number of 4-H camp program offerings	4	1	2	2
• Number of individually enrolled 4-H campers ²	312	140	180	200
• Percent increase of participants in 4-H camps	0.18%	-55.13%	28.57%	11.11%
Objective: Provide developmental and educational experiences for youth in 4-H In School programs by increasing opportunities for youth to learn about a single project or a variety of common interest 4-H projects while promoting leadership, citizenship, and the development of life skills.				
• Number of 4-H program offerings	2	7	2	2
• Number of individually enrolled 4-H youth ³	3,771	5,347	3,900	3,900
• Percent increase of individually enrolled 4-H youth	23.48%	41.79%	-27.06%	0%
Objective: Enhance the skills, knowledge, attitudes of 4-H members through participation in 4-H in clubs which promote citizenship, leadership, and the development of life skills by providing opportunities for youth to learn about a variety of common interest projects or subject matter areas.				
• Number of 4-H program offerings (clubs)	22	25	27	27
• Number of individually enrolled 4-H youth (clubs)	474	433	500	500
• Percent increase of individually enrolled 4-H youth (clubs)	6.04%	-8.65%	15.47%	0%

¹ The 4-H Agent left employment in January 09 and the position was frozen by VA Tech. The 4-H program assistant was unable to work with after school programming. This situation continues into projections for FY 10 & 11.

² In FY 08, 4-H camp was offered twice because the dates for 4-H camp occurred in August 07 and June 08. Traditionally 4-H Camp is only offered once a year. In FY 10 & 11, the NOVA 4-H Center has increased the number of beds offered to campers.

³ In FY 10 & FY 11, 4-H Ag Day projections for Loudoun 4th graders are significantly down because of limitations of field trip funds through LCPS.



Extension Services

Family & Consumer Sciences

Description

Family and Consumer Sciences are organized into four functional areas: Child Care, Financial Counseling, Food Safety and Nutrition. Child Care provides recruitment and training to providers in establishing home-based child care businesses and providing quality child care. Financial Counseling provides assistance to families by establishing spending priorities to improve their financial stability. Financial literacy of high school students is improved through the Reality Store program. Food Safety provides training of restaurant food managers and other personnel handling quantity foods to increase proper food handling practices which reduces the incidence of food borne illnesses. Nutrition services focus on improving knowledge and skills in food selection and preparation to promote optimal dietary health.

Budget Overview

FY 2011 Issues

- The demand for providing resources and training for clients who speak English as a second language continues to increase.
- There is a need to help providers start quality family child care businesses and combat the high attrition rate in the profession.
- There is a marked lack of available child care for Loudoun's children in regulated child care settings. Many of Loudoun's children (birth-12) are cared for in non-regulated family care. Training is provided to help providers meet regulations for child care.
- Enabling clients to improve their financial stability has become difficult as the number of clients in financial crisis continues to rise.
- Maintaining grant funding for project initiatives in Financial Counseling and the Reality Store for the Youth Financial Literacy initiative.
- The Loudoun's families are impacted by the high cost of housing as well as carrying a high consumer debt, putting them at risk for bankruptcy and housing foreclosure.
- Identity theft has become a national issue affecting the quality of life for many of Loudoun's residents.
- Pre-assessments at five local high schools showed considerable lack of financial knowledge regarding the cost of living in Loudoun. The Reality Store Program, a financial simulation, is offered to Loudoun's high school students to help them become aware of the need for basic skills in financial planning, goal setting, decision-making and career planning.
- In restaurants and other production facilities, the Virginia Health Code requires that a person is on site during all hours of operation who can demonstrate knowledge of proper food handling. VCE offers the ServSafe Essentials Course from the National Restaurant Association to certify food managers. ServSafe is a nationally recognized course in which food handlers become certified in food sanitation.

FY 2011 Goals

- Increase the accessibility quality of child care services by helping child care providers establish a family child care business.
- Provide counseling to enable families to improve their financial stability by conducting one-on-one and group financial education targeting individuals and families experiencing financial difficulty.
- Increase participation in the Reality Store Program to improve financial literacy of high school students.
- Increase the knowledge of individuals on making healthy food choices and increasing physical activity to improve dietary health.
- Increase the number of food workers certified in the ServSafe Food Sanitation Program to improve safety of food served in public establishments.
- Increase knowledge of individuals to enable them to avoid identity theft.



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Extension Services
Family & Consumer Sciences

Program Financial Summary	FY 2007 Actual	FY 2008 Actual	FY 2009 Actual	FY 2010 Adopted	FY 2011 Adopted
Expenditures					
Personnel	\$92,692	\$97,375	\$103,538	\$111,261	\$85,342
Operations & Maintenance	37,496	40,005	42,761	45,490	45,466
Total Expenditures	\$130,188	\$137,380	\$146,299	\$156,751	\$130,808
 Total Local Tax Funding	 \$130,188	 \$137,380	 \$146,299	 \$156,751	 \$130,808
 County FTE	 1.40	 1.40	 1.75	 1.75	 1.40
State FTE	1.87	1.87	1.87	1.87	1.87
FTE Summary	3.27	3.27	3.62	3.62	3.27



Loudoun County Government
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Extension Services
Family & Consumer Sciences

Performance Measures	FY 2008 Actual	FY 2009 Actual	FY 2010 Estimated	FY 2011 Projected
Objective: Increase the quality of child care services by helping providers establish family child care businesses and educating parents on selecting and monitoring child care.				
• Number of individuals provided information on child care	550	651	600	0
• Number of individuals trained to start a child care business	108	126	120	120
Objective: Provide counseling to enable families to improve their financial stability by conducting one-on-one and group financial education targeting individuals and families experiencing financial difficulty.				
• Number of Financial Counseling cases served	52	95	60	70
• Number of Financial Management Programs provided	20	39	10	20
• Number of participants in financial management workshops	201	413	225	300
Objective: Increase participation in the Reality Store Program to increase financial literacy of high school youth.				
• Number of students trained in financial literacy	1,276	1,309	1,200	300
• Percent of participants indicating increased knowledge	63%	72%	68%	68%
Objective: Increase the knowledge of individuals on making healthy food choices and increasing physical activity to improve dietary health.				
• Number of individuals provided information on nutrition, fitness and health	704	989	550	550
• Percent of adult participants who increased knowledge	100%	100%	85%	85%
Objective: Improve the knowledge and skills of food handler personnel in restaurants, schools, hospitals, child care centers, nursing homes, churches, and other food industries.				
• Number of food service managers trained	232	177	150	150
• Percentage of Food Service Managers receiving certification	81.00%	88.25%	75.00%	75.00%



Family Services

Family Services

Child & Adult Services

Family Programs

Housing & Community Development

Facilities & Internal Operations



Family Services

Mission Statement

The mission of Family Services is to help people achieve safe and productive lives. To accomplish this mission, the department emphasizes personal responsibility in all programs and services, helps protect and advocate for vulnerable adults and children, collaborates with business, government and community resources to deliver effective and efficient services, and fosters and supports professional growth and development among staff.

Description

The Department of Family Services (DFS) is charged with the responsibility for the social welfare of County residents and for fostering the financial independence of residents in need. It operates under the policy direction of the Family Services Board, which is appointed by the Board of Supervisors. Family Services administers a wide variety of programs and services that are mandated by Federal and State law or required by local policy and is responsible for determining financial eligibility for those programs. These programs/services are residential and non-residential youth programs, programs for the aging, juvenile detention, employment services as well as homeless shelters, home care, affordable housing, neighborhood revitalization and rehabilitation, community development, child and adult protective services, foster care and adoption, Medicaid, food stamps, emergency services and child daycare.

The Department has changed in scope of work over the last twelve years. With the elimination of the Department of Youth and Family Services in 1997, a juvenile detention facility, a youth shelter and 75 employees were assigned to DFS, doubling the number of employees in the department. In 2004, the Office of Housing Services was brought under DFS. This County reorganization brought 28 employees, a homeless shelter, a transitional housing facility and 10 programs that administer over \$22,000,000 of Federal, State and local funds. In addition to the two citizen boards already supported by DFS staff, three boards (the Housing Advisory Board, Affordable Dwelling Unit Advisory Board, and Continuum of Care Committee), were added. Since 2001, two other programs, the Comprehensive Services Act (CSA) Program and Family Connections were acquired from other County departments. Recently, DFS has assumed responsibility for the day-to-day fiscal management of the CSA budget.

Budget Overview

FY 2011 Issues

- A slowing economy and declining community resources will create a significant increase in demand for services in every area of basic human need.
- The demand for services outpaces resources in areas of most critical need (e.g. child and adult protection, Foster Care, affordable housing, affordable day care, affordable health care, the Youth Shelter, Homeless Shelters, employment and emergency services).
- The rising cost of health care, fuel, utilities and other basic living expenses affect both clients and staff.
- There is an increasing need to provide interpretation and translation for non-English speaking residents.
- Continuation of the development of public/private partnerships is essential to providing effective and efficient services to Loudoun's most vulnerable families.
- Traffic congestion negatively affects response time and fieldwork.
- A deteriorating housing market has destabilized neighborhoods where foreclosures are prevalent and has led to increased demand to assist families with basic housing needs.
- A decline in services in the non-profit sector places a greater burden on the department to assist low income families.

FY 2011 Major Goals

- Reduce the time and costs for children placed in residential treatment through the use of practice models such as Wraparound and Family Group Decision Making.
- Reduce the trauma to children who have been severely abused by providing for a single forensic interview to serve both criminal and civil purposes.
- Complete the design phase and begin the construction phase on a second Youth Shelter.
- Seek private sector partnerships for the construction of new affordable housing.
- Develop an annual needs assessment and evaluation process.
- Increase the supply of a variety of housing types affordable to households that earn below 100% average median income (AMI), with an emphasis on 30% AMI and below.
- Work on the HUD requirement of a 10-year plan to end chronic homelessness with the Continuum of Care Committee. This committee is comprised of representatives from non-profit, for profit and government agencies, faith-based and other organizations addressing the issue of homelessness.



Family Services

- Complete the design phase of construction for the new JDC.
- Meet public demand for service requests for basic health and safety needs and employment assistance.

FY 2010 Major Achievements

- A new Homeless Services Center was opened which includes the Emergency Homeless Shelter, Drop in Center and Cold Weather Shelter all under one roof.
- The Foster Care/Adoption Unit participated in making a court video for parents that informs them of the legal process when their child is taken into the custody of the Department. The video was a project of the Loudoun County Best Practices Model Court team.
- The Family Connections Program has begun a significant research project with the collaboration and direct assistance of volunteer Ph.D. students from LaSalle University.
- The department received \$2 million for the Neighborhood Stabilization Program and has applied for an additional \$4 million.
- Program guidelines and a County ordinance for a public employee grant (PEG) program was approved and the program began in January 2010.
- Loudoun County has become a Juvenile Detention Alternative Initiative (JDAI) site. The department is an integral player in this multi-agency effort.
- The department received a grant from Recovery Funds to begin a new program to prevent homelessness and to rapidly house those already homeless.
- The department distributed \$200,000 in ARRA CDBG funds to the Windy Hill Foundation to provide energy improvements to 11 low income housing units.
- The department is implementing a Memorandum of Agreement to manage Leesburg's Affordable Dwelling Units (ADU), which will add more ADU opportunities for Loudoun's citizens who live in Leesburg.
- The department is administering the Earned Income Tax Credit program which offers tax filing assistance for households earning 200% of the poverty level.
- The department is administering the process to distribute \$3,000,000 in housing funds to preserve, rehabilitate and construct affordable housing.



**Loudoun County Government
FY 2011 Adopted Fiscal Plan**

Family Services

Departmental Financial Summary	FY 2007 Actual	FY 2008 Actual	FY 2009 Actual	FY 2010 Adopted	FY 2011 Adopted
Expenditures					
Personnel	\$12,836,636	\$13,625,319	\$14,304,044	\$14,634,673	\$14,601,919
Operations & Maintenance	17,609,348	19,019,384	18,775,974	18,324,286	18,702,475
Capital Outlay & Capital Acquisitions	298,652	261,772	93,887	10,000	10,000
Transfer to Housing Choice Voucher Fund	0	0	16,849	0	78,906
Transfer to General Capital Improvement	0	0	250,000	0	0
Transfer to Central Services Fund	26,298	29,002	0	0	0
Total Expenditures	\$30,770,934	\$32,935,477	\$33,440,754	\$32,968,959	\$33,393,300
Revenues					
Use Of Money & Property	\$2,927	\$3,121	\$2,546	\$9,376	\$2,546
Miscellaneous Revenue	54,595	28,348	32,584	20,533	14,232
Recovered Costs	178,200	241,497	219,703	123,214	161,009
State Categorical Aid	2,915,600	3,394,637	3,628,732	3,667,444	3,565,255
Federal Categorical Aid	7,831,666	7,432,854	7,157,390	6,231,175	6,696,229
Other Financing Sources	183,108	173,000	183,000	183,000	183,000
Total Revenues	\$11,166,096	\$11,273,457	\$11,223,955	\$10,234,742	\$10,622,271
Housing Choice Voucher Fund	\$7,696,347	\$8,296,527	\$8,592,324	\$8,447,596	\$8,618,685
Foster Care Reimbursement Fund	\$109,965	\$8,797	\$9,537	\$0	0
Local Tax Funding	\$11,798,526	\$13,356,696	\$13,614,938	\$14,286,621	\$14,152,344
FTE Summary	189.66	193.23	194.80	193.33	192.27

FY 2011 Board Action

The FY 11 Adopted Fiscal Plan for Family Services includes a reduction of 1.06 FTE and \$226,000 in Local Tax Funding. Health insurance premiums reflect an annual increase of 10% for FY 11.

Budget History

FY 07: The Board approved enhancements totaling 2.60 FTE for Child Protective Services.

FY 07 Mid-Year: 1.20 FTE were transferred from other departments.

FY 08: The Board approved enhancements totaling 3.00 FTE for Benefits, HCV and a community outreach position for the Affordable Housing Trust Fund.

FY 08 Mid-year: 1.57 FTE were transferred from other departments.

FY 09: The Board added 1.57 FTE transferred from other departments for foster care and customer service

FY 09 Mid-year: 2.0 FTE were transferred from other departments for APS and CPS case manager positions.

FY 10: The Board reduced 3.47 FTE for HCV, IDA, Community Support and Systems Support programs.

Additional information on this department's Capital Improvement Program projects can be found in Volume 2 of this document.



Loudoun County Government
FY 2011 Adopted Fiscal Plan

Family Services

Expenditures by Program	FY 2007 Actual	FY 2008 Actual	FY 2009 Actual	FY 2010 Adopted	FY 2011 Adopted
Child & Adult Services	\$4,834,588	\$5,302,139	\$5,684,913	\$5,615,432	\$5,828,756
Family Programs	15,117,785	16,257,135	16,596,964	16,273,468	16,513,828
Housing & Community Development	2,080,546	2,500,438	2,012,741	2,031,737	2,246,271
Facilities & Internal Operations	8,738,015	8,875,765	9,146,136	9,048,322	8,804,445
Total Expenditures	\$30,770,934	\$32,935,477	\$33,440,754	\$32,968,959	\$33,393,300
Revenues by Program	FY 2007 Actual	FY 2008 Actual	FY 2009 Actual	FY 2010 Adopted	FY 2011 Adopted
Child & Adult Services	\$1,718,917	\$1,827,693	\$1,972,883	\$1,705,601	\$1,852,892
Family Programs	12,714,610	13,435,430	14,112,878	13,320,831	13,732,330
Housing & Community Development	1,390,117	1,378,746	975,284	1,168,021	1,170,890
Facilities & Internal Operations	3,148,764	2,936,912	2,764,771	2,487,885	2,484,844
Total Revenues	\$18,972,408	\$19,578,781	\$19,825,816	\$18,682,338	\$19,240,956
Local Tax Funding by Program	FY 2007 Actual	FY 2008 Actual	FY 2009 Actual	FY 2010 Adopted	FY 2011 Adopted
Child & Adult Services	\$3,115,671	\$3,474,446	\$3,712,030	\$3,909,831	\$3,975,864
Family Programs	2,403,175	2,821,705	2,484,086	2,952,637	2,781,498
Housing & Community Development	690,429	1,121,692	1,037,457	863,716	1,075,381
Facilities & Internal Operations	5,589,251	5,938,853	6,381,365	6,560,437	6,319,601
Total Local Tax Funding	\$11,798,526	\$13,356,696	\$13,614,938	\$14,286,621	\$14,152,344
Staffing Summary by Program	FY 2007 Actual	FY 2008 Actual	FY 2009 Actual	FY 2010 Adopted	FY 2011 Adopted
Child & Adult Services	42.21	42.43	43.43	45.90	46.40
Family Programs	61.08	62.61	62.61	62.09	61.58
Housing & Community Development	12.86	14.86	14.86	13.53	15.53
Facilities & Internal Operations	73.51	73.33	73.90	71.81	68.76
Total FTE	189.66	193.23	194.80	193.33	192.27



Family Services Child & Adult Services

Description

The Child and Adult Protective Services area includes four program areas: Adult Protective Services; Child Protective Services; Foster Care and Adoptions; and Family Connections.

Adult Protective Services (APS) is mandated by the Virginia Department of Social Services and the Virginia Code to investigate complaints of abuse, neglect and exploitation of elderly and disabled adults on a 24-hour basis and to provide services where appropriate. Other legal mandates of the unit include guardian report reviews, Medicaid nursing home and personal care prescreening and placement planning services. APS administers the Companion Program that provides eligible elderly and disabled adults with services that allow them to live in their homes as long as possible.

Child Protective Services is mandated by the Code of Virginia to receive and respond to complaints of child abuse/neglect on a 24-hour basis. Social Workers investigate or assess complaints, determine if abuse/neglect has occurred and provide services to assure that children are protected.

Foster Care and Adoption is mandated by the Code of Virginia to serve children entrusted by their parent(s) or committed by the Juvenile and Domestic Relations Court to DFS. The social workers work with the birth family toward reunification or another permanent plan. The unit recruits and trains potential foster families and works to retain foster/adoptive homes in the community.

The Family Connections Program provides a community-based intervention program designed to serve families with teens ages 12 to 17 who engage in extreme at-risk behaviors. Family Connections provides the following: parenting skills classes, an intensive training track for parents and teens to become co-facilitators of future parenting classes, a parent alumni group, brief family counseling and referrals to community resources.

Budget Overview

FY 2011 Issues

- Caseloads are continuing to increase in Adult & Child Protective Services and Foster Care and Adoptions, causing heavy workload increases for staff.
- After-hours work and legal requirements have increased in Child Protective Services, Adult Protective Services and Foster Care and Adoptions.
- There is a shortage of In-County residential programs to address the most serious treatment needs of children.
- There is a significant increase in young adults with profound disabling and life threatening conditions who need a myriad of support from Adult Protective Services.
- The cost of treatment for seriously disturbed children continues to rise.
- There is a waiting list for Companion Services for elderly and disabled adults.

FY 2011 Goals

- Manage the increasing workload and legal requirements to meet the needs of elderly, disabled and vulnerable adults and help them achieve the highest level of self-sufficiency possible (Adult Protective Services Unit).
- Assist families through the Family Connections Program by providing education, counseling and continuing support to families with youth who engage in extreme and at-risk behavior.
- Recruit a sufficient number of foster and adoptive homes to provide permanent placements to as many youth as possible currently in out-of-home placements, and provide all the necessary supports to help those who cannot be permanently placed (Foster Care and Adoptions Unit).
- Begin a basic parenting class through CPS to help parents struggling to use positive and productive parenting skills.



Loudoun County Government
FY 2011 Adopted Fiscal Plan

Family Services
Child & Adult Services

Program Financial Summary	FY 2007 Actual	FY 2008 Actual	FY 2009 Actual	FY 2010 Adopted	FY 2011 Adopted
Expenditures					
Personnel	\$3,013,217	\$3,340,777	\$3,561,229	\$3,675,120	\$3,742,115
Operations & Maintenance	1,783,839	1,950,128	2,123,684	1,940,312	2,086,641
Capital Outlay & Capital Acquisitions	11,234	11,234	0	0	0
Transfer to Central Services Fund	26,298	0	0	0	0
Total Expenditures	\$4,834,588	\$5,302,139	\$5,684,913	\$5,615,432	\$5,828,756
Revenues					
Recovered Costs	\$46,503	\$42,996	\$4,138	\$3,780	\$250
State Categorical Aid	310,346	586,063	726,415	641,546	746,201
Federal Categorical Aid	1,284,068	1,120,634	1,164,330	982,275	1,028,441
Other Financing Sources	78,000	78,000	78,000	78,000	78,000
Total Revenues	\$1,718,917	\$1,827,693	\$1,972,883	\$1,705,601	\$1,852,892
Total Local Tax Funding	\$3,115,671	\$3,474,446	\$3,712,030	\$3,909,831	\$3,975,864
FTE Summary	42.21	42.43	43.43	45.90	46.40



Loudoun County Government
FY 2011 Adopted Fiscal Plan

Family Services
Child & Adult Services

Performance Measures	FY 2008 Actual	FY 2009 Actual	FY 2010 Estimated	FY 2011 Projected
Objective: APS - Investigate all valid complaints with 85% of investigations completed within 45 days.				
• Investigations completed within 45 days	89%	100%	85%	90%
• Number of complaints received deemed as valid	271	321	320	320
Objective: APS - To maintain elderly and disabled adults in their homes through companion services.				
• Elderly and disabled adults stabilized in the home setting	60.00%	42.75%	55.00%	48.00%
• Number of clients using companion services	110	125	112	120
Objective: APS - Complete 90% of Medicaid nursing home personal care prescreenings and adult care prescreenings within 14 days as required by the Virginia Department of Medical Assistance Services.				
• Medicaid prescreenings completed in 14 days	90%	100%	95%	95%
• Number of referrals for prescreenings	96	127	99	100
Objective: CPS - Investigate and or assess all valid complaints of child abuse and/or neglect.				
• Child abuse or neglect complaints received	1,244	1,091	1,400	1,135
• Complaints placed on investigation track	197	176	220	193
• Number of complaints diverted to family assessments	1,047	915	1,180	942
• Number of complaints investigated with a founded disposition	34	35	36	40
• Valid complaints that have a 2nd complaint within a year of the previous complaint	21%	18%	22%	20%
Objective: Family Connections - At least 70% of families who complete at least five of the seven sessions will state positive outcomes as measured by post-service survey.				
• Families who attend at least five sessions	93.00%	70.25%	80.00%	75.00%
• Families who complete five sessions stating positive outcomes on survey	98%	92%	98%	95%
• Number of parents participating	106	129	110	130
Objective: Family Connections - At least 75% of teens will complete at least 5 sessions.				
• Number of teens participating	75	95	85	95
• Teens completing at least five sessions	79%	75%	72%	75%



Loudoun County Government
FY 2011 Adopted Fiscal Plan

Family Services
Child & Adult Services

Performance Measures	FY 2008 Actual	FY 2009 Actual	FY 2010 Estimated	FY 2011 Projected
Objective: Foster Care - The average length of time children are in DFS custody before they achieve permanent living situations will be less than 2.5 years.				
• Children exiting foster care and achieving permanent living situations	91%	94%	92%	95%
• Children in foster care who have been in custody < 2.5 years	71%	75%	70%	85%
• Total number of children in Foster Care during the year	105	124	102 ¹	140 ¹
Objective: Foster Care - Maintain a diverse pool of trained resource and adoptive homes to meet the emotional, cultural and permanency needs of children in care.				
• Number of children requiring placement	104	121	102	140
• Number of trained foster/adoptive homes	52	60	50	85

¹ The FY 10 estimates were prepared in fall of 2008; the historical trends for the Foster Care Unit have been increasing since that time.



Family Services Family Programs

Description

The Family area includes the following programs: Benefits, Career and Support Services, Housing Choice Voucher Program, Young Adults Project and Young Parent Services.

The purpose of the Benefits unit is to determine eligibility and to administer the department's Federal, State and local public assistance programs while promoting personal responsibility. This unit is responsible for screening individuals for eligibility, interviewing applicants, processing applications, conducting periodic reviews and re-determining eligibility for public assistance programs.

The purpose of the Career Support Services unit is to administer employment and training programs as required by Federal, State and local regulation, focusing on career goals and long-term family self-sufficiency. Counselors are responsible for providing available employment and training services including employability assessments, case management, eligibility for programs, assisting with physical, mental and family issues, coordinating educational and training opportunities and assisting with career development training.

The Housing Choice Voucher program is funded by the U.S. Department of Housing and Urban Development to provide low-income families with decent, safe and sanitary housing at prices that they can afford.

The Young Adults project is collaboration between DFS and the Loudoun County Public School system. This program provides services to high school-aged youth in a nonresidential setting. Youth enrolled in the program have been long-term suspended or are not succeeding in the public school system. This program also offers a transition component, which focuses on building basic knowledge, and practical skills that can be easily applied to prepare students for self-sufficiency.

Young Parent Services provides case management services to pregnant and parenting teens. The program focuses on preventing high school dropouts, providing support and resources to transition from high school to stable employment or continued education, increasing parenting skills and delaying subsequent pregnancies.

Budget Overview

FY 2011 Issues

- Caseloads continue to rise in Medicaid and Food Stamp programs.
- Increasing caseloads in the Welfare Reform Program called Virginia Initiative for Employment not Welfare (VIEW) and new program requirements have taken up more of the caseworkers' time and result in lower employment rates for participants.
- The number of unemployed residents that are using the Workforce Resource Center to search for employment has greatly increased.
- The demand from training for unemployed residents is exceeding the resources available.
- An increasing number of homes that are being rented by Housing Choice Voucher tenants are moving into foreclosure.

FY 2011 Goals

- Meet all Federal and State requirements for processing eligibility requirements and help families meet their immediate and ongoing economic needs while moving from dependence to self-sufficiency (Benefits Unit).
- Provide information, process and manage day care requests for eligible participants in a timely manner; provide training and resources to increase employability and employment for VIEW clients; and develop partnerships with organizations and employers to increase employment of clients (Career Support Unit).
- Provide income-eligible families the ability to maintain housing through the Housing Choice Voucher rental assistance program.
- Provide educational and behavior management tools to youth who have been unable to succeed in the traditional public school system (Young Adults Project).
- Provide an intensive array of services through the Young Parent Service program in order to ensure that at least 90% of program participants complete high school.



Loudoun County Government
FY 2011 Adopted Fiscal Plan

Family Services
Family Programs

Program Financial Summary	FY 2007 Actual	FY 2008 Actual	FY 2009 Actual	FY 2010 Adopted	FY 2011 Adopted
Expenditures					
Personnel	\$3,976,536	\$4,148,456	\$4,266,641	\$4,457,683	\$4,359,142
Operations & Maintenance	11,141,249	12,079,677	12,313,474	11,815,785	12,075,780
Transfer to Housing Choice Voucher	0	0	16,849	0	78,906
Transfer to Central Services Fund	0	29,002	0	0	0
Total Expenditures	\$15,117,785	\$16,257,135	\$16,596,964	\$16,273,468	\$16,513,828
Revenues					
Miscellaneous Revenue	\$32,208	\$5,832	\$0	\$0	\$0
Recovered Costs	832	534	55,481	36,050	24,384
State Categorical Aid	1,412,950	1,565,557	1,719,208	1,837,089	1,670,610
Federal Categorical Aid	3,572,273	3,566,980	3,745,865	3,000,096	3,418,651
Total Revenues	\$5,018,263	\$5,138,903	\$5,520,554	\$4,873,235	\$5,113,645
Housing Choice Voucher Fund	\$7,696,347	\$8,296,527	\$8,592,324	\$8,448,000	\$8,618,685
Total Local Tax Funding	\$2,403,175	\$2,821,705	\$2,484,086	\$2,952,637	\$2,781,498
FTE Summary	61.08	62.61	62.61	62.09	61.58



Loudoun County Government
FY 2011 Adopted Fiscal Plan

Family Services
Family Programs

Performance Measures	FY 2008 Actual	FY 2009 Actual	FY 2010 Estimated	FY 2011 Projected
Objective: Benefits - All Food Stamp cases will be processed within the time frame mandated for the program.				
• Food Stamp cases processed within mandated time frames	99.00%	98.50%	99.00%	99.00%
Objective: Benefits - All inquiries will be screened and the appropriate referrals made.				
• Benefits applications approved	3,374	4,237	3,380 ¹	4,574
• Benefits applications processed	4,870	7,027	4,899 ¹	8,276
• Benefits applications screened	10,518	13,611	11,300 ¹	15,323
Objective: Career Support Unit - At least 750 children will receive child care assistance so that their families can work.				
• Number of children on waiting list for child care assistance	347	892	500 ¹	900
• Number of children receiving day care assistance during the year	848	795	800	900
Objective: Career Support Unit - 75% of VIEW clients will gain and keep employment at least three months past termination from TANF.				
• Number of VIEW clients	300	344	305	380
• Vehicles for Change Program vehicles donated for VIEW clients	72	66	90	36
• VIEW clients employed while in the program	75.00%	60.25%	74.00%	75.00%
• VIEW clients maintaining employment for at least three months	75.00%	76.50%	76.00%	75.00%
Objective: Career Support Unit - At least 90 employer job fair and other events will be scheduled annually with 90% of employer/client evaluations marked satisfactory or above.				
• Clients attending job fairs and employer events	616	876	410 ¹	900
• Employer evaluations marked satisfactory or above	99.50%	99.50%	99.00%	98.00%
• Number of Job Fairs/Meet the Employer events sponsored	118	88	135	100

¹ FY 10 estimates prepared in fall of 2008 before the impact of the economic downturn was reflected in increased service demands.



Loudoun County Government
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Family Services
Family Programs

Performance Measures	FY 2008 Actual	FY 2009 Actual	FY 2010 Estimated	FY 2011 Projected
Objective: HCV - Administer the Housing Choice Voucher program in accordance with HUD requirements: utilize at least 97% of available Federal funding and complete 95% of home inspections in a timely manner as required by HUD.				
• Available Federal HCV funds expended	96%	100%	95%	95%
• HUD required home inspections completed timely	84.00%	85.50%	84.00%	86.00%
• Number of households on the HCV waitlist	677	408	450 ¹	293
• Number of households receiving Housing Choice Vouchers	688	692	685	685
Objective: Young Adults Project - 80% of youth enrolled in the Young Adults program will either return to their home school or obtain sufficient credits to obtain a high school diploma.				
• Enrolled youth eligible to return to regular school program	45	27	40	45
• Enrolled youth receiving a high school diploma	8	5	10	10
• Number of youth enrolled in YAP	53	27	50	50
Objective: Young Parent Services - Provide an intensive array of services so that 90% of program participants stay in school.				
• Current participants who do not drop out of school after enrollment	100%	100%	95%	95%
• Number of parenting and pregnant youth enrolled in program	46	48	45	50
Objective: Young Parent Services - 90% of program participants will not become pregnant again while in the program.				
• Youth with no additional pregnancies after enrollment	95.00%	99.50%	90.00%	95.00%

¹ Due to a decrease in federal funding the waitlist was closed in July 2007 with over 1,100 families on the list. Each year families are required to submit an affidavit verifying Loudoun residency to remain on the list or they are removed.



Family Services

Housing & Community Development

Description

The Housing and Community Development Division administers housing policy and program development, needs assessments and program evaluations for the Affordable Dwelling Unit (ADU) Program, the Community Development Block Grant (CDBG) Program, the Homeownership Loan Program, the Home-buyers Education Program, the Homeless Intervention Program, the Loudoun County Home Improvement Program (LCHIP), the Eastern Loudoun Revitalization (LCHRP) Program and the Neighborhood Stabilization Program (NSP) and the Public Employee Grant (PEG) "live near your work" program.

The Division assists the Housing Advisory Board in assessing the County's housing needs and implementing the Board of Supervisors' initiatives to address unmet housing needs for households earning less than 100% of the Area Median Income (AMI), which is \$102,700 for 2009. The Division provides overall policy coordination, assists many County programs charged with implementing County housing policy, and works closely with Federal, State, and non-profit agencies to develop funding sources for the provision of affordable housing. Several programs provide incentives to purchase and repair foreclosed properties.

The ADU program assists the Affordable Dwelling Unit Advisory Board (ADUAB) in administering Article 7 of the Loudoun County Zoning Ordinance by setting prices for both rental and for-sale ADUs. The ADUAB works closely with private sector developers to secure housing from newly constructed housing stock for households earning between 30% to 70% AMI.

The CDBG program distributes Federal funds through a competitive application process to a variety of public and non-profit agencies for projects that provide decent housing, a suitable living environment, and expanded economic opportunities principally for low to moderate-income persons. The LCHIP and LCHRP Programs provide low-interest and forgivable loans to low to moderate income homeowners to renovate their homes by repairing and replacing major systems, such as roofs, furnaces, siding; improving energy efficiency by replacing windows and doors; and assisting homeowners in meeting HOA regulations. The NSP program purchases foreclosed properties in Sugarland Run and Sterling, rehabilitates them and re-sells to moderate income families.

The Homeownership Loan and Homebuyers Education Programs provide a variety of low-interest loans and down payment funding to help households purchase homes. Funding sources administered through the program include local funding for the Downpayment and Closing Cost Assistance Program as well as allocations for a variety of loans from the Virginia Housing Development Authority (VHDA). The Homebuyers Education Program and Post-purchase Counseling Program help ADU purchasers understand the responsibilities of home-ownership and are required to be completed for the purchase of an ADU or for the use of any VHDA loan product, or participate in the NSP Program.

The Homeless Intervention Program provides bridge loans to households earning less than 80% AMI to forestall foreclosure or eviction when the household needs temporary assistance to retain housing. This program also provides certified foreclosure counseling and referral to all income levels.

Budget Overview

FY 2011 Issues

- There is a shortage of rental and owner-occupied affordable housing available for Loudoun's workers and citizens, especially for those workers in the retail, local government, warehouse and transportation.
- Many of Loudoun County households have housing costs exceeding the 30% monthly housing cost standard and a surplus of both rental and for-sale housing at the most expensive end of the scale indicates that a significant number of households are "house-poor."
- There is a shortage of available rental units for lower incomes below 60% AMI and a deficit of housing stock affordable to households with incomes below 100% AMI.
- Funding for emergency home repairs for major systems such as plumbing, furnaces and roofing is needed for low-income homeowners.
- Funding is needed for improvements such as ramps, grab bars and other supporting items to enable the disabled and elderly to age in-place in affordable housing, thus reducing the need for alternative housing.
- Significant numbers of foreclosures concentrated in eastern neighborhoods have had a devastating impact, destabilizing those neighborhoods.



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FY 2011 Adopted Fiscal Plan

Family Services

Housing & Community Development

FY 2011 Goals

- Increase the supply of a variety of housing types affordable to households that earn below 100% AMI (\$102,700 for 2009) with an emphasis on 30% AMI and below.
- Add studio and efficiency housing units to the supply to assist those with the lowest incomes.
- Seek a variety of public and private funding sources to support a variety of programs.
- Establish private sector partnerships to support construction of new affordable units.
- Develop new funding sources and programs that focus on neighborhoods hardest hit by foreclosures.
- Develop new funding sources and programs that address accessible affordable housing.

Program Financial Summary	FY 2007 Actual	FY 2008 Actual	FY 2009 Actual	FY 2010 Adopted	FY 2011 Adopted
Expenditures					
Personnel	\$908,923	\$1,028,444	\$1,024,208	\$1,019,116	\$1,216,861
Operations & Maintenance	1,171,623	1,471,994	738,533	1,012,621	1,029,410
Transfer to General Capital Improvement	0	0	250,000	0	0
Total Expenditures	\$2,080,546	\$2,500,438	\$2,012,741	\$2,031,737	\$2,246,271
Revenues					
Use Of Money & Property	\$2,927	\$3,121	\$2,546	\$9,376	\$2,546
Miscellaneous Revenue	1,656	853	13,071	3,372	13,071
Recovered Costs	9,375	34,545	1,431	500	500
State Categorical Aid	236,000	219,416	220,972	220,972	220,972
Federal Categorical Aid	1,140,159	1,130,811	737,264	933,801	933,801
Other Financing Sources	0	(10,000)	0	0	0
Total Revenues	\$1,390,117	\$1,378,746	\$975,284	\$1,168,021	\$1,170,890
Total Local Tax Funding	\$690,429	\$1,121,692	\$1,037,457	\$863,716	\$1,075,381
FTE Summary	12.86	14.86	14.86	13.53	15.53



Loudoun County Government
FY 2011 Adopted Fiscal Plan

Family Services

Housing & Community Development

Performance Measures	FY 2008 Actual	FY 2009 Actual	FY 2010 Estimated	FY 2011 Projected
Objective: 150 homes will be available for purchase and 60 for rent at price clients can afford.				
• ADU purchase mean household income	\$39,584	\$44,951	\$43,000	\$45,000
• ADU rental mean household income	\$30,758	\$31,995	\$27,000	\$32,000
• Number of affordable dwelling units purchased	209	105	150	100
• Number of families with new leased units	129	142	130	130
• Number on ADU rental wait list	107	364	120 ¹	350
• Number on wait list for ADU purchases	198	356	195	120
Objective: Distribute all CDBG funds to nonprofit organizations to help low and moderate income residents by enhancing their living environment, creating decent housing, and providing economic development opportunities.				
• Amount of CDBG funds expended	\$909,973	\$900,537	\$909,537	\$909,537
• Organizations receiving CDBG funds	8	9	10	11
• Organizations receiving funds that fulfilled the terms of their application	75%	67%	95%	95%
Objective: 100% of available loan allocations will be used to help moderate income first time homebuyers acquire housing, and homebuyers will be educated about available programs and budgeting practices.				
• Homeownership loans % allocations spent	95.97%	72.99%	96.00%	95.00%
• Homeownership loans average income of non ADU mortgagees	\$67,185	\$47,770	\$75,000	\$50,000
• Homeownership loans purchased	134	56	130	60
• Number of participants in home ownership education programs	107	82	130	70
Objective: LCHIP Home Renovations: Provide financial resources and guidance to assist 15 low and moderate income homeowners with basic home renovations.				
• Average loan amount per homeowner	\$64,050	\$54,387	\$55,000	\$65,000
• Number of loans settled	7	3	10	4
• Number of renovation projects completed	10	2	10	5

¹ FY 10 estimates prepared in fall of 2008 before the impact of the economic downturn was reflected in increased service demands.



Family Services Facilities & Internal Operations

Description

The Facilities and Internal Operations area includes contracts, finance and budgeting, Comprehensive Services Act for At-Risk Youth and Families, the Community Support Unit, the Juvenile Detention Center, the Management Information System and Grant Management program. Several facilities are included in the contract area including the Youth Shelter, the Emergency Homeless Shelter, and the Transitional Housing Program.

The Comprehensive Services Act for At-Risk Youth and Families provides support to the Community Policy and Management Team, manages the Family and Assessment Team process, and manages all vendor contracts and purchases of services. In addition, staff provides direct vendor oversight to ensure that all CSA youth receive appropriate treatment in the most cost effective manner.

The Finance and Budgeting unit is responsible for the development of the annual Federal and State budgets for the department; providing accountability functions such as assuring that all financial grant requirements are met, providing customer service to the public, coordinating all automated financial functions in the department, and maintaining the filing infrastructure to meet Federal and State guidelines.

The Community Support Unit provides services to address emergency and crisis situations to Loudoun residents, such as the lack of adequate shelter, heat, food and funds for immediate medical care. The unit also provides emergency case management to those individuals and families who have chronic problems and need ongoing services.

The Juvenile Detention Center is a 24-bed secure residential facility for detained youth ages 7 through 17. This facility seeks to impress upon youth that they have lost basic rights and privileges due to their behavior in the community.

The Management Information System and Grant Management collects and provides data for each area and manages the accountability function such as assuring that all grant requirements are met as well as County compliance with administrative, statutory and grant requirements. This unit is currently developing an agency-wide management information system to better streamline service delivery and increase efficiency among work groups.

The Youth Shelter is a 12-bed licensed facility that provides short-term shelter to youth ages 12 through 17. Youth entering the facility must be referred by Family Services, Mental Health, Substance Abuse and Developmental Services, Court Services Unit or the Court.

In September 2009, the Loudoun Homeless Services Center opened. This facility incorporates four homeless programs under one roof. These programs include: Transitional Housing which provides housing and supportive services for up to six homeless families and four single women for a maximum of 24 months; the Emergency Homeless Shelter which provides emergency shelter and supportive services for up to 89 days (32 beds for families and single women and 13 beds for single men); the Drop In Center provides food, shower and laundry facilities, and case management to homeless individuals during the day hours; the Cold Weather Shelter operates from mid November through the end of March to provide additional emergency beds to prevent illness and injuries related to exposure to cold weather. All four programs are operated under contract with a nonprofit organization.

Budget Overview

FY 2011 Issues

- The second Youth Shelter will open during FY 12 and will allow the program to avoid overcrowding issues.
- An increase in chronic homeless population with multiple problems and issues continues.
- Increases in fuel and utility costs have resulted in an increased need by citizens for fuel and utility assistance.
- The decline in regional economic markets will continue to increase the need for services in some of the service delivery areas.

FY 2011 Goals

- Provide services to address emergency and crisis situations such as lack of adequate shelter, funds for heat, medical and prescription needs and food, and other crises, and provide case management and services to individuals with more chronic needs.



Loudoun County Government
FY 2011 Adopted Fiscal Plan

Family Services
Facilities & Internal Operations

- Maintain community collaborations in order to assist low-income families to provide for family needs.
- Provide assistance to the homeless through safe and temporary housing, and provide referrals for services and case management to homeless families to help them achieve permanent housing solutions.
- Maximize Federal and State dollars to meet the needs of Loudoun citizens.
- Streamline data collection, and design and implement a one-stop information system linking multiple Federal and State systems to reduce time and effort spent on administrative tasks.
- Provide timely and efficient services through the Comprehensive Services for At-Risk Youth Program in order to minimize out-of-home placements while providing sufficient support to young adults to manage an increasing number and complexity of problems.

Program Financial Summary	FY 2007 Actual	FY 2008 Actual	FY 2009 Actual	FY 2010 Adopted	FY 2011 Adopted
Expenditures					
Personnel	\$4,937,960	\$5,107,642	\$5,451,966	\$5,482,754	\$5,283,801
Operations & Maintenance	3,512,637	3,517,585	3,600,283	3,555,568	3,510,644
Capital Outlay & Capital Acquisitions	287,418	250,538	93,887	10,000	10,000
Total Expenditures	\$8,738,015	\$8,875,765	\$9,146,136	\$9,048,322	\$8,804,445
Revenues					
Miscellaneous Revenue	\$20,731	\$21,663	\$19,513	\$17,161	\$1,161
Recovered Costs	121,490	163,422	158,653	82,884	135,875
State Categorical Aid	956,304	1,023,601	962,137	967,837	927,472
Federal Categorical Aid	1,835,166	1,614,429	1,509,931	1,315,003	1,315,336
Other Financing Sources	105,108	105,000	105,000	105,000	105,000
Total Revenues	\$3,038,799	\$2,928,115	\$2,755,234	\$2,487,885	\$2,484,844
Foster Care Reimbursement Fund	\$109,965	\$8,797	\$9,537	\$0	\$0
Total Local Tax Funding	\$5,589,251	\$5,938,853	\$6,381,365	\$6,560,437	\$6,319,601
FTE Summary	73.51	73.33	73.90	71.81	68.76



Loudoun County Government
FY 2011 Adopted Fiscal Plan

Family Services Facilities & Internal Operations

Performance Measures	FY 2008 Actual	FY 2009 Actual	FY 2010 Estimated	FY 2011 Projected
Objective: Administration: Serve all of the public who come to the agency by matching them to the appropriate resource and direct all of the phone inquiries received by the agency to the appropriate resource.				
• Number of phone calls received by front desk	66,308	81,969	82,100	82,000
• Number of walk-in clients	39,420	50,684	40,000	52,000
Objective: Community Support Emergency Assistance: Provide emergency assistance for immediate basic needs to eligible families and case management for eligible families with ongoing chronic needs.				
• Clients asking for assistance with shelter	1,539	2,128	2,450	3,750
• Clients getting rent/shelter assistance	194	143	170	150
• Clients needing emergency food assistance	317	2,382	700 ¹	4,500
• Clients receiving emergency food assistance	317	1,482	710 ¹	4,500
• Clients requesting emergency medical/prescription assistance	937	1,374	1,710	1,450
• Clients who receive emergency medical/prescription assistance	431	351	475	575
Objective: Community Support Holiday Program: Gather the necessary resources to help low-income children, elderly and adults with special needs meet costs associated with holidays and family events so that the maximum number of families is helped.				
• Estimated value of funds and donated items given for Holiday Coalition	\$850,000	\$950,000	\$975,000	\$975,000
• Number of families served by the Holiday Coalition	1,645	2,979	2,010 ¹	4,050
All new CSA referrals will be initially staffed within 4 weeks as required by the Community Policy and Management Team.				
• New cases staffed within 4 weeks	97.00%	86.75%	96.00%	88.00%
• Number of new cases referred	105	93	120	90

¹ FY 10 estimates prepared in fall of 2008 before the impact of the economic downturn was reflected in increased service demands.



Loudoun County Government
FY 2011 Adopted Fiscal Plan

**Family Services
Facilities & Internal Operations**

Performance Measures	FY 2008 Actual	FY 2009 Actual	FY 2010 Estimated	FY 2011 Projected
Objective: Emergency Homeless Shelter: In this 90 day program, homeless persons experiencing housing emergencies are provided safe temporary housing, referrals for services and case management to help them achieve a permanent housing solution.				
• Average annual utilization rate	83.00%	90.25%	95.00%	92.00%
• Emergency Homeless Shelter: Number turned away	618	705	510	700
• Families discharged to permanent housing	19.00%	36.50%	72.00%	38.00%
• Individuals requesting admission	801	861	900	900
• Individuals who are admitted	183	156	350	250
Objective: Juvenile Detention Center: Fewer than 20% of admissions will require any period of disciplinary isolation during their stay in excess of 24 hours.				
• Juveniles receiving disciplinary isolation>24 hours	22.00%	15.75%	18.00%	17.00%
Objective: Juvenile Detention Center staff will monitor population numbers and alert the Juvenile Justice system when its population approaches or exceeds capacity in order to remain within the state-required capacity standard of 24.				
• Average daily population at JDC	17.35	19.70	22.00	21.00
• Average length of stay at JDC in days	22.22	25.49	28.00	26.00
• Number of days JDC population exceeded capacity	5	17	60	20
Objective: Juvenile Detention Center: Fewer than 10% of admissions will require physical restraints during their stay.				
• Admissions requiring restraints	16.00%	10.75%	5.00%	10.00%
Objective: Transitional Housing Programs: In this 24-month program for persons transitioning from homelessness, provide safe temporary housing, supportive services and case management to help them achieve a permanent housing solution. Maintain the percentage of homeless persons moving to permanent housing at 85% as required by HUD.				
• Households discharged into permanent housing	83.00%	84.50%	87.00%	84.00%
• Number of individuals admitted to program	94	95	85	85
• Transitional Housing Utilization Rate	99.00%	91.75%	95.00%	95.00%
• Transitional Opportunity Apartment Utilization Rate	93.00%	96.25%	90.00%	95.00%



Loudoun County Government
FY 2011 Adopted Fiscal Plan

Family Services
Facilities & Internal Operations

Performance Measures	FY 2008 Actual	FY 2009 Actual	FY 2010 Estimated	FY 2011 Projected
Objective: Youth Shelter: Maintain an average utilization rate of 85% while discharging 70% of admissions within 30 days, with 80% discharged to a less restrictive setting.				
• Number of admissions	166	172	188	175
• Utilization rate	100.00%	96.75%	100.00%	98.00%
• Youth discharged in less than 30 days	57.00%	66.50%	80.00%	80.00%
• Youth discharged into a less restrictive setting	97.00%	99.25%	85.00%	95.00%



Health Services

Health Services

Community Health

Environmental Health



**Loudoun County Government
FY 2011 Adopted Fiscal Plan**

Health Services

Mission Statement

Health Services enhances and ensures the health of all Loudoun County residents. This is achieved by working with partners in the County and town governments, State and Federal agencies, private organizations, and residents to protect the environment, prevent the spread of disease, and promote residents' health.

Description

Health Services is composed of two main programs: Environmental Health and Community Health. These programs offer population-based services such as communicable disease surveillance and treatment, emergency preparedness, restaurant and swimming pool inspections, and well and septic system permitting. The department also provides essential individual-based services to women and children who would otherwise be unable to receive medical, dental or nutrition care.

Budget Overview

FY 2011 Issues

- The demand for services continues to increase, particularly for the Women Infants and Children (WIC) nutrition program and clinic services provided to vulnerable women and children, and for food inspection services.
- The department must continue to maintain the same level of food safety with fewer FTE.
- The number of tuberculosis (TB) cases and all other reportable diseases continue to increase in Loudoun County. Each diagnosed active case of TB requires significant nursing resources to prevent the spread of disease to those with whom the patient lives, works or socializes.
- The department must continue to improve its ability to detect diseases early and to prepare for the possibility of having to conduct mass vaccinations or medication distribution to keep the County's residents safe from pandemic influenza or other major outbreaks of disease.

FY 2011 Major Goals

- Digitize Environmental Health files to increase efficiency and improve customer access.
- Continue to provide core public health services to eligible Loudoun County residents, with a focus on women and children.
- Fully implement the County and State's operations and maintenance requirements for alternative onsite septic systems.
- Continue to improve response coordination for possible public health emergencies.
- Increase the number of low-income pregnant and postpartum women and children being served through the Women, Infants and Children (WIC) nutrition program.

FY 2010 Major Achievements

- Responded to the 2009 H1N1 influenza pandemic through increased surveillance, community education and interventions to best ensure the health of Loudoun County residents and employees. As part of this effort, the Health Department provided over 50,000 H1N1 vaccinations at more than 150 clinics throughout Loudoun County.
- Implemented and evaluated an operations and maintenance monitoring program for alternative onsite septic systems.
- Expanded WIC services in Leesburg and Ashburn.



**Loudoun County Government
FY 2011 Adopted Fiscal Plan**

Health Services

Departmental Financial Summary	FY 2007 Actual	FY 2008 Actual	FY 2009 Actual	FY 2010 Adopted	FY 2011 Adopted
Expenditures					
Personnel	\$1,932,360	\$1,979,269	\$2,027,915	\$2,161,839	\$2,162,810
Operations & Maintenance	2,080,761	2,024,194	2,258,562	2,157,296	2,129,772
Capital Outlay & Capital Acquisitions	0	0	21,958	3,000	0
Total Expenditures	\$4,013,121	\$4,003,463	\$4,308,435	\$4,322,135	\$4,292,582
Revenues					
Permits Privilege Fees & Reg Licenses	\$427,463	\$327,051	\$223,376	\$270,224	\$229,616
Charges For Services	14,651	12,914	4,611	11,200	7,300
Miscellaneous Revenue	10,361	10,140	2,747	3,000	3,000
Recovered Costs	3,816	3,704	0	0	0
State Categorical Aid	0	718	0	0	0
Federal Categorical Aid	14,000	9,693	294	0	0
Total Revenues	\$470,291	\$364,220	\$231,028	\$284,424	\$239,916
Local Tax Funding	\$3,542,830	\$3,639,243	\$4,077,407	\$4,037,711	\$4,052,666
County FTE	29.00	30.00	30.00	29.00	28.00
State FTE	53.00	54.00	52.00	51.00	51.00
FTE Summary	82.00	84.00	82.00	80.00	79.00

FY 2011 Board Action

The FY 11 Adopted Fiscal Plan for the Health Department includes a reduction of 2.00 FTE and \$206,954 in Local Tax Funding, which also includes a \$70,000 reduction in the local payment to the Commonwealth of Virginia. The net impact of the FY 10 mid-year adjustments made by the Board of Supervisors was an increase of 1.00 FTE. The net impact of Increases in benefit costs for health insurance and retirement are also included. Health insurance premiums reflect an annual increase of 10% for FY 11.

Budget History

FY 07: The Board added 1.00 FTE for a Medical Reserve Corps Coordinator.

FY 08: The Board added 1.00 FTE for a communicable disease nurse.

FY 09 Mid-year: The Board added 1.00 FTE for Environmental Health Division's Code 1067 work.

FY 10: The Board eliminated 1.00 FTE Environmental Health Program Specialist position.

Mid-year FY 10: The Board added 1.00 FTE Environmental Health Program Specialist position for the County's Code 1067 workload.



Loudoun County Government
FY 2011 Adopted Fiscal Plan

Health Services

Expenditures by Program	FY 2007 Actual	FY 2008 Actual	FY 2009 Actual	FY 2010 Adopted	FY 2011 Adopted
Community Health	\$1,525,931	\$1,683,504	\$1,827,979	\$1,991,115	\$1,865,860
Environmental Health	2,487,190	2,319,959	2,480,456	2,331,020	2,426,722
Total Expenditures	\$4,013,121	\$4,003,463	\$4,308,435	\$4,322,135	\$4,292,582
Revenues by Program	FY 2007 Actual	FY 2008 Actual	FY 2009 Actual	FY 2010 Adopted	FY 2011 Adopted
Community Health	\$15,000	\$13,397	\$294	\$0	\$0
Environmental Health	455,291	350,823	230,734	284,424	239,916
Total Revenues	\$470,291	\$364,220	\$231,028	\$284,424	\$239,916
Local Tax Funding by Program	FY 2007 Actual	FY 2008 Actual	FY 2009 Actual	FY 2010 Adopted	FY 2011 Adopted
Community Health	1,510,931	1,670,107	1,827,685	1,991,115	1,865,860
Environmental Health	2,031,899	1,969,136	2,249,722	2,046,596	2,186,806
Total Local Tax Funding	\$3,542,830	\$3,639,243	\$4,077,407	\$4,037,711	\$4,052,666
Staffing Summary by Program	FY 2007 Actual	FY 2008 Actual	FY 2009 Actual	FY 2010 Adopted	FY 2011 Adopted
Community Health	42.00	42.00	45.00	47.00	46.00
Environmental Health	40.00	42.00	37.00	33.00	33.00
Total FTE	82.00	84.00	82.00	80.00	79.00



**Loudoun County Government
FY 2011 Adopted Fiscal Plan**

Health Services Community Health

Description

Community Health programs are focused on maintaining and improving the health of all Loudoun County residents through communicable disease surveillance and prevention, direct patient care and nutrition services, and emergency preparedness. Program services are primarily driven by Federal and State mandates. To best meet the needs of citizens, many of the direct medical services are provided either on an appointment or walk-in basis.

Budget Overview

FY 2011 Issues

- The County's growing population of new immigrants and residents below the federal poverty level are reflected in growing demand for Community Health services.
- New immigrants and the working poor disproportionately utilize the Health Department's immunization and WIC nutrition services, outpacing the capacity of available resources.
- As the County diversifies, diseases that are common throughout the world are increasing in incidence, leading to a rapid increase in the number of communicable diseases reported. The division received 288 reports in 2002, but more than 2,000 in 2009.
- The County must continue to be prepared to respond to public health crises emanating from natural or man-made risks such as homeland security incidents or widespread outbreaks of disease, including pandemic influenza.

FY 2011 Goals

- Enhance community partnerships and determine other means of increasing the ability to meet the increasing demand for core public health services.
- Conduct at least one functional public health emergency exercise to better protect the community should there be a major outbreak of disease.
- Establish full-time WIC clinics in Leesburg and Ashburn to better serve low-income pregnant and postpartum women and children in Loudoun County.

Program Financial Summary	FY 2007 Actual	FY 2008 Actual	FY 2009 Actual	FY 2010 Adopted	FY 2011 Adopted
Expenditures					
Personnel	\$579,678	\$608,291	\$710,621	\$822,560	\$771,790
Operations & Maintenance	946,253	1,075,213	1,109,885	1,165,555	1,094,070
Capital Outlay & Capital Acquisitions	0	0	7,473	3,000	0
Total Expenditures	\$1,525,931	\$1,683,504	\$1,827,979	\$1,991,115	\$1,865,860
Revenues					
Miscellaneous Revenue	\$1,000	\$0	\$0	\$0	\$0
Recovered Costs	0	3,704	0	0	0
Federal Categorical Aid	14,000	9,693	294	0	0
Total Revenues	\$15,000	\$13,397	\$294	\$0	\$0
Total Local Tax Funding	\$1,510,931	\$1,670,107	\$1,827,685	\$1,991,115	\$1,865,860
County FTE	10.00	10.00	11.00	11.00	10.00
State FTE	32.00	32.00	34.00	36.00	36.00
FTE Summary	42.00	42.00	45.00	47.00	46.00



Loudoun County Government
FY 2011 Adopted Fiscal Plan

Health Services Community Health

Performance Measures	FY 2008 Actual	FY 2009 Actual	FY 2010 Estimated	FY 2011 Projected
Objective: Provide preventive and corrective dental services to low-income children to ensure good dental health.				
• Number of children receiving dental care	661	1,124	600	1,100
• Number of total dental visits	1,256	1,526	1,200	1,600
• Percentage of dental visits for corrective care	22.00%	22.90%	25.00%	25.00%
• Percentage of dental visits for preventive care	64.00%	63.58%	55.00%	55.00%
Objective: Improve the ability to protect Loudoun County from a widespread outbreak of disease.				
• Number of individuals participating in an emergency preparedness exercise	4,300	345	2,000	300
• Number of Loudoun residents in the Medical Reserve Corps.	816	974	1,100	1,100
• Number of Medical Reserve Corps members trained in the National Incident Management System	166	160	200	200
Objective: Ensure that low-income women receive appropriate pre-natal care to ensure healthy births.				
• Number of low birth-weight or premature births among maternity clients	18	6	5	5
• Number of women completing six months or more of prenatal care	299	163	150	150
• Number of women seen for maternity services	513	490	500	500
Objective: Provide testing, treatment and information on sexually transmitted diseases.				
• Number of individuals evaluated for sexually transmitted diseases	621	937	700	1,100
• Number of individuals treated for sexually transmitted diseases	n/a	31	63	99
• Rate of sexually transmitted disease per 1,000 patients seen	n/a	33	90	90
Objective: Ensure that tuberculosis (TB) reports are acted upon and that individuals with TB disease complete the appropriate course of treatment.				
• Average number of months tuberculosis cases are followed by Health Services staff	11	11	11	11
• Number of reports of suspected or confirmed tuberculosis	22	56	45	45
• Number of tuberculosis infections	215	154	300	400
• Percentage of confirmed tuberculosis cases completing prescribed treatment	100%	100%	100%	100%



Loudoun County Government
FY 2011 Adopted Fiscal Plan

Health Services
Community Health

Performance Measures	FY 2008 Actual	FY 2009 Actual	FY 2010 Estimated	FY 2011 Projected
Objective: Provide age-appropriate vaccinations to decrease the incidence of vaccine-preventable diseases.				
• Number of flu shots provided	1,304	326	50,000	1,000
• Number of illness reports for vaccine-preventable childhood diseases	86	73	100	100
• Number of strep./pneumonia shots provided	14	14	45	45
• Number of vaccination visits ¹	3,714	4,591	55,000	9,900
Objective: Operate the Women Infant and Children (WIC) nutrition program to ensure that low-income women have access to nutritional counseling, infant formula, and federally-subsidized food.				
• Amount of federal funding for WIC services	\$145,701	\$201,696	\$220,361	\$377,477
• Average cost per client	\$90.78	\$96.00	\$98.00	\$157.28
• Average number of days waiting time to receive WIC services	15	15	30	30
• Number of WIC clients	1,605	2,100	2,250	2,400

¹ In FY 10, the increases in the estimated number of flu shots provided and the estimated number of vaccination visits were due to the provision of H1N1 influenza vaccine. This was accomplished in large part through the use of temporary and contract positions funded by a grant from the Centers for Disease Control and Prevention.



Health Services Environmental Health

Description

Environmental Health programs maintain and improve the health of all County residents through disease prevention, surveillance efforts and community health promotion. The program is responsible for rabies surveillance and education, restaurant and pool inspections, and well and septic system evaluations. Food establishment, public pool, tourist establishment, and environmental complaint services promote community health and prevent disease through educating, evaluating, and assessing operators and their facilities. Onsite sewage and water services protect surface and groundwater supplies and the public's health through evaluating and permitting private onsite sewage disposal systems and water supplies.

Budget Overview

FY 2011 Issues

- Compliance with safety regulations for the rapidly increasing complexity of Loudoun County's restaurants, pools, spray parks, wells, and onsite sewage systems will continue to be a priority for the Department.
- Administering the State and County's operations and maintenance requirements for alternative onsite septic systems in a customer-focused manner will continue.
- Retaining expert staff is critical to providing efficient, high-quality customer service.

FY 2011 Goals

- Digitize Environmental Health files to increase efficiency and improve customer access and fully implement operations and maintenance requirements of alternative onsite septic systems.
- Recruit, hire and retain qualified environmental health professionals in a competitive job market.
- Educate the public on the maintenance requirements of alternative onsite sewage disposal systems to prevent catastrophic failures.

Program Financial Summary	FY 2007 Actual	FY 2008 Actual	FY 2009 Actual	FY 2010 Adopted	FY 2011 Adopted
Expenditures					
Personnel	\$1,352,682	\$1,370,978	\$1,317,294	\$1,339,279	\$1,391,020
Operations & Maintenance	1,134,508	948,981	1,148,677	991,741	1,035,702
Capital Outlay & Capital Acquisitions	0	0	14,485	0	0
Total Expenditures	\$2,487,190	\$2,319,959	\$2,480,456	\$2,331,020	\$2,426,722
Revenues					
Permits Privilege Fees & Reg Licenses	\$427,463	\$327,051	\$223,376	\$270,224	\$229,616
Charges For Services	14,651	12,914	4,611	11,200	7,300
Miscellaneous Revenue	9,361	10,140	2,747	3,000	3,000
Recovered Costs	3,816	0	0	0	0
State Categorical Aid	0	718	0	0	0
Total Revenues	\$455,291	\$350,823	\$230,734	\$284,424	\$239,916
Total Local Tax Funding	\$2,031,899	\$1,969,136	\$2,249,722	\$2,046,596	\$2,186,806
County FTE	19.00	20.00	19.00	18.00	18.00
State FTE	21.00	22.00	18.00	15.00	15.00
FTE Summary	40.00	42.00	37.00	33.00	33.00



**Loudoun County Government
FY 2011 Adopted Fiscal Plan**

Health Services Environmental Health

Performance Measures	FY 2008 Actual	FY 2009 Actual	FY 2010 Estimated	FY 2011 Projected
Objective: Conduct onsite investigations of environmental health complaints to protect the public from environmental and communicable disease hazards.				
• Number of complaints investigated	774	636	600	600
• Number of confirmed foodborne outbreaks	1	0	1	1
• Number of foodborne illness investigations	42	45	45	45
Objective: Conduct routine inspections and sanitary evaluations of public facilities including food establishments, hospitals, long term care facilities, child care and adult care homes, public and private schools, public swimming pools, campgrounds, and tourist establishments to protect the public from environmental and communicable disease hazards.				
• Average number of inspections per permitted food facility	2.94	3.00	3.10	3.00
• Average number of inspections per permitted swimming pool facility	3.41	3.10	2.80	2.80
• Number of food facilities requiring inspections by Health Services	905	902	925	925
• Number of other facilities requiring inspections by Health Services	50	93	90	100
• Number of swimming pool facilities permitted by Health Services	183	199	200	200
• Total number of inspections for permitted food facilities	2,661	2,723	2,850	2,850
• Total number of inspections for permitted swimming pool facilities	624	622	560	560
Objective: Protect public's health and the environment by permitting and inspecting onsite sewage disposal systems.				
• Number of conventional inspections of on-site sewage disposal systems	13,127	13,245	13,330	13,330
• Number of newly-installed conventional systems	116	55	60	60
• Number of newly-installed nonconventional onsite sewage disposal systems	90	50	60	60
• Number of nonconventional onsite sewage disposal systems	1,247	1,273	1,340	1,400
• Number of reported conventional onsite sewage disposal system failures	20	10	20	20
• Number of reported nonconventional onsite sewage disposal system failures ¹	3	2	24	3

¹ In FY 10, the increase in the number of reported nonconventional onsite sewage disposal system failures was due to a new Loudoun County requirement that all nonconventional disposal systems be inspected on an annual basis with reports sent to the Health Department. It does not reflect an increase in new failures of nonconventional system disposal systems.



Loudoun County Government
FY 2011 Adopted Fiscal Plan

Health Services
Environmental Health

Performance Measures	FY 2008 Actual	FY 2009 Actual	FY 2010 Estimated	FY 2011 Projected
Objective: Protect the public's health and the environment by permitting and inspecting private water wells.				
• Number of dry wells reported to Health Services	29	10	30	30
• Number of known private drinking water wells	14,812	15,141	15,300	15,300
• Number of newly-installed wells	227	112	140	140
• Number of well inspections	387	205	200	200



Mental Health, Substance Abuse and Developmental Services

Mental Health, Substance Abuse and Developmental Services

MHSA Emergency Services

MH Outpatient Services

Parent Infant Education

Developmental Services Group Home Program

MH Day Support Services

MHSA Prevention & Intervention Services

Developmental Services Employment and Day Support

MH Residential Services

Developmental Services Case Management

Developmental Services Community Support

SA Residential Services

SA Outpatient Services

MHSADS Administration



Mental Health, Substance Abuse and Developmental Services

Mission Statement

The mission of the County's Community Services Board, through the Department of Mental Health, Substance Abuse and Developmental Services, is to prevent or minimize the effects of mental illness, intellectual disabilities and substance abuse, and to enhance the quality of life of County residents affected by these conditions.

Description

In January 2010, the Loudoun County Board of Supervisors approved the change in the name of the Department of Mental Health, Mental Retardation and Substance Abuse Services to the Department of Mental Health, Substance Abuse, and Developmental Services. The new name more accurately reflects current responsibilities and eliminates use of the stigmatizing term "mental retardation".

The Loudoun County Department of Mental Health, Substance Abuse and Developmental Services (MHSADS) is responsible for the public mental health, substance abuse, and developmental services system in the County. The department provides a wide variety of services for citizens of all ages to stabilize acute situations, and to enable people with mental disabilities to live independently and successfully in the community. Services are interrelated and designed to address the unique needs of clients in the Mental Health, Substance Abuse and Developmental Services disability areas and to respond to State and Federal mandates and local policy. In addition, the department reaches residents served by other agencies through its collaboration with the Adult Detention Center, the Juvenile Detention Center, the Youth Shelter, the School System, Courts, Probation and Parole, Community Corrections, Child Protective Services, Adult Protective Services, Victim Witness and the Loudoun Hospital emergency rooms. As mandated by Chapter 5, §37.2 of the Code of Virginia, the Community Services Board, an eighteen-member volunteer board, appointed by the Board of Supervisors, provides oversight to the department's programs and policies.

The department's programs are the following services: mental health outpatient, mental health/substance abuse emergency, mental health residential, mental health day support, mental health/substance abuse prevention and intervention, substance abuse outpatient, substance abuse residential, developmental services case management, developmental services employment and day support, developmental services community support, developmental services group homes, a parent infant education program, and administration.

Budget Overview

FY 2011 Issues

- Service demand continues to increase with population growth and has increased with the economic downturn, while funding from the State has been cut.
- Affordable supervised housing for residents with disabilities remains in short supply.
- Lack of sufficient slots in the Medicaid Home and Community Based Waiver (Medicaid Waiver) program for residents with intellectual disabilities limits services.
- State government has accelerated efforts to discharge residents of hospitals and training centers to local communities and has cut funding to state-operated facilities. Some state-operated units may close.
- Growing proportions of residents requiring services are underinsured or uninsured, especially with the recent increase in unemployment.
- The State has closed one of its child and adolescent inpatient facilities, which will decrease the availability of this resource to Loudoun County residents.

FY 2011 Major Goals

- Maintain waiting time for Mental Health and Substance Abuse Outpatient services to 30 days or less.
- Implement electronic prescribing.
- Implement the scanning of documents into the electronic client record.
- Using the new Electronic Health Record System, implement automation of quality assurance compliance reviews.
- Complete conversion of the Developmental Services Brambleton Group Home to a private vendor and achieve Intermediate Care Facility Status.
- Increase earned revenues of the department by at least \$400,000.

FY 2010 Major Achievements

- Coordinated the donation of time and funds from volunteer and non-profit organizations for the various client programs in FY 09. Eight master's and doctoral student interns worked 7,450 hours valued at \$281,200 (the equivalent of 3.8 FTEs at the Specialist III level, \$74,000 each). Donated medications totaled over \$354,000; 7,978 volunteer hours valued at over



Mental Health, Substance Abuse and Developmental Services

\$190,000 were provided and donations and in-kind contributions valued at \$187,748 were received.

- Continued training of direct service staff to use the electronic client record to increase efficiency.
- Began using electronic signature pads to digitally record client signatures.
- Implemented 4-person grant funded Wounded Warriors treatment team, allowing the program to exceed the projected number of veterans served.



**Loudoun County Government
FY 2011 Adopted Fiscal Plan**

Mental Health, Substance Abuse and Developmental Services

Departmental Financial Summary	FY 2007 Actual	FY 2008 Actual	FY 2009 Actual	FY 2010 Adopted	FY 2011 Adopted
Expenditures					
Personnel	\$22,847,882	\$24,446,644	\$24,574,653	\$25,669,768	\$24,967,791
Operations & Maintenance	4,618,690	5,112,744	5,137,805	5,492,797	5,641,345
Capital Outlay & Capital Acquisitions	0	0	29,953	0	0
Transfer to Central Services Fund	105,257	16,211	0	0	0
Total Expenditures	\$27,571,829	\$29,575,599	\$29,742,411	\$31,162,565	\$30,609,136
Revenues					
Charges For Services	\$778,132	\$719,973	\$643,139	\$754,340	\$754,340
Miscellaneous Revenue	3,642	9,423	5,178	1,500	1,000
Recovered Costs	3,661,777	4,732,312	4,085,114	4,907,711	4,500,883
State Categorical Aid	2,759,648	3,150,338	3,282,639	3,668,974	4,110,562
Federal Categorical Aid	849,447	757,536	813,377	1,063,186	1,003,316
Total Revenues	\$8,052,646	\$9,369,582	\$8,829,447	\$10,395,711	\$10,370,101
Local Tax Funding	\$19,519,183	\$20,206,017	\$20,912,964	\$20,766,854	\$20,239,035
FTE Summary	344.64	343.44	344.09	345.15	330.05

FY 2011 Board Action

The FY 11 Adopted Fiscal Plan for the Department of Mental Health, Substance Abuse, and Developmental Services includes a reduction of 17.39 FTE and \$606,923 in Local Tax Funding. In addition, revenue enhancements that reduce Local Tax Funding by \$386,000 are included. During FY 10, 3.82 FTEs were added for Federal and State grants funded positions while 1.53 FTEs were eliminated due to State budget cuts. Increases in benefit costs for health insurance and retirement are also included. Health insurance premiums reflect an annual increase of 10% for FY 11.

Budget History

FY 07: The Board of Supervisors added 6.27 FTE for clinicians, a program manager and administrative staff in the MH Day Support and MH Residential Services Intensive Community Team program and a bilingual program coordinator.

FY 07 Mid-year: 3.20 FTE were transferred to Capital Construction, Family Services and Information Technology, 5.00 FTE were added for the Virginia Tobacco Settlement grant, the Forensic Discharge Case Manager grant and Medicaid-funded group home positions. 8.00 FTE were eliminated from the Marshall Group Home as the home was changed to a contract managed program.

FY 08: The Board of Supervisors added 5.00 FTE for a psychiatric nurse, a JobLink vocational specialist, a case manager for children with mental retardation and two positions to implement an after-school program for at-risk youth in Eastern Loudoun.

FY 08 Mid-year: 1.66 FTE were added for State funded case managers at the JDC and 1.00 FTE administrative manager position was eliminated.

FY 09: The Board eliminated 1.00 FTE administrative manager.

FY 09 Mid-year: 3.82 FTE were added for State funded grant positions.

FY 10: The Board eliminated 2.47 FTE from in-home support, prevention services, and emergency staffing pool.

FY 10 Mid-year: 1.53 FTE were eliminated due to State budget reductions.



Loudoun County Government
FY 2011 Adopted Fiscal Plan

Mental Health, Substance Abuse and Developmental Services

Expenditures by Program	FY 2007 Actual	FY 2008 Actual	FY 2009 Actual	FY 2010 Adopted	FY 2011 Adopted
MHSA Emergency Services	\$807,117	\$939,234	\$1,002,002	\$1,137,196	\$1,216,773
MH Outpatient Services	3,192,667	3,616,798	3,683,867	3,916,191	4,439,155
Parent Infant Education	1,329,828	1,366,786	1,416,384	1,490,312	1,459,528
Developmental Services Group Home	4,952,167	4,889,773	4,686,351	4,571,637	3,381,528
MH Day Support Services	899,078	943,042	968,457	982,895	900,852
MHSA Prevention & Intervention Services	595,300	754,818	760,960	782,886	692,605
Developmental Services Employment and	2,963,777	2,993,566	3,059,930	3,447,444	3,454,860
MH Residential Services	5,798,900	6,391,017	6,371,121	6,580,409	6,624,496
Developmental Services Case	704,952	811,611	952,092	923,229	921,153
Developmental Services Community	693,438	746,607	801,673	862,195	788,686
SA Residential Services	311,436	297,261	297,982	310,174	328,220
SA Outpatient Services	1,942,811	1,973,585	1,885,994	2,219,632	2,306,824
MHSADS Administration	3,380,358	3,851,501	3,855,598	3,938,365	4,094,456
Total Expenditures	\$27,571,829	\$29,575,599	\$29,742,411	\$31,162,565	\$30,609,136

Revenues by Program	FY 2007 Actual	FY 2008 Actual	FY 2009 Actual	FY 2010 Adopted	FY 2011 Adopted
MHSA Emergency Services	\$1,025,221	\$1,074,081	\$1,019,308	\$1,350,126	\$1,326,054
MH Outpatient Services	952,224	1,065,759	1,217,048	1,250,838	2,155,139
Parent Infant Education	630,573	534,724	562,835	568,626	570,072
Developmental Services Group Home	1,898,295	2,285,327	1,917,740	2,583,252	1,731,350
MH Day Support Services	336,296	407,344	238,062	372,500	372,500
MHSA Prevention & Intervention Services	142,333	146,566	136,809	163,497	122,753
Developmental Services Employment and	270,316	365,685	300,664	321,500	311,500
MH Residential Services	1,066,487	1,557,855	1,557,879	1,491,063	1,626,063
Developmental Services Case	391,456	472,706	456,474	468,280	468,280
Developmental Services Community	250,638	318,917	347,121	286,209	302,759
SA Residential Services	128,802	145,173	141,633	180,637	180,637
SA Outpatient Services	960,005	995,445	932,224	1,359,183	1,200,194
MHSADS Administration	0	0	1,650	0	2,800
Total Revenues	\$8,052,646	\$9,369,582	\$8,829,447	\$10,395,711	\$10,370,101

Local Tax Funding by Program	FY 2007 Actual	FY 2008 Actual	FY 2009 Actual	FY 2010 Adopted	FY 2011 Adopted
MHSA Emergency Services	\$(218,104)	\$(134,847)	\$(17,306)	\$(212,930)	\$(109,281)
MH Outpatient Services	2,240,443	2,551,039	2,466,819	2,665,353	2,284,016
Parent Infant Education	699,255	832,062	853,549	921,686	889,456
Developmental Services Group Home	3,053,872	2,604,446	2,768,611	1,988,385	1,650,178
MH Day Support Services	562,782	535,698	730,395	610,395	528,352
MHSA Prevention & Intervention Services	452,967	608,252	624,151	619,389	569,852
Developmental Services Employment and	2,693,461	2,627,881	2,759,266	3,125,944	3,143,360
MH Residential Services	4,732,413	4,833,162	4,813,242	5,089,346	4,998,433
Developmental Services Case	313,496	338,905	495,618	454,949	452,873
Developmental Services Community	442,800	427,690	454,552	575,986	485,927
SA Residential Services	182,634	152,088	156,349	129,537	147,583
SA Outpatient Services	982,806	978,140	953,770	860,449	1,106,630
MHSADS Administration	3,380,358	3,851,501	3,853,948	3,938,365	4,091,656
Total Local Tax Funding	\$19,519,183	\$20,206,017	\$20,912,964	\$20,766,854	\$20,239,035



Loudoun County Government
FY 2011 Adopted Fiscal Plan

Mental Health, Substance Abuse and Developmental Services

Staffing Summary by Program	FY 2007 Actual	FY 2008 Actual	FY 2009 Actual	FY 2010 Adopted	FY 2011 Adopted
MHSA Emergency Services	9.72	9.72	9.72	10.78	13.13
MH Outpatient Services	33.47	35.54	35.53	38.20	39.46
Parent Infant Education	14.00	14.00	14.00	14.00	14.00
Developmental Services Group Home	60.92	56.39	56.38	56.38	39.83
MH Day Support Services	14.07	14.07	12.07	13.07	12.07
MHSA Prevention & Intervention Services	7.00	10.00	10.00	9.00	8.53
Developmental Services Employment and	23.65	24.65	25.65	24.65	24.65
MH Residential Services	86.39	83.92	83.92	82.92	82.92
Developmental Services Case	8.50	9.50	8.50	10.00	10.00
Developmental Services Community	12.50	12.83	12.03	11.03	10.00
SA Residential Services	1.00	1.00	1.00	1.00	1.00
SA Outpatient Services	24.20	23.20	25.87	25.20	25.87
MHSADS Administration	49.22	48.62	49.42	48.92	48.59
Total FTE	344.64	343.44	344.09	345.15	330.05



Mental Health, Substance Abuse and Developmental Services

MHSA Emergency Services

Description

The Emergency Services Program (ES) is State-mandated (VA Code 37.2-500) as a core service of the Community Services Board. Immediate clinical services are provided to individuals/families experiencing psychiatric and/or substance abuse distress. Services are provided in person and by telephone. After-hours, weekend, and holiday services are accessed through an answering service, with the ES Clinician receiving the call within five minutes and immediately responding. In addition, ES provides assessment and consultation services at the three Loudoun Hospital Emergency Rooms, the Adult and Juvenile Detention Centers, and the Youth Shelter. The Loudoun County Public School system also depends on ES for immediate evaluations of students believed to be at risk to themselves or others and ES plays an integral role to the LCPS Threat Assessment Protocol.

Emergency Services facilitates admission to State and local hospitals, provides State mandated pre-screening evaluations of individuals involved in civil commitment processes, and provides substance abuse evaluation for detoxification services. Following Mental Health Reform statutory changes in FY 09 and FY 10, ES also attends each commitment hearing and plays an integral role in the court process. ES is a participant in Loudoun County's Critical Incident Stress Management Team (CISM) providing mental health assistance and consultation to Public Safety personnel. Staff also uses the CISM model to reach other community groups that are experiencing a sudden and devastating event. ES frequently provides consultation and training to other community agencies upon request. Additionally, ES maintains membership on the Loudoun County Sheriff's Office and Leesburg Police Crisis Negotiations Teams and responds on-site to hostage/barricade situations.

Budget Overview

FY 2011 Issues

- Hospitalization rates continue to rise with no increase in regional acute psychiatric inpatient capacity. Current regional acute psychiatric bed availability for juveniles remains limited to one hospital and both juveniles and adults are increasingly admitted to facilities outside the region.
- The high volume of requests for Emergency Services continues, including in-person evaluations at three INOVA Loudoun Hospital Emergency Rooms.

FY 2011 Goals

- Maintain effective mental health and substance abuse emergency services.
- Provide Critical Incident Stress Management (CISM) model services following a traumatic event to mitigate consequences of stress reactions of public safety personnel and community members.

Program Financial Summary	FY 2007 Actual	FY 2008 Actual	FY 2009 Actual	FY 2010 Adopted	FY 2011 Adopted
Expenditures					
Personnel	\$710,052	\$749,651	\$831,164	\$883,957	\$1,074,495
Operations & Maintenance	97,065	189,583	170,838	253,239	142,278
Total Expenditures	\$807,117	\$939,234	\$1,002,002	\$1,137,196	\$1,216,773
Revenues					
Charges For Services	\$9,495	\$10,472	\$10,541	\$10,000	\$10,000
Recovered Costs	14,611	24,165	19,552	17,500	17,500
State Categorical Aid	984,508	1,036,618	989,215	1,322,626	1,298,554
Federal Categorical Aid	16,607	2,826	0	0	0
Total Revenues	\$1,025,221	\$1,074,081	\$1,019,308	\$1,350,126	\$1,326,054
Total Local Tax Funding	\$(218,104)	\$(134,847)	\$(17,306)	\$(212,930)	\$(109,281)
FTE Summary	9.72	9.72	9.72	10.78	13.13



Loudoun County Government
FY 2011 Adopted Fiscal Plan

Mental Health, Substance Abuse and Developmental Services
MHSA Emergency Services

Performance Measures	FY 2008 Actual	FY 2009 Actual	FY 2010 Estimated	FY 2011 Projected
Objective: Respond to all requests for Critical Incident Stress Management (CISM) support through activities of County multi-disciplinary team.				
• Number of CISM debriefings and defusings requested	66	27	37	37
• Number of individuals served	175	189	125	125
Objective: Provide response to requests for emergency services within 5 minutes.				
• Number of emergency clients	2,103	1,748	2,250	2,250
• On-time responses based on a sampling	98.00%	98.53%	95.00%	95.00%



Mental Health, Substance Abuse and Developmental Services

MH Outpatient Services

Description

Mental Health Outpatient Services include assessment, evaluation, referral, case management, medication evaluation, medication management, discharge planning, crisis intervention, and psychotherapy services. Services are provided to youth, families and adults through individual, couple, family, group, and intensive in-home therapy. The client population is diverse, encompassing persons affected by serious mental illness or emotional disturbance, youth at risk for serious emotional disturbance, victims of trauma, persons suffering from mental illness in combination with substance abuse, and those experiencing severely debilitating emotional and/or situational problems. Client needs are often intensive and require coordination with multiple community agencies to provide effective care. Treatment services are also provided as components of, and in collaboration with, other County programs, including the ADC, JDC, Youth Shelter, school system, DFS, and all Courts. Staff participates in regional and State workgroups to maximize services and resources across localities.

Budget Overview

FY 2011 Issues

- The public sector is the only resource for the uninsured and medically indigent; and, the economic downturn has increased demand.
- The increasing diversity of the County's population requires broader cultural competency and a greater variety of language abilities.
- Discharge planning is a State-mandated service. Pressures toward census reduction in State psychiatric facilities and limited access to psychiatric beds in regional private psychiatric hospitals increase the need for immediate discharge planning and intensive community-based services. The only State psychiatric facility for children is slated for closure as of June 2010.
- Demand for mental health evaluation and treatment is increasing as a result of the larger inmate population at the new Adult Detention Center.
- All Loudoun County Courts rely upon forensic mental health services for prompt evaluations and recommendations for judicial decision-making.
- A four to six week wait time for psychiatric medication services prolongs psychiatric symptoms and diminishes effectiveness of other immediate treatment services.
- Demand continues for "fast track" referrals to mental health services from other County agencies.

FY 2011 Goals

- Provide effective and timely mental health services to children, adolescents, adults, and their families.
- Provide effective and timely forensic MH/SA services for the criminal justice system.



Loudoun County Government
FY 2011 Adopted Fiscal Plan

Mental Health, Substance Abuse and Developmental Services
MH Outpatient Services

Program Financial Summary	FY 2007 Actual	FY 2008 Actual	FY 2009 Actual	FY 2010 Adopted	FY 2011 Adopted
Expenditures					
Personnel	\$2,587,523	\$2,963,390	\$3,080,509	\$3,300,092	\$3,325,710
Operations & Maintenance	571,150	653,408	603,358	616,099	1,113,445
Transfer to Central Services Fund	33,994	0	0	0	0
Total Expenditures	\$3,192,667	\$3,616,798	\$3,683,867	\$3,916,191	\$4,439,155
Revenues					
Charges For Services	\$236,331	\$256,863	\$207,966	\$250,500	\$250,500
Recovered Costs	402,552	374,603	534,956	458,079	662,179
State Categorical Aid	234,821	314,076	350,677	477,100	1,198,411
Federal Categorical Aid	78,520	120,217	123,449	65,159	44,049
Total Revenues	\$952,224	\$1,065,759	\$1,217,048	\$1,250,838	\$2,155,139
Total Local Tax Funding	\$2,240,443	\$2,551,039	\$2,466,819	\$2,665,353	\$2,284,016
FTE Summary	33.47	35.54	35.53	38.20	39.46



Loudoun County Government
FY 2011 Adopted Fiscal Plan

Mental Health, Substance Abuse and Developmental Services
MH Outpatient Services

Performance Measures	FY 2008 Actual	FY 2009 Actual	FY 2010 Estimated	FY 2011 Projected
Objective: Reduce waiting times and demonstrate improvement in functioning of adults served.				
• Adults on MH intake wait list less than 30 days	n/a	n/a	75%	75%
• Adults receiving medication within two weeks of referral	20%	40%	30%	30%
• Adults with improved functioning using the Global Assessment of Functioning scale	59%	65%	70%	70%
• Aftercare scheduled within seven days	80%	78%	80%	80%
• Number of adults receiving MH outpatient services	1,967	1,796	1,985	1,985
• Number of adults receiving psychiatric medication services	1,065	1,013	1,050	1,050
Objective: Reduce waiting times and demonstrate improvement in functioning of youth served.				
• Number of youth receiving MH outpatient services	405	525	485	485
• Number of youth receiving psychiatric medication services	184	201	223	223
• Youth on intake wait list less than 30 days	78%	81%	85%	85%
• Youth receiving medication within two weeks of referral	7%	34%	20%	20%
• Youth with improved functioning using the Global Assessment of Functioning scale	78%	54%	75%	75%
Objective: Comply with all court orders and provide MH/SA treatment for Adult Detention Center (ADC) referrals.				
• Court ordered evaluations completed on time	95.00%	87.75%	90.00%	90.00%
• Number of ADC inmates receiving MH/SA Services	305	270	300	300
• Number of court ordered and other evaluations	244	184	225	225



Mental Health, Substance Abuse and Developmental Services

Parent Infant Education

Description

The Parent Infant Education (PIE) Division is mandated to provide or make available the 17 early intervention services as listed in the Federal Law, Part C of the Individuals with Disabilities Education Act to infants and toddlers aged 0-3 and their families. These services include but are not limited to occupational therapy, physical therapy, developmental services, vision services, nursing services, nutrition services, psychological services, service coordination, and family training via counseling and home visits. PIE directly provides speech, occupational and physical therapy, as well as developmental services to parents. Other services are provided through contracts. Each eligible child and family has an Individualized Family Service Plan (IFSP) developed by a team that includes therapists and the family. This plan delineates services that are necessary to assist that child and family in achieving the outcomes and priorities determined by the families.

Services are provided in the child's natural environment (home, daycare setting), with emphasis on training the primary caregivers on strategies to promote the child's development to the maximum extent possible. Most of the referrals to the PIE program come from physicians but other referring sources include Hospitals, Family Services, private providers and families themselves.

Budget Overview

FY 2011 Issues

- One of the fastest-growing segments of the population continues to be the 0-3 year old age group. Loudoun continues to have one of the highest birth rates in Virginia. The incidence of severe developmental disabilities such as autism has increased at a rate higher than population growth.
- Families are requesting more specialized services and the PIE program is working very hard to meet the needs with existing staff or through contractual relationships with service providers.
- Services must be provided in a timely manner and the program is required to meet a number of guidelines for service provision and documentation. PIE strives to provide quality services that affect the development of the children served and enhance the ability of parents to deal with their children's disabilities.

FY 2011 Goals

- Address the needs of all eligible children referred to the PIE Program.
- Minimize the effects of disabling conditions on children through PIE programmatic activities.
- Meet required Federal guidelines for the development of Individualized Family Services Plan (IFSP).

Program Financial Summary	FY 2007 Actual	FY 2008 Actual	FY 2009 Actual	FY 2010 Adopted	FY 2011 Adopted
Expenditures					
Personnel	\$1,218,716	\$1,288,511	\$1,341,060	\$1,342,936	\$1,338,868
Operations & Maintenance	81,692	78,275	75,324	147,376	120,660
Transfer to Central Services Fund	29,420	0	0	0	0
Total Expenditures	\$1,329,828	\$1,366,786	\$1,416,384	\$1,490,312	\$1,459,528
Revenues					
Charges For Services	\$43,468	\$35,069	\$35,073	\$40,000	\$40,000
Recovered Costs	82,253	76,650	87,096	90,000	90,000
State Categorical Aid	205,042	205,042	205,042	205,042	121,664
Federal Categorical Aid	299,810	217,963	235,624	233,584	318,408
Total Revenues	\$630,573	\$534,724	\$562,835	\$568,626	\$570,072
Total Local Tax Funding	\$699,255	\$832,062	\$853,549	\$921,686	\$889,456
FTE Summary	14.00	14.00	14.00	14.00	14.00



Loudoun County Government
FY 2011 Adopted Fiscal Plan

Mental Health, Substance Abuse and Developmental Services
Parent Infant Education

Performance Measures	FY 2008 Actual	FY 2009 Actual	FY 2010 Estimated	FY 2011 Projected
Objective: 100% of eligible families will have an Individual Family Service Plan developed within 45 days of referral.				
• Eligible families who have IFSP within 45 days	100%	100%	100%	100%
Objective: 100% of children will receive the services indicated on their Individual Family Service Plan.				
• Children who receive services on IFSP	100%	100%	100%	100%
• Number of children receiving ongoing services	334	319	370	370
• Total number of children who request PIE services	588	557	650	650



Mental Health, Substance Abuse and Developmental Services

Developmental Services Group Home Program

Description

Group Home programs provide training, supervision and assistance with activities of daily living and opportunities for community access, based on the needs and desires of each resident. By assisting people with severe disabilities to establish community relationships, the consumer's quality of life is improved by creating bonds in the community. This process also increases the value placed on disabled individuals as citizens and neighbors.

The Developmental Services (DS) Group Home system is a mix of county-owned and operated and private vendor-operated residences. The group home team develops and implements an individualized service plan with input from the individual resident, family and/or guardian, and friends, while providing coordination of all medical, behavioral, mental health and therapeutic services as needed. Each program is operated 24 hours a day, seven days a week. Much of the funding for the DS group home system comes from the Medicaid Home and Community Based Waiver program (Medicaid Waiver).

Budget Overview

FY 2011 Issues

- With growth in the population needing services, there is a greater need for 24-hour supported housing. As the demand increases, the waiting list grows as does the length of time spent on the list.
- Reduction in Medicaid Waiver funding.

FY 2011 Goals

- Enhance the quality of life in DS Group Homes through connecting individuals with their community.
- Maximize the recovery rate of Medicaid Waiver Revenue.
- Reduce the amount of time clients spend on the immediate need wait list.
- Privatize the Brambleton DS Group Home for a contract vendor to take over all operations.

Program Financial Summary	FY 2007 Actual	FY 2008 Actual	FY 2009 Actual	FY 2010 Adopted	FY 2011 Adopted
Expenditures					
Personnel	\$3,774,989	\$3,858,757	\$3,815,629	\$3,690,252	\$2,667,129
Operations & Maintenance	1,164,755	1,031,016	870,722	881,385	714,399
Transfer to Central Services Fund	12,423	0	0	0	0
Total Expenditures	\$4,952,167	\$4,889,773	\$4,686,351	\$4,571,637	\$3,381,528
Revenues					
Charges For Services	\$156,538	\$137,957	\$133,523	\$113,000	\$113,000
Miscellaneous Revenue	250	1,000	1,000	0	0
Recovered Costs	1,447,957	1,834,128	1,463,170	2,150,206	1,401,883
State Categorical Aid	293,550	312,242	320,047	320,046	216,467
Total Revenues	\$1,898,295	\$2,285,327	\$1,917,740	\$2,583,252	\$1,731,350
Total Local Tax Funding	\$3,053,872	\$2,604,446	\$2,768,611	\$1,988,385	\$1,650,178
FTE Summary	60.92	56.39	56.38	56.38	39.83



Loudoun County Government
FY 2011 Adopted Fiscal Plan

Mental Health, Substance Abuse and Developmental Services
Developmental Services Group Home Program

Performance Measures	FY 2008 Actual	FY 2009 Actual	FY 2010 Estimated	FY 2011 Projected
Objective: Increase the number of clients in directly operated Group Homes who develop relationships with people in the community.				
• Individual Service Plan objectives met	89.00%	87.50%	98.00%	98.00%
• Individuals who develop community relationships	22	21	29	29
• Total number of individuals served	32	27	27	21
Objective: DS directly operated residential group homes will recover 100% of hours billable to Medicaid.				
• DS residential group homes recovery rate	99.00%	91.50%	100.00%	100.00%
Objective: Reduce the number of people in immediate need who are waiting for group home slots.				
• Clients served in directly operated and vendor operated programs	56	56	60	60
• People waiting who are in immediate need of group home services	13	12	15	15



Mental Health, Substance Abuse and Developmental Services

MH Day Support Services

Description

This program provides individualized supportive and rehabilitative services in a day-support/clubhouse setting (Friendship House) to persons with serious mental illness. Services include life skills training, community participation and integration activities, vocational assessment and training, job placement, medication monitoring, and family support and education. Other services provided include case management, advocacy, individual and group therapy, transportation, and crisis intervention.

Budget Overview

FY 2011 Issues

- Space at the Friendship House facility is inadequate due to an increase in daily attendance; alternative solutions are being considered.
- The lack of access to comprehensive vocational rehabilitation services for persons with serious mental illness results in limited vocational opportunities and challenges in job placements.

FY 2011 Goals

- Provide educational programs to improve family understanding of serious mental illness and recovery.
- Reduce the effects of serious mental illness and support client independence.
- Increase the availability of peer support services for people with serious mental illness.

Program Financial Summary	FY 2007 Actual	FY 2008 Actual	FY 2009 Actual	FY 2010 Adopted	FY 2011 Adopted
Expenditures					
Personnel	\$782,319	\$810,640	\$845,018	\$893,433	\$813,082
Operations & Maintenance	116,759	132,402	123,439	89,462	87,770
Total Expenditures	\$899,078	\$943,042	\$968,457	\$982,895	\$900,852
Revenues					
Charges For Services	\$9,999	\$8,553	\$6,107	\$8,500	\$8,500
Miscellaneous Revenue	0	1,950	0	0	0
Recovered Costs	326,297	382,028	227,183	364,000	364,000
State Categorical Aid	0	14,813	4,772	0	0
Total Revenues	\$336,296	\$407,344	\$238,062	\$372,500	\$372,500
Total Local Tax Funding	\$562,782	\$535,698	\$730,395	\$610,395	\$528,352
FTE Summary	14.07	14.07	12.07	13.07	12.07



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Mental Health, Substance Abuse and Developmental Services
MH Day Support Services

Performance Measures	FY 2008 Actual	FY 2009 Actual	FY 2010 Estimated	FY 2011 Projected
Objective: Involve family members in Psychosocial Rehabilitation (PSR).				
• Number of family members involved in PSR activities	31	92	80	80
Objective: Increase number served, timely service access and community participation by citizens with mental illness.				
• Clients achieving community participation goals	90%	100%	100%	100%
• Clients satisfied with services	97.00%	99.25%	100.00%	100.00%
• Intakes completed within one week	100%	100%	100%	100%
• Number of clients served by MH day support	110	112	130	130



Mental Health, Substance Abuse and Developmental Services

MHSA Prevention & Intervention Services

Description

Prevention and Intervention Services provide comprehensive prevention programs to children and adolescents who are at risk for substance abuse, gang involvement, violence, poor school performance and other mental health and social problems. Services are family focused and include case management to assure appropriate connection to other mental health, social and educational programs.

School-based programs, such as the Conflict Mediation Program and the Gang Prevention Program, are collaborative efforts with Loudoun County Public Schools. After school programs for elementary, middle, and high school students are provided both at schools and in the community, where youth receive academic support, participate in substance abuse, violence and gang prevention/intervention groups and take part in community service projects. After school programs are collaborative efforts with numerous public and private agencies and are highly reliant on volunteer staff. The community-based program to support youth and families is made possible through extensive public/private partnerships. Prevention/Intervention staff also represents the Department of MHSADS on numerous local, regional and State coalitions dedicated to mental health education and prevention of substance abuse and other high-risk behavior by youth.

Budget Overview

FY 2011 Issues

- The number of at-risk youth in schools and the community is increasing, resulting in increases in substance abuse, gang involvement and bullying.
- Increases in the diversity of the County population require broader cultural competency and variety of language abilities.
- Lack of access for at-risk youth and their families to after school programs results in vulnerability to substance abuse and gang activity.

FY 2011 Goals

- Endeavor to increase resiliency and facilitate achievement of age-appropriate goals of at-risk youth.
- Address substance abuse, violence, gang involvement, and bullying among at-risk youth.

Program Financial Summary	FY 2007 Actual	FY 2008 Actual	FY 2009 Actual	FY 2010 Adopted	FY 2011 Adopted
Expenditures					
Personnel	\$517,602	\$635,386	\$644,727	\$663,618	\$624,588
Operations & Maintenance	77,698	119,432	116,233	119,268	68,017
Total Expenditures	\$595,300	\$754,818	\$760,960	\$782,886	\$692,605
Revenues					
Miscellaneous Revenue	\$0	\$500	\$0	\$0	\$0
State Categorical Aid	47,128	50,861	34,055	68,292	27,548
Federal Categorical Aid	95,205	95,205	102,754	95,205	95,205
Total Revenues	\$142,333	\$146,566	\$136,809	\$163,497	\$122,753
Total Local Tax Funding	\$452,967	\$608,252	\$624,151	\$619,389	\$569,852
FTE Summary	7.00	10.00	10.00	9.00	8.53



Loudoun County Government
FY 2011 Adopted Fiscal Plan

Mental Health, Substance Abuse and Developmental Services
MHSA Prevention & Intervention Services

Performance Measures	FY 2008 Actual	FY 2009 Actual	FY 2010 Estimated	FY 2011 Projected
Objective: Provide case management to connect families with education, health and other social services.				
• Number of family members receiving case management	509	490	413	413
• Number of youth involved in positive alternative activities	136	182	140	140
• Number of youth receiving case management	124	165	125	125
Objective: Provide evidence-based substance abuse, violence, gang and bullying prevention programs to at-risk youth in the schools and in the community through after-school and summer programs.				
• Number of youth served in the community	323	194	286	286
• Number of youth served in the schools	1,710	1,734	800	800
• Youth in after school program who maintain/improve grades	61%	76%	70%	70%
• Youth who maintain/increase prevention skills	84%	96%	75%	75%



Mental Health, Substance Abuse and Developmental Services

Developmental Services Employment and Day Support

Description

Employment Services and Day Support Services provide a range of support levels to help clients with mental illness and developmental disabilities retain jobs and provide volunteer services in the community. These programs are operated by a combination of County and contracted services.

JobLink, operated by the DS Division, helps people obtain and retain regular jobs in the community using the individual supported competitive employment model. In this model, vocational specialists provide individual job development, placement, training, and limited follow-along services. JobLink serves people with mental retardation and/or serious mental illness. For people who need more support in order to work, group or enclave employment service is provided through a contractual arrangement with Every Citizen Has Opportunities (ECHO), Incorporated. ECHO contracts with businesses to provide services performed by small groups of clients under ECHO supervision.

Day Support is provided to more severely disabled clients and involves volunteer activities and other community activities. These services are provided through a contractual arrangement with St. Johns Community Services and through the Community Access Program (CAP), which is operated by the DS Division. CAP services are funded through reimbursement by the Medicaid Waiver program.

Some medically fragile clients need a program that focuses more on personal care matters such as range of motion exercises, assistance with eating, sensory stimulation, and nursing services. These specialized day services for the medically fragile are provided through a contractual agreement with ECHO, Inc.

Budget Overview

FY 2011 Issues

- The planning for transition of students from school services to adult services should be made more seamless.
- The JobLink program will maintain compliance with the Commission on Accreditation of Rehabilitation Facilities (CARF) accreditation standards. This accreditation was achieved in FY 08, but maintenance of accreditation will require significant further effort. Standards are revised periodically and must be implemented and documented accordingly.

FY 2011 Goals

- Address employment needs of eligible Loudoun County residents with disabilities.

Program Financial Summary	FY 2007 Actual	FY 2008 Actual	FY 2009 Actual	FY 2010 Adopted	FY 2011 Adopted
Expenditures					
Personnel	\$1,580,196	\$1,536,602	\$1,521,582	\$1,673,441	\$1,678,437
Operations & Maintenance	1,354,161	1,440,753	1,538,348	1,774,003	1,776,423
Transfer to Central Services Fund	29,420	16,211	0	0	0
Total Expenditures	\$2,963,777	\$2,993,566	\$3,059,930	\$3,447,444	\$3,454,860
Revenues					
Charges For Services	\$146	\$0	\$0	\$500	\$500
Recovered Costs	225,875	307,883	267,453	270,000	280,000
State Categorical Aid	44,295	57,802	33,211	51,000	31,000
Total Revenues	\$270,316	\$365,685	\$300,664	\$321,500	\$311,500
Total Local Tax Funding	\$2,693,461	\$2,627,881	\$2,759,266	\$3,125,944	\$3,143,360
FTE Summary	23.65	24.65	25.65	24.65	24.65



Loudoun County Government
FY 2011 Adopted Fiscal Plan

Mental Health, Substance Abuse and Developmental Services
Developmental Services Employment and Day Support

Performance Measures	FY 2008 Actual	FY 2009 Actual	FY 2010 Estimated	FY 2011 Projected
Objective: Provide effective employment services to eligible applicants.				
• Eligible applicants receiving services (Job Link and sheltered employment)	97.50%	93.00%	98.00%	98.00%
• Job Link clients that have been employed over 90 days	89.25%	81.00%	90.00%	90.00%
• Number of clients served in sheltered employment	185	159	175	175
• Percentage of Job Link clients who are in competitive employment	n/a	n/a	n/a	67
• Value of average hourly earnings for sheltered employment	\$1.25	\$1.51	\$1.40	\$1.40



Mental Health, Substance Abuse and Developmental Services

MH Residential Services

Description

Mental Health Residential Services are provided in group homes, supervised apartments and private residences. Services are provided to individuals and their families who are experiencing serious mental illness, developmental disabilities and co-occurring mental illness and developmental disabilities. Services include intensive psychotherapy, psychiatric and nursing care, medication management, case management, as well as life skills such as money management, personal hygiene, cooking and housekeeping. Direct supervision of clients, transportation and crisis intervention are also provided. The program is available 24-hours a day through on-site supervision and on-call staff. Outreach services are also provided to homeless people and home bound elderly with serious mental illness.

Budget Overview

FY 2011 Issues

- The average time on the waiting list for Mental Health Residential Services continues to be two years.
- There are limited funding options for the development of intensive MH residential programs.
- Despite limited State funding, pressure continues from the State to provide community-based residential and other services for hospitalized persons with serious mental illness.

FY 2011 Goals

- Clients with serious mental illnesses will be maintained in the community.
- The effects of mental illness and substance abuse for home-bound senior citizens will be reduced.
- The effects of mental illness and substance abuse upon homeless seriously mentally ill persons will be addressed.

Program Financial Summary	FY 2007 Actual	FY 2008 Actual	FY 2009 Actual	FY 2010 Adopted	FY 2011 Adopted
Expenditures					
Personnel	\$5,441,185	\$5,844,746	\$5,738,148	\$5,949,706	\$5,992,922
Operations & Maintenance	357,715	546,271	632,973	630,703	631,574
Total Expenditures	\$5,798,900	\$6,391,017	\$6,371,121	\$6,580,409	\$6,624,496
Revenues					
Charges For Services	\$184,935	\$127,579	\$144,165	\$194,340	\$194,340
Recovered Costs	497,861	874,443	700,634	710,774	845,774
State Categorical Aid	383,691	534,521	713,080	585,949	585,949
Federal Categorical Aid	0	21,312	0	0	0
Total Revenues	\$1,066,487	\$1,557,855	\$1,557,879	\$1,491,063	\$1,626,063
Total Local Tax Funding	\$4,732,413	\$4,833,162	\$4,813,242	\$5,089,346	\$4,998,433
FTE Summary	86.39	83.92	83.92	82.92	82.92



Loudoun County Government
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Mental Health, Substance Abuse and Developmental Services
MH Residential Services

Performance Measures	FY 2008 Actual	FY 2009 Actual	FY 2010 Estimated	FY 2011 Projected
Objective: Provide residential treatment services to eligible applicants.				
• Clients avoiding psychiatric hospitalization of longer than 15 days	100.00%	99.50%	100.00%	100.00%
• Number of adults awaiting MH residential services	52	34	50	50
• Number of clients served	98	102	105	105
Objective: Assess and refer home bound senior citizens to appropriate services within 2 weeks of request.				
• Assessments performed within two weeks	100.00%	85.50%	100.00%	100.00%
• Clients referred to MH or other services	67.00%	77.50%	100.00%	100.00%
• Number of clients served by senior outreach	37	26	35	35
Objective: Provide outreach to homeless mentally ill persons and connect to MH treatment services.				
• Number of homeless persons receiving PATH services	283	254	320	320
• PATH clients connected to MH treatment services	49	32	50	50
• Requests responded to within 48 hours	100.00%	92.50%	100.00%	100.00%



Mental Health, Substance Abuse and Developmental Services

Developmental Services Case Management

Description

Case Management services ensure that individuals with intellectual disabilities are properly connected and involved to maximize the opportunities for successful community living. Case Managers assist in gaining access to housing and jobs, social service benefits and entitlement programs, therapeutic supports, social and educational resources, and other supports essential to meeting basic needs. Individuals who are recipients of Medicaid benefits receive a full complement of case management support, such as interdisciplinary team planning, coordination of services, intake and assessments, advocacy and resource planning. Those who do not have Medicaid may also receive the same or similar service coordination based on need and availability of resources. In addition, those who are in need of emergency assistance, pre-admission and pre-discharge planning from State training centers or hospitals, or who are recipients of Medicaid services, are prioritized for case management assistance.

Budget Overview

FY 2011 Issues

- Many of the program's clients live with aging parents or caregivers who are unable to care for the consumer due to their own physical and/or medical problems. The critical need for alternative living arrangements for individuals with mental retardation will become a paramount concern as these parents become incapable of caring for their children. At the present time, there are limited alternatives available.
- The growing population of special education students with intellectual disabilities graduating from the school system will need access to programs to maintain quality life.

FY 2011 Goals

- Endeavor to increase the availability of case management services to the adult and youth population.
- Meet expectations of families and clients using case management services.
- Reduce the number of children waiting for case management services.

Program Financial Summary	FY 2007 Actual	FY 2008 Actual	FY 2009 Actual	FY 2010 Adopted	FY 2011 Adopted
Expenditures					
Personnel	\$663,631	\$742,308	\$845,410	\$850,658	\$853,059
Operations & Maintenance	41,321	69,303	106,682	72,571	68,094
Total Expenditures	\$704,952	\$811,611	\$952,092	\$923,229	\$921,153
Revenues					
Charges For Services	\$823	\$712	\$48	\$500	\$500
Recovered Costs	390,633	471,994	453,426	467,780	467,780
State Categorical Aid	0	0	3,000	0	0
Total Revenues	\$391,456	\$472,706	\$456,474	\$468,280	\$468,280
Total Local Tax Funding	\$313,496	\$338,905	\$495,618	\$454,949	\$452,873
FTE Summary	8.50	9.50	8.50	10.00	10.00



Loudoun County Government
FY 2011 Adopted Fiscal Plan

Mental Health, Substance Abuse and Developmental Services
Developmental Services Case Management

Performance Measures	FY 2008 Actual	FY 2009 Actual	FY 2010 Estimated	FY 2011 Projected
Objective: Case managers will be able to assess 30% of individuals on the program waiting list and put them on appropriate waiting lists for other services.				
• Number of adults awaiting case management services	37	52	55	55
• Number of adults receiving DS case management services	189	178	215	215
Objective: 85% of individuals surveyed report satisfaction with the impact of the program services and, as applicable, in response to case manager intervention to a crisis.				
• Clients/families satisfied with DS case management services	95%	95%	100%	100%
• Number of individuals served by DS case management	210	205	260	260
Objective: Assess children on the waiting list and add them to caseloads as openings become available.				
• Average waiting time in years for DS CM services	1	2	1	1
• Number of children under 18 awaiting DS case management services	56	30	58	58
• Number of children under 18 receiving DS case management services	21	27	45	45



Mental Health, Substance Abuse and Developmental Services

Developmental Services Community Support

Description

DS Community Support Services are provided through Family Support, In-Home Support Services, and Consumer Directed Services. Services are designed to meet the assessed needs and desires of each client. In-Home Support staff work one-on-one with clients using individualized plans designed by the client and family to meet specific needs. Services include training, supervision, community integration, and personal care. Medicaid provides funding for these services.

Family Support assists families with costs related to the care of a disabled adult or child at home. Families can be reimbursed for the cost of equipment, supplies, medical care, and respite care. Consumer Directed (CD) Services empowers clients and families to hire and supervise their own support providers. Clients are able to receive respite, personal care, or companion services. Providers are paid directly by Medicaid.

Budget Overview

FY 2011 Issues

- There has been an increase in the number of people needing in-home services as well as an increase in time spent on the wait list.
- Reduction in Medicaid Waiver funding.
- Proposed reduction in provider pay for Consumer Directed Services will make it more difficult to find providers.
- Reduction in allowable billable respite hours from 720 to 240.

FY 2011 Goals

- Provide access to the community for all clients during In-Home Support service hours.
- Provide more autonomy for families through consumer directed services.
- Provide alternative supported living arrangements for people with developmental disabilities so they may continue to live in a least restrictive environment.
- Provide eligible individuals the opportunity to live in a family environment.
- Reduce the wait list for In-Home Support Services.

Program Financial Summary	FY 2007 Actual	FY 2008 Actual	FY 2009 Actual	FY 2010 Adopted	FY 2011 Adopted
Expenditures					
Personnel	\$564,223	\$636,866	\$676,763	\$707,648	\$644,887
Operations & Maintenance	129,215	109,741	124,910	154,547	143,799
Total Expenditures	\$693,438	\$746,607	\$801,673	\$862,195	\$788,686
Revenues					
Miscellaneous Revenue	\$3,392	\$5,673	\$4,178	\$1,500	\$1,000
Recovered Costs	181,788	254,843	279,423	211,000	236,000
State Categorical Aid	65,458	58,401	63,520	73,709	65,759
Total Revenues	\$250,638	\$318,917	\$347,121	\$286,209	\$302,759
Total Local Tax Funding	\$442,800	\$427,690	\$454,552	\$575,986	\$485,927
FTE Summary	12.50	12.83	12.03	11.03	10.00



Loudoun County Government
FY 2011 Adopted Fiscal Plan

Mental Health, Substance Abuse and Developmental Services
Developmental Services Community Support

Performance Measures	FY 2008 Actual	FY 2009 Actual	FY 2010 Estimated	FY 2011 Projected
Objective: Assist in-home clients to participate in community activities of their choosing.				
• Clients consistently participating in community activities	12	11	14	14
Objective: Provide support to assist families to use consumer directed services.				
• Number of families enrolled in consumer directed services	35	38	42	42
Objective: Serve four more people per year through the In-Home Support Program.				
• Number of people receiving Medicaid Waiver in-home support	12	11	14	14
• Number of people requesting Medicaid Waiver in-home support	48	67	67	67



Mental Health, Substance Abuse and Developmental Services

SA Residential Services

Description

The Substance Abuse Residential Treatment Program includes detoxification and residential treatment services that are purchased from private vendors and are supported by Federal, State, and local funds. The Supervised Apartment Program serves eight clients in four leased apartments who are in need of a transitional sober living environment or transitioning back to the community after completing residential treatment. This 9 to 12-month program provides substance abuse treatment, crisis intervention, intensive case management and community supervision. Program participants are required to fully participate in treatment, attend Alcoholics Anonymous and/or Narcotics Anonymous, maintain employment and comply with random drug testing requirements.

Budget Overview

FY 2011 Issues

- Costs continue to rise for detoxification and treatment services purchased from private vendors.
- Quality assurance activities, including utilization review, clinical consultations and contracts management of vendor services, have increased requiring significant staff time commitment.
- Demand for supervised apartment program beds continues to increase as the apartments have become increasingly utilized by Drug Court participants.

FY 2011 Goals

- Achieve a satisfactory transition from residential to outpatient treatment for chemically dependent adolescents and adults.
- Provide transitional residential care for chemically dependent persons.

Program Financial Summary	FY 2007 Actual	FY 2008 Actual	FY 2009 Actual	FY 2010 Adopted	FY 2011 Adopted
Expenditures					
Personnel	\$98,734	\$104,696	\$104,419	\$100,107	\$99,415
Operations & Maintenance	212,702	192,565	193,563	210,067	228,805
Total Expenditures	\$311,436	\$297,261	\$297,982	\$310,174	\$328,220
Revenues					
Charges For Services	\$23,526	\$31,456	\$22,662	\$27,000	\$27,000
State Categorical Aid	0	49,059	49,059	49,059	49,059
Federal Categorical Aid	105,276	64,658	69,912	104,578	104,578
Total Revenues	\$128,802	\$145,173	\$141,633	\$180,637	\$180,637
Total Local Tax Funding	\$182,634	\$152,088	\$156,349	\$129,537	\$147,583
FTE Summary	1.00	1.00	1.00	1.00	1.00



Loudoun County Government
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Mental Health, Substance Abuse and Developmental Services
SA Residential Services

Performance Measures	FY 2008 Actual	FY 2009 Actual	FY 2010 Estimated	FY 2011 Projected
Objective: Provide detoxification and residential treatment to clients with substance use disorders.				
• Number of adolescents receiving residential treatment	5	5	8	8
• Number of adults receiving residential treatment	85	64	76	76
• Number of residential clients transitioning to outpatient	82	45	64	64
• Residential clients transitioning to outpatient	80%	71%	77%	77%
Objective: Support and facilitate client substance-free living, on-going employment, and Alcoholics Anonymous/Narcotics Anonymous participation.				
• Clients successfully completing the program	33%	40%	38%	38%
• Number of clients in apartment program for 60 or more days	18	15	16	16
• Number of persons successfully completing the program	6	6	6	6



Mental Health, Substance Abuse and Developmental Services

SA Outpatient Services

Description

Substance Abuse Outpatient Services (SA) include evaluation, referral, case management, psychiatric and psychotherapy services. Treatment is provided through two separate tracks, one focusing on adolescents and the other on adults. Treatment is provided through individual, group, couples and family therapy, and supplemented by participation in self-help groups such as Alcoholics Anonymous, Narcotics Anonymous and Al-Anon. Treatment promotes family involvement as substance abuse is devastating not only to the individual but to the abuser's family. In order to maximize resources and accessibility, SA services are provided at both mental health centers, as well as at the Adult Detention Center (ADC), the Work Release Center, the Juvenile Detention Center (JDC), the Community Corrections Program (CCP), the Youth Shelter, and Loudoun County Middle and High Schools. Individuals who require detox or residential treatment are referred to contract private or public sector providers.

Budget Overview

FY 2011 Issues

- The economic downturn has increased demand for SA services, especially alcohol treatment.
- Loudoun County's continuing population growth is reflected in the growth of school populations and requests for services such as student assistance.
- Uncertainty of continued funding from the Federal government in support of the High Intensity Drug Trafficking Area (HIDTA) program threatens to undermine the department's ability to respond to the needs of substance abusers involved in the criminal justice system.
- The continued increase in the diversity of the County's population requires broader cultural competency and variety of language abilities among service providers.
- Increased costs are associated with increased number of drug tests performed.

FY 2011 Goals

- Provide mental health and substance abuse Student Assistance and Assessment (SAA) services including early intervention, evaluation and referral for Loudoun County Public Schools.
- Provide effective and timely substance abuse services to children, adolescents, adults and their families.

Program Financial Summary	FY 2007 Actual	FY 2008 Actual	FY 2009 Actual	FY 2010 Adopted	FY 2011 Adopted
Expenditures					
Personnel	\$1,711,402	\$1,750,196	\$1,620,656	\$1,977,964	\$2,076,285
Operations & Maintenance	231,409	223,389	235,385	241,668	230,539
Capital Outlay & Capital Acquisitions	0	0	29,953	0	0
Total Expenditures	\$1,942,811	\$1,973,585	\$1,885,994	\$2,219,632	\$2,306,824
Revenues					
Charges For Services	\$112,871	\$111,312	\$83,054	\$110,000	\$110,000
Miscellaneous Revenue	0	300	0	0	0
Recovered Costs	91,950	131,575	50,571	168,372	132,967
State Categorical Aid	501,155	516,903	516,961	516,151	516,151
Federal Categorical Aid	254,029	235,355	281,638	564,660	441,076
Total Revenues	\$960,005	\$995,445	\$932,224	\$1,359,183	\$1,200,194
Total Local Tax Funding	\$982,806	\$978,140	\$953,770	\$860,449	\$1,106,630
FTE Summary	24.20	23.20	25.87	25.20	25.87



Loudoun County Government
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Mental Health, Substance Abuse and Developmental Services
SA Outpatient Services

Performance Measures	FY 2008 Actual	FY 2009 Actual	FY 2010 Estimated	FY 2011 Projected
Objective: Achieve a rate of 80% of youth/family follow through on recommendations from Student Assistance and Assessment Services.				
• Number of youth receiving student assistance assessments	428	335	475	475
• Youth/families following recommendations	82%	81%	80%	80%
Objective: Reduce waiting time to 30 days or less and demonstrate initiation of recovery in 75% of adults treated.				
• Adults on SA intake wait list less than 30 days	n/a	n/a	75%	n/a
• Number adults receiving assessment and/or treatment	1,206	967	1,315	1,275
• Treatment discharges abstinent more than 60 days	73%	70%	75%	75%
Objective: Reduce waiting time to 30 days or less and demonstrate initiation of recovery in 75% of youth treated.				
• Number of youth receiving SA outpatient services	464	289	310	330
• Treatment discharges abstinent more than 60 days	70%	64%	75%	75%
• Youth on intake wait list less than 30 days	94%	100%	100%	100%



Mental Health, Substance Abuse and Developmental Services MHSADS Administration

Description

MHSADS Administration provides direction and support for the Department in the areas of policy development and implementation, capital planning and acquisition, human resources, customer service, financial management, information systems, facility management, program development and support, quality improvement and compliance with regulatory requirements (HIPAA, Human Rights, OSHA, and State licensure). Administration also provides support to the Community Services Board (CSB).

Budget Overview

FY 2011 Issues

- The complexity of licensure regulations presents a challenge to the division to provide quality administrative service.
- Improved access to timely and accurate data from the current data systems is needed for strategic planning, program management, quality assurance, and utilization review.
- The ability to maximize revenue while meeting the increasingly complex requirements of Medicaid and other third party payers is difficult without the full implementation of the current data system.
- There is an increasing complexity of reporting requirements for grants and state funding.
- The need to provide quality information to the CSB to enable members to make informed decisions is imperative.

FY 2011 Goals

- Maintain accurate, complete and auditable electronic and paper client and employee records that meet regulatory requirements.
- Maintain regulatory compliance with HIPAA, Human Rights, OSHA, and State licensure and Medicaid certification.
- Provide timely, effective and sound financial management.
- Complete implementation of the client data management system.

Program Financial Summary	FY 2007 Actual	FY 2008 Actual	FY 2009 Actual	FY 2010 Adopted	FY 2011 Adopted
Expenditures					
Personnel	\$3,197,310	\$3,524,895	\$3,509,568	\$3,635,956	\$3,778,914
Operations & Maintenance	183,048	326,606	346,030	302,409	315,542
Total Expenditures	\$3,380,358	\$3,851,501	\$3,855,598	\$3,938,365	\$4,094,456
Revenues					
Recovered Costs	\$0	\$0	\$1,650	\$0	\$2,800
Total Revenues	\$0	\$0	\$1,650	\$0	\$2,800
Total Local Tax Funding	\$3,380,358	\$3,851,501	\$3,853,948	\$3,938,365	\$4,091,656
FTE Summary	49.22	48.62	49.42	48.92	48.59



Loudoun County Government
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Mental Health, Substance Abuse and Developmental Services

MHSADS Administration

Performance Measures	FY 2008 Actual	FY 2009 Actual	FY 2010 Estimated	FY 2011 Projected
Objective: Ensure that all records include the 10 critical regulatory requirements and that mandatory deadlines for each type of review are met.				
• Client records reviewed	n/a	19.50%	10.00%	10.00%
• Client records reviewed that are in compliance	n/a	22%	65%	65%
• Employee records reviewed	10.00%	13.50%	10.00%	10.00%
• Employee records reviewed that are in compliance	n/a	8.33%	65.00%	65.00%
• Error free Community Consumer Submission (CCS) reports submitted on time	100%	100%	100%	100%
Objective: Provide timely and effective customer service.				
• Client satisfaction with MH/SA administrative services	96%	90%	90%	90%
• MH/SA admission packets mailed w/in 24 hrs of request	97.00%	84.25%	95.00%	95.00%
• MH/SA medical records requests completed on time	99%	83%	100%	100%
Objective: Improve the safety and security of clients and employees through quality assurance activities such as training, inspections and site visits.				
• Number of safety inspection corrective action plans developed	17	10	8	8
• Number of safety inspections completed	17	15	30	30
• Percent of Staff in compliance with Human Rights and HIPAA training	n/a	95.63%	85.00%	85.00%
• Percent of Staff receiving Human Rights, HIPAA and OSHA training within 30 days of employment	49.00%	67.25%	85.00%	85.00%
Objective: Maximize revenue and effectively manage expenditures.				
• Budgeted revenue collected	97%	90%	95%	95%
• Client accounts less than 120 days old	67.00%	70.50%	70.00%	70.00%
• Total billed charges collected	81%	77%	85%	85%



**Loudoun County Government
FY 2011 Adopted Fiscal Plan**

Regional Organizations and Contributions

Regional Organizations include a number of separate organizations to which the County is either a formulary-based member or contributes as a funding resource through some form of agreement and/or prior Board action. For example, the Metropolitan Washington Council of Governments is a multi-governmental organization that supports many of Loudoun County's planning efforts. The Northern Virginia Regional Park Authority, as another example, is a collective effort of all Northern Virginia governments to provide recreational and park opportunities for its member jurisdictions. Other organizations contribute to the education, health and/or well being of Loudoun citizens.

Based on available resources, the County provides funding allocations to economic development, health and welfare, and recreation and culture regional organizations. Allocations are subject to a competitive process that includes an annual review and decision, and allocations may be subject to reduction or discontinuation. An allocation in one year does not guarantee future allocations.

Two separate teams reviewed the economic development and health/welfare and recreation/culture applications. Their recommendations were provided to the County Administrator, who makes final funding recommendations to the Board of Supervisors. The Board of Supervisors makes the final funding decisions. For FY 11, 43 applications were submitted requesting over \$2.0 million in funding. Requests from non-formulary or non-contractual regional organizations were evaluated using the following factors:

- The organization's mission is consistent with the County's overall service mission.
- There is documented need for the organization's program or service.
- There are demonstrated positive results of the program or service.
- The program or service provides a direct benefit to Loudoun residents.
- The program or service enhances County functions.
- There are documented efforts by the organization to secure funding from other sources.
- There is not an over-reliance on County funding.
- The organization has the administrative resources to administer funds and to implement/oversee the program or service.

Departmental Financial Summary	FY 2007 Actual	FY 2008 Actual	FY 2009 Actual	FY 2010 Adopted	FY 2011 Proposed
Revenues					
Restricted Transient Occupancy Tax	\$ 0	\$ 0	\$ 0	\$ 0	\$ 50,000
Total Revenues	\$ 0	\$ 0	\$ 0	\$ 0	\$ 50,000
Expenditures					
Operations & Maintenance	\$4,446,381	\$4,613,815	\$4,582,736	\$3,602,921	\$4,028,460
Total Expenditures:	\$4,446,381	\$4,613,815	\$4,582,736	\$3,602,921	\$4,028,460
Local Tax Funding:	\$4,446,381	\$4,613,815	\$4,582,736	\$3,602,921	\$3,978,460

FY 11 Budget Analysis: The FY 11 Adopted Fiscal Plan for regional organizations totals \$4,028,460 which includes \$938,349 for contributions to local non-formulary organizations that do not have a government contract or agreement. Funding to support Leesburg Police Department School Resource Officers in LCPS is included for \$296,640. Organizations in which Loudoun is an active, formulary-based member and for which a formal contract/agreement for funding exists are funded at \$2,627,143. \$50,000 in FY 11 Restricted Transient Occupancy Tax is being used to fund the Washington Airports Task Force.



Loudoun County Government
FY 2011 Adopted Fiscal Plan

Regional Organizations and Contributions

CONTRACTUAL AGREEMENTS

Loudoun is a participating member of the following organizations and has a formal contract or agreement:

Agency Name: **Birmingham Green**

Northern Virginia Health Care Center Commission (Nursing Home Facility)
FY 10 Adopted: \$266,195
FY 11 Adopted: \$245,212

Birmingham Green Adult Care Residence (formerly the District Home)
FY 10 Adopted: \$308,352
FY 11 Adopted: \$249,765

Agency Description: Birmingham Green provides nursing home services to indigent and low-income residents of the region. The organization provides nursing care with a 180 bed nursing home licensed by the Virginia Department of Health. The separate assisted living facility (92 apartments) for adults is licensed by the Virginia Department of Social Services. This request will be used to cover operating costs for Loudoun residents under a service agreement. The cost is based on the five-year historic bed usage by Loudoun residents who are not covered by General Assistance Grants. For FY 11, utilization by Loudoun residents at the nursing facility and the assisted living facility are expected to be 26 and 12, respectively. Daily rates for the nursing facility are increasing from \$28.60 in FY 10 to \$31.50 in FY 11; daily rates for the assisted living facility (\$70.40) are unchanged from FY 10.

Agency Name: **Metropolitan Washington Council of Governments**

FY 10 Adopted: \$227,967
FY 11 Adopted: \$191,201

Agency Description: The Metropolitan Washington Council of Governments (MWCOC) is a regional organization of the Washington area's major local governments including the District of Columbia, Virginia jurisdictions, and Maryland jurisdictions. As the official regional planning organization for the Washington Metropolitan area, MWCOC works on regional issues such as growth, transportation, the environment, public safety and housing. Loudoun's general contribution is based on its formula share of the population of the metropolitan area (3.3%). Loudoun's share of the various MWCOC regional funds in which it participates is based on sharing arrangements approved by the participating member jurisdictions.

Agency Name: **Northern Virginia Community College**

FY 10 Adopted: \$300,395
FY 11 Adopted: \$385,112

Agency Description: The mission of the Northern Virginia Community College (NVCC) is to ensure that individuals in the Northern Virginia area are given an opportunity for the continuing development and extension of their skills and knowledge through programs and courses of instruction up to the Associate Degree level. Allocation of Loudoun's share is based on an approved population-based formula by contributing jurisdictions of which Loudoun County is a participating member. The FY 11 amount includes \$25,502 for operations and \$359,610 for capital expenses.



**Loudoun County Government
FY 2011 Adopted Fiscal Plan**

Regional Organizations and Contributions

Agency Name: Northern Virginia Regional Commission

FY 10 Adopted: \$133,412

FY 11 Adopted: \$134,010

Agency Description:

Northern Virginia Regional Commission (NVRC) is a public body created in 1969 to "promote the orderly and efficient development of the physical, social and economic elements of the district," NVRC serves as a neutral forum for decision-making, and provides professional and technical services and analyses at the request of member governments. NVRC's work is supported by annual contributions from local government members, appropriations from the Virginia General Assembly, and by grants from Federal and State governments and private foundations. Additionally, NVRC is a recipient and administrator of several Federal entitlement grants. The FY 11 request includes \$121,455 in general dues, \$8,085 for Northern Virginia Waste Management Program, and \$4,470 for the Occoquan Watershed Management Program.

Agency Name: Northern Virginia Regional Park Authority

FY 10 Adopted: \$575,047

FY 11 Adopted: \$908,063

Agency Description:

The Northern Virginia Regional Park Authority (NVRPA) is a multi-jurisdictional special purpose agency established for the purpose of providing a system of regional parks for the Northern Virginia area. NVRPA strives to offer regionally significant parks, open space and recreation opportunities and facilities not provided by local parks and recreation departments. NVRPA presently operates 21 regional parks and several additional recreation facilities. There are approximately 2,418 acres of NVRPA Parks and Easements that are utilized and preserved in Loudoun County. NVRPA earns 79% of its gross revenues for operations, relying on member jurisdictions to provide the remaining 21%. The amount requested from each jurisdiction is based on the most current population figures provided by the U. S. Census Bureau. Loudoun County has been a participating member jurisdiction since 1972. The FY 11 proposed amount includes \$575,047 for the Operating Fund and \$333,016 for the Capital Fund. The Capital Fund contribution for FY 11 has been reduced by \$383,492 which is the remaining credit from the renovation work done on the Mt. Zion property.

Agency Name: Occoquan Watershed Monitoring Program

FY 10 Adopted: \$13,503

FY 11 Adopted: \$12,607

Agency Description:

The Occoquan Watershed Monitoring Program is a multi-jurisdictional program established for the purpose of monitoring and protecting water quality at the Occoquan Creek. The County's contribution is determined by a 1988 agreement with the Occoquan Watershed Monitoring Subcommittee of the Virginia State Water Control Board. The County share represents 1.4% of the program's overall budget of \$900,475.



**Loudoun County Government
FY 2011 Adopted Fiscal Plan**

Regional Organizations and Contributions

Agency Name: Peumansend Creek Regional Jail Authority Service Agreement:

FY 10 Adopted: \$413,173

FY 11 Adopted: \$413,173

Agency Description:

The County entered into a regional jail service agreement with the Cities of Alexandria and Richmond and the Counties of Arlington, Caroline, and Prince William to construct and operate a medium security regional detention facility located at Fort A. P. Hill in Caroline County. The land for the construction of the jail was donated by the Federal Government. The regional jail is a 350 bed facility, of which Loudoun has been allocated 40 beds. Each of the participating jurisdictions is committed to funding a portion of the capital and operating costs, based on the pro rata share of the total costs of the facility. Revenue bonds were issued by the Authority to finance the capital costs of the facility. Beginning in FY 09, the County is billed annually for its prorated share of the operating costs, and will be responsible for paying for additional beds if it goes over its prorated share limit.

Agency Name: Town of Hamilton (Sewer)

FY 10 Adopted: \$88,000

FY 11 Adopted: \$88,000

Agency Description:

Loudoun County formed the Hamilton Sewer Service District on July 15, 1998 as a service district pursuant to Virginia Code Section 15.2-2400. The provision of a sewage collection system and the availability of public sewage treatment protect the health and safety of residents and conserve property values within the district. The district, as established, includes properties located within the Hamilton Joint Land Management Area.

All taxes levied and collected are pledged to repay a \$2.8 million loan from the Virginia Department of Environmental Quality. This loan is financed by a combination of special tax assessments on the residents of the sewer district and an annual contribution of \$88,000 from the County General Fund. This contribution expires in FY 2019.

TOWN OF LEESBURG SCHOOL RESOURCE OFFICERS

REGIONAL ORGANIZATIONS: LEESBURG SROs

Agency Name: Town of Leesburg for School Resource Officers

FY 10 Adopted: \$247,200

FY 11 Adopted: \$296,640

Agency Description:

The contribution to the Town of Leesburg for School Resource Officers (SRO) is considered a regional organization contribution. This contribution provides partial funding for the cost for SROs at Harper Park Middle School, Simpson Middle School, Smart's Mill Middle School, Heritage High School, Loudoun County High School and, as an enhancement, support for the new Tuscarora High School. FY 11 recommended funding is based on past funding levels for this service.



Loudoun County Government
FY 2011 Adopted Fiscal Plan

Regional Organizations and Contributions

ECONOMIC DEVELOPMENT

Agency Name: Greater Washington Initiative

FY 10 Adopted: \$ 5,000

FY 11 Adopted: \$ 5,000

Agency Description: The Greater Washington Initiative (GWI) is the exclusive regional economic development, marketing and research organization representing Northern Virginia, Suburban Maryland and the District of Columbia. GWI markets Loudoun County's many business and lifestyle attributes to national and international business executives and site selection consultants using media relations, advertising, marketing events in the U.S. and Europe, and by conducting and distributing research. GWI works with the Department of Economic Development to facilitate visits by corporate decision makers who are evaluating locations for operations and facilities in the region. GWI is a private-public partnership that is jointly funded by the region's local governments, businesses, and higher education institutions.

Agency Name: Loudoun Small Business Development Center

FY 10 Adopted: \$111,328

FY 11 Adopted: \$111,328

Agency Description: The Loudoun County Small Business Development Center (SBDC) educates and assists small business owners with increasing their opportunity for entrepreneurial success. SBDC provides management counseling, technical assistance and training to businesses, serves 25% of one-person businesses in the County and has the largest number of clients among all SBDCs in Northern Virginia. SBDC's training program is provided by volunteers and covers such topics as taxation/bookkeeping, financing/business plan development, website design, human resources, business law, site location and communications. In 2009, SBDC served 1,680 Loudoun residents through seminars and 348 through individual counseling. Funding from Loudoun County government supports staff salaries. County funds make up 57% of the organization's total annual budget through a combination of general funds and IDA funds (\$50,000).

Agency Name: Washington Airports Task Force

FY 10 Adopted: \$ 5,000

FY 11 Adopted: \$50,000 (Restricted Use Transient Occupancy Tax Fund)

Agency Description: The Washington Airports Task Force is a non-profit corporation dedicated to increasing the region's international air service at Washington Dulles International Airport and making it a major international crossroads and gateway to the United States and the mid-Atlantic region. Funding for the Washington Airports Task Force is now provided through the County's Restricted Use Transient Occupancy Tax Fund. Information on that Fund may be found in the *Other Funds* section of this document.



**Loudoun County Government
FY 2011 Adopted Fiscal Plan**

Regional Organizations and Contributions

HEALTH AND WELFARE

Agency Name: Blue Ridge Speech and Hearing

FY 10 Adopted: \$80,000

FY 11 Adopted: \$80,000

Agency Description: Blue Ridge Speech and Hearing Center provides speech and hearing services to Loudoun County residents. The organization provides hearing screenings and evaluations, hearing aid sales and service, assistive listening device sales and service, speech evaluations, speech therapy, accent modification and dysphagia (swallowing) treatment. These services are provided at little or no cost to those who are unable to afford them. The adopted funding is to offset costs to Loudoun County residents.

Agency Name: Brain Injury Services, Inc.

FY 10 Adopted: \$19,149

FY 11 Adopted: \$19,149

Agency Description: The mission of Brain Injury Services, Inc. (BIS) is to provide survivors of brain injuries and their families with individualized case management services, education and advocacy. Case managers assist individuals with brain injuries attain their goals and remain in the most integrated setting possible. Outcomes include employment, volunteer work and other meaningful productive activities in the community of the individual's choice. In the past few years, BIS has partnered with the Commonwealth of Virginia in providing space for State vocational rehabilitation staff to provide vocational services to Loudoun citizens with brain injuries. Adopted funding is for general operating costs.

Agency Name: Capital Hospice

FY 10 Adopted: \$10,000

FY 11 Adopted: \$10,000

Agency Description: Capital Hospice works to improve care for those facing life-limiting illnesses through direct support of patients and their families. Care is provided for Loudoun residents in patients' homes and residential care facilities. Services include pain management, bereavement counseling and education programs. Adopted funds are for the Patient Care Fund which financially supports hospice care for low-income or indigent patients.

Agency Name: Friends of Loudoun Mental Health

FY 10 Adopted: Did not apply

FY 11 Adopted: \$15,000

Agency Description: Friends of Loudoun Mental Health assists residents with disabling mental illnesses live independently. Programs assist residents with rental subsidies, temporary financial assistance, representative payee services, social support, In Our Own Voice public education programs, and the Hike for Hope. Adopted funding will be used for the A Place to Call Home program which helps prevent homelessness among Loudoun residents disabled by mental illnesses. The program provides rental subsidies to consumers of Supported Living Services (SLS).



Regional Organizations and Contributions

Agency Name: Good Shepherd Alliance

FY 10 Adopted: \$60,000

FY 11 Adopted: \$60,000

Agency Description: The Good Shepherd Alliance provides emergency and transitional housing and outreach programs leading to self-sufficiency and self-worth. It also operates three thrift stores which provide additional revenue to assist its mission. During 2009 the Good Shepherd Alliance renovated a home to use as a transitional home for single women. Adopted funding is for general operating costs.

Agency Name: INMED Partnerships for Children – MotherNet Loudoun

FY 10 Adopted: \$40,000

FY 11 Adopted: \$40,000

Agency Description: INMED is a community-based family support program for at-risk pregnant women, teens, and new parents and their children who face social, ethnic, economic and situational risk factors that compromise their health and quality of life. INMED offers intensive case management, support, and home visitation for high risk parents. The family-centered preventive services offered encompass a wide range of health and social factors and are intended to significantly reduce the need for future intervention. In FY 09, INMED served 628 Loudoun residents. The adopted funding will provide general operational support.

Agency Name: La Voz of Loudoun

FY 10 Adopted: \$26,500

FY 11 Adopted: \$26,500

Agency Description: La Voz is a community-based organization that acts as a conduit between the Hispanic/Latino and immigrant populations, government agencies and other groups in order to promote self-sufficiency through outreach, education, advocacy, and programs that strengthen family networks. The organization works to unite the community by assisting immigrants and their families in the process of integration into the greater Loudoun community by stressing the values of financial planning, education and strong family networks for immigrant families to achieve success. La Voz uses County funds to pay for a part-time Executive Director for the organization

Agency Name: Legal Services of Northern Virginia

FY 10 Adopted: \$80,031

FY 11 Adopted: \$80,031

Agency Description: Legal Services of Northern Virginia (LSNV) was established to serve individuals who, without legal assistance, face the loss or deprivation of a critical human need including food, shelter, medical care, income, family stability or personal safety. LSNV seeks to achieve equal access to the civil justice system for those residents of Loudoun County. These services are provided without charge to the clients and provide assistance in family law, housing law, elder law, public benefits, child advocacy, employment, consumer law, and AIDS/HIV matters. In FY 09, LSNV handled 613 cases and assisted 1,445 County residents. Adopted funds are to support the expenses of the Loudoun office.



**Loudoun County Government
FY 2011 Adopted Fiscal Plan**

Regional Organizations and Contributions

Agency Name: Loudoun Cares

FY 10 Adopted: \$50,000

FY 11 Adopted: \$50,000

Agency Description: Loudoun Cares provides a nonprofit health and human services center that includes comprehensive information and referral services benefiting Loudoun residents. The agency has purchased a 10,000 square foot building to serve as a multi-tenant nonprofit center. Loudoun Cares has established the first local Information & Referral telephone help line for area residents requiring information about health and human service programs. In FY 09, the organization responded to 2,330 calls from 1,542 County residents on its telephone help line. Adopted funding is for general operating support.

Agency Name: Loudoun Citizens for Social Justice/Loudoun Abused Women's Shelter

FY 10 Adopted: \$60,000

FY 11 Adopted: \$60,000

Agency Description: The mission of the Loudoun Abused Women's Shelter (LAWS) is to serve women and children who are victims of domestic violence, sexual assault, and child abuse and to advocate for women and children by educating the community about domestic violence, sexual assault and child abuse and working towards the elimination of personal and societal violence. LAWS serves Loudoun residents at the shelter and at the Community Services Center in Leesburg with a 24-hour crisis line, shelter, food, emergency clothing, counseling, support groups, information and referral services, and advocacy. Free legal services and representation are provided for domestic violence, sexual assault, and stalking victims. The organization assisted 1,549 clients in FY 09. The adopted funding provides general organizational support. Local funding is also used a match for funds received from other government grantors.

Agency Name: Loudoun Community Health Center

FY 10 Adopted: \$125,000

FY 11 Adopted: \$125,000

Agency Description: The Loudoun Community Health Center (LCHC) provides access to comprehensive, cost-effective primary and preventive health care and related social services to all residents of Loudoun County, especially the low-income, uninsured and under-insured. In FY 09, LCHC provided services to 4,305 individuals. Funding is requested for general operating support.

Agency Name: Loudoun County Chapter American Red Cross

FY 10 Adopted: \$25,000

FY 11 Adopted: \$25,000

Agency Description: The Red Cross of Loudoun County is an organization whose mission is to assist those who work and live in Loudoun County prevent, prepare for, and cope with emergencies. The organization provides food, lodging, clothing, prescriptions, communication, financial assistance, and illness/death notifications in emergency situations. In FY 09, the Red Cross assisted over 600 Loudoun residents through disaster services. The Red Cross has focused all resources on emergency services due to budget constraints and outsourced health and safety training. The Chapter is seeking a Health and Safety Director and anticipates reinstating locally based training before the end of FY 10.



**Loudoun County Government
FY 2011 Adopted Fiscal Plan**

Regional Organizations and Contributions

Agency Name: Loudoun ENDependence

FY 10 Adopted: \$ 0

FY 11 Adopted: \$50,000

Agency Description: Loudoun ENDependence (LEND) empowers people with disabilities to live independently. The client goals are: improve quality of life, determine their own lifestyles, participate in all aspects of society, secure their human and civil rights, and protect a mechanism for consumer control and policy direction of the service delivery systems that have an impact on their lives.

Agency Name: Loudoun Free Clinic

FY 10 Adopted: \$75,000

FY 11 Adopted: \$75,000

Agency Description: Loudoun Free Clinic provides healthcare for Loudoun County residents who do not have health insurance and do not qualify for Federal or State health care coverage. The Clinic works out of donated space and operates with volunteer physicians, nurses, phlebotomists, pharmacists, interpreters and admissions staff. The Clinic is open to patients two nights and two days per week, totaling forty hours. In FY 09, 693 patients were served. Adopted funding is for general operating support.

Agency Name: Loudoun Interfaith Relief

FY 10 Adopted: \$25,000

FY 11 Adopted: \$45,000

Agency Description: Loudoun Interfaith Relief (LIR) provides food pantry services to needy residents of Loudoun County. Established in 1991, LIR provided emergency food assistance to 56,426 individuals in FY 09. LIR saw a 43% increase in service requests. It is anticipated that the increase will be as high as 75% during the next fiscal year. Adopted funding for FY 11 is to help cover operating expenses.

Agency Name: Loudoun Literacy Council

FY 10 Adopted: \$ 7,123

FY 11 Adopted: \$ 7,123

Agency Description: The Loudoun Literacy Council provides language and literacy services, and is dedicated to enabling immigrants and native English speaking adults to learn and/or improve their ability to speak, read and write in English. The Council offers instruction to adults in English as a Second Language (ESL), GED preparation, Basic Literacy (grades 0-4), citizenship and health literacy. In FY 09, the Council served 187 adult students and 475 individuals through the Family Literacy programs. Adopted funding is to support general operating expenses.



**Loudoun County Government
FY 2011 Adopted Fiscal Plan**

Regional Organizations and Contributions

Agency Name: Loudoun Volunteer Caregivers

FY 10 Adopted: \$29,664

FY 11 Adopted: \$29,664

Agency Description:

Loudoun Volunteer Caregivers (LVC) provides the elderly and adults with disabilities the assistance to maintain independence and quality of life through volunteers. LVC provides assisted transportation to critical and non-critical medical appointments, grocery shopping for clients, meal preparation, chores, yard work, simple home repairs, respite for family caregivers and visits to adult care facilities and mental health group homes. LVC receives referrals from and collaborates with many local agencies. In FY 09, LVC served 203 Loudoun residents and provided 2,500 one-way medical transportation trips. Adopted funding is for general operating support.

Agency Name: Metropolitan Washington Ear

FY 10 Adopted: \$882

FY 11 Adopted: \$882

Agency Description:

The Metropolitan Washington Ear provides free multimedia reading and information services to the residents of Loudoun County who are visually impaired or who have physical disabilities preventing them from reading printed material. Services provided include Dial-In Newspaper and Magazine Services, a 24-hour Radio Reading service, and Look-Up services for access to the Yellow Pages and the *Washington Post*. In FY 09, the organization served 27 Loudoun residents. Adopted funding is for general operations.

Agency Name: Northern Virginia Family Services

FY 10 Adopted: Did not apply

FY 11 Adopted: \$15,000

Agency Description:

Northern Virginia Family Services (NVFS) empowers individuals and families to improve their quality of life and to promote community cooperation and support in responding to family needs. NVFS provides two programs in Loudoun County. Loudoun Accessible Medication Program (LAMP) secures free prescription medications for low-income and uninsured County residents. Early Head Start is a child development program for families at or below Federal Poverty Guidelines. In FY 09 NVFS served 1,244 County residents. Adopted funding will cover a portion of the salary for a LAMP coordinator and serve as community match for Federal Head Start funding.

Agency Name: Northern Virginia Resource Center for the Deaf and Hard of Hearing

FY 10 Adopted: \$20,000

FY 11 Adopted: \$20,000

Agency Description:

The Northern Virginia Resource Center for the Deaf and Hard of Hearing empowers deaf and hard-of-hearing individuals and their families through services which include information, education, outreach, advocacy, and a community center. The County's contribution partially supports a contractual outreach position, materials, supplies, education and central office staff. In FY 09 the organization provided services to an estimated 988 Loudoun residents.



**Loudoun County Government
FY 2011 Adopted Fiscal Plan**

Regional Organizations and Contributions

RECREATION AND CULTURE

Agency Name: Bluemont Concert Series

FY 10 Adopted: \$ 0
FY 11 Adopted: \$25,000

Agency Description: Bluemont builds a shared sense of community by enhancing the rich local cultural diversity and economic vitality of our communities through developing public and private coalitions working together to establish on-going cultural and educational programs. During FY 09 Bluemont served approximately 62,800 Loudoun residents. Adopted funding will be used to provide programs in schools, healthcare facilities and communities.

Agency Name: Loudoun Arts Council

FY 10 Adopted: \$ 5,000
FY 11 Adopted: \$ 3,000

Agency Description: The Loudoun Arts Council (LAC) promotes the development of artistic expression throughout the County. It advocates for and assists arts organizations and individual artists, providing education, information, research and communications. LAC sponsors Excellence in the Arts, the annual arts competition for high school sophomores, juniors and seniors in Loudoun County; ArtShare, a program which offers financial assistance to nonprofit organizations such as the Loudoun Symphony, the Travis Film Festival and Leesburg's First Friday monthly events. The adopted funding provides general support to the organization.

Agency Name: Loudoun Museum

FY 10 Adopted: \$115,000
FY 11 Adopted: \$ 70,000

Agency Description: The Loudoun Museum preserves and interprets Loudoun County's history. This includes the collection and preservation of objects that interpret and document the history of Loudoun; accurately and completely interpreting all aspects of the County's history; and governing and managing the Museum according to the highest standards of the profession. Adopted funds will be used for general operating expenses.

Agency Name: Loudoun Symphony Association, Inc.

FY 10 Adopted: \$ 2,500
FY 11 Adopted: \$ 1,000

Agency Description: The Loudoun Symphony Association presents classical music, provides education programs and offers performing opportunities to local musicians and music students of all ages, enriching the lives and cultural climate of the community. In FY 09 the Loudoun Symphony served an estimated 4,140 Loudoun residents. Adopted funding will be used for general operating support.



**Loudoun County Government
FY 2011 Adopted Fiscal Plan**

Regional Organizations and Contributions

Agency Name: Round Hill Arts Center

FY 10 Adopted: \$12,500

FY 11 Adopted: \$ 6,000

Agency Description:

Round Hill Arts Center brings the residents of Loudoun together by fostering appreciation for fine arts, contemporary and traditional crafts; encouraging participation through educational programming for children and adults; offering opportunities for artists to develop their creative and professional skills; and responding to the arts-related interests and needs of the community. Adopted funding will be used for general operating costs and partially funding the Pottery Classes Manager position.



**Loudoun County Government
FY 2011 Adopted Fiscal Plan**

Regional Organizations and Contributions

PROGRAM EXPENDITURE DETAIL

	<u>FY 07 Actual</u>	<u>FY 08 Actual</u>	<u>FY 09 Actual</u>	<u>FY 10 Adopted</u>	<u>FY 11 Adopted</u>
Contractual Agreements					
Birmingham Green:					
Nursing Home Facility	\$ 189,231	\$ 210,816	\$ 227,760	\$ 266,195	\$ 245,212
Adult Care Residence	388,666	215,188	256,960	308,352	249,765
Metropolitan Wash Council of Governments	205,698	218,166	227,967	227,967	191,201
No. VA Community College	264,409	275,437	294,059	300,395	385,112
No. VA Regional Commission	131,285	130,283	134,910	133,412	134,010
No. VA Regional Park Authority	1,100,687	1,183,310	1,245,322	575,047	908,063
Peumansend Creek Regional Jail	563,501	581,248	576,282	413,173	413,173
Ocoquan Water Monitoring Program	11,943	12,744	12,744	13,503	12,607
Town of Hamilton Sewer District Contribution	88,000	88,000	88,000	88,000	88,000
Subtotal Contractual Agreements:	\$ 2,943,420	\$ 2,915,192	\$ 3,064,004	\$ 2,326,044	\$ 2,627,143
Leesburg Police School Resource Officers (SROs)	\$ 240,000	\$ 247,200	\$ 247,200	\$ 247,200	\$ 296,640
Economic Development					
Greater Washington Initiative	\$ 23,310	\$ 24,009	\$ 0	\$ 5,000	\$ 5,000
Loudoun Small Business Development Center	119,140	122,714	122,714	111,328	111,328
Washington Airports Task Force	15,000	15,000	5,000	5,000	50,000
Subtotal Economic Development:	\$ 157,450	\$ 161,723	\$ 127,714	\$ 121,328	\$ 166,328
Health & Welfare					
Blue Ridge Speech & Hearing	\$117,337	\$120,857	\$120,857	\$80,000	\$80,000
Brain Injury Services	18,591	19,149	19,149	19,149	19,149
Capital Hospice	7,250	7,468	7,468	10,000	10,000
Friends of Loudoun Mental Health	0	0	0	0	15,000
Good Shepherd Alliance	77,700	80,031	70,000	60,000	60,000
INMED Partnerships for Loudoun MotherNet/Healthy Families	51,800	53,354	53,354	40,000	40,000
La Voz of Loudoun	25,000	26,500	26,500	26,500	26,500
Legal Services of Northern Virginia, Inc.	77,700	80,031	80,031	80,031	80,031
Loudoun Cares, Inc.	75,000	77,250	77,250	50,000	50,000
Loudoun Citizens for Social Justice/ Loudoun Abused Women's Shelter	49,632	51,121	51,121	60,000	60,000
Loudoun Community Health Center	0	0	30,812	125,000	125,000
Loudoun County Chapter American Red Cross	0	0	5,000	25,000	25,000
Loudoun ENDependence	0	0	0	0	50,000
Loudoun Free Clinic	77,700	80,031	80,031	75,000	75,000
Loudoun Interfaith Relief	0	0	20,000	25,000	45,000
Loudoun Literacy Council, Inc.	6,916	7,123	7,123	7,123	7,123
Loudoun Volunteer Caregivers	28,800	29,664	29,664	29,664	29,664
Metropolitan Washington Ear	862	882	882	882	882
Northern Virginia Family Services	45,000	46,350	46,350	0	15,000
Northern Virginia Resource Center for Deaf and Hard of Hearing Persons	29,008	29,878	29,878	20,000	20,000
YMCA of Loudoun	45,128	46,482	46,482	20,000	0
Subtotal Health & Welfare:	\$ 733,424	\$ 756,171	\$ 801,952	\$ 753,349	\$ 833,349



Loudoun County Government
FY 2011 Adopted Fiscal Plan

Regional Organizations and Contributions

PROGRAM EXPENDITURE DETAIL

	<u>FY 07 Actual</u>	<u>FY 08 Actual</u>	<u>FY 09 Actual</u>	<u>FY 10 Adopted</u>	<u>FY 11 Adopted</u>
Recreation/Culture					
All-Night Graduation Party	\$ 4,000	\$ 5,000	\$ 5,000	\$ 5,000	\$ 0
Bluemont Concert Series	37,296	38,415	38,415	0	25,000
Boys & Girls Clubs	0	0	15,000	0	0
First Night Leesburg	2,331	2,401	2,401	0	0
Loudoun Arts Council	10,000	10,300	8,300	5,000	3,000
Loudoun Fair Associates	414	426	0	0	0
Loudoun Museum	298,046	306,987	230,250	115,000	70,000
Loudoun Symphony Association, Inc.	0	0	0	2,500	1,000
Purcellville Teen Center	20,000	20,000	20,000	15,000	0
Round Hill Arts Center	0	0	12,500	12,500	6,000
Waterford Foundation	0	150,000	0	0	0
Subtotal Recreation/Culture:	\$ 372,087	\$ 533,529	\$ 331,866	\$ 155,000	\$ 105,000
Total Regional Organizations and Contributions	\$ 4,446,381	\$ 4,613,815	\$ 4,572,736	\$ 3,602,921	\$ 4,028,460



FY 2011 – 2012 LANDFILL FEE WAIVERS

JULY 1, 2010 – JUNE 30, 2012

Under the Board of Supervisors' policy, an organization that meets all three of the following criteria is eligible to apply for a waiver of the landfill fee:

1. Grant requests are confined to those organizations currently receiving the fee waiver or parties expressing an interest in receiving the fee waiver.
2. Organization must be a governmental entity or nonprofit organization with Internal Revenue Service 501(c)3 status.
3. Organization must provide a service for the public good. This must be explained in writing on the application for the fee waiver.

Interested organizations may apply for the landfill fee waiver on a biennial basis. The current active fee waiver period is from July 1, 2010 through June 30, 2012. On November 5, 2009, the Finance/Government Services Committee reviewed and recommended 42 eligible applications for the FY 2011/12 Landfill Fee Waiver Program for approval by the full Board of Supervisors as part of the FY 11 Adopted Fiscal Plan. Subsequent to that meeting, two organizations amended their applications and two organizations applied for a waiver. Organizations recommended for fee waivers include Loudoun County Government departments, towns in the County, Fire and Rescue Companies, other government entities, and nonprofit organizations. The total estimated annual landfill fee waiver for FY 11 is \$1,587,503 and \$1,646,314 for FY 12. Approximately 61.4% of the waivers recommended for FY 11/12 are for Loudoun County Government departments and agencies (including the Loudoun County Public School System), 9.3% for town governments, less than 1% for volunteer fire companies, 24.6% for other government entities (primarily the Virginia Department of Transportation) and 4.6% for non profits.



**Loudoun County Government
FY 2011 Adopted Fiscal Plan**

**FY 2011 – 2012 LANDFILL FEE WAIVERS
JULY 1, 2010 – JUNE 30, 2012**

Organizations	FY 11 Adopted	FY 12 Preliminary
Loudoun County Government and Public Schools		
Loudoun Animal Care & Control	\$240	\$240
Loudoun Building & Development	720	600
Loudoun Family Services	490	490
Loudoun General Services	290,025	319,060
Loudoun Construction & Solid Waste Management	160,720	160,720
Loudoun Parks & Recreation Dept.	55,800	56,725
Loudoun Sheriff's Community Workforce	2,567	2,769
Loudoun County Public Schools	464,925	495,000
Subtotal Loudoun County Government and Public Schools:	\$975,487	\$1,035,604
Towns		
Town of Hamilton	\$6,000	\$7,200
Town of Hillsboro	255	\$255
Town of Leesburg	109,235	109,235
Town of Purcellville	15,335	15,335
Town of Round Hill	17,600	17,600
Subtotal Towns:	\$148,425	\$149,625
Loudoun Volunteer Fire and Rescue Companies		
Ashburn Volunteer Fire & Rescue Co.	\$153	\$153
Lovettsville Volunteer Fire & Rescue Co.	495	495
Purcellville Volunteer Fire Co.	190	190
Round Hill Volunteer Fire Co.	333	333
Subtotal Loudoun Volunteer Fire and Rescue Companies:	\$1,171	\$1,171
Other Government Entities		
City of Fairfax	\$197	\$197
Loudoun Co. Sanitation Authority (Loudoun Water Authority)	34,440	34,465
No. Va. Community College	1,125	1,315
No. Va. Regional Park Authority	3,365	3,365
VPI – Middleburg Agricultural Center (VA Tech. Univ.)	375	375
Virginia Department of Transportation	350,000	350,000
Federal Aviation Administration	250	250
Subtotal Other Government Entities:	\$389,752	\$389,967
Nonprofit Organizations		
Blossom & Bloom	\$30	\$30
Christmas in April	380	380
Friends of Homeless Animals	1,580	1,580
Glaydin School & Camps	790	775
Good Shepherd Alliance	1,759	1,759
Graydon Manor	204	204
Habitat for Humanity	655	655
Highroad Program Center	1,126	1,126
Hillsboro Ruritan Club	4,500	4,500
Keep Loudoun Beautiful	750	750
Ladies Board - Loudoun Hospital Center	660	660
Loudoun Fair & Associates	2,112	2,536
Loudoun Abused Women Shelter	60	60
Loudoun Cares	8,025	1,275
Loudoun Interfaith Relief, Inc.	2,175	2,970
Lucketts Ruritan Club	27,000	28,500
Middleburg Community Center	5,038	5,038
Notre Dame Academy	1,575	1,575
Salvation Army	13,400	14,725
Sterling Ruritan Club	315	315
Waterford Foundation	534	534
Subtotal Nonprofit Organizations:	\$72,668	\$69,947
Total Landfill Waivers:	\$1,587,503	\$1,646,314



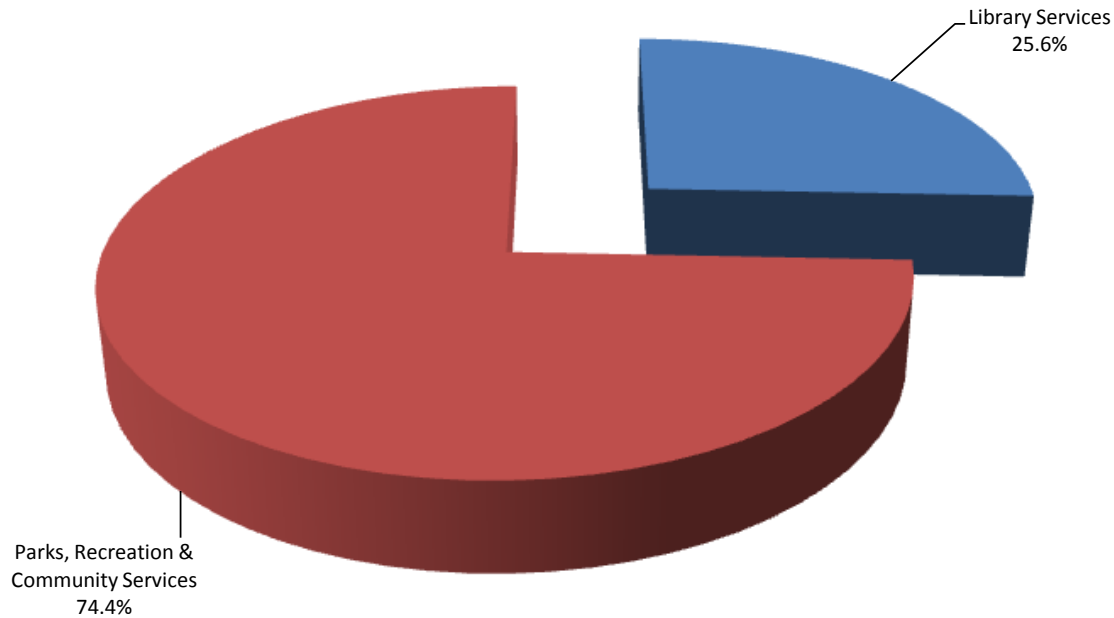


Parks, Recreation and Culture

PARKS, RECREATION AND CULTURE
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PARKS, RECREATION AND CULTURE FY 2011 ADOPTED EXPENDITURES



Parks, Recreation and Culture Historical Expenditures

<i>Parks, Recreation and Culture</i>	FY 2007 Actual	FY 2008 Actual	FY 2009 Actual	FY 2010 Adopted	FY 2011 Adopted
Library Services	\$10,903,123	\$11,261,749	\$11,457,276	\$11,426,000	\$11,415,074
Parks, Recreation & Community Services	27,603,459	31,697,812	32,081,705	33,162,000	33,094,415
<i>Total Parks, Recreation and Culture</i>	<u>\$38,506,582</u>	<u>\$42,959,561</u>	<u>\$43,538,981</u>	<u>\$44,588,000</u>	<u>\$44,509,489</u>



Library Services

Library Services

Support Services

Public Services

Administration



**Loudoun County Government
FY 2011 Adopted Fiscal Plan**

Library Services

Mission Statement

The Loudoun County Public Library, the community's information center, provides free and equal access to innovative technologies and a full variety of library resources to enhance the quality of life and meet the informational, educational and cultural interests of the entire community.

Description

The Department of Library Services operates under the policy direction of the Library Board of Trustees, which is appointed by the Board of Supervisors. The department has three operational units: Support Services, Public Services and Administration. Administration provides departmental direction, budget support and serves as the contact for the department. Public Services delivers services through seven branches, a mobile outreach service, and automated sources. The department's Support Services program provides all the necessary support to deliver library services to the public.

Budget Overview

FY 2011 Issues

- Meeting community expectations and needs will be challenging during this economic slowdown.
- The department will need to maintain quality staff and provide adequate training.
- The department will work on securing funding for operating the Gum Spring Library, which is scheduled to be completed in FY 2012.
- State Aid to libraries continues to decline.
- The implementation of the Strategic Plan will continue.
- The new overdue fines system will be implemented in the libraries.

FY 2011 Major Goals

- Provide staff and resources to meet the demand and expectations of the community.
- Provide facilities and resources to meet the demand from the growth and diversity of the community.
- Pursue other sources of revenue to enhance library services.
- Implement the recommendations of the strategic planning process.

FY 2010 Major Achievements

- Ranked number 6 in the 2010 Hennen American Public Library Ranking for Loudoun County's population category. The Hennen ratings are based on several factors, including circulation, staffing, materials, reference service, and funding levels.
- Successfully opened the renovated and expanded Rust Library.
- Implemented a radio frequency identification system at Rust Library. This system, which tags library inventory items which are scanned using the tags for checkout by library patrons and by library staff for inventory control, provides for quicker checkout for library patrons and for more efficient inventory control.
- Launched redesigned Library Web Site. This user-friendly site allows library patrons to easily and conveniently manage their account, including, for example, renewing library items checked out.



**Loudoun County Government
FY 2011 Adopted Fiscal Plan**

Library Services

Departmental Financial Summary	FY 2007 Actual	FY 2008 Actual	FY 2009 Actual	FY 2010 Adopted	FY 2011 Adopted
Expenditures					
Personnel	\$8,303,293	\$8,564,269	\$8,730,120	\$9,059,129	\$8,851,290
Operations & Maintenance	2,570,845	2,653,146	2,688,384	2,299,043	2,401,220
Capital Outlay & Capital Acquisitions	0	44,334	38,772	0	162,564
Transfer to Central Services Fund	28,985	0	0	0	0
Total Expenditures	\$10,903,123	\$11,261,749	\$11,457,276	\$11,358,172	\$11,415,074
Revenues					
Fines & Forfeitures	\$0	\$0	\$0	\$0	\$343,000
Use Of Money & Property	25,712	32,582	35,568	18,430	33,750
Charges For Services	7,668	4,719	4,792	9,450	4,658
Miscellaneous Revenue	55,466	44,320	47,073	21,465	46,100
Recovered Costs	5,426	0	0	0	0
State Categorical Aid	239,861	228,664	227,986	226,896	189,333
Federal Categorical Aid	0	823	0	0	0
Other Financing Sources	512	0	0	0	0
Total Revenues	\$334,645	\$311,108	\$315,419	\$276,241	\$616,841
Local Tax Funding	\$10,568,478	\$10,950,641	\$11,141,857	\$11,081,931	\$10,798,233
FTE Summary	145.16	145.71	145.71	145.71	140.80

FY 2011 Board Action

The FY 11 Adopted Fiscal Plan for Library Services includes a reduction of 4.91 FTE and \$303,000 in Local Tax Funding and an enhancement with a reduction in Local Tax Funding of \$29,000. Increases in benefit costs for health insurance and retirement are also included. Health insurance premiums reflect an annual increase of 10% for FY 11.

Budget History

FY 07 Board Action: The Board added a 0.53 FTE for the After Hours Teen Center at Cascades Library.

FY 08 Board Action: The Board approved 0.54 FTE for two part-time positions at the After Hours Teen Center at Cascades Library.



Loudoun County Government
FY 2011 Adopted Fiscal Plan

Library Services

Expenditures by Program	FY 2007 Actual	FY 2008 Actual	FY 2009 Actual	FY 2010 Adopted	FY 2011 Adopted
Support Services	\$4,221,260	\$4,371,888	\$4,488,343	\$3,966,602	\$4,222,836
Public Services	6,417,199	6,617,546	6,686,873	7,103,262	6,885,862
Administration	264,664	272,315	282,060	288,308	306,376
Total Expenditures	\$10,903,123	\$11,261,749	\$11,457,276	\$11,358,172	\$11,415,074
Revenues by Program	FY 2007 Actual	FY 2008 Actual	FY 2009 Actual	FY 2010 Adopted	FY 2011 Adopted
Support Services	\$246,938	\$230,616	\$228,357	\$226,896	\$532,333
Public Services	85,095	80,492	87,062	49,345	84,508
Administration	2,612	0	0	0	0
Total Revenues	\$334,645	\$311,108	\$315,419	\$276,241	\$616,841
Local Tax Funding by Program	FY 2007 Actual	FY 2008 Actual	FY 2009 Actual	FY 2010 Adopted	FY 2011 Adopted
Support Services	\$3,974,322	\$4,141,272	\$4,259,986	\$3,739,706	\$3,690,503
Public Services	6,332,104	6,537,054	6,599,811	7,053,917	6,801,354
Administration	262,052	272,315	282,060	288,308	306,376
Total Local Tax Funding	\$10,568,478	\$10,950,641	\$11,141,857	\$11,081,931	\$10,798,233
Staffing Summary by Program	FY 2007 Actual	FY 2008 Actual	FY 2009 Actual	FY 2010 Adopted	FY 2011 Adopted
Support Services	25.75	28.82	28.86	28.77	28.34
Public Services	116.77	114.25	114.21	114.30	109.82
Administration	2.64	2.64	2.64	2.64	2.64
Total FTE	145.16	145.71	145.71	145.71	140.80



**Loudoun County Government
FY 2011 Adopted Fiscal Plan**

Library Services Support Services

Description

Support Services provides the assistance necessary to deliver library services to the public. This includes the utilization of automated technologies to link customers to the information resources of the library, selecting, purchasing, cataloging and processing materials for branches, and operating the department's interlibrary loan service. Support Services plans all programs, solicits grants and performs public relations and public information functions to inform citizens about the services and programs provided by the library system. In addition, Support Services implements overall policy direction from the Library Board of Trustees, as well as coordination, planning and general management of the department, including human resources, training and accounting.

Budget Overview

FY 2011 Issues

- There is a need for sufficient materials in a variety of formats for the increasingly diverse population as recommended by the Strategic Plan and State Library Collection Standards.
- There is more demand for youth programs for a variety of audiences.
- There is a lack of funding to complete the transition to RFID technology to all branches.
- The need to replace an outdated automation system, the Library Information System "LIS," will necessitate exploration and possible procurement of a new product.

FY 2011 Goals

- Expand and refine the library collection to address public demand and the increasing diversity of the community.
- Seek funding support to increase youth programs and Summer Reading attendance.
- Explore funding opportunities to complete the transition to RFID technology.
- Monitor progress of the library automation system vendor's product development; explore trends in this area and if necessary assist DIT with the acquisition of a new library automation system.
- Retain skilled technical staff.

Program Financial Summary	FY 2007 Actual	FY 2008 Actual	FY 2009 Actual	FY 2010 Adopted	FY 2011 Adopted
Expenditures					
Personnel	\$1,991,869	\$2,067,089	\$2,182,391	\$2,107,997	\$2,117,761
Operations & Maintenance	2,200,406	2,299,237	2,305,952	1,858,605	1,942,511
Capital Outlay & Capital Acquisitions	0	5,562	0	0	162,564
Transfer to Central Services Fund	28,985	0	0	0	0
Total Expenditures	\$4,221,260	\$4,371,888	\$4,488,343	\$3,966,602	\$4,222,836
Revenues					
Fines & Forfeitures	\$0	\$0	\$0	\$0	\$343,000
Use Of Money & Property	2,202	1,129	199	0	0
Miscellaneous Revenue	1,549	0	172	0	0
Recovered Costs	3,326	0	0	0	0
State Categorical Aid	239,861	228,664	227,986	226,896	189,333
Federal Categorical Aid	0	823	0	0	0
Total Revenues	\$246,938	\$230,616	\$228,357	\$226,896	\$532,333
Total Local Tax Funding	\$3,974,322	\$4,141,272	\$4,259,986	\$3,739,706	\$3,690,503
FTE Summary	25.75	28.82	28.86	28.77	28.34



Loudoun County Government
FY 2011 Adopted Fiscal Plan

Library Services
Support Services

Performance Measures	FY 2008 Actual	FY 2009 Actual	FY 2010 Estimated	FY 2011 Projected
Objective: Meet the Planning for Library Excellence (PLE) and Department standard of three items per capita.				
• Loudoun County Public Library System collection size	569,918	728,715	647,166	680,950
• PLE and BOS standard achieved	68.00%	85.00%	75.00%	77.20%
• Recommended number of items per capita standards based on population	838,314	858,735	865,668	882,318
Objective: Increase the Library Services home page usage by 25% annually by initiating changes and updates to the pages to include more interactive features on the site, e.g. blogs, and augmented online catalog customer services.				
• Rate of increase of usage	20%	-5%	25%	25%
• Web Page Usage	1,035,676	980,646	1,298,889	1,532,260
Objective: Increase the number of titles and usage of non-traditional materials (virtual resources) by providing materials to meet the growth in usage of e-books, databases and e-audiobooks by 5% annually.				
• Circulation of non-traditional materials	1,152,332	1,124,591	1,107,794	1,180,821
• Percentage growth from previous year	12%	-2%	-1%	7%
Objective: Increase the percentage of total materials circulated by self checkout methods to 40% systemwide. This will be encouraged through staff and public education and orientation, and reassignment of machines where appropriate.				
• Self checkout machine circulation percentage	19%	32%	40%	32%
Objective: Meet the needs and demands for more programming, literacy and reading opportunities for residents from birth to 18 years of age.				
• Attendance standard achieved by LCPL for children's program	n/a	185%	170%	190%
• Loudoun County Public Library children's program attendance	n/a	105,945	90,000	109,000
• State of Virginia average of annual children's program attendance for population between 200,000 to 500,000	n/a	57,389	52,844	57,389



**Loudoun County Government
FY 2011 Adopted Fiscal Plan**

Library Services Public Services

Description

Public Services are provided through seven branch libraries and a mobile outreach service. Library branches provide information and readers' advisory services, books, magazines and audiovisual items for informational and leisure reading, listening and viewing. The branches also provide information in local and remote databases, listening and viewing equipment, specialized materials, and equipment and services for customers with vision and hearing impairments. Computer access for Internet and personal data processing uses, educational and cultural programs for people of all ages and abilities, inter-branch loan and delivery within Loudoun's public library system and interlibrary loans of books from other libraries regionally and nationally at the request of County residents are provided. Material sharing with other libraries in the Metropolitan Washington Council of Governments is provided through reciprocal borrowing agreements. The mobile outreach service delivers materials for those who cannot easily access the branch libraries due to age or disability.

Budget Overview

FY 2011 Issues

- A 15% increase in circulation through the 3rd quarter of FY 10, directly due to the economic downturn, is expected to continue for the foreseeable future.
- There is insufficient space and staff in the branches to meet demand.

FY 2011 Goals

- Meet the increasing demands from customers and their service needs by providing staff and using new technologies to create more self service opportunities.
- Plan and budget for implementation of the Strategic Plan recommendations regarding the most effective use of existing library space.

Program Financial Summary	FY 2007 Actual	FY 2008 Actual	FY 2009 Actual	FY 2010 Adopted	FY 2011 Adopted
Expenditures					
Personnel	\$6,054,108	\$6,227,792	\$6,268,312	\$6,668,596	\$6,432,793
Operations & Maintenance	363,091	350,982	379,789	434,666	453,069
Capital Outlay & Capital Acquisitions	0	38,772	38,772	0	0
Total Expenditures	\$6,417,199	\$6,617,546	\$6,686,873	\$7,103,262	\$6,885,862
Revenues					
Use Of Money & Property	\$23,510	\$31,453	\$35,369	\$18,430	\$33,750
Charges For Services	7,668	4,719	4,792	9,450	4,658
Miscellaneous Revenue	53,917	44,320	46,901	21,465	46,100
Total Revenues	\$85,095	\$80,492	\$87,062	\$49,345	\$84,508
Total Local Tax Funding	\$6,332,104	\$6,537,054	\$6,599,811	\$7,053,917	\$6,801,354
FTE Summary	116.77	114.25	114.21	114.30	109.82



Loudoun County Government
FY 2011 Adopted Fiscal Plan

Library Services
Public Services

Performance Measures	FY 2008 Actual	FY 2009 Actual	FY 2010 Estimated	FY 2011 Projected
Objective: Increase the efficiency of public service staff by reconfiguring staffing hours and reassigning locations based on statistical analysis of hours and desk coverage.				
• Check in-Check out transactions per FTE	85,214	96,670	99,396	115,979
• Library visits per FTE	13,684	13,303	15,962	17,769
• Reference questions per FTE	3,886	4,041	4,532	6,339
Objective: Meet the Planning for Library Excellence (PLE) and Board of Supervisor's current standard of 0.6 square foot per capita by proactively updating the CIP and CNA.				
• County Population	278,591	285,674	288,556	294,106
• Facilities PLE and Board of Supervisors recommended standard square footage based on population	167,663	171,747	173,134	176,464
• Facilities PLE and Board of Supervisors standard achieved	64%	71%	71%	70%
• Loudoun Library System actual square footage	107,400	122,400	123,400	123,400
Objective: Achieve the Planning for Library Excellence (PLE) and departmental staffing standard of one FTE per 1,392 residents.				
• Current staffing level	145.71	145.71	145.71	140.80
• Number of staff required to meet PLE standard	201.00	206.00	207.30	211.28
• Percentage of standard achieved	72%	71%	70%	66%



Loudoun County Government
FY 2011 Adopted Fiscal Plan

**Library Services
Administration**

Description

The primary function of Administration is to oversee the operation of the seven branches, Outreach Services and Support Services and to enact the policies of the Library Board of Trustees and County government mandates. Administration also manages the budget, human resources, and CIP operations and provides administrative support for public services.

Budget Overview

FY 2011 Issues

- The Division will be implementing the Strategic Plan recommendations.
- Work will be done to secure funding for the operation of the Gum Spring Library, which is scheduled to be completed in FY 2013.
- The new overdue fines system will be implemented and the division will continue to research future revenue sources for the department.

FY 2011 Goals

- Implement the recommendations of the Strategic Plan.
- Work with Library Board of Trustees, Library Advisory Boards, Loudoun Library Foundation and staff to develop additional revenue sources.

Program Financial Summary	FY 2007 Actual	FY 2008 Actual	FY 2009 Actual	FY 2010 Adopted	FY 2011 Adopted
Expenditures					
Personnel	\$257,316	\$269,388	\$279,417	\$282,536	\$300,736
Operations & Maintenance	7,348	2,927	2,643	5,772	5,640
Total Expenditures	\$264,664	\$272,315	\$282,060	\$288,308	\$306,376
Revenues					
Recovered Costs	\$2,100	\$0	\$0	\$0	\$0
Other Financing Sources	512	0	0	0	0
Total Revenues	\$2,612	\$0	\$0	\$0	\$0
Total Local Tax Funding	\$262,052	\$272,315	\$282,060	\$288,308	\$306,376
FTE Summary	2.64	2.64	2.64	2.64	2.64



Loudoun County Government
FY 2011 Adopted Fiscal Plan

**Library Services
Administration**

Performance Measures	FY 2008 Actual	FY 2009 Actual	FY 2010 Estimated	FY 2011 Projected
Objective: Implement Overdue Fines System for the Library System.				
• Implement Self-Payment Center and E-Commerce Automated System	n/a	n/a	n/a	100%
Objective: Support and Assist the Board of Trustees to prioritize the remaining recommendations of the Strategic Plan.				
• Re-establish remaining priorities	n/a	n/a	n/a	100%
Objective: Complete the top priority of the Strategic Plan selected by the Board of Trustees.				
• Establish a Library Foundation and Development Office by June 30, 2011 (percentage completed)	n/a	n/a	50%	100%



Parks, Recreation & Community Services

Parks, Recreation & Community Services

Children's Programs

Maintenance Services

Sports

Parks

Community Centers

Adaptive Recreation

Aging Services

Youth Services

Facilities Planning & Development

Administration



Parks, Recreation & Community Services

Mission Statement

The mission of the Department of Parks Recreation and Community Service is to enhance the quality of life of all Loudoun County citizens by creating diverse recreational, educational, cultural, fitness, human service, and environmental opportunities while managing the County's natural resources.

Description

Parks, Recreation and Community Services provide recreational, educational, cultural and supportive opportunities to County residents. Services are delivered from facilities located throughout the County in order to reach the most residents. Service delivery facilities used include a recreation center, community centers, athletic fields, swimming pools, senior centers, and adult day care centers, the Central Kitchen, parks, trails, historic properties, schools and private locations. Offerings include sports activities for youth and adults, instructional and interpretive classes, programs for senior citizens, visual and performing arts, child care, preschool, before and after school activities, trips, camps, special events, volunteer opportunities, educational and prevention programs for youth, and programs for individuals with disabilities.

Divisions include Children's Programs, Maintenance Services, Sports, Parks, Community Centers, Adaptive Recreation, Aging Services, Youth Services, Facilities Planning and Development, and Administration which also includes the County Government's horticulture program. The department also works closely with the Board of Supervisors-appointed Parks, Recreation and Open Space Board, the Commission on Aging, and the Advisory Commission on Youth which provide advice regarding citizen needs, program and facility input, and new initiatives. Numerous volunteers, advisory boards and committees work with staff to provide input and support so that the best quality programs are available through partnerships with local businesses, community groups and other agencies.

Budget Overview

FY 2011 Issues

- A variety of programs are needed to meet the needs of a growing and increasingly diverse population.
- New facility development and operational needs will require the department to secure funding and partnerships with a variety of organizations.
- Staff must continue to be recognized as a valuable resource and supported in their efforts to provide high-quality services to the public.
- The opening of Philip A Bolen Memorial Park, as well as the Scott Jenkins Memorial Park, in a constrained fiscal environment will be challenging.

FY 2011 Major Goals

- Continue to provide recreation and community services and manage properties with available resources.
- Continue developing new partnerships while fostering and improving existing community collaborations and seeking grant funding to enhance service delivery and support or enhance capital improvements.
- Continue to recognize its staff and its volunteer resources as its primary strength.
- Continue to plan effectively for proffers, asset preservation and CIP projects through coordination with other agencies and community groups.
- Continue to work with the developers to open Brambleton East and Stone Gate parks.
- Work with Community volunteers to complete the enhancement projects for the Waterford Foundation's Phillips Farm Parking Area and Mill stabilization, renovations to E.E. Lake Store, Round Hill to Franklin Park trail, Taylorstown Store, Sterling Boulevard Beautification project, which are all funded through Virginia Department of Transportation grants.
- Implement a department-wide strategic plan.
- Develop a marketing plan that addresses alternative strategies for distribution of the department's quarterly program guide.
- Improve electronic distribution of department newsletters via the LYRIS system and social networks.

FY 2010 Major Achievements

- Continued to develop new partnerships with other County departments, community organizations, businesses, and youth leagues to enhance services and facilities in partnership with community volunteers.
- Developed distribution plan for marketing and distribution of the Department's quarterly program guide.
- Upgraded the RecTrac and WebTrac Systems.
- Continued working with the Lovettsville community to enhance and plan for the Lovettsville Community Park.



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Parks, Recreation & Community Services

- Completed the Sterling Boulevard beautification project with Virginia Department of Transportation grant funds.
- Continued to develop new and innovative, alternative marketing and communication methods to reach the public.
- Continued the RecTrac registration software competency testing and training for all staff using the system.
- Supported and/or sponsored sports tournaments including approximately 1,000 teams with an estimated positive economic impact to the County generally in excess of \$5 million dollars in revenue.
- Utilized the planning process to develop and guide the delivery of capital facilities, operations, programming and services through the creation of a department strategic plan.
- Improved effectiveness of leadership team and reduced the department's turnover rate.
- Continue to increase communications with Loudoun County Public Schools to improve utilization and operations.
- Completed the Claude Moore Park Maintenance Building.
- Installed an Ultraviolet Sanitation System for the swimming pools at the Claude Moore Recreation Center.
- Continue to work with the Department of Capital Construction and Solid Waste Management on renovation of the Bluemont Community Center and Lucketts Community Center, North Street Senior Center in Leesburg and the expansion of recycling opportunities at several park sites.
- Opened the County's first skate park at Dulles Multipurpose Center through a donation by the South Riding Proprietary Inc.



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Parks, Recreation & Community Services

Departmental Financial Summary	FY 2007 Actual	FY 2008 Actual	FY 2009 Actual	FY 2010 Adopted	FY 2011 Adopted
Expenditures					
Personnel	\$19,912,529	\$23,291,590	\$24,201,059	\$25,421,214	\$26,102,295
Operations & Maintenance	7,195,089	7,842,728	7,604,188	7,598,402	7,852,968
Capital Outlay & Capital Acquisitions	404,597	498,508	142,755	0	200,012
Transfer to Central Services Fund	91,244	64,986	196,284	0	0
Total Expenditures	\$27,603,459	\$31,697,812	\$32,144,286	\$33,019,616	\$34,155,274
Revenues					
Permits Privilege Fees & Reg Licenses	\$(527)	\$4,950	\$8,638	\$13,235	\$16,861
Use Of Money & Property	591,277	971,392	1,021,054	1,005,538	1,375,982
Charges For Services	10,343,959	12,145,098	13,016,403	14,145,982	14,917,629
Miscellaneous Revenue	181,076	233,938	310,976	88,830	174,662
Recovered Costs	268,448	257,956	288,160	907,793	806,350
State Categorical Aid	124,748	140,044	137,571	138,874	136,266
Federal Categorical Aid	619,280	353,482	338,548	289,988	320,080
Other Financing Sources	(194,828)	39,646	281,227	517,000	367,000
Total Revenues	\$11,933,433	\$14,146,506	\$15,402,577	\$17,107,240	\$18,114,830
Local Tax Funding	\$15,670,026	\$17,551,306	\$16,741,709	\$15,912,376	\$16,040,444
FTE Summary	476.65	494.84	496.45	489.44	490.66

FY 2011 Board Action

The FY 11 Adopted Fiscal Plan for the Department of Parks, Recreation and Community Services includes a reduction of 7.90 FTE and \$138,614 in Local Tax Funding. Budget enhancements of 14.56 FTE and the reduction of \$233,080 in Local Tax Funding are also included. The budget enhancements include increased revenue for several departmental fee increases, which result in reduced Local Tax Funding. FY 10 mid-year adjustments made by the Board of Supervisors reduced 5.44 FTE, including the elimination of the Douglass Community Center's Childcare Program and 3.60 FTE. Increases in benefit costs for health insurance and retirement are also included. Health insurance premiums reflect an annual increase of 10% for FY 11.



**Loudoun County Government
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Parks, Recreation & Community Services

Budget History

FY 07: The Board added 53.07 FTE for full operations at the Carver Center and the Claude Moore Park Recreation Center, to expand the YAS and preschool programs, and to add an assistant park planner. 7.00 FTE was transferred to the new Office of Capital Construction.

FY 07 Mid-Year: The Board added 2.80 FTE for CASA and preschool staff. 5.20 FTE were transferred to the Assessor's Office, Department of Information Technology, and Commissioner of the Revenue. 1.00 FTE was transferred from General Services. The CASA program was re-configured to create full time positions from existing FTEs with the net effect of eliminating 2.03 FTE.

FY 08: The Board added 21.19 FTE for maintenance services and teen, pre-school, summer camp and sports programs. Vacant revenue-neutral positions were re-assigned within revenue-neutral programs to meet demand with the net effect of eliminating 1.12 FTE, and 5.37 FTE were transferred to General Services, County Administration, Management and Financial Services, Extension Services, Family Services, and the Treasurer's Office.

FY 08 Mid-Year: The Board added 4.45 FTE for the Claude Moore Recreation Center.

FY 09: The Board added 7.10 FTE, and eliminated 1.0 FTE from the Aging Services Division.

FY 09 Mid-Year: 2.00 FTE associated with the Youth Initiative were transferred from County Administration. 1.00 FTE was transferred to Family Services.

FY 10: The Board eliminated 8.08 FTE, as follows: 2.00 FTE Customer Service Support positions, 0.41 FTE for Claude Moore Teen Program, 1.00 FTE for support for Virginia Department of Transportation, Capital Asset Preservation, and community-funded projects; 2.67 FTE for the Carver Adult Day Care Facility; and 2.00 FTE for the Youth Outreach Staff Support and the Loudoun Youth Initiative Program.

FY 10 Mid-Year: The Board eliminated the Douglass Community Center's Childcare Program and the related 3.60 FTE staff.



Loudoun County Government
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Parks, Recreation & Community Services

Expenditures by Program	FY 2007 Actual	FY 2008 Actual	FY 2009 Actual	FY 2010 Adopted	FY 2011 Adopted
Children's Programs	\$3,361,851	\$4,065,991	\$4,396,900	\$4,894,883	\$5,047,461
Maintenance Services	3,298,337	3,653,335	3,316,071	3,528,925	3,554,417
Sports	1,994,207	2,166,150	2,125,977	2,350,574	2,322,027
Parks	3,545,249	5,327,783	5,081,170	5,070,868	6,091,077
Community Centers	6,507,750	7,118,932	7,676,824	7,831,946	7,944,548
Adaptive Recreation	331,747	392,670	432,380	470,005	472,856
Aging Services	4,298,422	4,883,671	4,743,956	4,931,924	4,998,439
Youth Services	977,964	944,259	1,241,702	1,186,427	1,193,673
Facilities Planning & Development	870,333	586,373	484,355	345,846	349,039
Capital Projects-general	1,062	0	0	0	0
Administration	2,416,537	2,558,648	2,644,951	2,408,218	2,181,737
Total Expenditures	\$27,603,459	\$31,697,812	\$32,144,286	\$33,019,616	\$34,155,274

Revenues by Program	FY 2007 Actual	FY 2008 Actual	FY 2009 Actual	FY 2010 Adopted	FY 2011 Adopted
Children's Programs	\$3,852,573	\$4,529,432	\$5,049,956	\$5,311,563	\$5,626,655
Maintenance Services	24,091	30,357	30,145	321,215	335,936
Sports	1,164,646	1,174,139	1,147,359	1,721,675	1,852,129
Parks	1,313,241	2,609,083	2,526,525	3,510,142	3,576,492
Community Centers	4,029,932	4,161,641	4,777,860	4,786,871	4,936,284
Adaptive Recreation	91,416	119,035	85,894	98,057	107,687
Aging Services	1,257,779	1,425,578	1,522,013	1,186,082	1,398,054
Youth Services	54,731	25,756	127,934	158,400	158,400
Facilities Planning & Development	354,776	46,202	117,017	13,235	16,861
Capital Projects-general	(218,280)	0	0	0	0
Administration	8,528	25,283	17,874	0	106,332
Total Revenues	\$11,933,433	\$14,146,506	\$15,402,577	\$17,107,240	\$18,114,830

Local Tax Funding by Program	FY 2007 Actual	FY 2008 Actual	FY 2009 Actual	FY 2010 Adopted	FY 2011 Adopted
Children's Programs	\$(490,722)	\$(463,441)	\$(653,056)	\$(416,680)	\$(579,194)
Maintenance Services	3,274,246	3,622,978	3,285,926	3,207,710	3,218,482
Sports	829,561	992,011	978,618	628,899	469,898
Parks	2,232,008	2,718,700	2,554,645	1,560,726	2,514,585
Community Centers	2,477,818	2,957,291	2,898,964	3,045,075	3,008,264
Adaptive Recreation	240,331	273,635	346,486	371,948	365,169
Aging Services	3,040,643	3,458,093	3,221,943	3,745,842	3,600,385
Youth Services	923,233	918,503	1,113,768	1,028,027	1,035,273
Facilities Planning & Development	515,557	540,171	367,338	332,611	332,178
Capital Projects-general	219,342	0	0	0	0
Administration	2,408,009	2,533,365	2,627,077	2,408,218	2,075,405
Total Local Tax Funding	\$15,670,026	\$17,551,306	\$16,741,709	\$15,912,376	\$16,040,444



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Parks, Recreation & Community Services

Staffing Summary by Program	FY 2007 Actual	FY 2008 Actual	FY 2009 Actual	FY 2010 Adopted	FY 2011 Adopted
Children's Programs	90.67	90.40	87.59	87.19	88.97
Maintenance Services	33.37	39.59	38.63	38.63	39.96
Sports	28.20	32.72	32.64	32.84	27.71
Parks	76.85	78.70	83.42	83.20	93.57
Community Centers	125.45	136.47	137.35	137.75	132.52
Adaptive Recreation	9.80	9.80	9.68	9.68	9.68
Aging Services	66.92	65.88	65.71	62.04	61.35
Youth Services	25.18	19.39	19.79	19.79	18.65
Facilities Planning & Development	4.00	4.00	4.00	3.00	3.00
Administration	16.21	17.89	17.64	15.32	15.25
Total FTE	476.65	494.84	496.45	489.44	490.66



Parks, Recreation & Community Services

Children's Programs

Description

Children's Programs provides a continuum of services for youth from kindergarten through middle school. The primary programs in this division include After School Programs (CASA) and Camps. The division offers a before-school program and a wide variety of after-school activities, holiday programs and summer programs that build leisure skills through diverse, developmentally appropriate recreational and educational activities. Children's Programs are designed to increase a child's respect for self and others, support self expression and promote a sense of community. All programs are offered to both the general population and children with special needs.

Budget Overview

FY 2011 Issues

- The CASA and Summer Camp programs need to be expanded in order to meet needs of the County's growing elementary school aged population.
- The CASA and Summer Camp programs must continue to hire and train quality staff members to maximize program performance.

FY 2011 Goals

- Develop programs to keep pace with the needs of the County's growing population of children and families.
- Prepare staff to identify and adapt to changing community needs.
- Ensure that Children's Programs remain accessible to all families and children living in the County.
- Recruit, train and retain qualified staff to cover the large number of program sites.

Program Financial Summary	FY 2007 Actual	FY 2008 Actual	FY 2009 Actual	FY 2010 Adopted	FY 2011 Adopted
Expenditures					
Personnel	\$2,773,636	\$3,384,106	\$3,694,793	\$4,126,405	\$4,261,070
Operations & Maintenance	588,215	681,885	702,107	768,478	786,391
Total Expenditures	\$3,361,851	\$4,065,991	\$4,396,900	\$4,894,883	\$5,047,461
Revenues					
Charges For Services	\$3,852,573	\$4,529,367	\$5,050,166	\$5,311,563	\$5,626,655
Miscellaneous Revenue	0	25	(234)	0	0
Recovered Costs	0	40	24	0	0
Total Revenues	\$3,852,573	\$4,529,432	\$5,049,956	\$5,311,563	\$5,626,655
Total Local Tax Funding	\$(490,722)	\$(463,441)	\$(653,056)	\$(416,680)	\$(579,194)
FTE Summary	90.67	90.40	87.59	87.19	88.97



Loudoun County Government
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Parks, Recreation & Community Services
Children's Programs

Performance Measures	FY 2008 Actual	FY 2009 Actual	FY 2010 Estimated	FY 2011 Projected
Objective: Ensure safe recreational activities for elementary and middle school aged children during the school year and summer months by providing sufficient hours of training to staff.				
• Customer satisfaction rate for Children's Programs (out of 100)	97%	98%	98%	98%
• Number of hours provided of required state child care licensing training ¹	3,264	3,359	3,217	3,289
• Number of staff trained annually to ensure safe recreational activities	136	139	140	143
Objective: Provide recreational activities for elementary school-aged children during non school hours, such as after school, holidays and summer camp in all areas of Loudoun County.				
• Enrollment percentage of capacity for all CASA sites	92.00%	87.15%	92.00%	92.00%
• Number of CASA participants annually	1,896	2,055	1,947	2,109
• Number of CASA sites	37	40	41	42
• Number of children on waiting list for CASA	252	311	210	300
• Number of Specialty and Schools' Out Camp Participants	375	592	390	550
• Number of Summer Camp participants	950	1,531	970	1,500

¹ FY 11 projected amount is lower than the FY 09 actual because the number of hours of training is 24 hours per staff. FY 09 actual had employee turnover which increased the number of hours of training.



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**Parks, Recreation & Community Services
Maintenance Services**

Description

The Maintenance Services division performs daily, seasonal, corrective and preventative property and facility maintenance and repairs. The Division also works with youth sports organizations to implement donated improvements such as irrigation, wells, and funding for field renovations and lends technical support and assistance to Leagues and Parks that include managing, preparing and renovating grounds, turf and athletic fields. The division performs maintenance and repair on all department property, facilities, vehicles and equipment. Maintenance Services inspects, manages and repairs playgrounds and tot lots, swimming pools, and mechanical and structural systems that include heating, air-conditioning and wastewater. Maintenance Services ensures that activities are performed by certified staff where required. Maintenance Services also provides assistance with set-up for special events, garbage collection at all non-staffed sites, and assists with renovation of facilities in cooperation with the Facility Development and Planning Division and the Department of General Services. The division coordinates snow removal of all County facilities, assists with debris removal during emergencies, and provides services in emergency response situations.

Budget Overview

FY 2011 Issues

- The division faces challenges in supporting the entire department with regular maintenance and keeping up with the high number of special events and projects throughout the year.
- The division must continue to keep facilities safe and well-maintained for a growing population.
- All of the department's playgrounds require daily inspections, prompt repairs and an appropriate replacement schedule to remain safe for children.
- New unmanned facilities must be maintained by the Maintenance Division with limited resources.
- Crew coverage of daily field maintenance is slowed by the distance traveled from the central maintenance warehouse to sites throughout the County.

FY 2011 Goals

- Maintain current service levels with the addition of new proffered parks and athletic fields at new schools without additional operational supplies such as fertilizers, infield mix, field paint, and equipment.
- Continue to support parks, community centers, and special events, in addition to performing the general tasks of conducting repairs and responding to maintenance calls.

Program Financial Summary	FY 2007 Actual	FY 2008 Actual	FY 2009 Actual	FY 2010 Adopted	FY 2011 Adopted
Expenditures					
Personnel	\$1,909,585	\$2,040,070	\$2,157,540	\$2,271,610	\$2,357,142
Operations & Maintenance	1,234,182	1,380,683	1,143,531	1,257,315	1,197,275
Capital Outlay & Capital Acquisitions	105,342	167,596	0	0	0
Transfer to Central Services Fund	49,228	64,986	15,000	0	0
Total Expenditures	\$3,298,337	\$3,653,335	\$3,316,071	\$3,528,925	\$3,554,417
Revenues					
Use Of Money & Property	\$8,953	\$10,906	\$7,510	\$2,003	\$10,524
Miscellaneous Revenue	0	0	0	0	6,200
Recovered Costs	7,138	19,451	22,635	319,212	319,212
Other Financing Sources	8,000	0	0	0	0
Total Revenues	\$24,091	\$30,357	\$30,145	\$321,215	\$335,936
Total Local Tax Funding	\$3,274,246	\$3,622,978	\$3,285,926	\$3,207,710	\$3,218,481
FTE Summary	33.37	39.59	38.63	38.63	39.96



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Parks, Recreation & Community Services
Maintenance Services

Performance Measures	FY 2008 Actual	FY 2009 Actual	FY 2010 Estimated	FY 2011 Projected
Objective: Ensure clean and safe playground facilities.				
• Number of playground inspections completed	4,410	4,763	4,800	4,800
• Number of playgrounds	22	24	24	24
Objective: Maintain and improve athletic field quality to ensure safe play and to meet community expectations without interrupting use by youth and adult leagues.				
• Number of athletic fields maintained	250	250	256	262
• Number of ball fields renovated	2	5	5	2
• Number of fields seeded and aerated	n/a	250	250	255
• Number of Maintenance Division man hours dedicated to maintaining athletic fields.	n/a	28,000	28,000	28,000
• Number of projects with assistance from sports leagues	n/a	3	1	1
Objective: Provide efficient and timely support for maintenance, repairs and projects.				
• Number of emergency management events dedicated to respond to or in preparation for snow/ice removal	n/a	2	10	10
• Number of Maintenance Division man hours to complete emergency management events.	n/a	800	5,000	5,000
• Number of Maintenance Division non-PRCS event setup and take downs or bus trips to support other county functions.	n/a	24	10	10
• Number of Maintenance man hours to complete event setups and take downs.	n/a	2,120	1,000	1,000
• Number of work orders completed in time requested.	1,400	1,355	1,400	1,400
• Number of work orders requested	1,450	1,367	1,400	1,400



Parks, Recreation & Community Services

Sports

Description

The Sports division is composed of the Youth Sports and Adult Sports programs. Youth Sports supports volunteer youth sports leagues, which include softball, baseball, basketball, volleyball, soccer, lacrosse, football, in-line hockey, golf, rugby, wrestling, field hockey, track and tennis. Youth Sports coordinates reservations of park and school space for these activities and schedules their use as well as community cultural group's use of school space. In addition, Youth Sports provides supervision of game and practice sites at indoor facilities and outdoor-lighted facilities to ensure safety. Staff also provides guidance and support to youth recreational leagues such as providing certified coaches training, and enhances participants' abilities through specialized instructional programs, camps and clinics.

Adult sports activities within the County are coordinated through the Adult Sports program. This includes scheduling, supervising, coordinating and managing operations of different sports programs available to County adults and businesses. Currently, the division runs adult leagues for baseball, softball, basketball, soccer, flag football, and volleyball. In addition, it provides adult clinics, tournaments, and special events. The adult sports specialists act as the commissioners for each of these leagues and are responsible for all disciplinary actions taken within the league and planning registration and marketing. The sports specialists also operate adult sports clinics, tournaments and special events. Other duties include procuring supplies, trophies and uniforms, and managing various sports officials' vendor contracts.

The Sports division also coordinates or assists others in the working with local, regional and national youth and adult sports tournaments to bring opportunities for a higher level of play to the County and positively affect the County's economy.

Budget Overview

FY 2011 Issues

- Community demand for additional sports spaces and activities and services is difficult to meet without increases in local tax or other funding.
- Increases in new sports programs being developed in the County require the division to find additional space to meet the needs of the community.
- The department needs to continue to maximize the use of current resources to meet the growing demand for new, improved and specialized programs for participants in sports camps and clinics.
- The division will continue to focus on addressing the growing needs of both the adult and youth sports communities.
- The high level of community expectations for field quality, scheduling availability and flexibility is a major challenge in this tight fiscal climate.
- The excessive demand for field space by the leagues throughout the year leads to deterioration of field quality. This field demand makes it extremely difficult to take fields off line for renovation.
- Managing the expectation for increased level of service and field maintenance due to the imposition of the Youth Sports and Maintenance fee.

FY 2011 Goals

- Continue educating the public about specialty camps and clinics with no increases in funding for marketing.
- Manage the growing number of citizens participating in activities with limited new facilities.
- Coordinate the shared use of facilities between school athletics, leagues and instructional staff to meet the needs of both youth and adults with limited space availability.
- Continue to balance the demand for limited facility space between new and established sports organizations.
- As new facilities are received, there is a need to develop and implement a field maintenance schedule which would allow for existing fields to be removed from use which would allow the turf to recover.



Loudoun County Government
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Parks, Recreation & Community Services
Sports

Program Financial Summary	FY 2007 Actual	FY 2008 Actual	FY 2009 Actual	FY 2010 Adopted	FY 2011 Adopted
Expenditures					
Personnel	\$1,238,589	\$1,319,278	\$1,350,248	\$1,501,215	\$1,422,668
Operations & Maintenance	755,618	846,872	775,729	849,359	899,359
Total Expenditures	\$1,994,207	\$2,166,150	\$2,125,977	\$2,350,574	\$2,322,027
Revenues					
Use Of Money & Property	\$2,578	\$10,697	\$1,816	\$35,360	\$37,896
Charges For Services	1,123,658	1,096,817	1,084,628	1,386,315	1,464,233
Miscellaneous Revenue	1,344	200	25	0	0
Recovered Costs	22,143	26,779	39,743	300,000	300,000
Other Financing Sources	14,923	39,646	21,147	0	50,000
Total Revenues	\$1,164,646	\$1,174,139	\$1,147,359	\$1,721,675	\$1,852,129
Total Local Tax Funding	\$829,561	\$992,011	\$978,618	\$628,899	\$469,898
FTE Summary	28.20	32.72	32.64	32.84	27.71



Loudoun County Government
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Parks, Recreation & Community Services
Sports

Performance Measures	FY 2008 Actual	FY 2009 Actual	FY 2010 Estimated	FY 2011 Projected
Objective: Ensure opportunities are available for youth and adults to learn and improve sports skills and provide fitness opportunities to promote healthy lifestyles.				
• Number of citizens on waiting lists for camps and clinics	294	74	150	100
• Number of participants in sports camps and clinics	8,285	7,947	8,500	8,500
• Percentage increase in participation	8%	-4%	7%	0%
Objective: Host sports tournaments to provide Loudoun County athletes a local venue while generating economic impact for Loudoun County.				
• Number of room nights generated by sports tournaments	2,250	2,773	1,800	3,500
• Number of tournament bids submitted	10	16	15	15
• Number of Tournaments hosted by PRCS sites	28	26	29	30
Objective: Provide high quality sports leagues and athletic opportunities for adults in Loudoun County.				
• Number of adults participating in adult sports leagues	10,386	10,124	10,000	10,000
• Number of leagues available for adult participation	90	103	90	91
• Number of teams participating in adult sports leagues	539	578	550	555
Objective: Provide all children of Loudoun County the opportunity to actively participate in youth sports.				
• Estimated number of youth participating on independent teams and tournaments	n/a	27,000	30,000	30,000
• Number of affiliated youth sports leagues	47	48	49	49
• Number of children participating in affiliated youth sports leagues	87,985	62,075	61,000	62,500



**Loudoun County Government
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Parks, Recreation & Community Services

Parks

Description

The Parks division manages the County's staffed parks, which include Claude Moore Park, Franklin Park, the Potomac Lakes Sportsplex and Banshee Reeks Nature Preserve. These parks include specialized facilities, including the Loudoun Heritage Farm Museum, the Franklin Park Performing and Visual Arts Center, and the Claude Moore Recreation Center. In FY 11, the Philip A Bolen Memorial Park will open and be operated as the central regional park. The park will add 17 lighted ball fields along with many miles of trails and passive areas. The Parks division provides a wide range of active and passive recreational opportunities to the public. It also provides youth and adult sports programs on over 28 ball fields, 11 of which are lighted. With the opening of Phil Bolen Memorial Park, the number of ball fields will increase to 45, and the number of lighted fields will increase to 28. The Parks Division manages several miles of hiking, running, and equestrian trails as well as several fishing ponds, memorial gardens, outdoor and indoor swimming pools, fitness areas, a gymnasium, picnic pavilions and several state of the art playgrounds. Environmental and cultural programs, as well as school field trips to these facilities, allow citizens to experience diverse offerings of cultural, interpretive, educational, environmental, historic, athletic, passive and active recreational pursuits. The Parks Division also partners with several community groups to enhance the amenities located within each park.

Budget Overview

FY 2011 Issues

- A growing and diverse population forces the division to balance requests for the use of facilities for active, passive, cultural, educational, and recreational activities.
- The division must continue to create new and innovative ways to provide the same level of service to the growing community with limited resources.
- Additional recreational space is needed to meet increasing demand for adult active recreational pursuits.
- A competitive regional job market makes it essential to retain existing staff.

FY 2011 Goals

- Meet citizen demand to expand programs with limited facilities and limited resources.
- Maintain current facilities at safe levels despite increased usage by a growing population.
- Keep staff morale at a high level to maximize performance as workload and expectations increase
- Assure the Claude Moore Recreation Center and the Franklin Park Performing and Visual Arts Center continue to meet and exceed citizen expectations and marketing goals in order to meet revenue obligations.

Program Financial Summary	FY 2007 Actual	FY 2008 Actual	FY 2009 Actual	FY 2010 Adopted	FY 2011 Adopted
Expenditures					
Personnel	\$2,641,487	\$4,120,581	\$4,151,607	\$4,051,243	\$4,610,212
Operations & Maintenance	830,671	939,873	915,119	1,019,625	1,280,853
Capital Outlay & Capital Acquisitions	73,091	267,329	14,444	0	200,012
Total Expenditures	\$3,545,249	\$5,327,783	\$5,081,170	\$5,070,868	\$6,091,077
Revenues					
Use Of Money & Property	\$214,531	\$564,722	\$574,297	\$444,546	\$736,616
Charges For Services	989,419	1,876,671	1,890,143	2,352,183	2,454,606
Miscellaneous Revenue	58,920	99,216	43,406	60,700	34,000
Recovered Costs	50,260	68,474	18,679	135,713	34,270
Other Financing Sources	111	0	0	517,000	317,000
Total Revenues	\$1,313,241	\$2,609,083	\$2,526,525	\$3,510,142	\$3,576,492
Total Local Tax Funding	\$2,232,008	\$2,718,700	\$2,554,645	\$1,560,726	\$2,514,585
FTE Summary	76.85	78.70	83.42	83.20	93.57



Loudoun County Government
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Parks, Recreation & Community Services

Parks

Performance Measures	FY 2008 Actual	FY 2009 Actual	FY 2010 Estimated	FY 2011 Projected
Objective: Maximize attendance by properly maintaining facilities and providing an expanded level of diverse recreational opportunities while developing innovative methods to maintain service levels.				
• Number of cultural programs held in the Parks Division	89	569	400	500
• Number of daily and special event park visits annually	849,462	775,928	850,000	900,000
• Number of fitness, sports and skill development programs held annually in the Parks Division	26	171	70	175
• Number of nature programs held in the Parks Division	228	331	350	420
• Number of park program participants	32,354	19,416	33,000	35,250
• Number of swimming pool visits ¹	53,045	35,183	33,250	40,000
• Number of volunteer hours donated for the Parks Division	19,357	11,645	21,000	22,000
• Number of work orders completed in the Parks Division	n/a	159	90	200
• Number of work orders requested	147	159	90	220
• Value of Parks Division Volunteer hours	\$387,527	\$233,277	\$420,420	\$451,660

Objective: Provide a wide variety of safe and healthy recreational opportunities at Claude Moore Recreation Center while remaining a revenue neutral operation.

• Average number of daily rental reservations at CMRC	4	10	7	7
• Number of 25-pass swipe cards renewed and/or purchased	996	1,303	2,000	2,000
• Number of programs planned at CMRC	477	1,280	1,500	1,500
• Percentage of expenses recovered through revenue at the Recreation Center	90.50%	83.20%	100.00%	100.00%
• Total number of senior daily visits at CMRC	10,820	13,835	15,000	15,000
• Total number of youth daily visits at CMRC ²	99,324	90,556	91,000	91,000
• Total number of adult daily visits at CMRC	82,751	135,199	100,000	100,000
• Total number of all types of daily visits to CMRC	194,289	241,207	204,000	204,000
• Total number of annual memberships purchased and/or renewed at CMRC	814	542	600	600

¹ The swimming pool attendance was down in FY 10 due to a rainy season during the summer of 2009.

² Youth daily admissions decreased because customers purchased the 25-pass swipe cards.



Parks, Recreation & Community Services

Community Centers

Description

The Community Centers division consists of ten community centers located throughout the County, including the Dulles South Multipurpose Center, Bluemont, Douglass, Loudoun Valley, Lovettsville, Lucketts, Middleburg, Philomont, Sterling and Claude Moore Community Centers. The facilities include outdoor amenities such as playgrounds, parks, pavilions, ball fields, an outdoor swimming pool (Lovettsville), and an in-line hockey rink (Douglass) and a skate park at Dulles South Multipurpose Center. Community Center facilities provide a wide range of recreational, educational, and cultural opportunities as well as State licensed preschool and childcare programs to County citizens in cooperation with volunteers, other department and County programs, the private sector and citizen advisory boards.

Budget Overview

FY 2011 Issues

- The County's growing and diverse population demands high-quality, high-value services that meet their varying needs.
- Design for the Bluemont and Lucketts Community Centers renovations began in FY 09 and will carry through into 2011.
- The customer base of three community centers that have been, or will be, renovated must be re-established. Bluemont has been relocated to the Round Hill Center. An alternate location is being investigated so programs can continue during construction. Lucketts Community Center will utilize a portable classroom site.
- Staff training is needed in the areas of CPR, First Aid, MAT (Medical Administration Training) plus 16 hours of training per employee as required by state licensing standards.
- The demand for certain programs decreased in FY 10 due largely to economic times.
- Dulles Multipurpose Center and Claude Moore Community Center programs continue to have waiting lists for pre-school and child care programs.

FY 2011 Goals

- Recruit and retain center staff, instructors and contract vendors to increase levels of program implementation and meet community expectations for quality programs at a good value.
- Employ new marketing strategies to encourage increased participation in fee-based programs and special events.
- Implement best practices for center management, licensed programs, fee-based activities and advisory boards.
- Provide programs aimed at meeting diverse needs of the community.
- Maintain safety and security policies and procedures for management of facilities, staff, and participants.
- Provide teen programs to create connection to community and encourage development of healthy behaviors.

Program Financial Summary	FY 2007 Actual	FY 2008 Actual	FY 2009 Actual	FY 2010 Adopted	FY 2011 Adopted
Expenditures					
Personnel	\$5,651,631	\$6,130,862	\$6,483,561	\$6,818,098	\$6,735,069
Operations & Maintenance	840,641	988,070	971,306	1,013,848	1,209,479
Capital Outlay & Capital Acquisitions	15,478	0	40,673	0	0
Transfer to Central Services Fund	0	0	181,284	0	0
Total Expenditures	\$6,507,750	\$7,118,932	\$7,676,824	\$7,831,946	\$7,944,548
Revenues					
Use Of Money & Property	\$281,629	\$259,532	\$314,359	\$444,796	\$439,584
Charges For Services	3,741,113	3,878,145	4,159,867	4,341,101	4,495,726
Miscellaneous Revenue	6,715	23,606	20,302	974	974
Recovered Costs	475	358	23,252	0	0
Other Financing Sources	0	0	260,080	0	0
Total Revenues	\$4,029,932	\$4,161,641	\$4,777,860	\$4,786,871	\$4,936,284
Total Local Tax Funding	\$2,477,818	\$2,957,291	\$2,898,964	\$3,045,075	\$3,008,264
FTE Summary	125.45	136.47	137.35	137.75	132.52



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Parks, Recreation & Community Services
Community Centers

Performance Measures	FY 2008 Actual	FY 2009 Actual	FY 2010 Estimated	FY 2011 Projected
Objective: Demonstrate the cost effectiveness of services offered at the community centers.				
• Average daily participant sessions	2,035	2,003	2,100	2,100
• Expenditure per participant	\$9.34	\$10.40	\$8.75	\$10.20
• Number of participant sessions per fiscal year	742,808	731,045	735,000	735,000
• Percentage rate of cost recovery	60%	63%	65%	64%
• Revenue per participant	\$5.60	\$6.54	\$6.27	\$7.19
Objective: Meet the demand for programs and services by providing successful programs offered and operated for each target age population.				
• Number of adults attending Community Center programs	400,481	363,820	365,000	365,000
• Number of Community Center programs offered to elementary school youth	1,219	1,378	1,400	1,400
• Number of Community Center programs offered to middle & high school youth	876	568	555	560
• Number of Community Center programs offered to preschool children	1,674	1,907	1,910	1,910
• Number of Community Center programs operated for adults	956	698	650	675
• Number of elementary school children attending Community Center programs	121,916	86,143	87,000	87,000
• Number of middle and high school children attending Community Center programs	53,055	52,033	53,000	53,000
• Number of preschool children attending Community Center programs	167,356	217,788	215,000	215,000
Objective: Encourage volunteerism to reduce staff costs, provide meaningful opportunities for contributions of time and talent, and increase program offerings.				
• Number of volunteer hours served	9,069	6,520	10,500	6,575
• Value of volunteer hours for Community Centers	\$181,561	\$129,930	\$210,210	\$134,984



Parks, Recreation & Community Services

Adaptive Recreation

Description

The Adaptive Recreation division provides accessible programs and activities for County residents with cognitive and physical disabilities that include a State-licensed summer day camp for citizens ages 2 to 22. Programs and activities are provided in cooperation with volunteers, other department programs, various County agencies, nonprofit, business sectors, and advisory boards.

The specific activities are developed to help participants achieve their fullest potential, based on their individual abilities. Adaptive Recreation works cooperatively with the advisory boards and other partners for program implementation, including the Loudoun Very Special Arts, Special Olympics and the Special Recreation Advisory Board for program implementation.

Budget Overview

FY 2011 Issues

- The division must offer programs and services appropriate for a growing and diverse population of citizens with cognitive and physical disabilities.
- Staff must undergo training to meet State licensing requirements and to ensure that seasonal staff is prepared to work effectively with an increased number of participants with severe disabilities.

FY 2011 Goals

- Network with public school staff and enhance marketing to serve additional participants.
- Maintain ADA accommodations to support programs.
- Promote the inclusion of individuals with disabilities in countywide programs with limited resources.

Program Financial Summary	FY 2007 Actual	FY 2008 Actual	FY 2009 Actual	FY 2010 Adopted	FY 2011 Adopted
Expenditures					
Personnel	\$288,131	\$335,843	\$374,774	\$420,926	\$423,777
Operations & Maintenance	43,616	56,827	57,606	49,079	49,079
Total Expenditures	\$331,747	\$392,670	\$432,380	\$470,005	\$472,856
Revenues					
Charges For Services	\$84,279	\$114,171	\$81,612	\$98,057	\$107,687
Miscellaneous Revenue	7,108	4,824	4,262	0	0
Recovered Costs	29	40	20	0	0
Total Revenues	\$91,416	\$119,035	\$85,894	\$98,057	\$107,687
Total Local Tax Funding	\$240,331	\$273,635	\$346,486	\$371,948	\$365,169
FTE Summary	9.80	9.80	9.68	9.68	9.68



Loudoun County Government
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Parks, Recreation & Community Services
Adaptive Recreation

Performance Measures¹	FY 2008 Actual	FY 2009 Actual	FY 2010 Estimated	FY 2011 Projected
Objective: Expand and increase the number of programs operated for children and adults with disabilities.				
• Adaptive Recreation customer satisfaction rate	97.75%	96.00%	94.00%	97.00%
• Number of Adaptive Recreation preschool children participants	1,857	103	100	100
• Number of adult participants in Adaptive Recreation programs	2,542	1,507	1,500	1,500
• Number of elementary school Adaptive Recreation participants	1,500	615	620	620
• Number of high school Adaptive Recreation participants	890	749	750	750
• Number of hours of participation	14,928	72,221	72,000	72,000
• Number of middle school Adaptive Recreation participants	860	389	390	390
Objective: Maintain and increase program offerings by increasing volunteer staffing levels.				
• Number of volunteer hours for Adaptive Recreation	5,935	3,955	4,402	4,000
• Number of volunteers recruited	1,964	1,128	1,661	1,130
• Value of volunteer hours for Adaptive Recreation	\$118,759	\$79,169	\$88,128	\$82,120

¹ The department changed the way it counts the data for these measures starting with the FY 10 data presented, showing only the unduplicated number of participants. The data presented prior to FY 10 are duplicated numbers of participants.



Parks, Recreation & Community Services

Aging Services

Description

Aging Services, through the Area Agency on Aging (AAA), plans, coordinates and promotes services to enhance the well being and independence of older Loudoun residents. The Elder Resource program assists seniors and their caregivers in making informed decisions through the Information and Assistance, Tax Assistance, Medicare Counseling and Care Coordination programs. The Volunteer Services Program provides volunteer placement, training and recognition opportunities to adults of all ages and the Retired and Senior Volunteer Program (RSVP), which is part of the Volunteer Services Program, provides opportunities to adults 55 and older. Aging Services also administers two full-service senior centers, two senior activity centers, a home-delivered meals program and seven congregate meal lunch programs. Additionally, Aging Services manages two adult day centers that serve frail older adults with cognitive and physical disabilities, the majority of which have Alzheimer's disease. The Central Kitchen, also within Aging Services, prepares and delivers congregate and home-delivered meals to service locations and the Juvenile Detention Center, as well as various locations for County Government-related events and community-related emergencies. Aging Services works closely with the Commission on Aging, multiple advisory boards and other service agencies to identify and support senior related needs and interests.

Budget Overview

FY 2011 Issues

- The diversity and needs of Loudoun County's senior population has changed dramatically in recent years. The emerging baby boom population of younger, more active seniors has begun to enter retirement. The needs of older adults are increasing and becoming more diverse as seniors continue to live longer.
- Population growth, newly-opened facilities and growing utilization of existing facilities require increasing coordination of resources.
- The aging population and current cohort of seniors require increasing prevention and wellness programming.

FY 2011 Goals

- Plan for Senior related capital projects in various stages of development.
- Respond to increasing service needs, including transportation, meals, trips, tax assistance and Medicare Part D counseling without increased resources.
- Plan for and meet the varying needs of Loudoun County's increasing senior population that includes both younger seniors and more frail older adults by seeking grants and increasing use of volunteers and partnerships.



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Parks, Recreation & Community Services
Aging Services

Program Financial Summary	FY 2007 Actual	FY 2008 Actual	FY 2009 Actual	FY 2010 Adopted	FY 2011 Adopted
Expenditures					
Personnel	\$2,910,485	\$3,393,276	\$3,314,819	\$3,553,442	\$3,592,473
Operations & Maintenance	1,345,921	1,483,333	1,429,137	1,378,482	1,405,966
Capital Outlay & Capital Acquisitions	0	7,062	0	0	0
Transfer to Central Services Fund	42,016	0	0	0	0
Total Expenditures	\$4,298,422	\$4,883,671	\$4,743,956	\$4,931,924	\$4,998,439
Revenues					
Use Of Money & Property	\$83,586	\$125,535	\$123,072	\$78,833	\$151,362
Charges For Services	543,152	637,532	659,796	498,363	610,322
Miscellaneous Revenue	53,824	77,686	125,357	27,156	27,156
Recovered Costs	184,198	128,405	174,920	152,868	152,868
State Categorical Aid	123,748	140,044	137,571	138,874	136,266
Federal Categorical Aid	269,271	316,376	301,297	289,988	320,080
Total Revenues	\$1,257,779	\$1,425,578	\$1,522,013	\$1,186,082	\$1,398,054
Total Local Tax Funding	\$3,040,643	\$3,458,093	\$3,221,943	\$3,745,842	\$3,600,385
FTE Summary	66.92	65.88	65.71	62.04	61.35



Loudoun County Government
FY 2011 Adopted Fiscal Plan

Parks, Recreation & Community Services
Aging Services

Performance Measures	FY 2008 Actual	FY 2009 Actual	FY 2010 Estimated	FY 2011 Projected
Objective: Ensure high quality programs and services at Senior Centers and Senior Activity Centers by providing a wide variety of programs.¹				
• Number of senior activities	1,898	2,256	4,500	8,500
• Number of Senior activity participants	23,416	23,411	61,000	80,000
• Number of Senior Center rentals	257	257	875	900
• Number of senior citizens trips	130	140	130	120
• Number of senior memberships	533	506	2,600	2,600
• Number of senior trip participants	6,214	7,131	5,700	6,000
Objective: Increase community awareness of Loudoun County Aging services by maintaining community outreach.				
• Number of Senior Services Volunteer hours	51,255	55,812	51,500	54,000
• Number of units of service provided to participants by AAA	517,635	555,274	520,000	600,000
• Value of service provided by volunteers	\$1,026,132	\$1,145,820	\$1,000,000	\$1,108,620
Objective: Meet the needs of a growing senior population by maintaining services and contacts with seniors and their families.				
• Number of adult daycare hours assisting clients & families	43,768	37,260	30,000	51,000
• Number of Central Kitchen meals	146,793	155,886	147,000	151,000
• Number of Information & Assistance contacts	40,223	38,848	41,000	41,000
• Number of one way trips for senior services participants	38,577	41,244	39,000	45,000
• Number of senior meals provided	113,344	110,532	114,000	112,600

¹ For this objective, these were new performance measures for FY 10, which include all Senior Centers and activity centers. Data prior to FY 10 was only for the Carver Center.



Parks, Recreation & Community Services

Youth Services

Description

The Youth Services division consists of youth development and youth outreach programs that offer a wide variety of after-school, evening and weekend activities providing recreational, educational, cultural and prevention programming. Youth development services focus on prevention and leadership development activities; examples include the Red Ribbon and Blue Ribbon campaigns that concentrate on World AIDS, child abuse and neglect, awareness and prevention. Special interest clubs are designed to increase teen participation in physical, recreational and community focused programs that strengthen and increase their resilience, community awareness and development of positive values, interests, and skills. Other prevention activities include the Teen Services program and the Youth After School (YAS) programs. Youth outreach services focus on intervention activities for youth beginning to exhibit high-risk behaviors or those who may be most at-risk; examples include the WORK program, after-school clubs, football camp, evening teen clubs and the summer soccer series. These activities are intended to build individual strengths and self-confidence, teach life skills and personal responsibility, and provide safe opportunities for socializing. Youth outreach is also actively involved in youth gang prevention activities.

Budget Overview

FY 2011 Issues

- The YAS program must hire and retain high-quality supervisors and leaders to maximize program performance.
- Additional funding sources must be identified by staff, or creating relationships with community groups and volunteers, in order to expand program offerings that address the changing developmental needs of youth.
- The Division should dedicate resources necessary to maintain the WORK program's success rate of only 2% recidivism while increasing service and intervention programs for at-risk youth.
- The YAS program must develop strategies to accommodate continued increases in the number of youth interested in enrolling in the YAS program with its limited financial resources.
- Additional training is needed for staff in order to handle the changing needs of youth.
- Maintaining enrollment at all YAS locations and find solutions to accommodate youth on waiting lists.

FY 2011 Goals

- Develop programs that keep pace with the demand for services by a growing and increasingly diverse community.
- Develop and foster partnerships with community groups and volunteers to create greater levels of community involvement in the divisions' program offerings.
- Accommodate the need for additional space and demand for the YAS program, as indicated by its significant wait lists.

Program Financial Summary	FY 2007 Actual	FY 2008 Actual	FY 2009 Actual	FY 2010 Adopted	FY 2011 Adopted
Expenditures					
Personnel	\$797,283	\$821,172	\$1,024,674	\$1,003,813	\$1,011,059
Operations & Maintenance	180,681	123,087	217,028	182,614	182,614
Total Expenditures	\$977,964	\$944,259	\$1,241,702	\$1,186,427	\$1,193,673
Revenues					
Charges For Services	\$9,765	\$12,295	\$89,939	\$158,400	\$158,400
Miscellaneous Revenue	43,641	13,345	37,995	0	0
Recovered Costs	325	116	0	0	0
State Categorical Aid	1,000	0	0	0	0
Total Revenues	\$54,731	\$25,756	\$127,934	\$158,400	\$158,400
Total Local Tax Funding	\$923,233	\$918,503	\$1,113,768	\$1,028,027	\$1,035,273
FTE Summary	25.18	19.39	19.79	19.79	18.65



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Parks, Recreation & Community Services
Youth Services

Performance Measures	FY 2008 Actual	FY 2009 Actual	FY 2010 Estimated	FY 2011 Projected
Objective: Increase engagement opportunities by providing a wide variety of attractive and safe recreational, cultural, and social opportunities for youth.				
• Teen destinations/centers supported by LYI	3	7	5	5
• Teen programs average weekly attendance	602	750	650	650
• Youth and family members attending Youth Fest	2,000	4,500	3,500	3,500
Objective: Promote belonging by fostering opportunities for youth to connect with people and places throughout the county.				
• Annual page visits to the loudounteen.org website	5,788	3,250	6,000	6,500
Objective: Promote healthy living enhancing programs and services that support sound decisions about oneself and one's body.				
• Participants in prevention and awareness programs	8,000	4,056	6,500	6,500
• Prevention and awareness programs through LYI	12	2	3	2
Objective: Promote respect for others by promoting attitudes and skills helpful for quality human interactions within and across generations.				
• Participants in leadership development seminars	400	76	300	200
• Volunteer hours in community service projects	500	84	600	500
• Youth members in Youth Advisory Committee	300	485	400	400
Objective: Provide safe recreational activities for middle school aged children.				
• Average number of Middle School youth served per month	352	330	364	288
• Number of children on the YAS wait list	97	49	100	50
• Number of outreach programs offered	7	29	8	4
• Number of YAS programs offered/communities served	9	9	9	9
• Program utilization rate	98.00%	91.25%	100.00%	80.00%



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Parks, Recreation & Community Services
Youth Services

Performance Measures	FY 2008 Actual	FY 2009 Actual	FY 2010 Estimated	FY 2011 Projected
Objective: To provide court ordered youth the opportunity to give back to society by performing meaningful community service work in their neighborhood.				
• Number of hours of community service completed	3,326	4,177	4,500	4,500
• Number of youth in WORK program	91	148	150	100
• Recidivism percentage rate of WORK program participants	2%	2%	2%	2%
• Value of community service work performed	\$66,587	\$69,733	\$90,090	\$92,385



Parks, Recreation & Community Services Facilities Planning & Development

Description

Facilities Planning and Development Division provides technical assistance and oversight for the Department by reviewing land development applications for recreational opportunities and other departmental facilities identified in the Capital Needs Assessment (CNA). This division also oversees implementation of proffers, provides assistance with short and long range planning, and site specific analysis and design for the improvement of PRCS facilities. The division supports the department through facility planning and design, proffer management, trail development, and project management activities, including state and federal Transportation Enhancement program grant projects, Capital Asset Preservation Program (CAPP) and other small projects and donated enhancements and amenities.

Budget Overview

FY 2011 Issues

- Fulfilling the increased demand for facilities due to rapid County population growth with decreased funding.
- Development of proffered and bonded facilities requires oversight and management.

FY 2011 Goals

- Provide information to department staff and assistance in creating long-range plans, including the PRCS strategic plan.
- Complete the department's Comprehensive Signage Standards Plan.
- Continue development of Potomac National Heritage Scenic Trail and develop volunteer programs to install signage and assist with maintenance of the trail.
- Continue acceptance of proffered passive parkland and stream valley trail easements.
- Develop recreational trail plan for Broad Run and Goose Creek Stream Valley Corridors.
- Identify partnerships to maximize the value and impact of tax dollars.
- Complete the Round Hill to Franklin Park Trail.
- Successfully manage and oversee the transportation grant projects.
- Manage the department's CAPP projects through to their completion.

Program Financial Summary	FY 2007 Actual	FY 2008 Actual	FY 2009 Actual	FY 2010 Adopted	FY 2011 Adopted
Expenditures					
Personnel	\$336,962	\$382,620	\$301,518	\$302,623	\$305,816
Operations & Maintenance	322,685	147,232	95,199	43,223	43,223
Capital Outlay & Capital Acquisitions	210,686	56,521	87,638	0	0
Total Expenditures	\$870,333	\$586,373	\$484,355	\$345,846	\$349,039
Revenues					
Permits Privilege Fees & Reg Licenses	\$(527)	\$4,950	\$8,638	\$13,235	\$16,861
Charges For Services	0	100	160	0	0
Miscellaneous Revenue	5,294	4,046	70,968	0	0
Federal Categorical Aid	350,009	37,106	37,251	0	0
Total Revenues	\$354,776	\$46,202	\$117,017	\$13,235	\$16,861
Total Local Tax Funding	\$515,557	\$540,171	\$367,338	\$332,611	\$332,178
FTE Summary	4.00	4.00	4.00	3.00	3.00



Loudoun County Government
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Parks, Recreation & Community Services
Facilities Planning & Development

Performance Measures	FY 2008 Actual	FY 2009 Actual	FY 2010 Estimated	FY 2011 Projected
Objective: To assist department staff in strategic planning, project development and management, and planning processes.				
• Number of administrative and legislative applications	4	5	8	8
• Number of amenity improvement projects	1	4	7	7
Objective: To implement and manage new projects through partnerships, donations, grants and the Capital Asset Preservation Program (CAPP).				
• Number of active grant projects	5	5	2	6
• Number of CAPP projects approved	14	7	10	11
• Number of CAPP projects delivered	11	7	10	11
• Number of grants/donations to PRCS	5	0	2	2
Objective: To increase public program space and recreational opportunities through proffer completion and delivery.				
• Number of proffered facilities delivered	3	1	2	4
• Number of proffered facilities under development	2	1	3	5
Objective: To perform reviews on land development applications submitted to the department in order to achieve meaningful proffered facilities, improvements, and/or cash contributions.				
• Number of administrative referrals (SBPL, CPAP, STPL, SBRD)	70	37	30	30
• Number of legislative referrals (ZMAP, ZCPA, SPEX)	82	83	40	100



Parks, Recreation & Community Services

Administration

Description

The Administration program provides leadership, direction, oversight, management, technical assistance, contract management, staff training assistance and financial services support to eight divisions with approximately 246 regular full-time, 175 regular part-time and approximately 1,800 temporary seasonal staff for a total of 2,285 employees. Administration coordinates with other County departments including County Administration, Management and Financial Services, the Treasurer's Office, the Public Information Office, the Department of Information Technology, General Services, Family Services, the Office of Capital Construction, the Board of Supervisors and appointed advisory boards. Administration develops, reviews, revises and manages department-wide policies and procedures to ensure the divisions perform effectively and efficiently. This division also provides purchasing, marketing, automation, front counter and human resources support. Funding is centralized in this division for department training, the quarterly PRCS brochure, cell phones and maintenance service contracts to create efficiencies.

The Horticulture Program, which is in this division, provides planning, and implementation of horticultural, grounds and landscape maintenance services and improvement for county libraries, group homes, public safety centers and other government facilities.

Budget Overview

FY 2011 Issues

- Additional marketing resources must be used to communicate the wide variety of programs, activities and classes offered by all divisions to the public.
- The division must absorb County processes as they continue to be decentralized to the department level.
- The division will be responsible for providing horticulture and grounds maintenance services for new and existing County facilities within its already limited horticultural program resources.

FY 2011 Goals

- Develop additional web-based marketing strategies
- Develop marketing strategy to continue the delivery of PRCS seasonal program guides throughout the county and on the web and social networking sites.
- Provide ongoing leadership and development to the department.
- Continue to guide and work through the development and implementation of the department's strategic plan.
- Continue to develop partnerships and seek alternative funding sources.
- Remain conservative and prudent with citizens' tax revenue funds which supports the department's locally tax funded programs.
- Maintain program and facility support in human resources, buying, receiving, marketing, public relations and automated systems to meet service demand.
- Cross-train staff to increase the potential for professional growth and continuity of service.
- Emphasize employee recruitment and retention as a major focus.
- Ensure all department divisions, facilities and program areas have created operations manuals to ensure consistency, quality and smooth continuity of services.



Loudoun County Government
FY 2011 Adopted Fiscal Plan

Parks, Recreation & Community Services
Administration

Program Financial Summary	FY 2007 Actual	FY 2008 Actual	FY 2009 Actual	FY 2010 Adopted	FY 2011 Adopted
Expenditures					
Personnel	\$1,364,740	\$1,363,782	\$1,347,525	\$1,371,839	\$1,383,009
Operations & Maintenance	1,051,797	1,194,866	1,297,426	1,036,379	798,728
Total Expenditures	\$2,416,537	\$2,558,648	\$2,644,951	\$2,408,218	\$2,181,737
Revenues					
Charges For Services	\$0	\$0	\$92	\$0	\$0
Miscellaneous Revenue	4,230	10,990	8,895	0	106,332
Recovered Costs	3,880	14,293	8,887	0	0
Other Financing Sources	418	0	0	0	0
Total Revenues	\$8,528	\$25,283	\$17,874	\$0	\$106,332
Total Local Tax Funding	\$2,408,009	\$2,533,365	\$2,627,077	\$2,408,218	\$2,075,405
FTE Summary	16.21	17.89	17.64	15.32	15.25



Loudoun County Government
FY 2011 Adopted Fiscal Plan

Parks, Recreation & Community Services
Administration

Performance Measures	FY 2008 Actual	FY 2009 Actual	FY 2010 Estimated	FY 2011 Projected
Objective: Effectively manage contracted landscape maintenance and improvements to County owned facilities.				
• Number of sites mowed under turf maintenance contract	57	63	64	64
• Number of sites updated in tree inventory	n/a	5	10	10
• Percentage of OCC site plans reviewed as requested	100%	100%	100%	100%
• Percentage of sites inspected quarterly	n/a	90.50%	100.00%	100.00%
Objective: Increase exposure and utilization of the PRCS web site in order to promote on-line transactions.				
• Average monthly WebTrac transactions	1,388	1,764	1,700	1,900
• Average number of web site hits on PRCS main web pages	10,190	36,532	37,000	38,000
• Value of WebTrac transactions/year	\$3,274,969	\$4,522,318	\$3,600,000	\$4,500,000
Increase the total number of RecTrac transactions and participation levels through increased marketing efforts.				
• Number of households in RecTrac	49,206	53,474	51,000	52,500
• Number of participant hours	2,751,340	2,870,824	3,500,000	3,000,000
• Number of program participants	93,493	93,922	105,000	105,000
• Number of programs offered	9,080	9,547	9,500	9,600
• Number of transactions	156,299	156,251	164,000	175,000
Objective: To develop strategies for building a quality workforce and to deliver quality services.				
• Employment outreach opportunities	n/a	n/a	n/a	4
• Full time employee turnover rate percentage	3.40%	1.88%	3.40%	2.50%
• Number of performance plans and assessments	670	573	670	575
• Number of special recognitions	57	9	57	25
• Offer training opportunities for professional growth	55	217	55	55



Loudoun County Government
FY 2011 Adopted Fiscal Plan

Parks, Recreation & Community Services
Administration

Performance Measures	FY 2008 Actual	FY 2009 Actual	FY 2010 Estimated	FY 2011 Projected
Objective: To ensure operational excellence in the procurement of goods and services to continually provide efficiency and effectiveness.				
• Number of purchase orders completed	1,037	1,138	1,040	1,140
• Number of turnaround days for purchase orders	3.42	2.38	3.00	2.30
• Value of purchase orders	\$746,955	\$3,156,804	\$1,900,000	\$3,500,000

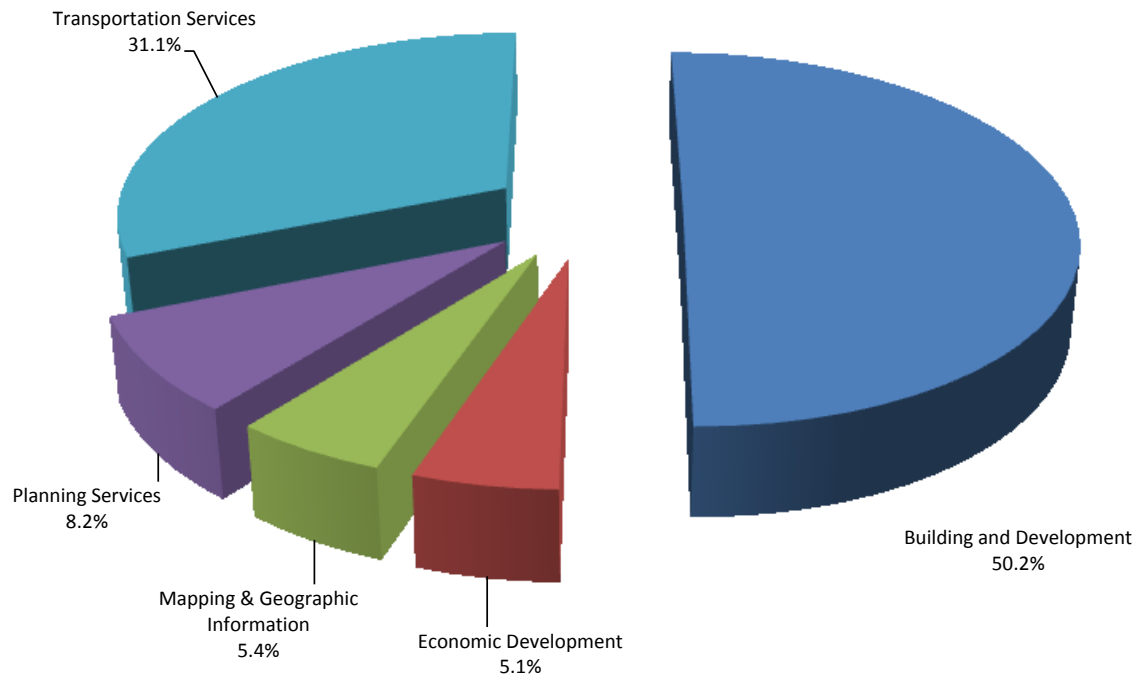


Community Development

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COMMUNITY DEVELOPMENT FY 2011 ADOPTED EXPENDITURES



Community Development Historical Expenditures

Community Development	FY 2007 Actual	FY 2008 Actual	FY 2009 Actual	FY 2010 Adopted	FY 2011 Adopted
Building and Development	\$20,488,119	\$22,173,105	\$22,597,284	\$20,703,000	\$19,387,259
Economic Development	1,895,782	1,941,897	2,140,983	2,206,000	1,964,745
Mapping & Geographic Information	2,069,769	2,188,036	2,160,314	2,120,000	2,092,639
Planning Services	2,809,374	3,194,371	3,016,852	3,143,000	3,155,178
Transportation Services	7,510,080	8,851,480	9,788,997	9,587,000	12,013,883
Total Community Development¹	\$34,773,124	\$38,348,889	\$39,704,430	\$37,759,000	\$38,613,704

¹ In FY 10, the Office of Solid Waste Management will be consolidated with the Office of Capital Construction into a new department named Capital Construction & Solid Waste Management. Budget information and expenditure history of the two departments is provided in the *General Government Administration* section of this document.



Building & Development

Building & Development

Land Development Planning

Land Development Engineering

Zoning Administration

Building Code Enforcement

Permit Issuance/Department Management



Building & Development

Mission Statement

Building & Development ensures the public's safety and welfare during the design and construction phases of public and private structures in the County by enforcing Best Engineering Practices and the Statewide Building Code. The Department enhances the quality of life for all citizens through developing, administering and enforcing the County Zoning Ordinance, the Land Subdivision Ordinance, the Facilities Standards Manual and other construction standards ordinances.

Description

Building and Development oversees all phases of construction throughout the County including the subdivision and use of land, review/approval of designs and construction plans, construction inspections, and final occupancy approval. These services are provided by five divisions: Land Development Planning, Land Development Engineering, Zoning Administration, Building Code Enforcement and Permit Issuance/Department Management.

Budget Overview

FY 2011 Issues

- Implementation and enforcement of new environmental standards if adopted for the Limestone Overlay District and the Chesapeake Bay Program.
- Completion and implementation of several new additional Zoning Ordinance Amendments (ZOAMs) that address the Board of Supervisors' priorities. This includes Farm Markets, the Sign Ordinance, Parking in Yards, the Statewide Maintenance Code, etc., and major changes to the Building Code Inspection Program to include Green Building initiatives.
- Proactive enforcement of the Zoning Ordinance and Maintenance Code to address blighted areas and overcrowding issues in identified areas of the County.
- Development of a Comprehensive Watershed Management Plan and implementing standards to improve the quality and quantity of the water resources identified by major program efforts over the last several years as monetary resources are impacted by reduced budget.

FY 2011 Major Goals

- Continue to improve the timelines related to the Land Development Application Process by introducing additional efficiency measures.
- Expand training efforts in Green Building training and other environmental issues to more of the B&D staff in order to continue following the new Statewide Building Code Standards adopted in the Spring of 2008.
- Implement a new ministerial fee schedule to insure that those areas identified by the Board of Supervisors are appropriately cost/fee offset.
- Resume implementation of the County Inspectors Mobilization Program to include all Building Code Inspectors, E&S and Zoning Inspectors. This Program was slowed because of budget constraints in FY 10. The objective is to maximize field time and reduce the need for office space.
- Accelerate the digital imaging of Land Development and Building Code documents in-house with a goal of completing the process for all official documents by the end of FY 12.
- Continue efforts on digital file storage.

FY 2010 Major Achievements

- Accepted and processed approximately 35,000 building permits and 7,000 zoning permits, and conducted over 165,000 inspections with a staff that was significantly reduced in FY 10.
- Accepted and processed over 1,100 land development applications of all types.
- Completed major research and public input sessions on the Limestone Overlay District and Chesapeake Bay ordinance changes.
- Reduction in staff in FY 10 required realignment of workload to handle a major increase in effort in Zoning (ZOAM's).
- E-permitting system is fully operational for permits without required fees; efforts for all remaining permits are on-going.
- Maintained a very strong E&S Program and continued to receive favorable comments from the State about the consistency and comprehensiveness of the Program (either consistent or non-consistent are the only ratings).
- Turned over approximately fifty (50) miles of roads within the County to the State Maintenance Program. This continues to reduce the future liability of the County Government and the citizens of Loudoun County.



**Loudoun County Government
FY 2011 Adopted Fiscal Plan**

Building & Development

Departmental Financial Summary	FY 2007 Actual	FY 2008 Actual	FY 2009 Actual	FY 2010 Adopted	FY 2011 Adopted
Expenditures					
Personnel	\$18,957,690	\$20,143,104	\$20,300,707	\$19,150,252	\$17,866,841
Operations & Maintenance	1,511,918	2,009,186	1,895,777	1,443,670	1,519,968
Capital Outlay & Capital Acquisitions	0	13,985	400,800	450	450
Transfer to General Capital Asset	0	6,830	0	0	0
Transfer to Central Services Fund	18,511	0	0	0	0
Total Expenditures	\$20,488,119	\$22,173,105	\$22,597,284	\$20,594,372	\$19,387,259
Revenues					
Permits Privilege Fees & Reg Licenses	\$13,915,017	\$13,573,375	\$10,254,849	\$13,324,614	\$11,459,838
Fines & Forfeitures	20,094	20,198	9,843	11,230	18,796
Charges For Services	74,166	61,003	53,121	59,500	60,659
Miscellaneous Revenue	0	111	781	0	0
Federal Categorical Aid	113,182	281,531	360,308	0	0
Other Financing Sources	0	78,153	384,218	0	0
Total Revenues	\$14,122,459	\$14,014,371	\$11,063,120	\$13,395,344	\$11,539,293
Local Tax Funding	\$6,365,660	\$8,158,734	\$11,534,164	\$7,199,028	\$7,847,966
FTE Summary	256.90	258.80	253.80	225.80	205.80

FY 2011 Board Action

The FY 11 Adopted Fiscal Plan for the Department of Building and Development includes a reduction of 19.00 FTE, \$1,407,000 in Local Tax Funding and \$1,032,000 for increased revenue. Increases in benefit costs for health insurance and retirement are also included. Health insurance premiums reflect an annual increase of 10% for FY 11. One FTE was transferred to Management and Financial Services during FY 10.

Budget History

- FY 07: The Board added 2.50 FTE for an assistant GIS administrator and a part-time proffer compliance auditor.
- FY 07 Mid-year: 0.10 FTE was transferred to County Administration, 1.00 FTE was transferred from General Services, and the Board added 1.00 FTE for a water resources data manager.
- FY 09: The Board eliminated 4.00 FTE and associated operating expenditures from Building Code Enforcement and 1.0 FTE from Land Development Planning.
- FY 09 Mid Year: 1.00 FTE was transferred to the Office of Construction & Waste Management.
- FY 10: The Board eliminated 27.00 FTE for code enforcement, administration and zoning.
- FY 10 Mid Year: 1.00 FTE was transferred to the Management and Financial Services.



Loudoun County Government
FY 2011 Adopted Fiscal Plan

Building & Development

Expenditures by Program	FY 2007 Actual	FY 2008 Actual	FY 2009 Actual	FY 2010 Adopted	FY 2011 Adopted
Land Development Planning	\$1,666,487	\$1,703,036	\$1,592,832	\$1,531,466	\$1,502,099
Land Development Engineering	5,480,808	6,330,215	7,142,212	6,174,633	5,895,816
Zoning Administration	2,092,247	2,343,163	2,529,326	2,541,626	2,512,909
Building Code Enforcement	8,147,648	8,478,688	8,039,163	7,180,825	6,637,795
B & D Project Management	68,920	78,739	0	0	0
Permit Issuance/Department Management	3,032,009	3,239,264	3,293,751	3,165,822	2,838,640
Total Expenditures	\$20,488,119	\$22,173,105	\$22,597,284	\$20,594,372	\$19,387,259

Revenues by Program	FY 2007 Actual	FY 2008 Actual	FY 2009 Actual	FY 2010 Adopted	FY 2011 Adopted
Land Development Planning	\$715,431	\$581,497	\$389,305	\$484,481	\$742,824
Land Development Engineering	2,393,629	2,398,307	2,333,327	1,915,832	2,033,413
Zoning Administration	148,525	162,183	145,421	225,760	458,617
Building Code Enforcement	8,328,650	7,648,057	5,707,510	7,762,856	6,109,888
B & D Project Management	0	78,153	(16,582)	0	0
Permit Issuance/Department Management	2,536,224	3,146,174	2,504,139	3,006,415	2,194,551
Total Revenues	\$14,122,459	\$14,014,371	\$11,063,120	\$13,395,344	\$11,539,293

Local Tax Funding by Program	FY 2007 Actual	FY 2008 Actual	FY 2009 Actual	FY 2010 Adopted	FY 2011 Adopted
Land Development Planning	\$951,056	\$1,121,539	\$1,203,527	\$1,046,985	\$759,275
Land Development Engineering	3,087,179	3,931,908	4,808,885	4,258,801	3,862,403
Zoning Administration	1,943,722	2,180,980	2,383,905	2,315,866	2,054,292
Building Code Enforcement	(181,002)	830,631	2,331,653	(582,031)	527,907
B & D Project Management	68,920	586	16,582	0	0
Permit Issuance/Department Management	495,785	93,090	789,612	159,407	644,089
Total Local Tax Funding	\$6,365,660	\$8,158,734	\$11,534,164	\$7,199,028	\$7,847,966

Staffing Summary by Program	FY 2007 Actual	FY 2008 Actual	FY 2009 Actual	FY 2010 Adopted	FY 2011 Adopted
Land Development Planning	22.00	22.00	21.00	17.00	16.00
Land Development Engineering	61.80	63.80	63.80	63.80	59.80
Zoning Administration	28.10	28.00	29.00	28.00	27.00
Building Code Enforcement	102.00	102.00	97.00	80.00	71.00
B & D Project Management	1.00	1.00	0.00	0.00	0.00
Permit Issuance/Department Management	42.00	42.00	43.00	37.00	32.00
Total FTE	256.90	258.80	253.80	225.80	205.80



Building & Development Land Development Planning

Description

Land Development Planning provides technical review and oversight of land development related to subdivision applications to ensure conformance with adopted County, State and Federal regulations. Planners review subdivision applications and manage major development projects within the County to ensure compliance with regulations and policies adopted by the Board of Supervisors. The Land Development staff also responds to citizen concerns and questions related to specific applications, projects, interprets ordinances, explains the County's Land Use policies, and answers general land use questions. The program also prepares amendments to the Subdivision Ordinance, maintains the files and records for all Land Development applications, and provides referrals to the Planning Department regarding Legislative Land Use applications.

Budget Overview

FY 2011 Issues

- If application submissions increase, the Division will need to preserve timelines regarding project reviews while maintaining current response times to citizen inquiries.
- Challenges remain regarding quality control of scanned files and the disposition of hard copy files.

FY 2011 Goals

- Continue to convert all Land Development files to electronic files.
- Continue to work with the Development Community to improve quality of submissions and reviews to reduce the number of application submissions.
- Maintain application timelines/reviews and response to citizen inquiries when application submissions increase.

Program Financial Summary	FY 2007 Actual	FY 2008 Actual	FY 2009 Actual	FY 2010 Adopted	FY 2011 Adopted
Expenditures					
Personnel	\$1,622,294	\$1,657,933	\$1,549,030	\$1,472,907	\$1,446,018
Operations & Maintenance	44,193	45,103	43,802	58,559	56,081
Total Expenditures	\$1,666,487	\$1,703,036	\$1,592,832	\$1,531,466	\$1,502,099
Revenues					
Permits Privilege Fees & Reg Licenses	\$708,711	\$572,335	\$387,093	\$479,481	\$737,824
Charges For Services	6,720	9,162	2,212	5,000	5,000
Total Revenues	\$715,431	\$581,497	\$389,305	\$484,481	\$742,824
Total Local Tax Funding	\$951,056	\$1,121,539	\$1,203,527	\$1,046,985	\$759,275
FTE Summary	22.00	22.00	21.00	17.00	16.00



Loudoun County Government
FY 2011 Adopted Fiscal Plan

Building & Development
Land Development Planning

Performance Measures	FY 2008 Actual	FY 2009 Actual	FY 2010 Estimated	FY 2011 Projected
Objective: Improve customer service by returning all hotline calls within one business day.				
• Number of hotline calls received per year	3,121	2,518	3,000	3,100
• Number of calls returned within one business day	2,801	2,388	2,910	3,038
• Percentage of calls returned within one business day	89.30%	94.90%	97.00%	98.00%
Objective: Improve quality of minimum submission checklist review to reduce the number of submission reviews and provide first review comments within 45 days.				
• Applications acted upon within 4 submissions ¹	n/a	n/a	70.00%	82.60%
• Number of subdivision applications submitted	364	284	300	320 ²
• Percentage of initial comment letters sent within 45 days	79.00%	82.75%	90.00%	95.00%
Objective: Complete initial setup of all Land Development Applications within two working days.				
• Number of checklists completed within two working days	1,096	717	810	828
• Percentage of checklists completed within two working days	83.97%	93.51%	90.00%	92.00%
• Total number of land development applications submitted	1,299	765	900	900

¹ This is a new measure for FY 10; prior year history is not available.

² This amount includes reactivation status of subdivision applications.



Building & Development

Land Development Engineering

Description

This program provides detailed technical review, approval and management of land development applications related to subdivision plans and site plans in conformance with the Codified Ordinances, the Zoning Ordinance, the Land Subdivision and Development Ordinance, the Facilities Standards Manual, other applicable State and Federal regulations, and proffers or conditions of approval negotiated as part of rezoning or special exception application processes. The program also manages subsidiary programs to complement the land development process, including performance bonding and monitoring during the construction process, acceptance of infrastructure projects, release of associated bonds, and the management of bond default projects as directed by the Board of Supervisors' Bond Committee. This program contains the Department's Environmental Management program, which includes floodplain management, environmental review of land development applications, water resources management, soils and geotechnical review, erosion and sediment control, and locational clearances within environmental overlay districts. This group provides support to the Facilities Standards Manual Public Review Committee, Water Resources Technical Advisory Committee, Engineers and Surveyors Institute Loudoun Committee and other groups as required.

Budget Overview

FY 2011 Issues

- Both surface water and ground water become increasingly complex to predict and manage from supply, flood prevention, and water quality issues, due to the development of areas that were previously rural or otherwise undeveloped. This complexity is compounded by the fact that at least five different County departments and multiple state and federal agencies simultaneously regulate water issues.
- Staff's effort required to process land development applications continues to increase in complexity.
- Initiatives such as environmental overlay districts, Chesapeake Bay Act and Leadership in Energy and Environmental Design (LEED)/Green Building standards that are supported by the Board of Supervisors and accomplished by staff require an extraordinary amount of staff time and are above and beyond the normal staff effort.

FY 2011 Goals

- Work with other departments and agencies to standardize water management functions and achieve the greatest efficiency in the planning and regulation of water related issues.
- Reduce direct staff effort required for the processing of land development applications by developing the electronic submission and review of plans, as well as increasing the use of existing contractual arrangements such as the Engineers and Surveyors Institute.
- Recoup the appropriate fees, in advance of application approval, for those staff efforts that are direct-revenue supported, to minimize the total impact of initiatives that must be funded by local tax support.



Loudoun County Government
FY 2011 Adopted Fiscal Plan

Building & Development
Land Development Engineering

Program Financial Summary	FY 2007 Actual	FY 2008 Actual	FY 2009 Actual	FY 2010 Adopted	FY 2011 Adopted
Expenditures					
Personnel	\$5,095,762	\$5,638,314	\$5,797,895	\$5,799,163	\$5,517,157
Operations & Maintenance	385,046	671,086	943,517	375,470	378,659
Capital Outlay & Capital Acquisitions	0	13,985	400,800	0	0
Transfer to General Capital Asset	0	6,830	0	0	0
Total Expenditures	\$5,480,808	\$6,330,215	\$7,142,212	\$6,174,633	\$5,895,816
Revenues					
Permits Privilege Fees & Reg Licenses	\$2,280,172	\$2,115,957	\$1,571,390	\$1,915,732	\$2,033,313
Charges For Services	275	819	50	100	100
Miscellaneous Revenue	0	0	779	0	0
Federal Categorical Aid	113,182	281,531	360,308	0	0
Other Financing Sources	0	0	400,800	0	0
Total Revenues	\$2,393,629	\$2,398,307	\$2,333,327	\$1,915,832	\$2,033,413
Total Local Tax Funding	\$3,087,179	\$3,931,908	\$4,808,885	\$4,258,801	\$3,862,403
FTE Summary	61.80	63.80	63.80	63.80	59.80



Loudoun County Government
FY 2011 Adopted Fiscal Plan

Building & Development
Land Development Engineering

Performance Measures	FY 2008 Actual	FY 2009 Actual	FY 2010 Estimated	FY 2011 Projected
Objective: Improve the delivery of needed infrastructure by reducing the number of bond agreements in default and increasing miles of roadway accepted.				
• Miles of roadway completed and accepted into the State Secondary System annually	52.39	63.02	26.00	30.00
Objective: Meet the state guidelines for Erosion and Sediment Control Permit inspection frequency of one visit every two weeks.				
• Average number of inspections per Erosion and Sediment Control Permit	13.25	3.38	4.59	5.34
• Number of active grading permits	710	607	600	610
• Number of Erosion and Sediment Control Permit inspections conducted annually	9,409	8,705	9,000	9,360
• Percentage of inspections conducted on time	94.10%	95.60%	99.89%	96.00%
Objective: Improve citizen satisfaction by reviewing potential Overlot Grading Permit problems with builders, thereby reducing the ratio of homeowner complaints to new home approvals.				
• Number of erosion and sediment control complaints	54	34	97	50
• Number of homeowner complaints	224	181	300	260
• Number of landslide and sinkhole complaints	1	8	2	2
• Number of roads and sidewalks complaints	53	19	105	70
• Number of stormwater management complaints	97	112	200	200
• Number of tree complaints	19	8	42	30
• Percentage of homeowner complaints per new home approval	9.40%	8.44%	16.00%	14.00%
Objective: Improve the processing time to approval of Ministerial Land Development applications (LDA) by reducing the processing time for two main types of LDA's: site plans (STPL) and construction plans and profiles (CPAP).				
• Average number of days to process CPAPs	325.00	281.75	251.00	226.00
• Average number of days to process site plans (STPL)	330.50	308.63	274.00	247.00
• Number of Construction Plans and Profiles (CPAPs)	157	87	165	165
• Number of site plans submitted (initial submissions only)	113	104	227	227



Building & Development Zoning Administration

Description

Zoning Administration staff administers and enforces the zoning standards and proffer language adopted by the Board of Supervisors (BOS) by updating the zoning map and responding to referrals on legislative applications; Zoning Plan Amendment, Comprehensive Plan Amendment, Zoning Concept Plan Amendment and Special Exception Applications (ZMAP, CPAM, ZCPA and SPEX) from Planning Services, and site plan applications from the Engineering Division. Staff enforces the Zoning Ordinance and the Virginia Maintenance Code by educating the public and, where necessary, issuing notices of violation to secure compliance with applicable ordinances and proffers, which may include legal prosecution. Staff provides support to the Board of Supervisors in preparing amendments to the Zoning Ordinance and processing proffer appeals. Staff also supports the Board of Zoning Appeals by reporting applications for variances, special exceptions and appeals as mandated by State Code. Staff responds to citizen inquiries (ZCOR) in writing, by e-mail or by telephone.

Budget Overview

FY 2011 Issues

- This Division will play a much larger role in addressing overcrowding and other quality of life issues with the County adoption of the Virginia Maintenance Code, as the scope of zoning inspections is increased in a move toward greater proactive enforcement. The inspection workload of this Division will be further increased with County enforcement of the Virginia Maintenance Code within the incorporated limits of the Town of Leesburg.
- Non-fee based initiatives predominately determine staffing levels for zoning enforcement, ordinance revisions and affect the Division's ability to maintain County approved timelines on projects.
- Staff will be pressured to maintain assigned timelines with current staffing levels, while taking on the Zoning Ordinance amendments to fulfill the Board of Supervisors (BOS) Strategic Plan, as well as amendments added beyond the Strategic Plan.
- The need for continued professional development in an effort to retain professional certifications and to keep staff informed of new ideas, approaches and trends impacting the practice of Zoning Administration is critical. The Division will develop professional training classes in accordance with state regulated requirements and ensure that staff is able to obtain required continuing education credits.

FY 2011 Goals

- Implement an enforcement program based on the results of proactive pilot programs initiated by the BOS and continue to respond to citizen complaints within approved guidelines.
- Revise the Zoning Ordinance to reflect changes to the Code of Virginia.
- Support the ongoing effort to allocate proffer funds for transportation improvements and capital projects by identifying potential proffers that may be used for each project and issue determinations regarding the use of the funds.
- Explore charging a fee to help recoup the costs of preparing zoning certifications and determinations, as well as other administrative waivers/modifications for which there are currently no fees.
- Review and revise the Divisional Performance Measures to more accurately depict the work produced within the Zoning Division.



Loudoun County Government
FY 2011 Adopted Fiscal Plan

**Building & Development
Zoning Administration**

Program Financial Summary	FY 2007 Actual	FY 2008 Actual	FY 2009 Actual	FY 2010 Adopted	FY 2011 Adopted
Expenditures					
Personnel	\$1,951,858	\$2,214,260	\$2,404,318	\$2,413,546	\$2,386,909
Operations & Maintenance	121,878	128,903	125,008	128,080	126,000
Transfer to Central Services Fund	18,511	0	0	0	0
Total Expenditures	\$2,092,247	\$2,343,163	\$2,529,326	\$2,541,626	\$2,512,909
Revenues					
Permits Privilege Fees & Reg Licenses	\$128,431	\$141,959	\$135,369	\$214,530	\$439,671
Fines & Forfeitures	20,094	20,198	9,843	11,230	18,796
Charges For Services	0	26	209	0	150
Total Revenues	\$148,525	\$162,183	\$145,421	\$225,760	\$458,617
Total Local Tax Funding	\$1,943,722	\$2,180,980	\$2,383,905	\$2,315,866	\$2,054,292
FTE Summary	28.10	28.00	29.00	28.00	27.00



Loudoun County Government
FY 2011 Adopted Fiscal Plan

Building & Development Zoning Administration

Performance Measures	FY 2008 Actual	FY 2009 Actual	FY 2010 Estimated	FY 2011 Projected
Objective: Provide support to the Board of Zoning Appeals by processing appeals and variances within the state-mandated 90 day guidelines.				
• Number of Board of Zoning Appeals applications	26	4	30	30
• Percentage of appeals and variances responded to within State mandated guidelines	100%	100%	100%	100%
• Process Zoning complaints within established timeframes ¹	n/a	100%	100%	100%
Objective: Improve timelines for legislative referrals by providing referrals within established 30-60 days timeframes.				
• Average number of days to provide legislative referral ¹	n/a	35.50	45.00	45.00
• Number of legislative referral applications ¹	n/a	246	131	200
• Number of pre-applications	120	101	116	116
• Percentage of referrals provided within timeline	66.00%	62.50%	60.00%	70.00%
Objective: Enforce provisions of the Zoning Ordinance and Property Maintenance Code in accordance with established Board of Supervisor's policy.				
• Average number of days from acceptance of a complaint to inspection	2	2	2	2
• Number of overcrowding complaints	465	295	400	350
• Percentage of inspections resulting in an overcrowding violation ¹	n/a	3%	10%	10%
• Percentage of overcrowding violations brought into compliance without a court order ¹	n/a	100%	95%	95%
Objective: Respond to written correspondence and site plan referrals within four weeks.				
• Average number of days to respond to Zoning Correspondence application ¹	n/a	37.50	35.00	35.00
• Number of site plans submitted (includes initial and subsequent submissions)	482	390	410	410
• Number of Zoning Correspondence applications	331	277	330	300
• Percentage of applications responded to within four weeks	61.50%	64.75%	65.00%	75.00%
• Percentage of applications responded to within the legal guideline of 90 days ¹	n/a	93.25%	80.00%	90.00%

¹ This is a new measure for FY 08; prior year history is not available, includes multiple referrals.



**Loudoun County Government
FY 2011 Adopted Fiscal Plan**

Building & Development Building Code Enforcement

Description

The Building Code Enforcement program protects the public's health, safety and welfare through enforcement of the minimum structural, electrical, mechanical, plumbing, gas and fire protection standards of the Virginia Uniform Statewide Building Code.

Budget Overview

FY 2011 Issues

- The State Building Code includes requirements for continuing education, increased staff training, and certification requirements which will reduce the amount of time available for field inspections.
- The inspection environment and workload are impacted by larger homes, new technologies, and additional inspection requirements that require more time per inspection and allow for fewer inspections per inspector.

FY 2011 Goals

- Successfully train and retain qualified staff.
- Refine present systems to minimize the time required to address customer complaints for owners demanding greater levels of attention.
- Complete implementation of building inspector mobilization so that inspectors are able to maximize productivity by managing and completing their work at the inspection site.
- Reduce the backlog of open permits.

Program Financial Summary	FY 2007 Actual	FY 2008 Actual	FY 2009 Actual	FY 2010 Adopted	FY 2011 Adopted
Expenditures					
Personnel	\$7,275,391	\$7,402,568	\$7,336,357	\$6,406,643	\$5,777,079
Operations & Maintenance	872,257	1,076,120	702,806	773,732	860,266
Capital Outlay & Capital Acquisitions	0	0	0	450	450
Total Expenditures	\$8,147,648	\$8,478,688	\$8,039,163	\$7,180,825	\$6,637,795
Revenues					
Permits Privilege Fees & Reg Licenses	\$8,328,650	\$7,648,057	\$5,707,510	\$7,762,856	\$6,109,888
Total Revenues	\$8,328,650	\$7,648,057	\$5,707,510	\$7,762,856	\$6,109,888
Total Local Tax Funding	\$(181,002)	\$830,631	\$2,331,653	\$(582,031)	\$527,907
FTE Summary	102.00	102.00	97.00	80.00	71.00



Loudoun County Government
FY 2011 Adopted Fiscal Plan

Building & Development
Building Code Enforcement

Performance Measures	FY 2008 Actual	FY 2009 Actual	FY 2010 Estimated	FY 2011 Projected
Objective: Improve construction plans turnaround time and work with the private sector to limit average number of times plans are returned for review.				
• Average number of times plans are reviewed prior to approval ¹	n/a	1.21	1.20	1.20
• Number of plans submitted for review	9,166	11,404	9,500	9,800
• Percentage of plans reviewed within 10 days	98%	98%	98%	98%
Objective: Improve inspection services by completing the mobilization of inspectors and maintaining an average of not less than 18 minutes per inspection.				
• Average minutes per inspection	32.20	33.47	23.76	22.99 ²
• Cross-trained inspectors	n/a	27%	36%	36%
• Number of failed inspections	43,293	43,886	36,000	37,000
• Number of fully mobilized inspectors	60	60	45	45
• Number of inspections performed	158,930	144,149	150,000	155,000
Objective: Resolve Building Code-related complaints and respond to inquiries in a timely manner.				
• Number of code-related inquiries per year	1,833	1,532	1,500	1,550
• Number of complaints received per year	100	159	100	103
• Percentage of complaints resolved within 10 working days	73.88%	73.63%	72.00%	72.00%
• Percentage of complaints responded to within 24 hours	98%	98%	98%	98%

¹ This is a new measure for FY 08; prior year history is not available.

² This amount does not include 5% reduction levels.



Building & Development Permit Issuance/Department Management

Description

The Permit Issuance and Department Management program issues building, zoning and grading permits, collects proffers attached to new construction, manages performance bonds related to land development, and performs the administrative services related to these functions. This program receives and processes all permit applications, issues all permits, collects cash proffers and accepts bonds. This program also provides information to the public on zoning, permits, inspections, proffers, bonds and other land development activities, and performs administrative functions such as human resources management and purchasing.

Budget Overview

FY 2011 Issues

- A reduced staff will require continued adjustments in procedures and work assignments to meet customer service needs.
- The increase in comprehensive sign packages will require increased processing time for sign permits. Proposed changes to the zoning ordinances for signs, if adopted, will result in additional training requirements for permit staff.

FY 2011 Goals

- Implement e-permitting for on-line application and issuance of building permits to better serve customers.
- Maintain a high level of customer service with reduced staffing levels.
- Staff will maintain established timelines for processing requests for bond reductions, extensions, etc., in a challenging economic climate of defaults on bonds.

Program Financial Summary	FY 2007 Actual	FY 2008 Actual	FY 2009 Actual	FY 2010 Adopted	FY 2011 Adopted
Expenditures					
Personnel	\$2,943,720	\$3,151,585	\$3,213,107	\$3,057,993	\$2,739,678
Operations & Maintenance	88,289	87,679	80,644	107,829	98,962
Total Expenditures	\$3,032,009	\$3,239,264	\$3,293,751	\$3,165,822	\$2,838,640
Revenues					
Permits Privilege Fees & Reg Licenses	\$2,469,053	\$3,095,067	\$2,453,487	\$2,952,015	\$2,139,142
Charges For Services	67,171	50,996	50,650	54,400	55,409
Miscellaneous Revenue	0	111	2	0	0
Total Revenues	\$2,536,224	\$3,146,174	\$2,504,139	\$3,006,415	\$2,194,551
Total Local Tax Funding	\$495,785	\$93,090	\$789,612	\$159,407	\$644,089
FTE Summary	42.00	42.00	43.00	37.00	32.00



Loudoun County Government
FY 2011 Adopted Fiscal Plan

Building & Development
Permit Issuance/Department Management

Performance Measures	FY 2008 Actual	FY 2009 Actual	FY 2010 Estimated	FY 2011 Projected
Objective: Issue permits requiring plans review over the counter and via the internet.				
• Number of Building/Zoning permits issued	43,868	45,705	54,000	42,000
• Number of No-Fee permits issued	11,478	13,250	16,200	10,800
• Percentage of e-permitting programming completed	90.50%	95.00%	100.00%	100.00%
• Percentage of staff trained to implement e-permitting	50%	100%	100%	100%
Objective: Reduce the amount of time customers are placed on hold and the number of “hang-ups” on the main line for permits and inspections.				
• Average number of phone calls per day	197.75	143.00	170.00	165.00
• Average number of seconds callers are on hold	43.25	33.25	30.00	30.00
• Number of hang-ups per day	12	9	8	7
Objective: Manage grading, performance bond, and proffer collection linked to development projects.				
• Value of cash proffers collected with zoning permits ¹	n/a	\$10,231,296	\$8,000,000	\$10,000,000
• Value of grading bonds managed ¹	n/a	\$77,063,497	\$84,000,000	\$70,000,000
• Value of performance bonds approved ¹	n/a	\$720,777,372	\$740,000,000	\$670,000,000

¹ This is a new measure for FY 08; prior year history is not available.



Economic Development

Mission Statement

The Department of Economic Development encourages business investment in Loudoun County by working with prospective and existing companies.

Description

The Department's work is guided by the Economic Development Strategic Plan which was adopted by the Board in 2004 and by the policies set forth in Loudoun's Revised General Plan. The Economic Development Strategic Plan identifies five goals to implement with the assistance of its community and regional partners. These include: Loudoun County becoming a recognized center for innovation, offering a prosperous business environment, providing a favored visitor destination, creating a high quality of place, and maintaining the County's sound fiscal health.

Recognizing these strategic goals, the Department: provides direct assistance to businesses that intend to establish or expand operations in Loudoun County; markets Loudoun to existing and prospective businesses; provides tailored site selection and business expansion services; manages projects that support the Strategic Plan; produces high-quality research, information, and web content; and provides strategic recommendations on economic development as requested by the Board and partner organizations.

The Department harnesses the expertise and talent of Loudoun's business leaders through six public-private partnerships: the Economic Development Commission (EDC), the Rural Economic Development Council (REDC), Loudoun Places, the Design Cabinet, the Science and Technology Cabinet, and the CEO Cabinet.

Budget Overview

FY 2011 Issues

- Filling vacant space will be an important priority and will precede the commercial sector in building significant amounts of new non-residential space. There is, however, some demand to build specialized new space, such as data centers. The region's commercial real estate market is expected to continue to have several years' inventory of existing space. As values of commercial real estate drop in business corridors that are closer to Washington, this will put competitive pressure on space in Loudoun to reduce rents and, therefore, values. Both new and existing businesses will be important target markets to fill up existing space and keep property values from declining dramatically when reassessed in 2012.

- Local and regional banks are expected to have problems due to the amount of commercial real estate that they may have to repossess over the next few years. While delinquencies on commercial real estate projects are already at record levels, federal regulatory agencies are working on strategies to avoid large fire sales that could aggravate a market inundated with space. Many owners are expected to be left in possession of these buildings. While current data indicates that the delinquency levels are not nearly the problem for the Washington Metro region as they are in markets like Phoenix, this commercial real estate crisis needs to be watched carefully.

FY 2011 Major Goals

Business Development

- Continue to identify new, qualified business leads, especially Information & Communications Technology (ICT) companies and federal/government contractors.
- Build alliances in the technology sector (e.g., data center operators) to further leverage the Information & Communications Technology cluster and build on best practices to ensure continued growth.
- Obtain intelligence from state & regional partners about national site selection consultants and brokerage houses; travel to meet site selection consultants and brokers to review Loudoun's advantages as a choice business location.
- Meet regularly with the Virginia Economic Development Partnership and Greater Washington Initiative to increase support and effectiveness in stimulating business investment in Loudoun's target clusters.
- Complete a new rural economic development strategy as a follow-up to the 1998 strategy, "The 200,000 Acre Solution."

Partnerships, Communications & Strategic Research

- Leverage relationships with key partners to increase awareness of the positive business climate in Loudoun.
- Continue to provide support services to the "Loudoun Places" partnership.
- Continue enhancements to the Department's website to include social media.
- Plan for the next upturn in the business cycle, with support from partnerships.

Special Projects

- Continue to support the development of a George Mason University-Northern Virginia Community College campus in Loudoun.



Economic Development

FY 2010 Major Achievements

Business Development:

- Won over 1.3 million square feet of commercial development projects in the ICT and federal government contractor clusters.
- Assisted over 3.7 million square feet through land development process.
- Worked with Raytheon Corporation to attract a manufacturing operation to Loudoun to complement their new office campus.
- Partnered with Loudoun's data center community to form the "Loudoun Security Group". Representatives from all co-located data centers and most private data centers are participating. The group will be meeting regularly to discuss common issues and share best practices. Data centers occupy more than three million square feet of space in Loudoun and all major holders are continuing to expand.
- Coordinated with mobile and social communication leaders to form a social media group that will be meeting regularly to discuss best practices and partnership opportunities.
- Contracted with IBT of Paris, France to represent Loudoun to target industry clusters in Europe. IBT visited Loudoun for orientation, developed market intelligence, and created a marketing plan to target European businesses for expansion to Loudoun.
- Continued to increase Loudoun's visibility as a place for doing business by being a sponsor at Mid-Atlantic Bio conference, the Urban Land Institute's Urban Marketplace, and by attendance at key technology conferences in the region.
- Conducted outreach programs to developers/landowners to position Loudoun's development options for the new web land tool (planning to go live January 2010).

Partnerships, Communications & Strategic Research:

- Coordinated Design Cabinet assistance to encourage future Metro stops in Loudoun to be a strong positive corridor asset; to assist the Journey Through Hallowed Ground in the creation of a design template for a tree-based memorial honoring the Sesquicentennial of the Civil War in the National Heritage Area from Gettysburg to Charlottesville; and held the 6th Annual Signatures of Loudoun design awards program.
- Worked with the Economic Development Commission to develop social media as a tool for economic development.
- Implemented the new partnerships with the Washington Redskins in concert with Loudoun Convention and Visitor Association (LCVA).
- Completed several special events including: Winter Farmers Market/Celebrate Loudoun (Nov-Dec), sixth annual "Rural Innovation Forum" (March), the sixth Loudoun Design Awards (April), eighth "VIP Event" (May), and the Loudoun Spring Farm Tour (May).
- Began the development of a new rural economic development strategy as a follow-up to the 1998 strategy, "The 200,000 Acre Solution."
- Provided support to the "Loudoun Places" partnership during its second full year; created a group involving Towns and County economic development staff who began to coordinate regularly.
- Completed enhancements to navigation and content on the DED website.
- Enhanced partnership with Loudoun Convention and Visitor Association (LCVA) to coordinate rural marketing & advertising efforts.
- Completed an initial benchmarking study of Loudoun against peer communities.

Special Projects:

- Began initial planning for the next upturn in the business cycle by convening a business panel at the County Administrator's retreat to discuss businesses as well as Loudoun's future.
- Implemented the new marketing partnership with the Loudoun County Chamber of Commerce that featured Loudoun as a community partner at events and included development of a small executive meeting room located in the Chamber's headquarters.
- The County "wayfinding" system moved to the next level of review as a pilot program. Virginia Department of Transportation (VDOT) and Federal Highway Administration (FHWA) review and approval is expected Spring 2010.
- Continued to work with George Mason University and Northern Virginia Community College to create at least one new campus in Loudoun. Mason received a donation of land for a campus in Ashburn and plans for that to be its long-term Loudoun campus.



**Loudoun County Government
FY 2011 Adopted Fiscal Plan**

Economic Development

Departmental Financial Summary	FY 2007 Actual	FY 2008 Actual	FY 2009 Actual	FY 2010 Adopted	FY 2011 Adopted
Expenditures					
Personnel	\$1,249,790	\$1,396,544	\$1,595,370	\$1,671,296	\$1,621,247
Operations & Maintenance	645,796	531,823	545,613	526,784	343,498
Capital Outlay & Capital Acquisitions	0	13,530	0	0	0
Total Expenditures	\$1,895,586	\$1,941,897	\$2,140,983	\$2,198,080	\$1,964,745
Revenues					
Permits Privilege Fees & Reg Licenses	\$5,016	\$6,596	\$5,537	\$15,863	\$16,606
Charges For Services	50	10	0	0	0
Recovered Costs	0	0	9,000	368,000	296,000
Other Financing Sources	66,933	72,786	516,748	232,768	232,768
Total Revenues	\$71,999	\$79,392	\$531,285	\$616,631	\$545,374
Local Tax Funding	\$1,823,587	\$1,862,505	\$1,609,698	\$1,581,449	\$1,419,371
FTE Summary	16.77	15.77	16.77	17.77	16.77

FY 2011 Board Action

The FY 11 Adopted Fiscal Plan for the Department of Economical Development (DED) includes a reduction of 1.00 FTE and \$238,000. Local Tax Funding for the Department is reduced by \$103,000. Increases in benefit costs for health insurance and retirement are also included. Health insurance premiums reflect an annual increase of 10% for FY 11.

The International Program received \$150,000 in both FY 09 and FY 10. Due to the length of time required to issue a Request for Proposal (RFP) and award the contract, the program was not initiated until September 2009 (FY 10). DED has encumbered both FY 09 and FY 10 funds necessary to fund the full term of the contract. This funding is sufficient to carry the contractor through the end of FY 11. Due to this reduction, DED will reprogram these Restricted TOT funds for other departmental uses, primarily focused on cluster activities to cover personnel and operations costs, as these activities lead to significant travel and hotel stays within the County. Also, the position of the Rural Marketing Manager is funded in FY 10 through a reimbursement from LCVA is proposed to be eliminated. As a result of the Rural Marketing Manager position's reduction, the equivalent funds will be reprogrammed to other Rural Program supported activities which will result in an offset of local tax funding.

Budget History

FY 07 Mid-Year: A 1.00 FTE demographer position was transferred to Management & Financial Services.

FY 09: The Board of Supervisors added 1.00 FTE, from the General Fund, for a business development manager.

FY 09 Mid-Year: The Board added 1.00 FTE for an Industry Cluster Analyst.



Loudoun County Government
FY 2011 Adopted Fiscal Plan

Economic Development

Expenditures by Program	FY 2007 Actual	FY 2008 Actual	FY 2009 Actual	FY 2010 Adopted	FY 2011 Adopted
Economic Development	\$1,895,586	\$1,941,897	\$2,140,983	\$2,198,080	\$1,964,745
Total Expenditures	\$1,895,586	\$1,941,897	\$2,140,983	\$2,198,080	\$1,964,745
Revenues by Program	FY 2007 Actual	FY 2008 Actual	FY 2009 Actual	FY 2010 Adopted	FY 2011 Adopted
Economic Development	\$71,999	\$79,392	\$531,285	\$616,631	\$545,374
Total Revenues	\$71,999	\$79,392	\$531,285	\$616,631	\$545,374
Local Tax Funding by Program	FY 2007 Actual	FY 2008 Actual	FY 2009 Actual	FY 2010 Adopted	FY 2011 Adopted
Economic Development	\$1,823,587	\$1,862,505	\$1,609,698	\$1,581,449	\$1,419,371
Total Local Tax Funding	\$1,823,587	\$1,862,505	\$1,609,698	\$1,581,449	\$1,419,371
Staffing Summary by Program	FY 2007 Actual	FY 2008 Actual	FY 2009 Actual	FY 2010 Adopted	FY 2011 Adopted
Economic Development	16.77	15.77	16.77	17.77	16.77
Total FTE	16.77	15.77	16.77	17.77	16.77



**Loudoun County Government
FY 2011 Adopted Fiscal Plan**

Economic Development

Performance Measures	FY 2008 Actual	FY 2009 Actual	FY 2010 Estimated	FY 2011 Projected
Objective: Maintain and support a prosperous business environment by executing business retention, expansion and attraction programs.				
• Number of current active prospects in pipeline	84	55	98	100
• Number of visits to existing businesses to build new/renew relationships	116	177	300	300
• Ombudsman assistance (total number of projects countywide)	90	68	75	75
• Ombudsman assistance (total square footage for non-rural commercial space) ¹	n/a	n/a	3,740,000	3,000,000
• Unique website user sessions ¹	n/a	n/a	82,427	91,000
Objective: Maintain Loudoun's high quality of place by leveraging Loudoun civic entrepreneurs to implement strategic initiatives.				
• Dollar-equivalent contribution of volunteer time for members of EDC and REDC ¹	n/a	n/a	\$447,750	\$371,250
• Number of meetings for all partnerships and associations	89	77	155	155
Objective: Contribute to Loudoun's sound fiscal health.				
• Assessed value of the commercial tax base (\$ Billion)	\$11.362	\$11.839	\$10.945	\$10.594
• Net new jobs	5,461	758	2,600	2,000
• Square feet of commercial and industrial permitted	5,077,398	3,612,790	2,000,000	1,500,000
Objective: Make Loudoun a favored visitor destination by marketing and promoting rural events.				
• Total number of days Farmers Markets are open	164	216	216	216
• Total number of grape bearing acres in Loudoun	302	314	326	326
• Total number of wineries in Loudoun	19	21	25	25
Objective: Drive to be a recognized center for innovation by developing industry clusters.				
• Associated square footage for ICT or Government Contractor companies announced/located in Loudoun in CY ¹	n/a	n/a	1,316,216	1,000,000
• Forums and events attended to develop targeted clusters ¹	n/a	58	62	62
• International program - number of qualified prospects ¹	n/a	n/a	n/a	10

¹ This was a new measure for FY 10; prior history is not available. FY 10 also included the value of volunteer time for participants in the County's partner "Cabinets" (CEO, Design, Sci/Tech). The value for FY 11 does not include those participating in the Cabinets, thus a reduced value of volunteer time for FY 11. Equivalent values for EDC and REDC participation are included in the FY 11 projection.



Mapping & Geographic Information

Mapping & Geographic Information

Public Information

System Development & Support

Land Records Development & Analysis

Land Records Maintenance



Mapping & Geographic Information

Mission Statement

The mission of the office is to improve the efficiency and effectiveness of Loudoun County Government by providing core services on the County's Geographic Information System that ensure current and accurate land-related information for County government agencies and the County's residents and businesses.

Description

The Office of Mapping and Geographic Information develops, maintains, analyzes, and distributes Loudoun County's land based (mapped) information. Public Information staff assists citizens and businesses at the office's public counter and responds to requests for maps and spatial data. The System Development and Support staff maintains the Geographic Information System (GIS) software and ensures that the system's users have access to the information and the tools they need to accomplish their work. Land Records Development and Analysis staff compiles new data as needed by County agencies and provides analyses and maps to assist the County in formulating policies and managing programs. Land Records Maintenance staff develops and maps new addresses, streets, and parcels on an hourly basis and transmits these and other data to Land Management Information System (LMIS), E-911, and other databases. The Loudoun County GIS Strategic Plan provides direction for the development and management of the County's GIS and for the office's programs.

Budget Overview

FY 2011 Issues

- The office will focus on new or improved GIS services, particularly web based services that will result in the provision of more efficient government operations and services.
- The office will focus on opportunities that yield overall energy savings to the county, particularly pedestrian and vehicle routing.
- The office will continue to maintain the core data and services.
- The office will expand support to public safety to include imagery in Computer Aided Dispatch (CAD) and support for a regional street centerline for CAD.
- The office must closely coordinate with the Department of Information Technology and with the private sector.
- The office will continue to support the census, and will provide support to redistricting.

FY 2011 Major Goals

- Provide support for census and redistricting.
- Develop web based tools in support of core county business processes and pedestrian and vehicular routing.
- Facilitate public maintenance of selected mapped information including sidewalks and trails.
- Develop web based reporting tools and improve system integration so as to provide better management information.
- Improve tools and data for siting and co-locating public facilities.
- Improve management of regional public safety data for CAD.
- Create an historic parcel mapped database that will support proffer management, zoning and application research, and policy assessment and development.

FY 2010 Major Achievements

- Convened the fourth annual Loudoun GIS forum to improve coordination between the public and private sectors.
- Developed an updated web mapping tool using new technology.
- Began a community GIS program with Bike Loudoun to better map sidewalks and trails.
- Developed new mapping tools for the Assessor and Economic Development.
- Supported a successful grant application to the Neighborhood Stabilization Program.
- Supported Capital Construction and Solid Waste Management in locating sites for new schools.
- Upgraded the system to maintain compatibility with other county services.
- Created an address master list with unit and apartment numbers that improves address validation in the County's school, public safety, and other databases.
- Created an address ID that links LMIS and GIS to answer questions such as "Which occupancy permits require inspection by the Fire Marshall?".



Loudoun County Government
FY 2011 Adopted Fiscal Plan

Mapping & Geographic Information

Departmental Financial Summary	FY 2007 Actual	FY 2008 Actual	FY 2009 Actual	FY 2010 Adopted	FY 2011 Adopted
Expenditures					
Personnel	\$1,794,171	\$1,866,717	\$1,921,452	\$1,921,402	\$1,964,209
Operations & Maintenance	275,598	301,319	202,812	186,607	128,430
Capital Outlay & Capital Acquisitions	0	20,000	36,050	0	0
Total Expenditures	\$2,069,769	\$2,188,036	\$2,160,314	\$2,108,009	\$2,092,639
Revenues					
Charges For Services	\$67,230	\$53,318	\$36,291	\$67,400	\$25,600
Miscellaneous Revenue	0	0	3,636	5,000	5,000
Total Revenues	\$67,230	\$53,318	\$39,927	\$72,400	\$30,600
Public Safety Communications Fund	\$26,728	\$0	\$0	\$0	\$0
Local Tax Funding	\$1,975,811	\$2,134,718	\$2,120,387	\$2,035,609	\$2,062,039
FTE Summary	23.80	23.80	23.80	22.80	23.00

FY 2011 Board Action

The FY 11 Adopted Fiscal Plan for the Office of Mapping and Geographic Information has no compensation increases for employees and health insurance premiums reflect an annual increase of 10%.

Budget History

FY 10 Mid-year: The Board added 0.20 FTE to increase a part time position to full-time.



Loudoun County Government
FY 2011 Adopted Fiscal Plan

Mapping & Geographic Information

Expenditures by Program	FY 2007 Actual	FY 2008 Actual	FY 2009 Actual	FY 2010 Adopted	FY 2011 Adopted
Public Information	\$251,026	\$251,431	\$201,282	\$183,399	\$187,677
System Development & Support	740,270	793,937	803,467	715,042	704,874
Land Records Development & Analysis	501,955	519,019	567,083	569,914	574,357
Land Records Maintenance	576,518	623,649	588,482	639,654	625,731
Total Expenditures	\$2,069,769	\$2,188,036	\$2,160,314	\$2,108,009	\$2,092,639
Revenues by Program	FY 2007 Actual	FY 2008 Actual	FY 2009 Actual	FY 2010 Adopted	FY 2011 Adopted
Public Information	\$67,230	\$53,318	\$39,927	\$72,400	\$30,600
Land Records Maintenance	26,728	0	0	0	0
Total Revenues	\$93,958	\$53,318	\$39,927	\$72,400	\$30,600
Local Tax Funding by Program	FY 2007 Actual	FY 2008 Actual	FY 2009 Actual	FY 2010 Adopted	FY 2011 Adopted
Public Information	\$183,796	\$198,113	\$161,355	\$110,999	\$157,077
System Development & Support	740,270	793,937	803,467	715,042	704,874
Land Records Development & Analysis	501,955	519,019	567,083	569,914	574,357
Land Records Maintenance	549,790	623,649	588,482	639,654	625,731
Total Local Tax Funding	\$1,975,811	\$2,134,718	\$2,120,387	\$2,035,609	\$2,062,039
Staffing Summary by Program	FY 2007 Actual	FY 2008 Actual	FY 2009 Actual	FY 2010 Adopted	FY 2011 Adopted
Public Information	3.10	3.10	3.10	2.10	2.10
System Development & Support	7.20	6.20	6.20	6.20	6.40
Land Records Development & Analysis	6.30	7.30	7.30	7.30	7.30
Land Records Maintenance	7.20	7.20	7.20	7.20	7.20
Total FTE	23.80	23.80	23.80	22.80	23.00



Mapping & Geographic Information Public Information

Description

The Public Information Program began in 1990 when the first GIS public access terminal was installed at the front counter of the former Department of Natural Resources. A part of the administrative division of the department at the time, the program was responsible for the sale of maps and answering the public's land related questions. In FY 99, the program assumed responsibility for distributing GIS data in response to Freedom of Information Act requests. Today the Public Information program provides information and assistance to the public, the private sector, and other County agencies on a broad spectrum of land information. The office maintains a map and information review and sales counter, and provides responses to inquiries on properties and their characteristics (parcel boundaries, soils, floodplains, etc.). A large portion of the information and assistance provided is focused on helping the public comply with floodplain and mountainside ordinances, zoning regulations, and other community development requirements. Staff routinely assists the public in researching and understanding the characteristics of land using GIS and the Land Management Information System (LMIS). Staff also plots maps, photocopies plats, and writes data to CD-ROM and DVD for sale to customers, and provides help desk support for WebLOGIS, the county's on-line mapping program. This program is responsible for servicing the printers and plotters of the office, for most of the administrative functions, and for sales and management of the County Store.

Budget Overview

FY 2011 Issues

- The program will develop and offer classes to assist staff in using the new web mapping tool, WebLOGIS 2.0.
- Staff from other divisions will continue to be cross trained to maintain core services and hours with reduced staff.

FY 2011 Goals

- Maintain a high level of service to the public by answering questions, distributing maps, and producing and distributing spatial data.
- Training material and courses for the new WebLOGIS will be developed to help the public and staff make effective use of the new technology.

Program Financial Summary	FY 2007 Actual	FY 2008 Actual	FY 2009 Actual	FY 2010 Adopted	FY 2011 Adopted
Expenditures					
Personnel	\$217,838	\$229,678	\$180,079	\$154,188	\$164,167
Operations & Maintenance	33,188	21,753	21,203	29,211	23,510
Total Expenditures	\$251,026	\$251,431	\$201,282	\$183,399	\$187,677
Revenues					
Charges For Services	\$67,230	\$53,318	\$36,291	\$67,400	\$25,600
Miscellaneous Revenue	0	0	3,636	5,000	5,000
Total Revenues	\$67,230	\$53,318	\$39,927	\$72,400	\$30,600
Total Local Tax Funding	\$183,796	\$198,113	\$161,355	\$110,999	\$157,077
FTE Summary	3.10	3.10	3.10	2.10	2.10



Loudoun County Government
FY 2011 Adopted Fiscal Plan

**Mapping & Geographic Information
Public Information**

Performance Measures	FY 2008 Actual	FY 2009 Actual	FY 2010 Estimated	FY 2011 Projected
Objective: Develop and maintain a training program that provides the users of spatial data with the skills necessary to access, understand, and use the data.				
• Average new user evaluation (scale of 1-7)	6.75	6.95	6.70	6.70
• Number of new users trained	46	19	20	50 ¹
Objective: Facilitate public access to maps and spatial data through the maintenance of public information counter services during all normal business hours.				
• Number of data CDs or DVDs mastered	359	223	240	250
• Number of parcel/address maps produced and distributed	10,738	7,012	5,450	7,500
• Number of phone calls received	2,920	2,745	2,700	2,800
• Number of walk-in customers	3,783	3,515	3,820	3,500
• Overall customer service response rating (scale of 1-5)	5.00	4.67	5.00	5.00
• Requested plotted and copied maps	17,559	9,376	12,000	9,000

¹ The increase is due to the introduction of a new version of the County's web mapping system, WebLOGIS 2.0. More County staff will require training to make effective use of the technology.



Mapping & Geographic Information System Development & Support

Description

The System Development and Support Program provide the critical services and products that have supported the functions of the GIS since the system was installed in 1986. The program provides data management, application development, and support services that permit the system's other functions (data development, data maintenance, data distribution, and data analysis) to be performed. Data management includes the update and maintenance of the county's entire geospatial database and associated software, maintenance of computer system directory structures, and security on the GIS database. Data are routinely monitored for integrity and documentation. Application development is undertaken to automate operations in other departments, to provide web based GIS services, and to support data maintenance, distribution, analysis, and management. Tasks involved include the analysis of existing business practices, programming, testing, training of staff, and documentation of programs and processes. Support services include user support, software and system troubleshooting, and management of upgrades of the system components. Applications, once developed, must be maintained as data, programs, systems, requirements, and staff change. Applications that support data maintenance began in 1987 when the programs and processes that create addresses were developed. The program supports land records maintenance and the transfer of parcel, address, and other data to the Land Management Information System (LMIS) and other county systems. The program also provides for data distribution through the development and maintenance of web programming and assists in the development of complex data analysis tools.

Budget Overview

FY 2011 Issues

- System management must be closely coordinated with the Department of Information Technology.
- Web based mapping services have the greatest potential for making processes more efficient and for improving the environment. They must be expanded as rapidly as possible.
- Data management is becoming more complex as the quantity of data grows and new tools are developed to provide the most efficient service delivery to customers.

FY 2011 Goals

- Enhance web services to facilitate routing on sidewalks, trails, and public transportation.
- Manage GIS and web related technologies in conjunction with other County IT system improvements.
- Facilitate public maintenance of selected mapped information.
- Improve GIS tools for siting and co-locating public facilities.
- Continue to integrate the GIS with other county systems to improve information accessibility and accuracy and reduce costs.
- Ensure that data is updated and accessible in the most efficient way possible.

Program Financial Summary	FY 2007 Actual	FY 2008 Actual	FY 2009 Actual	FY 2010 Adopted	FY 2011 Adopted
Expenditures					
Personnel	\$562,606	\$555,734	\$631,633	\$626,402	\$644,112
Operations & Maintenance	177,664	218,203	135,784	88,640	60,762
Capital Outlay & Capital Acquisitions	0	20,000	36,050	0	0
Total Expenditures	\$740,270	\$793,937	\$803,467	\$715,042	\$704,874
 Total Local Tax Funding	 \$740,270	 \$793,937	 \$803,467	 \$715,042	 \$704,874
 FTE Summary	 7.20	 6.20	 6.20	 6.20	 6.40



Loudoun County Government
FY 2011 Adopted Fiscal Plan

**Mapping & Geographic Information
System Development & Support**

Performance Measures	FY 2008 Actual	FY 2009 Actual	FY 2010 Estimated	FY 2011 Projected
Objective: Ensure that critical geospatial data are stored and accessible by managing SDE database and security.				
• Data sets managed in Spatial Database Engine	230	280	240	300
Objective: Maintain GIS functionality to a level that supports all users of the Loudoun County GIS.				
• Average number of internet visits per day	1,133.33	1,064.00	1,300.00	1,100.00
• Average number of intranet visitors per day	129.67	148.75	155.00	155.00
• Number of software upgrades managed.	119	303	120	60
Objective: Provide sufficient trained staff to support both internal GIS users and external users (web based customers).				
• Number of applications supported	16	30	23	35
• Number of calls for support	222	223	260	220
• Number of users supported	217	205	250	210



Mapping & Geographic Information Land Records Development & Analysis

Description

This program provides internal GIS services to County agencies and the Board of Supervisors. These services are undertaken to either create or improve a process or service or to provide information for a policy or service delivery decision. The primary services of the program are data development, data maintenance, software tool development, data analysis, documentation, and training. Data development to improve services and answer policy questions began when the County purchased the GIS in 1986 and continues today. A major goal of both the County's 1993 GIS Strategic Plan, the 1995 Land Records Management Plan, and the 2009 GIS Strategic Plan was the development and maintenance of core data to support the County's business practices. Staff in this program has developed most of the spatial data sets used by the County and its citizens on a daily basis. Data maintenance assistance is provided to County agencies that lack the resources or technical expertise to maintain spatial data. Software tool development assistance is provided to assist departments in maintaining or using spatial data in their service programs. Tools are developed through a process of consultation with the end user, programming, testing, and documentation. Data analysis produces information in the form of maps, tables, and graphs to assist the Board and County departments in decision making. The program provides training to County staff on understanding data, developing spatial queries, and using the GIS software. The program also manages the contracts that maintain the most important of the County's core GIS data, the base map. All of the other mapped layers are registered to this map that is maintained by the private sector.

Budget Overview

FY 2011 Issues

- This program will support the Department of Management and Financial Services to update census mapping and support redistricting. This may reduce support normally provided to other departments for a period of time.
- Management of citizen mapping processes will need to be standardized and closely coordinated.

FY 2011 Goals

- Provide mapping support for census updates and redistricting.
- Maintain open space easements, county owned and leased property, and other data sets.
- Support facility siting and the development of a co-location model.
- Manage data collection for sidewalks and trails and provide support for the development of web based routing.

Program Financial Summary	FY 2007 Actual	FY 2008 Actual	FY 2009 Actual	FY 2010 Adopted	FY 2011 Adopted
Expenditures					
Personnel	\$479,540	\$502,443	\$547,532	\$547,896	\$551,827
Operations & Maintenance	22,415	16,576	19,551	22,018	22,530
Total Expenditures	\$501,955	\$519,019	\$567,083	\$569,914	\$574,357
 Total Local Tax Funding	 \$501,955	 \$519,019	 \$567,083	 \$569,914	 \$574,357
 FTE Summary	 6.30	 7.30	 7.30	 7.30	 7.30



Loudoun County Government
FY 2011 Adopted Fiscal Plan

Mapping & Geographic Information
Land Records Development & Analysis

Performance Measures	FY 2008 Actual	FY 2009 Actual	FY 2010 Estimated	FY 2011 Projected
Objective: Provide all users and maintainers of geospatial data with sufficient skills and knowledge to access, use, and understand the information by developing and offering training on advanced tools.				
• Average overall evaluation rating (scale of 1-7)	6.56	6.47	6.50	6.50
• Number of new users trained	26	33	76	45
Objective: Develop maps, spatial models, and software tools that facilitate service delivery and policy decisions.				
• Number of applications developed	15	7	16	9
• Number of maps developed	207	345	330	300
• Number of spatial models developed	2	2	10	3
Objective: Develop new data sets as needed and develop new maintenance processes that support county business practices.				
• Number of data layers developed	16	17	16	15
• Number of data layers edited	15	55	35	60
Objective: Ensure that complete, consistent, clear, useable, and current documentation (metadata) is available for all County data.				
• Layers with metadata (documentation used to screen and evaluate data)	64	110	75	115
Objective: Maintain quality control of base map contract deliverables to meet or exceed national standards.				
• Number of square miles of base map data updated and reviewed	172	0 ¹	70	95

¹ A delay in implementing a new base map contract delayed the completion of county review or quality control of the delivered data. Quality control was on-going in FY 2009, but was not completed and therefore counted until FY 2010.



Mapping & Geographic Information Land Records Maintenance

Description

Parcels, addresses, and street centerlines are core land records databases used to reference and link nearly all of the County's information resources. Most of the County's services are developed and maintained for buildings with addresses or for parcels. Since parcels are always changing, buildings are routinely built and demolished, and new streets constructed, these core services and databases must be constantly maintained.

The data maintenance process is usually part of the subdivision process and begins when the division enforces Chapter 1020 of the County Code by working closely with developers to name new streets. At the subdivision approval stage, surveys are normally delivered electronically from private sector surveying and engineering firms, and the parcel data is incorporated into the County's parcel layer at recordation. The street centerlines are used to assign addresses according to Chapter 1026 (Addressing of Premises) of the County Code, ensuring that addresses are unique and accurate.

Upon recordation, each new parcel is overlaid on 23 other mapped layers and a database is compiled that documents the amount of floodplain, type of zoning, etc. A similar process occurs in addressing which compiles the full address including the zip code. These two databases are then transferred to the Land Management Information System (LMIS), managed by the Department of Information Technology, where the base for land records information is provided, and the congregate data are used in the issuance of building and other permits. LMIS transfers the data to the County's Computer Aided Mass Appraisal (CAMA) system. New address, street centerline, and nine other spatial data layers are uploaded to Computer Aided Dispatch (CAD) and other public safety systems. Data is transferred to the Citizens Response Management System (CRM), the Office of Transportation Services (Air Track), Virginia's Emergency Operations Center, public and private utilities, and the U.S Postal Service.

Budget Overview

FY 2011 Issues

- Daily coordination with the private sector is essential to the success of this program.
- This program has provided extensive support to the 2010 Census and will continue providing data assistance to Management and Financial Services.
- Management of a regional street centerline database for Computer Aided Dispatch will require close coordination with the other counties in Northern Virginia and with the state.

FY 2011 Goals

- Coordinate database structures and street centerline maintenance with surrounding counties and the state, while continuing to maintain support for CAD.
- Develop a web service to facilitate standardization of parcel and address data across the County's computer systems and services.
- Design a web interface for the digital submission of plats to improve coordination with the private sector.
- Program reporting tools for LMIS.
- Create an historic parcel mapped database that will support proffer management, zoning and application research, and policy assessment and development.



Loudoun County Government
FY 2011 Adopted Fiscal Plan

Mapping & Geographic Information
Land Records Maintenance

Program Financial Summary	FY 2007 Actual	FY 2008 Actual	FY 2009 Actual	FY 2010 Adopted	FY 2011 Adopted
Expenditures					
Personnel	\$534,187	\$578,862	\$562,208	\$592,916	\$604,103
Operations & Maintenance	42,331	44,787	26,274	46,738	21,628
Total Expenditures	\$576,518	\$623,649	\$588,482	\$639,654	\$625,731
 Public Safety Communications Fund¹	 \$26,728	 \$0	 \$0	 \$0	 \$0
Total Local Tax Funding	\$549,790	\$623,649	\$588,482	\$639,654	\$625,731
 FTE Summary	 7.20	 7.20	 7.20	 7.20	 7.20

¹ Effective January 1, 2007, the General Assembly eliminated the E-911 Fee and Consumer's Utility Tax on telephones, replacing it with a uniform Statewide Communications tax. Expenditures previously associated with the Public Safety communications fax. Expenditures previously associated with the Public Safety Communications Fund are now included in the General Fund.



Loudoun County Government
FY 2011 Adopted Fiscal Plan

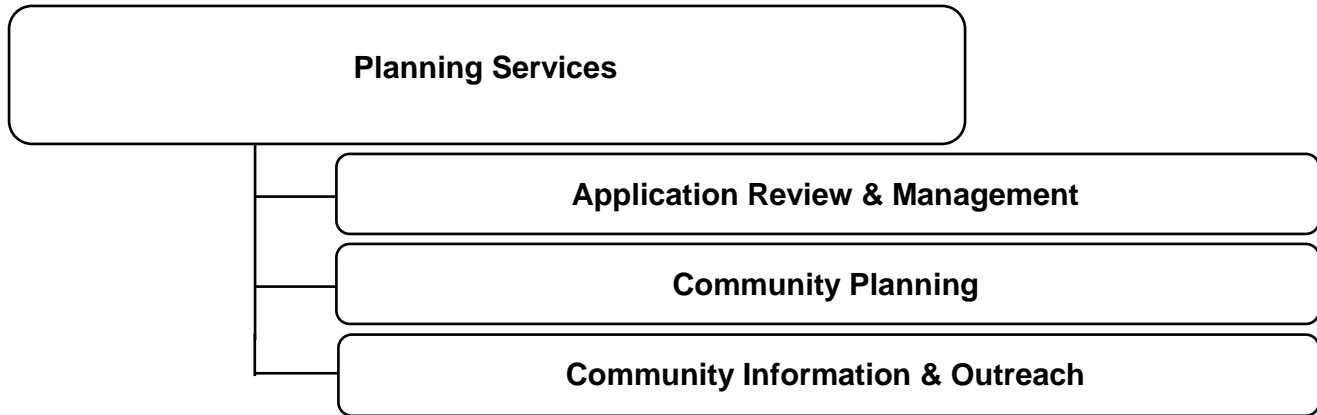
Mapping & Geographic Information
Land Records Maintenance

Performance Measures	FY 2008 Actual	FY 2009 Actual	FY 2010 Estimated	FY 2011 Projected
Objective: Adopt the Virginia data model for street centerline and maintain the Loudoun portion of the State's centerline so as to improve data accessibility and functionality.				
• Number of miles of street centerline transferred	50.07	83.00	40.00	57.00
Objective: Maintain parcel, address, and street data to a level that supports E-911, LMIS, CAMA, CRM, and AVL.				
• Number of addresses assigned and transferred to LMIS	2,776	940	2,012	1,900
• Number of addressing customer calls	894	509	518	570
• Number of data update or correction projects	34	96	250	350 ¹
• Number of miles of new public roads added to the database	50.07	83.00	40.00	57.00
• Number of plats mapped, scanned, and transferred to LMIS	379	268	360	260
• Number of record plat and site plans addressed	45	42	64	52
• Number of spatial and tabular updates to supported applications	406	601	676	610
• Number of street name referrals	547	441	496	360
• Number of updates to computer programs	41	61	60	76

¹ The increase in project workload is partially a result of parcel and address research and data development and correction for the census, assessor, County Attorney, and public safety/CAD including Loudoun's portion of regional CAD data standardization. It also reflects better tracking of data update and correction projects.



Planning Services





Planning Services

Mission Statement

The Planning Department assists the Planning Commission, Board of Supervisors (BOS), and citizens in the development of policies that guide the use of land, the provision of facilities and infrastructure and protect environmental and historical resources. The department reviews applications such as rezonings, special exceptions and certificates of appropriateness to determine their consistency with plans and ordinances, and works with applicants to seek solutions that are compatible with County policies. The department also prepares planning reports and studies for citizen boards and commissions.

Description

Planning Services programs are largely mandated by the Code of Virginia (Section 15.2, Chapter 22 - "Planning, Subdivision of Land and Zoning"). These sections require jurisdictions to prepare and maintain a current comprehensive plan and, if they choose, adopt a zoning ordinance to regulate land development. The County meets this mandate and maintains staff resources to conduct the public review process and analyze various land use, environmental and fiscal studies that form the plan and keep it current. Likewise, by virtue of the County's Zoning Ordinance, staff adheres to State and local requirements for reviewing and processing land development applications and activities. Planning Services includes three divisions: Application Review and Management, which oversees legislative land development applications; Community Planning, which oversees the policy development process; and Community Information and Outreach, which oversees historic and environmental resources, protection efforts, coordinates with other County Departments and localities to ensure consistency with plan policies and inter-jurisdictional agreements, and conducts community outreach efforts with respect to the implementation of plan policies and the support of Board initiatives.

Budget Overview

FY 2011 Issues

- The BOS acted on 33 cases through the 1st quarter of FY 10 compared to 14 cases in the first quarter of FY 09, suggesting an increase of development activity.
- The type of cases also reflects a trend away from the "greenfields" rezonings towards special exceptions and modifications linked to specific development proposals in more developed areas. Increasingly, these applications are submitted by landowners or business owners rather than land use attorneys or engineers. This has resulted in staff spending significant time with applicants and agencies to analyze and resolve issues.
- The Department is conducting a number of BOS policy initiatives focusing on economic development in eastern Loudoun, including inter-jurisdictional efforts with Herndon and Fairfax County. The Department continues to work with other departments, particularly with Zoning Administration and Building and Development, regarding regulatory matters including Chesapeake Bay Ordinances, environmental regulations and the sign ordinance.
- Community outreach activities associated with BOS directed implementation of plan policies and other strategic planning efforts will continue to be an important component of the Department's work.
- The frontline customer service staff responds to inquiries, general requests for information from applicants, the public and County officials. Despite efficiencies afforded by technology, direct customer contact continues to be a major function due to the complexity and property-specific nature of the inquiries.
- Ongoing Freedom of Information Act requests and general litigation support will require considerable professional and administrative staff time.
- Support to the Planning Commission and the Historic District Review Committee has expanded due to the increased schedule of meetings and broader scope of research requested on land development applications and other initiatives.
- Required referrals will continue to be provided/coordinated with Loudoun's seven incorporated towns; however, cooperative planning efforts will be limited.
- Professional associations have increased educational and training requirements necessary to obtain and maintain certifications.

FY 2011 Major Goals

- Continue to process land development applications in accordance with County and State regulations and improve the timeliness and effectiveness of the development review process including revisions to the review process and processing requirements.
- Expand citizen involvement at the direction of the Board in planning and development initiatives through a comprehensive public outreach program.
- Implement area and strategic planning processes in accordance with Board priorities and County and State regulations.
- Support the program implementation of various policy initiatives such as affordable housing, green building and energy efficiency.
- Provide essential services to Loudoun Towns and neighboring jurisdictions to ensure consistency with the jointly-adopted Comprehensive Plan policies and inter-jurisdictional agreements.



Planning Services

FY 2010 Major Achievements

- The Loudoun Online Land Applications System (LOLA) represents a major step forward in process transparency and it provides a source of data and another opportunity for comment on legislative cases.
- The department held 23 pre-application conferences through the 1st quarter of FY 10 and has 131 total active cases. The Board acted on 61 cases in FY 09 and in the first quarter of FY 10 has acted on 33 cases.
- The department is reviewing plan amendments in accordance with Board priorities; six were completed during FY 09, four are anticipated to be completed in FY 10 and five in FY 11.
- There were 1,683 customer requests for assistance at the front counter along with 6,601 phone and email inquiries in FY 09.



Loudoun County Government
FY 2011 Adopted Fiscal Plan

Planning Services

Departmental Financial Summary	FY 2007 Actual	FY 2008 Actual	FY 2009 Actual	FY 2010 Adopted	FY 2011 Adopted
Expenditures					
Personnel	\$2,590,808	\$2,851,686	\$2,787,280	\$2,876,081	\$2,914,304
Operations & Maintenance	218,566	342,685	229,572	248,382	240,874
Total Expenditures	\$2,809,374	\$3,194,371	\$3,016,852	\$3,124,463	\$3,155,178
Revenues					
Permits Privilege Fees & Reg Licenses	\$143,108	\$230,273	\$265,211	\$569,853	\$423,974
Charges For Services	1,676	2,229	978	2,500	2,500
Recovered Costs	460	0	0	0	0
Federal Categorical Aid	10,000	23,400	600	0	0
Total Revenues	\$155,244	\$255,902	\$266,789	\$572,353	\$426,474
Local Tax Funding	\$2,654,130	\$2,938,469	\$2,750,063	\$2,552,110	\$2,728,704
FTE Summary	31.00	31.00	31.00	30.00	30.00

FY 2011 Board Action

The FY 11 Adopted Fiscal Plan for Planning Services includes increases in benefit costs for health insurance and retirement are also included. Health insurance premiums reflect an annual increase of 10% for FY 11.

Budget History

FY 10: The Board eliminated 1.00 FTE planner position.



Loudoun County Government
FY 2011 Adopted Fiscal Plan

Planning Services

Expenditures by Program	FY 2007 Actual	FY 2008 Actual	FY 2009 Actual	FY 2010 Adopted	FY 2011 Adopted
Application Review & Management	\$1,483,209	\$1,689,391	\$1,681,866	\$1,725,735	\$1,733,462
Community Planning	577,354	638,358	641,057	670,039	635,436
Community Information & Outreach	748,811	866,622	693,929	728,689	786,280
Total Expenditures	\$2,809,374	\$3,194,371	\$3,016,852	\$3,124,463	\$3,155,178
Revenues by Program					
	FY 2007 Actual	FY 2008 Actual	FY 2009 Actual	FY 2010 Adopted	FY 2011 Adopted
Application Review & Management	\$119,698	\$185,272	\$221,989	\$493,202	\$419,103
Community Planning	1,040	872	240	2,500	2,500
Community Information & Outreach	34,506	69,758	44,560	76,651	4,871
Total Revenues	\$155,244	\$255,902	\$266,789	\$572,353	\$426,474
Local Tax Funding by Program					
	FY 2007 Actual	FY 2008 Actual	FY 2009 Actual	FY 2010 Adopted	FY 2011 Adopted
Application Review & Management	\$1,363,511	\$1,504,119	\$1,459,877	\$1,232,533	\$1,314,359
Community Planning	576,314	637,486	640,817	667,539	632,936
Community Information & Outreach	714,305	796,864	649,369	652,038	781,409
Total Local Tax Funding	\$2,654,130	\$2,938,469	\$2,750,063	\$2,552,110	\$2,728,704
Staffing Summary by Program					
	FY 2007 Actual	FY 2008 Actual	FY 2009 Actual	FY 2010 Adopted	FY 2011 Adopted
Application Review & Management	17.20	17.50	17.50	16.90	16.70
Community Planning	6.40	6.30	6.30	6.10	5.90
Community Information & Outreach	7.40	7.20	7.20	7.00	7.40
Total FTE	31.00	31.00	31.00	30.00	30.00



Planning Services

Application Review & Management

Description

The Application Review and Management (ARM) program ensures that legislative development applications, such as rezonings and special exceptions, are submitted to and reviewed by the Board of Supervisors and the Planning Commission in compliance with County and State requirements. The program provides a forum for the public review of land development proposals and provides the Planning Commission and Board of Supervisors with a professional analysis of the implications of each application on County services, existing development, adopted plans, utilities and fiscal resources.

Planners supporting the ARM program oversee development applications through the legislative review process. ARM planners are the community's point of contact for issues arising with each application. Planners ensure the consistent and current interpretation of the Comprehensive Plan and proffer policies in the development review process. Planners conduct meetings, consult with landowners and coordinate discussions between applicants and the various agencies reviewing their proposals. ARM planners distill the review of land use applications into staff reports and committee items and present them to both the Board and Planning Commission. They also maintain and support the Department's Land Management Information System (LMIS) databases and monitor the web based Loudoun Online Land Applications (LOLA) system. Staff assigned to this program supports the Planning Commission by maintaining their schedule and records while providing policy and administrative support. Staff also provides administrative and professional support to the Historic District Review Committee.

Budget Overview

FY 2011 Issues

- The number of pre-application conferences, which serves as a barometer of application activity, is expected to decline somewhat to 90. This number is down from an average volume which typically exceeded 100 per year.
- While the number of new cases accepted continues to decline from the FY 05 peak of 177 cases, the number of total active cases for the year is expected to remain near 100 as processing continues on existing cases.
- Planners in other divisions are occasionally assigned to manage development applications; however, this is expected to be held to a minimum during FY 11 as the active caseload returns to budgeted workload levels.

FY 2011 Goals

- Continue to process land development applications in accordance with County and State regulations.
- Continue to provide administrative support to the Planning Commission.
- Continue to identify and seek improvements to the development review process including reducing use of paper in report production by using electronic public packets and using the Internet for public file access.
- Provide assistance or management support on non-application related planning assignments.
- Process Certificate of Appropriateness (CAPP) applications in accordance with Historic District Guidelines and County and State Regulations.
- Support the Historic District Review Committee in providing guidance to the Planning Commission and the Board of Supervisors on the preservation and protection of County historic resources.
- Review nominations and revisions to the Historic Overlay Districts.
- Identify resources to maintain professional certifications in light of continuing education requirements (e.g., webcast conferences, CD training and interdepartmental opportunities).



Loudoun County Government
FY 2011 Adopted Fiscal Plan

Planning Services
Application Review & Management

Program Financial Summary	FY 2007 Actual	FY 2008 Actual	FY 2009 Actual	FY 2010 Adopted	FY 2011 Adopted
Expenditures					
Personnel	\$1,394,392	\$1,579,636	\$1,599,704	\$1,620,142	\$1,620,853
Operations & Maintenance	88,817	109,755	82,162	105,593	112,609
Total Expenditures	\$1,483,209	\$1,689,391	\$1,681,866	\$1,725,735	\$1,733,462
Revenues					
Permits Privilege Fees & Reg Licenses	\$119,062	\$183,915	\$221,383	\$493,202	\$419,103
Charges For Services	636	1,357	606	0	0
Total Revenues	\$119,698	\$185,272	\$221,989	\$493,202	\$419,103
Total Local Tax Funding	\$1,363,511	\$1,504,119	\$1,459,877	\$1,232,533	\$1,314,359
FTE Summary	17.20	17.50	17.50	16.90	16.70



Loudoun County Government
FY 2011 Adopted Fiscal Plan

Planning Services
Application Review & Management

Performance Measures	FY 2008 Actual	FY 2009 Actual	FY 2010 Estimated	FY 2011 Projected
Objective: Ensure that legislative development applications, such as rezonings and special exceptions, are submitted and reviewed by the Board of Supervisors and the Planning Commission in compliance with County and State Code requirements.				
• Number of active cases	99	150	110	100
• Number of legislative cases accepted	98	92	85	85
• Number of pre-application conferences	127	98	90	90
Objective: Provide a forum for public review of land development proposals. Provide the Commission and Board with a professional analysis of the implications of each application for County services, existing development, adopted plans, utilities and fiscal resources. Continue to make improvements to the development review process. Continue to provide the appropriate administrative support to the Planning Commission.				
• Number of cases acted upon by the Board of Supervisors	84	61	75	70
• Number of Planning Commission hearings	11	16	12	12
• Number of Planning Commission meetings	26	49	40	45
Objective: Advise the Board of Supervisors in efforts to preserve and protect historic places and areas in the County. Coordinate the review and deliberations on Certificate of Appropriateness (CAPP) applications. Provide administrative and professional support to the Historic District Review Committee, ensuring the consistent and current interpretation of the Historic District Guidelines.				
• Number of CAPP applications approved	30	24	29	23
• Number of CAPP applications submitted	30	23	30	25
• Number of Historic District Review Committee meetings	12	9	12	9



Planning Services Community Planning

Description

The Community Planning program supports the Board of Supervisors in developing land use and growth management policies by conducting research and analyses, preparing policy options and managing the public process. During the policy development process, staff organizes community meetings, forums and workshops to identify issues, serves as the community's point of contact, advises the Planning Commission and Board on approaches for resolving issues, and provides technical and administrative support. Staff reviews development proposals for consistency with Comprehensive Plan policy. The Community Planning program supports the plan development and amendment process, and determines the need for Commission Permits and compliance with State and Federal environmental regulations such as Environmental Impact Statement (EIS) reviews. Currently, all staff resources within the program are engaged in processing policy initiatives underway. Several BOS-initiated plan amendments remain in queue awaiting staff resources. Due to the complexity and staff-intensive work required during policy development, staff resources are projected to remain at full capacity into the next fiscal year to meet the current and backlogged workload.

Budget Overview

FY 2011 Issues

- The Community Planning program will continue to work on Board policy initiatives.
- The Community Planning program will continue to manage the public review process for plans and plan amendments previously initiated and/or in queue as prioritized by the Board.

FY 2011 Goals

- Implement area, strategic and amendment planning processes in accordance with Board of Supervisors' priorities.
- Provide planning support to other County divisions and departments, as well as other government agencies to ensure consistency with the Comprehensive Plan.

Program Financial Summary	FY 2007 Actual	FY 2008 Actual	FY 2009 Actual	FY 2010 Adopted	FY 2011 Adopted
Expenditures					
Personnel	\$555,691	\$609,264	\$584,417	\$601,732	\$590,543
Operations & Maintenance	21,663	29,094	56,640	68,307	44,893
Total Expenditures	\$577,354	\$638,358	\$641,057	\$670,039	\$635,436
Revenues					
Charges For Services	\$1,040	\$872	\$240	\$2,500	\$2,500
Total Revenues	\$1,040	\$872	\$240	\$2,500	\$2,500
Total Local Tax Funding	\$576,314	\$637,486	\$640,817	\$667,539	\$632,936
FTE Summary	6.40	6.30	6.30	6.10	5.90



Loudoun County Government
FY 2011 Adopted Fiscal Plan

Planning Services
Community Planning

Performance Measures	FY 2008 Actual	FY 2009 Actual	FY 2010 Estimated	FY 2011 Projected
Objective: To manage and facilitate the development of land use and growth management policies through area, strategic and amendment planning processes in accordance with Board of Supervisors priorities.				
• Number of plans/amendments active with resources ¹	6	7	4	8
• Number of plans/amendments completed/or action taken	3	6	4	5
• Number of plans/amendments in queue ²	10	9	4	6
• Number of plans/amendments initiated	4	3	3	3
• Number of project management/technical team meetings and planning meetings to engage citizens on plans/amendments	98	78	100	100
Objective: To support and provide policy expertise in the development of BOS-initiated regulatory changes and strategic planning efforts through intra-departmental teams and other activities (e.g., ordinance amendments and planning/programmatic efforts led by other agencies).				
• Number of Initiatives ³	n/a	n/a	n/a	7
• Number of Planning support meetings ³	n/a	n/a	n/a	75

¹ As plans/amendments are completed, the next plan/amendment in queue (based on Board priority) will become active with resources.

² "in queue" plans/amendments are awaiting staff resources.

³ This is a new measure for FY 11; prior year history is not available.



Planning Services

Community Information & Outreach

Description

The Community Information and Outreach (CIO) Program provides frontline customer service for the entire department. Staff responds to inquiries and requests for information from the general public, applicants, agencies and County officials. Staff conducts community education activities through printed materials, web-based tools and other efforts, to inform the public on land use planning and heritage and environmental resource preservation and management. Staff develops and coordinates community outreach efforts to assist the Board of Supervisors, County agencies and the public with the implementation of comprehensive plan policies, community plans and other strategic planning activities. Staff coordinates with other County Departments and jurisdictions including Towns, adjoining Counties, and State and Federal agencies, to implement and ensure consistency with adopted Comprehensive Plan policies and inter-jurisdictional agreements. Coordination and activities include reviews of neighboring jurisdiction land development applications and State and Federal projects. CIO also works with Loudoun's Towns on cooperative planning efforts such as the Loudoun Places Program, Joint Review Committees, and jurisdictional issues. Staff provides advice and support to the Board of Supervisors through the County Administrator on environmental issues, provides technical support to the Board in its service on regional committees, provides assistance to the Planning Commission in its review of the Capital Needs Assessment (CNA) and the Capital Improvements Program (CIP), and coordinates mutual planning issues with internal and external agencies, including the Metropolitan Washington Airports Authority (MWAA), the Committee on Noise Abatement and Aviation and National and Dulles Airports (CONAANDA), State committees, committees associated with the Council of Governments (COG), Loudoun Water and Loudoun County Public Schools.

Budget Overview

FY 2011 Issues

- Community outreach activities, including Board-directed activities, related to the implementation of plan policies and other strategic planning will continue to be an important component of the program's work.
- Continuing discussion and coordination of jointly-adopted comprehensive plan policies and inter-jurisdictional agreements with Towns is anticipated.
- Despite increasing requests, resource constraints will limit staff's ability to provide assistance to Towns beyond any mandated efforts.
- Due to resource constraints, staff efforts applied to heritage preservation and environmental policy outreach and education to the public will be limited.

FY 2011 Goals

- Support the Board of Supervisors and County agencies with the implementation of comprehensive plan policies and other strategic planning activities by providing planning support and development, coordinating, and managing community outreach initiatives.
- Provide essential services to Loudoun Towns and neighboring jurisdictions to ensure consistency with the jointly adopted Comprehensive Plan policies and inter-jurisdictional agreements.
- Provide limited cooperative planning support to Loudoun Water, Loudoun County Public Schools, Loudoun Towns, neighboring jurisdictions, regional committees and State and Federal agencies to ensure consistency with the Comprehensive Plan.
- Develop and conduct community outreach and education strategies with the public related to County land use policies, historic districts, heritage resources, and environmental resource management through the website and printed materials.
- Assist the general public, applicants, agencies and County officials by providing timely, accurate and efficient counter and frontline customer service.



Loudoun County Government
FY 2011 Adopted Fiscal Plan

Planning Services
Community Information & Outreach

Program Financial Summary	FY 2007 Actual	FY 2008 Actual	FY 2009 Actual	FY 2010 Adopted	FY 2011 Adopted
Expenditures					
Personnel	\$640,725	\$662,786	\$603,159	\$654,207	\$702,908
Operations & Maintenance	108,086	203,836	90,770	74,482	83,372
Total Expenditures	\$748,811	\$866,622	\$693,929	\$728,689	\$786,280
Revenues					
Permits Privilege Fees & Reg Licenses	\$24,046	\$46,358	\$43,828	\$76,651	\$4,871
Charges For Services	0	0	132	0	0
Recovered Costs	460	0	0	0	0
Federal Categorical Aid	10,000	23,400	600	0	0
Total Revenues	\$34,506	\$69,758	\$44,560	\$76,651	\$4,871
Total Local Tax Funding	\$714,305	\$796,864	\$649,369	\$652,038	\$781,409
FTE Summary	7.40	7.20	7.20	7.00	7.40



**Loudoun County Government
FY 2011 Adopted Fiscal Plan**

Planning Services

Community Information & Outreach

Performance Measures	FY 2008 Actual	FY 2009 Actual	FY 2010 Estimated	FY 2011 Projected
Objective: Provide planning and environmental support by coordinating with County departments, Loudoun County Public Schools, Towns and other neighboring jurisdictions, State and Federal agencies and regional committees to achieve consistency with the Comprehensive Plan policies and inter-jurisdictional agreements.				
• Environmental support meetings ¹	n/a	n/a	n/a	15
• Federal, State, and Regional Meetings	10	7	10	5
• Planning/implementation support meetings	208	199	250	200
• Town and Neighboring jurisdiction meetings ²	n/a	n/a	n/a	30
Objective: Provide frontline customer service by responding to inquiries and requests for information to the general public, local, State and Federal government agencies, County officials and applicants at the front counter to ensure the timely, accurate and efficient flow of information on growth and developmental activity in the County.				
• Number of front counter customer assistance requests	2,056	1,683	2,200	2,000
• Number of telephone inquiries/comments and email inquiries	7,284	6,601	8,000	6,500
Objective: Conduct community education activities to inform the public on County land use planning and policies, historic districts and heritage and environmental preservation resource and management.				
• Educational materials produced	2	0	2	2
• Meeting attendance ³	1	17	20	200
• Number of community outreach and educational meetings ¹	8	4	40	5
• Training sessions conducted	2	0	12	12
Objective: Develop and coordinate community outreach efforts with the implementation of comprehensive plan policies, community plans and other County strategic planning activities.²				
• Project documents	n/a	5	3	3
• Project team meetings ³	n/a	8	109	30
• Public/stakeholder meeting attendance ³	n/a	93	23	300

¹ Reduction due to staff resource limitations related to environmental outreach and education.

² This is a new measure for FY 11; prior year history is not available.

³ Performance measure benchmark has changed from number of meetings attended to number of people reached.



Transportation Services

Transportation Services

Transit & Commuter Services

Highways/Transportation Planning/Administration



Transportation Services

Mission Statement

The Office of Transportation Services provides assistance to the Board of Supervisors and County Administration in the development and delivery of a quality multi-modal transportation system that endeavors to meet the needs of Loudoun County residents and businesses.

Description

The Office of Transportation Services (OTS) was established in FY 02 as a separate agency, incorporating former components of the departments of Planning and General Services. The Office of Transportation Services handles matters relating to the County's intermodal transportation system, including transit and road development, pedestrian and bicycle accommodations, traffic improvement implementation and County transit and commuter services planning and management. Staff represents the County in regional and local transportation matters, and serves as the referral agency on transportation-related land development applications.

Budget Overview

FY 2011 Issues

- The County's ongoing population growth continues to create more demand for transportation options and solutions.
- Transportation Services faces the challenge of accommodating the demand for local solutions to transportation issues resulting from the general decline in State funding and escalating costs for transit and road construction.
- Transportation Services responds to concerns raised by communities affected by construction of or improvements to transportation facilities.
- Monies for transportation projects are scarce due to the current economic climate. Transportation Services is continuously seeking funding for County road and transit projects from federal sources, state sources, local bonds and proffers.
- As the Virginia Department of Transportation manages its funding crisis, more responsibility for data collection, citizen response and project implementation is transferred to localities.

FY 2011 Major Goals

- Promote alternatives to the single occupancy vehicle to meet the lifestyle needs of residents, while helping to reduce regional road congestion and air pollution.
- Work with the Virginia Department of Transportation and the Department of Rail and Public Transportation, the development community, Homeowner Associations (HOAs), educational and health organizations, and businesses on innovative solutions and partnerships to further necessary highway and transit projects.
- Increase resident awareness of transportation issues and potential solutions through communication and educational opportunities.
- Monitor the implementation of the State's Calendar Year 2008 transportation plan.
- Develop a plan to expand capacity and provide permanent Park-and-Ride lot facilities to serve western, central and southern areas of the County.
- Develop an action and funding plan for a Commuter Bus maintenance and storage facility on County-owned property purchased in FY 08.
- Ensure the Metropolitan Washington Airport Authority (MWAA) undertakes and completes preliminary engineering for Phase II of the Dulles Metrorail and Request for Proposals (RFPs) issued by MWAA for a design build contract.

FY 2010 Major Achievements

- The 2010 Revised Countywide Transportation Plan (CTP) document is scheduled for adoption by the Board of Supervisors in July 2010.
- Completed the conceptual design for an interchange at the intersection of Routes 50 and 606.
- Completed the design for the intersection of Routes 7 and 659 interchange project.
- Completed the Route 7 Traffic Operations project design, the Russell Branch Parkway design and began the design for Alder School Road improvements, Crosstrails Boulevard improvements and Riverside Parkway improvements.
- Collected a full proportional share of both Federal Congestion Mitigation and Air Quality Improvement program (CMAQ) funding and Regional Surface Transportation Program (RSTP) funding for Loudoun County transportation projects.
- Completed planning for the commuter bus service to Tysons Corner which began operating on June 21, 2010.
- Opened the Leesburg Park and Ride Lot.
- Obtained state capital funding to purchase three additional commuter buses.
- Continued the land development approval and design process and began construction for the Park and Ride Lot at Scott



Transportation Services

Jenkins Memorial Park to serve commuters from western Loudoun County.

- Awarded the contract for a State funded routing and scheduling software package for commuter bus service and implemented its use.



**Loudoun County Government
FY 2011 Adopted Fiscal Plan**

Transportation Services

Departmental Financial Summary	FY 2007 Actual	FY 2008 Actual	FY 2009 Actual	FY 2010 Adopted	FY 2011 Adopted
Expenditures					
Personnel	\$1,481,002	\$1,715,203	\$1,828,676	\$1,741,418	\$1,777,697
Operations & Maintenance	5,595,468	6,702,667	7,526,711	6,976,131	9,453,913
Transfer to General Debt Service Fund	433,610	433,610	433,610	863,085	782,273
Total Expenditures	\$7,510,080	\$8,851,480	\$9,788,997	\$9,580,634	\$12,013,883
Revenues					
Permits Privilege Fees & Reg Licenses	\$16,246	\$45,458	\$68,266	\$153,187	\$143,679
Charges For Services	2,971,356	3,732,616	4,966,981	3,801,373	5,924,486
Miscellaneous Revenue	34,000	34,000	41,599	34,000	0
State Categorical Aid	1,063,410	1,302,708	1,581,981	1,042,605	1,985,286
Federal Categorical Aid	82,596	106,326	133,988	226,569	0
Other Financing Sources	1,469,386	1,656,479	1,523,197	3,043,916	2,903,320
Total Revenues	\$5,636,994	\$6,877,587	\$8,316,012	\$8,301,650	\$10,956,771
Local Tax Funding	\$1,873,086	\$1,973,893	\$1,472,985	\$1,278,984	\$1,057,112
FTE Summary	18.00	18.77	18.77	16.77	16.77

FY 2011 Board Action

The FY 11 Adopted Fiscal Plan for the Office of Transportation Services does not include reductions of FTEs. Funding for a long-term temporary senior planner position is transferred from Local Gasoline Tax funds. Further information about the adopted Local Gasoline Tax Fund's budget can be found in Volume 2 of this document. Increases in benefit costs for health insurance and retirement are also included.

Additional information on the Central Services Fund and on this department's scheduled capital projects can be found in Volume 2 of this document.

Budget History

FY 07: The Board of Supervisors added 1.00 FTE for a transportation engineer to manage preliminary engineering of CIP transportation projects, including local road and bond projects.

FY 07 Mid-Year: The Board of Supervisors added 0.77 FTE for a highways and transportation planning manager.

FY 10: The Board of Supervisors reduced 2.00 FTE positions, a transportation engineer and front counter support, as well as \$157,000 in Local Tax Funding.

FY 10 Mid-Year: The Board of Supervisors added a three-year temporary position to plan, implement and oversee commuter bus service to Tysons Corner in accordance with the Dulles Rail Phase I Transportation Management Plan. The position is funded by funds from the Dulles Rail Project.



Loudoun County Government
FY 2011 Adopted Fiscal Plan

Transportation Services

Expenditures by Program	FY 2007 Actual	FY 2008 Actual	FY 2009 Actual	FY 2010 Adopted	FY 2011 Adopted
Transit & Commuter Services	\$5,794,021	\$7,411,178	\$8,250,794	\$8,145,115	\$10,599,279
Highways/Transportation	1,716,059	1,440,302	1,538,203	1,435,519	1,414,604
Total Expenditures	\$7,510,080	\$8,851,480	\$9,788,997	\$9,580,634	\$12,013,883
Revenues by Program	FY 2007 Actual	FY 2008 Actual	FY 2009 Actual	FY 2010 Adopted	FY 2011 Adopted
Transit & Commuter Services	\$5,560,688	\$6,832,129	\$8,247,598	\$8,148,463	\$10,711,718
Highways/Transportation	76,306	45,458	68,414	153,187	245,053
Total Revenues	\$5,636,994	\$6,877,587	\$8,316,012	\$8,301,650	\$10,956,771
Local Tax Funding by Program	FY 2007 Actual	FY 2008 Actual	FY 2009 Actual	FY 2010 Adopted	FY 2011 Adopted
Transit & Commuter Services	\$233,333	\$579,049	\$3,196	\$(3,348)	\$(112,439)
Highways/Transportation	1,639,753	1,394,844	1,469,789	1,282,332	1,169,551
Total Local Tax Funding	\$1,873,086	\$1,973,893	\$1,472,985	\$1,278,984	\$1,057,112
Staffing Summary by Program	FY 2007 Actual	FY 2008 Actual	FY 2009 Actual	FY 2010 Adopted	FY 2011 Adopted
Transit & Commuter Services	5.00	5.00	5.00	5.00	5.00
Highways/Transportation	13.00	13.77	13.77	11.77	11.77
Total FTE	18.00	18.77	18.77	16.77	16.77



Transportation Services

Transit & Commuter Services

Description

The Transit and Commuter Services division oversees public transportation planning in the County, manages the County's commuter bus program, and encourages the single occupancy vehicle (SOV) driver to choose an alternative form of commuting such as carpools, vanpools, biking, walking and teleworking. These choices contribute to congestion relief, improved regional air quality and enhanced quality of life for the residents of Loudoun County. Division responsibilities include acquiring and managing equipment, negotiating and administering contracts with providers, planning transit schedules and routes, providing customer service, and establishing and managing Park and Ride lots. The division also promotes and administers rideshare program activities, including the carpool/vanpool match system, transportation fairs, and the distribution of informational materials and local advertising. Staff manages the local employer outreach program which promotes awareness of alternative commuting modes to Loudoun County employers.

Budget Overview

FY 2011 Issues

- Increased regional road congestion, higher tolls, increases in transit incentive payments to Federal workers and unstable fuel prices continue to spur the demand for additional transit and commuting options, as well as the capacity expansion of existing services.
- Expanding transit service requires not only additional equipment and funds, but also supporting infrastructure, such as additional Park and Ride spaces in western and eastern Loudoun County and bus storage and maintenance facilities.

FY 2011 Goals

- Begin carrying out the recommendations contained in Chapter 3 (Transit and Mobility Options) of the Countywide Transportation Plan that details a twenty-year operational and financial plan, by developing a state mandated six year Transit Development Plan.
- Acquire and implement a route and scheduling software package with state capital funding.
- Work within the land development application process to acquire and/or develop transit infrastructure, such as Park and Ride lots and bus shelters.
- Establish a Transportation Demand Management (TDM) menu of options in the land development process.
- Continue outreach efforts with Loudoun County employers to encourage results-oriented TDM programs at employment sites.
- Develop and open Park and Ride lots in the Purcellville and Hamilton areas of the County and at Dulles Town Center.
- Continue operation of the Tysons Express bus service in accordance with the Dulles Metrorail Phase I Transportation Management Plan.
- Design and fund a bus storage and maintenance facility.



Loudoun County Government
FY 2011 Adopted Fiscal Plan

Transportation Services
Transit & Commuter Services

Program Financial Summary	FY 2007 Actual	FY 2008 Actual	FY 2009 Actual	FY 2010 Adopted	FY 2011 Adopted
Expenditures					
Personnel	\$416,527	\$435,217	\$446,687	\$446,210	\$513,530
Operations & Maintenance	4,943,884	6,542,351	7,370,497	6,835,820	9,303,476
Transfer to General Debt Service Fund	433,610	433,610	433,610	863,085	782,273
Total Expenditures	\$5,794,021	\$7,411,178	\$8,250,794	\$8,145,115	\$10,599,279
Revenues					
Charges For Services	\$2,971,296	\$3,732,616	\$4,966,833	\$3,801,373	\$5,924,486
Miscellaneous Revenue	34,000	34,000	41,599	34,000	0
State Categorical Aid	1,063,410	1,302,708	1,581,981	1,042,605	1,985,286
Federal Categorical Aid	82,596	106,326	133,988	226,569	0
Other Financing Sources	1,409,386	1,656,479	1,523,197	3,043,916	2,801,946
Total Revenues	\$5,560,688	\$6,832,129	\$8,247,598	\$8,148,463	\$10,711,718
Total Local Tax Funding	\$233,333	\$579,049	\$3,196	\$(3,348)	\$(112,439)
FTE Summary	5.00	5.00	5.00	5.00	5.00



Loudoun County Government
FY 2011 Adopted Fiscal Plan

Transportation Services
Transit & Commuter Services

Performance Measures	FY 2008 Actual	FY 2009 Actual	FY 2010 Estimated	FY 2011 Projected
Objective: Achieve annual increases in commuter bus ridership, database participants, employer outreach participants and grant funding.				
• Annual bus ridership	777,273	890,011	1,050,000	1,113,000
• Number of Bus Biz communications sent to riders	59	75	75	85
• Number of dollars in grant funding secured	2,203,960	3,446,287	3,090,270	5,067,366
• Number of employer outreach participants	97	97	115	115
• Number of grants secured	6	6	4	4
• Number of transportation fairs staffed	19	20	25	30
Objective: Maintain commuter bus service reliability in a congested and dynamic Washington Metropolitan region.				
• Planning and executing service for special events	19	21	16	17
• Responding to unscheduled events	10	10	10	10
Objective: Maintain a high level of customer service and communication by responding to telephone calls and email within 24 hours and preparing mailings as requested (directing customers to department website when possible).				
• Number of email inquiries	8,026	9,294	7,700	10,000
• Number of informational packets mailed to citizens	1,021	784	500	500
• Number of telephone inquiries	7,836	8,375	7,500	7,900
Objective: Planning for and developing of transit infrastructure facilities and transportation demand management plans.				
• Number of land development applications analyzed	4	6	8	8
• Number of Park and Ride Lots in development	1	2	3	3
Objective: Participate in regional public transportation efforts.				
• Number of meetings and reviews on State required local transit development plan	n/a	n/a	10	12
• Number of meetings and reviews on the regional Transportation Demand Management Plan	n/a	n/a	10	12
• Number of meetings on Dulles Rail Phase I Transportation Management Plan	8	12	30	15



Transportation Services

Highways/Transportation Planning/Administration

Description

Highways and Transportation Planning assesses safety and operational deficiencies in the road system and works with VDOT, other jurisdictions, developers and other affected parties to undertake comprehensive and context-sensitive transportation improvements. Staff also provides plan analyses and referrals on development applications with transportation-related impacts, and obtains transportation improvements based on anticipated traffic impacts. Modes of transportation reviewed by the division include roads, commuter transit, and bicycle and pedestrian facilities. The division participates in regional committees that oversee state feasibility studies and plays a role in project review, traffic analyses and interchange designs for projects along major corridors, such as Routes 7, 15, 28 and 50, as well as other roads throughout the County. The division also provides the County's project oversight for Phase II of the Dulles Metrorail project.

Budget Overview

FY 2011 Issues

- The Highways and Transportation Planning division faces an increasing demand for transportation mobility despite a continued and increasing shortfall in state funding.
- Safety on roads with a high level of vehicular traffic needs to be continuously monitored to ensure quality of life.
- The Division staff will continue to provide oversight for the design and construction of transportation projects in coordination with other County departments.

FY 2011 Goals

- Facilitate the incorporation of alternative modes into the transportation network.
- Review developer-initiated land development applications in a timely and efficient manner while adhering to Countywide Transportation Plan requirements and protecting the public's interest.
- Develop context-sensitive transportation improvements that address quality of life and safety issues, while still meeting the requirements to accommodate high traffic volumes on the existing road network.
- Maximize available funding sources to ensure the completion of needed improvements.
- Oversee preliminary engineering for the \$2.5 billion Dulles Metrorail Phase II expansion project.

Program Financial Summary	FY 2007 Actual	FY 2008 Actual	FY 2009 Actual	FY 2010 Adopted	FY 2011 Adopted
Expenditures					
Personnel	\$1,064,475	\$1,279,986	\$1,381,989	\$1,295,208	\$1,264,167
Operations & Maintenance	651,584	160,316	156,214	140,311	150,437
Total Expenditures	\$1,716,059	\$1,440,302	\$1,538,203	\$1,435,519	\$1,414,604
Revenues					
Permits Privilege Fees & Reg Licenses	\$16,246	\$45,458	\$68,266	\$153,187	\$143,679
Charges For Services	60	0	148	0	0
Other Financing Sources	60,000	0	0	0	101,374
Total Revenues	\$76,306	\$45,458	\$68,414	\$153,187	\$245,053
Total Local Tax Funding	\$1,639,753	\$1,394,844	\$1,469,789	\$1,282,332	\$1,169,551
FTE Summary	13.00	13.77	13.77	11.77	11.77



Loudoun County Government
FY 2011 Adopted Fiscal Plan

Transportation Services

Highways/Transportation Planning/Administration

Performance Measures	FY 2008 Actual	FY 2009 Actual	FY 2010 Estimated	FY 2011 Projected
Objective: Deliver accurate and timely information for all required Board items.				
• Number of Board Items (including committee, regular business meeting, public hearing, etc.) completed	60	68	60	75
• Percentage of reviews completed and delivered within required deadline	100%	100%	100%	100%
Objective: Provide analysis of transportation-related issues in State legislative proposals, County legislative and ministerial land development applications, and develop effective agreements for future improvements.				
• Average number of days (duration) for referral comment turnaround	n/a	n/a	20	20
• Average number of referrals per OTS highways division staff person	n/a	n/a	80	80
• Number of legislative referrals prepared	n/a	79	102	250
• Number of ministerial referrals prepared	n/a	74	100	75
• Number of pre-application (PRAP) meetings attended	n/a	n/a	90	90
• Number of road vacation/abandonment applications reviewed and processed	n/a	11	12	12
• Number of traffic impact analysis (TIA) scoping meetings held (includes scoping meetings required by VDOT)	n/a	n/a	35	35
Objective: Respond to residents' transportation safety concerns such as traffic calming, signage, road maintenance, planned road network, and residential and commercial parking issues through coordination with VDOT, Department of Building and Development, HOAs, developers and others.				
• Developer traffic signals monitored	28	81	20	20
• Developer-initiated warrant studies monitored	11	12	12	12
• Number of County traffic signal project contracts administered	11	25	15	10
• Number of project-related community information sessions	2	3	5	6
• Number of transportation issues addressed by OTS, including those requiring comments and/or approval from other agencies	96	171	80	100
• Number of transportation issues raised by County residents and businesses	78	186	85	80
• Number of transportation issues, including traffic signals, presented to the Board of Supervisors for action	14	33	11	20



Loudoun County Government
FY 2011 Adopted Fiscal Plan

Transportation Services
Highways/Transportation Planning/Administration

Performance Measures	FY 2008 Actual	FY 2009 Actual	FY 2010 Estimated	FY 2011 Projected
Objective: Respond to telephone, email and walk-in inquiries on highway issues immediately or by the end of the business day.				
• Number of emails to department mailbox	280	366	150	325
• Number of telephone inquiries on highway issues	651	720	950	700
• Number of walk-in requests for assistance	264	397	400	350
• Percentage of inquiries responded to by the end of the business day received	100%	100%	50%	50%
Objective: Perform oversight and management of preliminary engineering of County and VDOT administered road projects.				
• Number of projects	19	28	20	20
Objective: Perform project management oversight for Dulles Rail Project Phase II.				
• Assist in right-of-way acquisition of parcels needed for project	n/a	n/a	21	21
• Number of meetings with Project Sponsor, Federal Transit Authority, Dulles Greenway, and County staff	n/a	n/a	210	210
• Preparation of newsletters on project status to various stakeholders	n/a	n/a	40	40



Miscellaneous

MISCELLANEOUS SUMMARY
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Non-Departmental Page 6 – 1
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**Loudoun County Government
FY 2011 Adopted Fiscal Plan**

Non-Departmental Expenditures

The Non-Departmental Expenditures budget is a constructed category within the General Fund that contains funding to pay for expenditures not attributable to specific agencies or departments. This category also includes County-maintained reserves for unforeseen, unpredictable, and unusual events. Most expenditures are treated as reserves that are subsequently allocated to the various programs during the fiscal year. Itemized expenditures and transfers are followed by a summary description of each category.

	FY 2007	FY 2008	FY 2009	FY 2010	FY 2011
<u>Major Expenditures and Transfers</u>	<u>Actual</u>	<u>Actual</u>	<u>Actual</u>	<u>Adopted</u>	<u>Adopted</u>
Annual Leave Payoff (Termination) ¹	\$ 518,128	\$ 628,641	\$ 668,931	\$ 600,000	\$ 600,000
Exceptional Achievement Awards ¹	235,799	169,566	68,327	250,000	250,000
Personnel Vacancy Savings ¹	(10,806,674)	(11,199,846)	(11,352,035)	(10,500,000)	(5,900,000)
Retiree Health Insurance ²	1,085,478	1,296,027	5,162,569	2,000,000	6,500,000
Tax relief - Elderly and Handicapped ³	4,877,934	6,071,909	6,732,385	7,700,000	6,500,000
Training and Professional Development ¹	115,272	80,915	100,000	288,000	286,602
Interest Expense	109,665	125,606	157,095	250,000	250,000
Payment/Contributions to Community and Regional Organizations	0	0	1,780,000	0	0
Computer Hardware and Software ⁴	1,721,500	1,949,084	1, 126,510	700,000	700,000
Contingency for Litigation ⁵	630,502	1,324,886	821,165	1,500,000	1,000,000
Contingency for Emergency Repair and Renovation	0	0	0	0	1,250,000
Contingency for On-site Septic Systems	0	0	0	100,000	0
Transfer to Self-Insurance Fund	1,500,000	2,000,000	5,079,336	2,500,000	2,800,000
Deferred Compensation Match	0	0	0	(1,392,355)	0

DESCRIPTION OF MAJOR EXPENDITURES AND TRANSFERS

Annual Leave Payoff (Termination). Payout of annual leave balances upon employees' departure from employment is included in the Non-Departmental budget and allocated to departments' personnel budgets as needed. Due to the adopted reductions in force in FY 11 and a turnover projection of 8%, the Adopted FY 11 Fiscal Plan maintains this allowance at the FY 10 Adopted Fiscal Plan level.

Exceptional Achievement Awards/Compensation Increases. County policies include provisions to permit individual and team awards in recognition of outstanding achievement. These provisions are important tools for supporting an organization that recognizes and rewards excellent performance. The FY 11 Adopted Fiscal Plan maintains this allowance at the FY 10 Adopted Fiscal Plan level.

Personnel Vacancy Savings. The County budgets savings resulting from employee turnover in the Non-Departmental Expenditures budget. Actual savings occur through expenditure balances in departments' personnel budgets. The FY 11 Adopted Fiscal Plan includes the vacancy savings estimate of \$5,900,000 in response to current and anticipated trends. There are six positions for which no funds are budgeted in the Human Resources Division of the Department of Management and Financial Services.

¹ Expenditures in the annual leave payoff, exceptional achievement award, personnel vacancy savings and training and professional development categories are incurred in each agency's budget. Prior year actuals are shown for illustrative purposes only.

² Retiree health insurance expenditures were included in Management & Financial Services' budget prior to FY 08. Prior year actuals are shown for illustrative purposes only. Beginning in FY 11, the County's contribution to the General Fund OPEB Fund is included in this account.

³ FY 09, FY 10 and FY 11 figures are estimates incorporated into the budget forecast for real property tax revenue.

⁴ Expenditures for computer hardware and software replacement are incurred in the Department of Information Technology's budget. Prior year actuals are shown for illustrative purposes only.

⁵ Funding from the Litigation Contingency is allocated to the Office of the County Attorney as needed, subject to Board approval. Prior year information consists of the total amount transferred each year.



Loudoun County Government FY 2011 Adopted Fiscal Plan

Retiree Health Insurance. Beginning in FY 08, expenditures associated with the cost of County retiree health insurance coverage were budgeted in the Non-Departmental Expenditures budget. These expenses were previously budgeted in the Department of Management and Financial Services. Expenditures in this category will grow in concert with increased health insurance costs and the growing population of County retirees. The FY 11 Adopted Fiscal Plan maintains this allowance at the FY 10 Adopted Fiscal Plan level and includes \$4,500,000 which is the County's contribution to the Other Post Employee Benefits Fund.

Compensation. The FY 11 Adopted Fiscal Plan does not include a recommended workforce compensation increase. It is anticipated the County will remain competitive with neighboring jurisdictions (Arlington, Fairfax, Prince William Counties and the City of Alexandria), as most comparators are not recommending a compensation increase in their FY 11 fiscal plans. Federal Government employees located in the region received a 2.42% average pay increase in January 2010. The State of Virginia did not grant an increase in their FY 11 Adopted Biennial Budget.

Training and Professional Development. The Board established a centrally-managed resource to be managed by the County Administrator in FY 05. The FY 11 Adopted budget is based on allocations from the central pool since its inception.

Interest Expense. The County budgets interest payments on real and personal property tax refunds in the Non-Departmental Expenditures budget. The FY 11 Adopted Fiscal Plan maintains this allowance at the FY 10 Adopted Fiscal Plan level.

Payment/Contributions to Communities and Regional Organizations. The FY 09 expenditure represents the County's settlement with the Town of Purcellville.

Computer Hardware and Software. Scheduled replacement of personal computer hardware, software, printers, and related items is included in the Non-Departmental Expenditures budget and managed centrally by the Department of Information Technology. The County historically has planned for personal computer replacement on a five-year cycle and accelerated the schedule to a four-year cycle beginning in FY 07, which is more reflective of current life cycle expectations. In the FY 10 Adopted Fiscal Plan, the replacement cycle was extended to five years due to funding constraints. Given the County's current fiscal position, the FY 11 Adopted Fiscal Plan further extends the replacement cycle to six years.

Contingencies. The County budgets contingency funding for new initiatives and anticipated, but not definite, expenses in the Non-Departmental Expenditures budget. The FY 11 Adopted Fiscal Plan continues the established practice of budgeting a litigation contingency for potential litigation expenses; this contingency is reduced by 33% to \$1.0 million for FY 11. Funding from the litigation contingency is allocated as needed, subject to Board approval. In addition a \$1.25 million allowance for emergency repair and renovation expenditures is adopted to provide additional support for the County's Capital Asset Preservation Program.

Transfer to Self-Insurance Fund. Risk management and workers' compensation are funded by annual transfers to the County's Self-Insurance Fund. This appropriation is recalculated annually based on fund performance.

Deferred Compensation Match. The County offers all regular employees and full-time, long-term temporary employees the option of participating in the Deferred Compensation Plan. Employees can contribute a portion of his/her salary, via payroll deduction and on a tax-deferred basis. The County match to employee contributions to deferred compensation plans was eliminated in the FY 10 Adopted Fiscal Plan.



Capital Improvement Program

**CAPITAL IMPROVEMENT PROGRAM EXECTUTIVE
SUMMARY**

.....

Executive Summary Page 7 – 1

.....



Capital Improvement Program

Purpose of the Capital Improvement Program

An effective capital improvement program promotes measured planning of a municipality's future capital facilities needs and identifies the optimal approach to meet those needs. Loudoun County's Capital Improvement Program is an important element of the comprehensive capital planning process prescribed by Chapter 3 of the County's Revised General Plan (General Plan), *Fiscal Planning and Public Facilities*. The General Plan requires the development of a ten-year Capital Needs Assessment (CNA) every two years, and the subsequent development and Board adoption of a six-year Capital Improvement Program (CIP). The CIP is reviewed in the second year of the biennium, and amended as necessary to reflect changing circumstances and priorities. Typically, only projects that have been identified in the CNA are included in the CIP.

As a planning and development tool, the CIP ensures that capital improvements are coordinated and well-timed to maximize County financial resources and minimize short-term solutions. As a financial plan, the CIP facilitates land acquisition, capital equipment procurement, and facility planning in an environment of fiscal constraint. Potential projects are evaluated in relation to each other to ensure that the highest priority projects receive public funding, with essential improvements planned in a manner commensurate with the County's ability to pay. The CIP strives to take into account not only the construction costs of completing a capital project, but also the project's impact on the County operating budget in subsequent years. In summary, the CIP provides a six-year forecast of General Government and Loudoun County Public Schools land, facility and equipment needs with a financing plan to implement each need.

The six-year CIP is one of the definitive products of the County's process for forecasting and planning its future capital facility growth. The CIP, in conjunction with agency service plans, the Fiscal Impact Model, the Capital Needs Assessment, and the General Plan, develops and tracks the County's capital inventory for current and future fiscal years. This process attempts to address and plan for projected capital expenditure needs associated with new development. This section provides detailed information on the County's Capital Improvement Program for Fiscal Years 2011-2016.

The CIP Process

Similar to the CNA, the CIP is developed and updated biennially, with the six-year period moving out two years every other fiscal year. FY 11 is the first year of the biennium, with two new planning years, FY 15-16. For this Adopted FY 11 budget document, the CIP will encompass FY 11-16, with FY 11 showing adopted appropriations, and the FY 12-16 planning years showing projects for future appropriations. At its July 3, 2007 business meeting, the Board of Supervisors unanimously adopted the Revised FY 2009 - FY 2018 Capital Needs Assessment, with amendments that guide the development of the Capital Improvement Program. The next Capital Needs Assessment process will begin in Spring 2010 and cover the ten-year planning period 2017-2026.

The CIP process begins approximately 10 months before the Board of Supervisors adopts the annual County budget. County departments submit proposed CIP requests, which include project scope, justification, cost estimates and discussion of alternatives to the Department of Construction and Waste Management. A capital projects review committee, composed of key staff representing a broad range of responsibilities, technical knowledge and perspectives, recommends projects to be included in the CIP based on expressions of prior commitment by the Board of Supervisors, cost effectiveness, affordability, and demonstrated need. The preliminary CIP is then forwarded to the County Administrator for final review. The County Administrator forwards the recommended CIP to the Board of Supervisors in February with his proposed fiscal plan. A parallel process of CIP project development occurs within the School System, with review and approval of a proposed CIP by the School Board.

The CIP is a multi-year plan that does not constitute or require an appropriation of funds beyond those for the current year. Funding decisions concerning the CIP are made in conjunction with decisions regarding the County's operating budget in March/April of each calendar year. Final authority to spend public funds for purposes specified in the County operating and capital budgets is accomplished through the adoption of an appropriations resolution by the Board of Supervisors.



Understanding the CIP

The Adopted FY 11-16 Capital Improvement Program is summarized in the *Capital Improvement Program Summary* table in this section of the budget document, along with a summary appropriation and financing table for both the County and School project sections. The IRS-required *Notice of Intent* regarding financing and an update on *Previously Authorized Projects* is also included in this section.

Capital projects are described in detail in the County and School project sections of this document. Summary appropriation and financing schedules for each functional area precede individual project pages which provide specifics on each capital project, including funding and expenditures for each year of the six-year period, and any prior year allocations made by the Board. The prior allocation column includes funding approved by the Board of Supervisors through FY 10 for projects included in the Adopted CIP. The final column of each project page represents future fiscal years (FFY), reflecting project estimates beyond the six-year period. Estimated operations and maintenance costs have been included on most detailed project pages to illustrate their full impact. Land acquisition costs, design, construction and equipment procurement expenses, and operations and maintenance expenses for both County and School facilities have been held constant for FY 11 and adjusted by 4.0% annually to account for market inflation for the FY 12 – FY 16 planning period.

Project operating impact estimates include the following:

- (1) the effect of operating enhancements required for the facility in the year(s) of occurrence;
- (2) projections for direct costs to County departments and schools for maintenance, internal services and utilities; and
- (3) annual debt service on debt issued for the project during the six-year period.

School facility operating costs are based on the School Board FY 11 adopted budget. The per-pupil cost for operating a school is calculated differently by the County and the School System. The School System's calculations are based on a State formula that removes all capital facilities, pre-school, and detention center expenditures. In addition, enrollment numbers are adjusted for pre-school aged children, with only 85% of kindergarten students included in the calculations. For purposes of the capital plan the County calculates per-pupil costs using the School Board-Adopted total operating budget for the School System, including the cost of capital bus leases. The Superintendent's adopted per pupil cost is \$10,833 for FY 11. The County's calculation, which includes the cost of capital bus leases, is \$11,341.

Board of Supervisors Fiscal Guidance

On November 4, 2009, the Board of Supervisors adopted a set of fiscal guidance directives for the development of the Proposed FY 11-16 Capital Improvement Program. The County Administrator and School Superintendent were directed to work cooperatively to develop a capital expenditure plan that would meet the Board of Supervisors debt policy guidelines and a set of project priorities. The Board of Supervisors defined the amount of new debt that could be issued over the six-year capital planning period at \$675.0 million with 70% allocated to school projects and 30% allocated to general government projects. The Board further defined a set of project priority criteria to guide the capital project development schedules. Those criteria included the following guidance:

1. Proposed capital projects should minimize the impact on operating expenses for the first three years of the capital improvement program (FY 11 – FY 13);
2. The plan should utilize cash proffers for capital facility development to the fullest extent;
3. Proposed expenditures should expand the utilization of existing facilities;
4. Public health and safety projects should be prioritized when analyzing competing projects that meet the debt issuance guidelines;
5. Loudoun County Public Schools create a new model for the Advanced Technology Academy that reduces capital and operating costs; and
6. Loudoun County Public Schools create an operating plan for the use of a temporary classroom model (i.e., modular classrooms), additions and expansion of existing facilities which shows the costs and locations of such facilities.



**Loudoun County Government
FY 2011 Adopted Fiscal Plan**

The Adopted FY 11-16 Capital Improvement Program was developed with the new debt issuance limits and project priority guidance provided by the Board of Supervisors.

Adopted Capital Improvement Program Summary

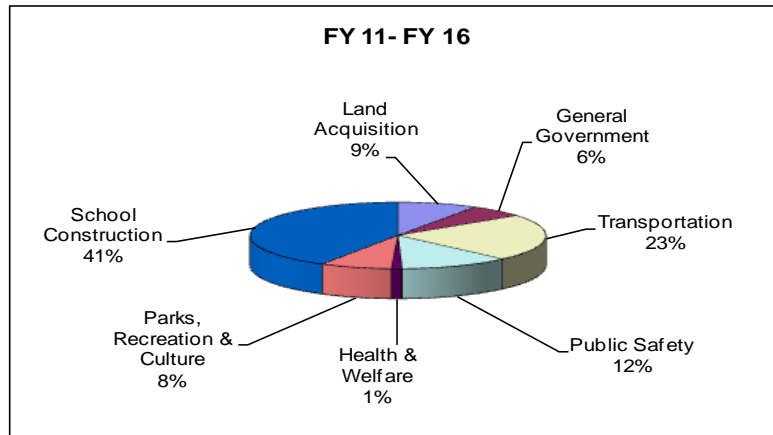


Figure 7 - 1. Adopted FY 11 - 16 Capital Improvement Program

The *Capital Improvement Program Summary* summarizes the Adopted FY 11-16 Capital Improvement Program for the General County Government and School System by functional area and funding sources. The *Capital Improvement Program Summary* table also illustrates prior and future capital expenditures for projects included in the FY 11-16 Adopted Capital Improvement Program. The amount of expenditures for the six-year CIP totals \$1.0 billion. Schools construction and renovation remains a significant spending category at \$422.8 million. The six-year plan also includes \$88.6 million in planned school site acquisitions. School expenditures total \$511.4 million or 51% of the planned capital expenditures over the six-year planning period. New school construction makes up 41.5% of capital expenditures in the six-year plan.

The remaining 49% capital project expenditures consist of General Government projects. General Government expenditures occur in two major functional areas during the six-year planning period: Transportation (\$231.2 million), and Public Safety (\$122.4 million), these expenditures total \$353.6 million, representing 35.3% of the FY 11-16 capital budget. The remaining General Government capital project expenditures planned in the FY 11-16 CIP total \$242.3 million, and generally focus on expanding the utilization of county-owned facilities or to address service demands. Land acquisitions over the six-year planning period are for school sites totaling \$88.6 million.

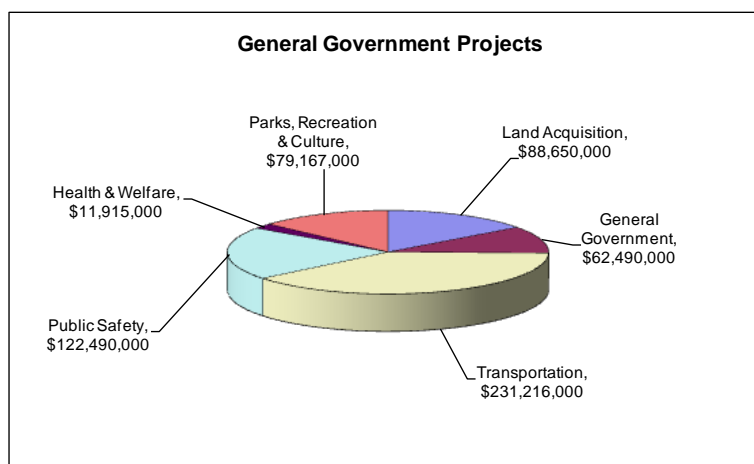


Figure 7 - 2. Adopted FY 11-16 Capital Improvement Program



Loudoun County Government
FY 2011 Adopted Fiscal Plan

FY 11 Adopted Appropriations

Year 1 of the Proposed CIP (FY 11) recommends funding \$105.7 million in capital projects. The proposed funding includes \$77.9 million for general government projects and \$27.8 million for public schools. The largest expenditure for capital investment is in transportation infrastructure with \$40 million for Dulles Corridor Rapid Transit, \$5.6 million for roads, and \$1.0 million for transit buses and facilities. The \$27.8 million in funding for public schools funds the development of one elementary school in the Leesburg area. In addition, \$8.6 million in capital bus leases for the acquisition of school buses is reflected in the debt service fund. The adopted FY 11 general government capital projects invest in infrastructure improvements with minimal impact to the operating budget. The adopted elementary school project operating impact occurs in FY 13. In addition to the funding approved in FY 11, a total of \$10.8 million in previously appropriated fund balances were re-designated for use toward FY 11 capital projects. These balances were transferred to the appropriate capital project in FY 10 and are reflected in the Prior Year appropriation column on the project page. The Board approved the use of \$6.8 million in fund balance for the Land Acquisition project account for middle school site acquisitions. In addition, a total of \$4.0 million was transferred to general government capital projects in FY 10 for projects starting development in FY 11. The Transit Bus Maintenance Facility received \$3.2 million and the Woods Road project \$0.75 million.

Response to Board of Supervisors Fiscal Guidance for the FY 11 – FY 16 Capital Plan

Debt. The Adopted FY 11 – 16 Capital Improvement Program achieves the Board of Supervisor's Fiscal Guidance goal to maintain the capital plan debt ratios within a range that the Board could support. The new debt issuance amount guidelines provided by the Board in November 2009 have been maintained with 30% of the new debt available being programmed for general government capital projects and 70% for school capital projects.

Operating Impact. The Adopted CIP defers projects with operating impacts to minimize impacts to the FY 11 – FY 12 operating budgets. Beginning in FY 13, new operating impacts will have to be considered as new facilities are completed for occupancy and operations.

Cash Proffer Utilization. A total of \$35.9 million in cash proffers and \$2.4 million in in-kind proffers are proposed for utilization in the six-year planning period for capital projects. The majority of proffers is proposed to be expended in the FY 11 – FY 13 CIP and is programmed to build-out County-owned facilities. Utilization of the proposed proffers is contingent upon a Zoning Administrator determination and Board of Supervisors authorization.

Expenditures to Expand Utilization of Existing Facilities. A total of \$37.8 million in capital expenditures is programmed to expand and improve the utilization of existing County-owned facilities.

Public Health and Safety Projects should be Prioritized when Analyzing Competing Projects that meet the Debt Issuance Guidelines. The capital planning process included a thorough review by capital planning staff, department heads, departmental capital planning staff and senior leadership to identify public health and safety project priorities. Given the limitations of the new debt available during the six-year plan, the CIP reflects the public health and safety priorities that could be achieved. These priorities will need to be evaluated annually and amended as needed.

Future Fiscal Years: The Proposed FY 11-16 CIP does not achieve the development of County/School capital facilities that meet the capital planning needs as triggered by the Board of Supervisors' adopted Capital Facilities Standards and Ten-Year Capital Needs Assessment. Those needs total \$2.0 billion over the six-year planning period. General Government Departments and Loudoun County Public Schools planning staffs worked diligently to develop a capital plan that met the Board of Supervisors Fiscal Guidance and Debt Guidelines. A substantial number of capital projects are shown to be funded in Future Fiscal Years which did not fit within the current fiscal guidance parameters for the six-year planning cycle. These projects reflect capital facility needs that will need to be re-evaluated annually as the County's fiscal and planning horizons move forward over the six-year plan. These facilities are:

• Government Administrative Center	\$ 164.0 million
• Fire & Rescue Stations #28, #29.....	\$ 17.6 million
• Public Safety Administration Building	\$ 95.3 million
• Adult Detention Center Phase III	\$ 90.0 million
• Brambleton and Sterling Libraries	\$ 32.0 million
• Teen Center (Ashburn/Leesburg).....	\$ 10.5 million
• Elementary Schools (ES-14, ES-23, ES-25, ES-28, Lucketts).....	\$ 168.7 million
• Catoctin Elementary School Renovations/Additions	\$ 16.5 million
• Middle, High and Technology Schools (MS-7, MS-8, HS-9, Advanced Tech).....	\$ 315.4 million



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County Capital Projects. The Proposed County Capital Program consists of 49 projects totaling \$595.9 million, and includes land acquisition costs for the Schools. The CIP does not include any funding to acquire land for general government facilities. For general government projects the CIP makes use of County/School owned sites and proffered sites.

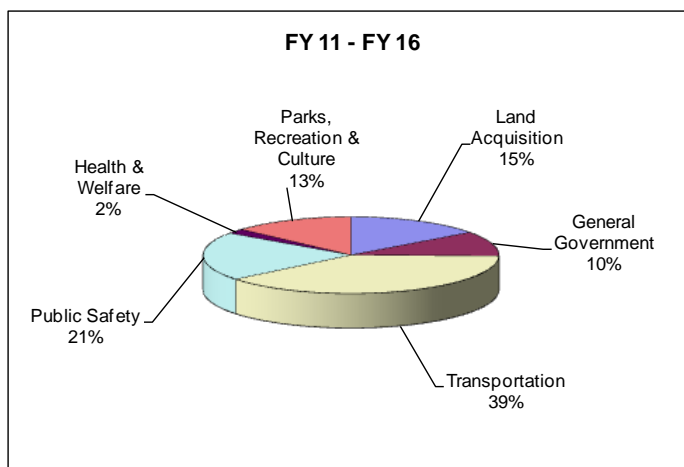


Figure 7 - 3. Adopted FY 11-16 CIP County Capital Projects by Functional Area

Land Acquisition. Historically, land acquisition for capital projects has been primarily dependent upon the availability of proffered sites. When proffered sites are not available, land purchases become a necessary feature of the CIP. Typically, the Land Acquisition functional area includes land acquisition funding for both the County and Schools during the six-year planning period. The co-location of County and School capital facilities remains a guiding policy for the Board of Supervisors in its land acquisition program. A total of \$88.6 million is included in the Adopted FY 11-16 Capital Plan for school site acquisitions. A combination of debt financing and local tax funding is used to acquire school land sites. For this CIP, no land acquisitions are proposed for general government projects as the development of owned County/School and proffered sites are used for general government facilities in the six-year plan.

General Government. The General Government functional area includes nine projects for a total of \$62.4 million over the six-year planning period. The County Administrator and the Department of Construction and Waste Management provide project management direction for these facilities. The General Government projects that are part of the proposed CIP are:

• Capital Project Management.....	\$ 26.4 million
• Storm Water Management.....	\$ 16.5 million
• Consolidated Shops & Warehouse Facility	\$ 3.7 million
• Eastern Vehicle Support Facility	\$ 0.58 million
• Recycling Drop Off Centers	\$ 0.75 million
• Recycling Convenience Center.....	\$ 1.0 million
• Woods Road Landfill Cell 1B Construction	\$ 7.1 million
• Woods Road Landfill Sequence IV Closure.....	\$ 5.1 million
• Woods Road Landfill Sequence V Closure.....	\$ 1.2 million

Capital Project Management. Capital Project Management is provided by several County departments. The Department of Construction and Waste Management functions as the principal staff contact for matters relating to the County's capital projects, including planning and budgeting, land acquisition, design and engineering, construction management and project support. Resources in the Office of the County Attorney and the Department of Management and Financial Services provide program support and technical reviews to insure that projects advance appropriately. These staff positions are supported by local tax funding in the Capital Projects Fund and are included in their departments' respective operating budget. Additional information on the Department of Construction and Waste Management, as well as the Office of the County Attorney, and Management and Financial Services may be found in the operating budget section of this document.



**Loudoun County Government
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Storm Water Management. This project funds the County storm water management program to meet the Environmental Protection Agency's Phase II storm water discharge permit requirements, which stipulate the repair, maintenance, and restoration of County-owned storm water infrastructure.

General Government Support Facilities. Two projects are proposed to begin development in FY 16 that provide support to general government operations. A consolidated shops and warehouse project co-locates administrative offices for the Department of General Services, maintenance shop operations, and a warehouse dedicated to general government warehouse needs. This project will enable the existing warehouse to be utilized solely for Loudoun County Public School warehousing operations. A vehicle support facility which includes a special waste drop-off center is planned for eastern Loudoun to provide fueling and fleet maintenance services for County and School vehicles. The citizens' special waste drop-off recycling center is included in the facility to meet the County's recycling goals.

Solid Waste Management. These projects continue the Solid Waste Management Plan's scheduled cell development and closure activities at the Woods Road Landfill. Work on the Woods Road Landfill began in FY 07 and continues through the construction of Cell 1B. Closure of Sequence IV and V in the current section of the landfill will also be completed during this planning period. A recycling convenience center which serves as a citizen drop-off center for recyclables is planned in FY 15 at the landfill. Three recycling drop-off centers are planned that will add recycling locations to the Potomac, Moorefield Station, and South Riding areas of the County. All landfill projects are completely funded with landfill fees, either on a cash basis or through the issuance of Virginia Resources Authority bonds, which will be retired using landfill fees. The recycling facilities are funded with a combination of cash proffers, local tax funding and debt financing.

Government Administration Center. The FY 09-14 Capital Improvement Program included funding for future government administrative space, with the objective of reducing leased facilities by consolidating County offices into owned space. This project envisions a government campus which will include office, customer service, program, public meeting, conference, information technology and building support space, along with the necessary infrastructure, landscaping, and sufficient parking facilities for County-owned and visitor vehicles. Phase I was originally proposed to start in FY 12. This project has been moved to a Future Fiscal Year in the Adopted FY 11 – FY 16 CIP. Direction by the Board of Supervisors on the development schedule for the Government Administration Center needs to be reevaluated given the project's impact on the debt issuance schedule.

Transportation. The Transportation functional area includes eight projects for a total of \$231.2 million over the six-year planning period. The largest project expenditure is for the Dulles Corridor Rapid Transit project which extends the Dulles Metro-Rail to Loudoun County. Loudoun County's share of the Dulles Rail extension is \$252 million with \$172 million in expenditures occurring in the six-year planning period. The Office of Transportation Services and the Department of Construction and Waste Management provide project management direction for these facilities. The Transportation projects that are part of the proposed CIP are:

• Commuter Transit Buses	\$ 7.2 million
• Transit Bus Maintenance and Storage Facility.....	\$ 10.2 million
• Dulles Corridor Rapid Transit.....	\$ 172.0 million
• Regional Park-and-Ride Lot (4)	\$ 5.7 million
• Alder School Road Paving	\$ 7.4 million
• Kincaid/Crosstrail Boulevards	\$ 26.0 million
• Route 7/Route 659 Interchange Design.....	\$ 2.6 million

Commuter Transit Buses. This provides for the acquisition of transit buses in support of the County's commuter bus service. The transit bus acquisition schedule was approved by the Board of Supervisors in FY 04, when the first 22 buses were acquired. The current operating plan acquires two transit buses annually through the six-year capital planning period, subject to actual State Capital Grant awards.

Transit Bus Maintenance and Storage Facility. This project constructs a maintenance facility to service the County's transit bus fleet. The facility will be constructed on the Government Support Center site near the current joint County/School fleet maintenance facility. State aid will provide 50% of the funding toward the project with the County's 50% coming from a combination of FY 10 fund transfers and FY 11 proffers and gas tax funds.

Dulles Corridor Rapid Transit. State, regional and local authorities have jointly proposed an extension of rapid transit service along the Dulles Corridor from Fairfax County's West Falls Church Metro Station to Loudoun County. This project would involve a 23-mile Metrorail extension via Tyson's Corner and Dulles Airport that would terminate at the Dulles Greenway and Ryan Road (Route 772). The Metropolitan Washington Airport Authority (MWAA) received final design approval for Phase I from the Federal Transit Administration (FTA) on May 12, 2008. Right-of-way acquisitions are proceeding and the utility relocation along the Route 7 Corridor in Tyson's Corner began in January 2008. On January 8, 2009, the Federal Secretary of Transportation signed and submitted to Congress the Full



Loudoun County Government
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Transportation continued.

Funding Grant Agreement (FFGA) for the authorization of \$900 million dollars for the construction of Phase I. Congressional review has been completed with final approval and release of the federal funds by the Federal Transportation Administration. Construction of the Phase I Rail Project started in 2009, with a tentative completion date of March 2013.

Park-and-Ride Lots. The Proposed CIP includes four park-and-ride projects, which are currently managed by the County's Office of Transportation Services. These projects add park-and-ride lots for commuter use at East Gate, Dulles Town Center, Stoneridge and the north Leesburg area. The new projects are funded through a combination of cash and in-kind proffers and State transportation grant funding.

Allder School Road Paving. This project provides for the paving of Allder School Road (Route 711) from Woodgrove Road (Route 719) to Hillsboro Road (Route 690). This project will provide access to the planned Woodgrove High School (HS-3) at the County-owned Fields Farm property, located south of Allder School Road (Route 711) and east of Hillsboro Road (Route 690).

Woods Road (Rt. 771) Realignment. This project provides for the design of an alignment to relocate Woods Road at such time as the expansion of the County's Landfill operations requires its realignment. The Board re-designated \$750,000 in capital fund balance in FY 10 for the Woods Road (Rt. 771) Realignment project and this action is reflected in the prior year funding column of the capital project page.

Rt. 7/Route 659 Interchange Design. A total of \$2.6 million in transportation proffers are utilized to continue the design of the Rt. 7/Rt. 659 Interchange. The Office of Transportation Services has applied for a Federal Road grant to fund the construction of the interchange.

Kincaid/Crosstrail Boulevards. This project designs and constructs the extension of Kincaid Boulevard and Crosstrail Boulevard through the County-owned government support center site. The completion of these road extensions will provide access to the county-owned land for the development of public facilities. A combination of local tax funding and debt financing is proposed to fund this \$26 million project.

Public Safety. The Public Safety functional area includes eleven projects for a total of \$122.4 million over the six-year planning period. These facilities are programmed and operated by Animal Care and Control, the Courts, Office of the Sheriff, Department of Fire, Rescue and Emergency Management Services, Juvenile Court Services Unit and Family Services. The Department of Construction and Waste Management manages the development and construction of these projects.

• Animal Shelters.....	\$ 9.3 million
• Courts Complex (Phase III).....	\$ 37.5 million
• Public Inebriate Center	\$ 1.3 million
• Ashburn Area Sheriff Station	\$ 8.6 million
• Kirkpatrick (West) Fire/Rescue Station #26	\$ 7.8 million
• Leesburg South Fire/Rescue Station #27	\$ 8.1 million
• Fire Station Renovations (Lucketts, Round Hill)	\$ 16.5 million
• Fire/Rescue Training Prop Lots	\$ 1.2 million
• Fire/Rescue Capital Apparatus	\$ 16.2 million
• Juvenile Probation Residence	\$ 4.8 million
• Juvenile Detention Center.....	\$ 10.8 million

Animal Shelters. A combined project to renovate the existing Animal Shelter in western Loudoun and construct a new Animal Shelter in eastern Loudoun is proposed to meet the animal care and control service demands in the County. In FY 09, the Board of Supervisor's Fiscal Impact Committee recommended the eastern shelter be included in the six-year planning cycle due to the eastern Loudoun animal and human population densities. These facilities are operated by the Department of Animal Care and Control.

Courts Complex (Phase III). The Courts project provides expanded facilities for the General District Court and the Clerk of the Court's administrative support functions, increasing the current space by approximately 85,000 square feet for courtroom and judicial offices, with sufficient parking for Court-owned and visitor vehicles. The Public Inebriate Center is planned as an approximately 3,000 square foot, minimum 10-bed facility located in close proximity to the new Adult Detention Center south of Leesburg, with operating costs estimated to be lower than housing the same population at the Adult Detention Center.



**Loudoun County Government
FY 2011 Adopted Fiscal Plan**

Public Safety Continued.

Ashburn Sheriff's Station. The Proposed CIP includes funding for a Sheriff's station to be developed to serve the Ashburn planning subarea of the County. In FY 09, the Sheriff informed the Board of Supervisors that a Sheriff's presence in the previously funded Brambleton Public Safety Center did not meet the Office's service goals. The Board of Supervisors directed capital planning staff to develop a plan for a station in the Ashburn Planning subarea using 100% cash proffers. The CIP proposes the use of \$8.6 million in cash proffers for the development of this station in the FY 12 – FY 13 planning period. The Sheriff has requested the School Board designate a portion of the land available on the Newton Lee Elementary School site for the station. The resolution on a land site for the station will occur in FY 11. The Loudoun County Sheriff's Office will operate this facility.

Fire and Rescue Stations, Training Facilities and Vehicles. The CIP includes construction of two new Fire/Rescue stations and renovations of existing volunteer stations to meet life/safety, OSHA, and other regulations, and ensure continuing functionality. Training facilities are proposed for expansion with the use of \$1.2 million in cash proffers to complete training facilities. A project to fund annual purchases of Fire/Rescue capital vehicles is also included. The Department of Fire, Rescue and Emergency Management Services operates these facilities.

Juvenile Probation Residence. The Juvenile Probation Residence is planned as an approximately 8,800 square foot, 12-24 bed capacity residence located in close proximity to the new Juvenile Detention Center south of Leesburg. This facility is programmed and operated by the Juvenile Court Services Unit.

Juvenile Detention Center. The Juvenile Detention Center was included in the Public Safety Master Plan Proposed by the Board of Supervisors on November 8, 2006. The Juvenile Detention Center project would replace the existing facility, which will be unable to continue as a juvenile detention facility given its proximity to the future expanded footprint of the Adult Detention Center. Adopted funding is for the construction phase of the project which has been delayed one year to FY 12 to minimize operating impacts. The Department of Family Services operates this facility.

Health and Welfare. The Health and Welfare functional area includes eight projects for a total of \$11.9 million over the six-year period. These facilities are managed by the Department of Family Services and the Department of Mental Health, Substance Abuse and Developmental Services. The Department of Construction and Waste Management will manage the development and construction of these projects.

• Emergency Homeless Shelter	\$ 3.0 million
• Adolescent Independent Living Residence	\$ 4.3 million
• Mental Health/Medically Fragile Supported Living Residence	\$ 1.1 million
• Intellectual Disabilities Group Home (Ashburn)	\$ 0.61 million
• Intellectual Disabilities Group Home (South Riding)	\$ 0.68 million
• Intellectual Disabilities Group Home (Stone Ridge)	\$ 0.63 million
• Intermediate Care Facility (Round Hill)	\$ 1.2 million
• Mirror-Ridge Group Home	\$ 0.23 million

Department of Family Services. Two facilities are planned for development during the six-year planning period. A new Emergency Homeless Shelter is planned to meet emergency shelter service demands projected to occur in the FY 16 time frame. An Adolescent Independent Living Residence constructs the County's first independent living skills development residence for adolescents transitioning back to the community from court ordered detention.

Department of Mental Health, Substance Abuse and Developmental Services (MH/SA/DS). The Proposed capital plan includes the purchase or construction of five residential living facilities during the current planning period to serve MH/SA/DS clients. MH/SA/DS has reviewed its service model for residential services, and has incorporated the results of its review into the Proposed CIP, which increases vendor-operated facilities and opts for purchases of facilities versus construction. Cash proffer funding is proposed to build-out the basement of the Mirror-Ridge Group Home to expand program space for existing residents of the home.



**Loudoun County Government
FY 2011 Adopted Fiscal Plan**

Parks, Recreation and Culture. There are twelve projects in the Parks, Recreation and Culture functional group for a total of \$79.1 million over the six-year planning period. This category includes facilities programmed by the Department of Parks, Recreation and Community Services and the Department of Library Services. The Department of Construction and Waste Management will manage the development and construction of these projects.

• Dulles South Multipurpose Center (Phase II).....	\$ 36.3 million
• Community Center Renovations	\$ 5.3 million
• Hal & Berni Hanson Regional Park.....	\$ 3.6 million
• Scott Jenkins Memorial Park	\$ 2.0 million
• Brambleton District Park	\$ 4.4 million
• Edgar Tillett Memorial Park.....	\$ 1.1 million
• Fields Farm Park	\$ 1.5 million
• Lovettsville District Park.....	\$ 11.1 million
• Park Improvements.....	\$ 3.5 million
• Eastern Loudoun Respite Center.....	\$ 0.52 million
• Gum Spring Library.....	\$ 9.1 million

Parks, Recreation and Community Services Facilities:

Dulles South Multipurpose Center Phase II. Phase I of the Dulles Multipurpose Center opened in FY 09 providing a 23,900 square-foot community center. The funding proposed during the six-year planning period is for Phase II, which expands the facility by approximately 83,000 gross square feet, adding recreation and fitness areas, program facilities and an aquatics center.

Community Center Renovations. This project refurbishes and repairs the Sterling, Lovettsville and Philomont Community Centers, bringing them into compliance with current building systems and occupancy codes, Americans with Disabilities Act mandates, maintenance and programmatic requirements.

Parks. In FY 09, two mid-year park land capital projects were approved by the Loudoun County Board of Supervisors amending the FY 09 capital plan. The Hal and Berni Hanson Regional Park and Scott Jenkins Memorial Park land acquisitions were authorized and funding was appropriated for the initial development of the Scott Jenkins Memorial Park. Funding is proposed to complete the Scott Jenkins Memorial Park and to start Phase I development of the Hal and Berni Hanson Regional Park.

The use of \$10.0 million in cash proffers is used to fund projects to increase utilization of County-owned park facilities. Park improvements include the addition of public restrooms, lighting, irrigation, parking, playgrounds and concession buildings. Included in these improvements is the build-out of two developer constructed parks, Edgar Tillett Memorial Park and Brambleton District Park. The park improvement expenditure plan meets the Board of Supervisors' fiscal guidance to utilize cash proffers and expand utilization of county owned facilities. The construction of two new District Parks is slated in the FY 16 time-frame with the development of Fields Farm and Lovettsville District Parks. Additional cash proffers have been programmed for the prior-year funded Eastern Loudoun Respite Center to supplement funding due to the project completion being deferred to minimize impacts to the operating budget.

Department of Library Services Facility:

Gum Spring Library. The Gum Spring Library building space has been proffered by the Stone Ridge community developer. Per the proffer statement, the conveyance of the building space to the County is dependent upon a set number of building permits issued. The trigger to begin construction occurred in 2009 and the developer broke ground in November 2009. The build-out of the Library by the County is proposed to be deferred to FY 12 to minimize impacts to the operating budget. This facility will provide a 40,000 square-foot regional library to serve the Dulles Planning Subarea of the County south of Rt. 50.



Loudoun County Government
FY 2011 Adopted Fiscal Plan

Loudoun County Public School Projects. The Adopted FY 11-16 Capital Improvement Program (CIP) includes eleven school capital projects, including four new elementary schools, two new middle schools and two new high schools, and three renovation projects to include Park View High School, Guilford Elementary School, and Sully Elementary School. In the six-year expenditure plan for school facilities, 34% goes toward construction of elementary schools, 17% for middle schools, and 49% for high schools.

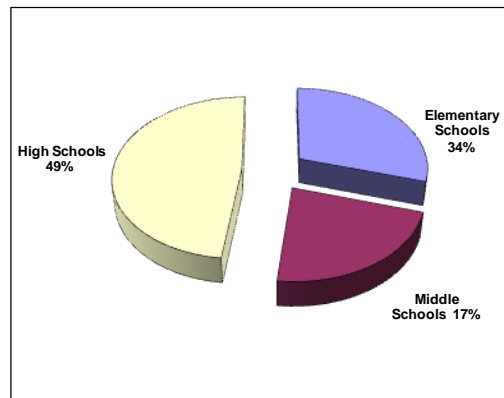


Figure 7 – 4. Adopted FY 11 – 16 Schools Expenditures by School Type

Elementary School Projects. The Elementary School functional area includes four new school construction projects and two renovation projects totaling \$125.1 million during the six-year planning period:

- (ES-15) Leesburg Area Elementary School.....\$ 27.8 million
- (ES-16) Moorefield Station Elementary School.....\$ 28.3 million
- (ES-21) Dulles South Area Elementary School.....\$ 39.1 million
- (ES-22) Ashburn Area Elementary School.....\$ 27.1 million
- Guilford Elementary School Computer Lab Addition.....\$ 1.4 million
- Sully Elementary School Computer Lab Addition\$ 1.4 million

Middle School Projects. The Middle School functional area includes two new school construction project totaling \$94.2 million during the six-year planning period. A replacement Middle School for Belmont Ridge Middle School is planned with the adoption of a school development program to convert Belmont Ridge Middle School to a High School to serve the Ashburn area of the County:

- (MS-6) Ashburn Area Middle School.....\$ 46.1 million
- Belmont Ridge Replacement Middle School.....\$ 48.1 million

High School Projects. The High School functional area includes two new school construction projects and the renovation of Park View High School's Science Lab and Art Studio, totaling \$203.5 million during the six-year planning period:

- (HS-6) Loudoun Valley Estates High School\$ 109.4 million
- (HS-8) Ashburn Area High School\$ 90.0 million
- Park View High School Renovation\$ 4.1 million

New School Openings. The Loudoun County Public Schools (LCPS) estimate that elementary schools will open two years after funds are appropriated, and middle and high schools will open three years after appropriation. Applying this methodology to the Adopted FY 11-16 CIP, an estimated seven (7) schools will open during the six-year planning period including schools funded in prior Capital Improvement Programs. In FY 11, LCPS proposes to open two (2) high schools and (1) elementary school. LCPS estimates that the student population will reach 79,836 by the FY 2015-16 school year which will add an additional 19,740 students to the school system during the six-year planning period.



**Loudoun County Government
FY 2011 Adopted Fiscal Plan**

Summary of Board of Supervisors' Changes to the Proposed CIP (February 2010)

The Adopted CIP (April 2010) with its \$1.018 billion in combined general government and school expenditures has \$13.8 million more in total projected expenditures than the proposed CIP (February 2009). The Board of Supervisors decreased the general government portion of the CIP by \$7.5 million and increased the school portion of the CIP by \$21.3 million in total expenditures for the six-year period.

Changes to General Government CIP. The Board of Supervisors reduced the general government portion in two functional areas Transportation and Parks, Recreation and Culture. The reduction was a result of the Zoning Administrator completing final determinations on the use of proposed cash proffers to fund capital projects. Several cash proffer revenue sources were determined to not be appropriate for the use proposed. In addition, several cash proffer trust fund accounts have not received the anticipated deposits to cover the amounts requested in the CIP. The use of cash proffers toward capital facility development was reduced by \$4.2 million. Capital planning staff will monitor the cash proffer trust fund accounts during the first quarter of FY 11 to determine whether the \$4.2 million in reductions can be reinstated as deposits are realized or other cash proffers are deemed appropriate for use in the capital plan. Another action taken in FY 10, transferred \$4.0 million in fund balance to fund FY 11 general government projects. This action is reflected in the Prior Allocation column on the project pages for the Transit Bus Maintenance and Storage Facility \$3.22 million and the Woods Road (Rt. 771) Realignment project \$0.77 million. Other than the changes in revenues no project amendments occurred.

Changes to School CIP. The Board of Supervisors had to reconcile multiple scenarios for school facility development. The Loudoun County Public School Superintendent's Proposed FY 11 – FY 16 Compliance CIP served as the County Administrator's Proposed School CIP due to its compliance with the Board of Supervisors, November 2009 Fiscal Guidance regarding debt issuance limitations. The Loudoun County School Board adopted a FY 11 - FY 16 Compliance CIP in late January 2010 which required additional review to meet the debt issuance limitations as defined by the Board of Supervisors. The Board of Supervisors began its capital budget review by adopting the FY 11 Proposed School CIP which was consistent between all the recommended plans.

The FY 12 – FY 16 Proposed School CIP required additional review through the development and analysis of multiple scenarios that reflected different combinations of schools, timing of projects, use of owned assets, and costs. At its March 25, 2010 budget work session, the Board of Supervisors adopted a school development scenario for the Ashburn area of the County that modified the Proposed School CIP. This scenario relies on the conversion of the existing Belmont Ridge Middle School into a High School (HS-8), constructs a replacement middle school for Belmont Ridge Middle School, and constructs an Elementary School (ES-22) on the Board of Supervisors owned Farmwell Site. In addition the Newton-Lee Elementary School site is to be evaluated to construct an Ashburn Area Middle School (MS-6) on the site. This CIP uses owned assets to develop multiple schools over the six-year planning period. The Board of Supervisors also requested additional architectural and engineering studies be completed at Stone Bridge, Briar Woods, Tuscarora, and Broad Run High Schools to determine any expansion capabilities at these sites.

The FY 11 – 16 Adopted School CIP increased capital expenditures by \$21.0 million over the Proposed CIP, primarily to accommodate the development of an additional middle school in the six-year plan to replace the Belmont Ridge Middle School. The Adopted CIP also added the renovation of the Sully and Guilford Elementary School's computer labs. The Board of Supervisors and School Board agreed to conduct multiple architectural and engineering studies during the last quarter of FY 10 and first quarter of FY 11 in order to have additional information to finalize the FY 12 – FY 16 school development schedule. That information will be presented to both boards as it is completed and will inform the FY 12 School Capital Plan deliberations. In FY 10, the Board of Supervisors also authorized additional architectural and engineering assessments to be conducted at four School Board owned high school sites to determine their expansion potential. The four high schools include Broad Run High School, Stone Bridge High School, Briar Woods High School and Tuscarora High School. The results of these assessments will be used by the Board of Supervisors and Loudoun County School Board to inform the development of the FY 12 capital improvement plan.

Changes in Debt Financing. The amount of debt financing in the Adopted CIP reflects a \$1.02 million increase from what was projected in the Proposed CIP. This increase reflects an increase in the amount of general obligation bond financing utilized to fund the School CIP. The Adopted CIP achieved the Board of Supervisors goal to see a debt scenario trend that decreased over the six-year period.



Funding the CIP

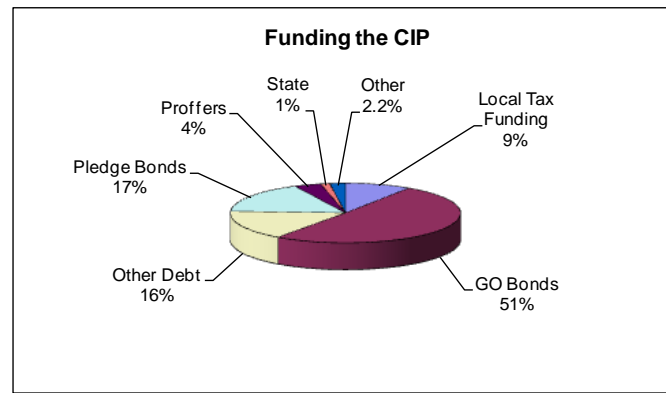


Figure 7 – 5. Adopted FY 11 – FY 16 Funding Sources (**See FY 10 Note Below)

The CIP is financed through a number of cash and debt instruments during the six-year planning period. These include local tax funding from the General Fund, either from budgeted tax revenues or fund balance, currently authorized bond financing, lease/purchase financing, pledge bonds, gifts and donations, user fees, and developer contributions or proffers in the form of dedicated land, in-kind services, or cash.

*****“Pay-as-you-go” Local Tax Funding.** The Board of Supervisors’ fiscal policy has a goal of 10% “pay-as-you-go” funding in financing the County’s capital facility needs. Local tax funding, which is often referred to as “pay-as-you-go” funding, denotes monies from the General Fund, e.g., when the County does not borrow money to finance projects but instead pays for the improvement out of current receipts. The Proposed FY 11-16 CIP includes \$94.7 million in local tax funding with additional \$9.8 million in prior year funds applied to FY 11 capital projects. While these funds are reflected in FY 10-Prior Year funds, they assist the Board in maintaining its 10% “pay-as-you-go” funding in the Capital Plan. The inclusion of these funds to offset the cost of General Government project in FY 11 provides the six-year plan with 10.25% percent of total CIP expenditures as offset by “pay-as-you-go” funding during the six-year CIP period.

Rollback Taxes. Board policy requires that rollback tax allocations be used in the planning subarea where the taxes are derived. There are no appropriations from rollback tax collections to fund any projects in the proposed FY 11-16 CIP.

Pledge Bond Financing. Pledge bond financing for the Dulles Corridor Rapid Transit Project will be secured with Business/Professional/Occupational Licenses (BPOL) tax revenue in the respective fiscal year issued. A total of \$172.0 million is proposed in the six-year CIP.

Intergovernmental Aid. The proposed FY 11-16 CIP includes \$13.08 million in intergovernmental funds from the Commonwealth of Virginia.

Developer Contributions (Proffers). Developer contributions, also known as proffers will offset 4% of estimated capital expenditures over the six-year planning period. Proffers are typically cash amounts, dedicated land, and/or in-kind services that are voluntarily granted to the County by the development community to partially offset the future capital facility costs associated with specific land developments. Proffer contributions are typically gained from rezonings (e.g., a change of land use from by-right). This change in development of land may result in land use patterns that generate significant capital facility costs. For example, if a developer is awarded a rezoning that changes the use of land parcels from commercial to residential use, housing units will more than likely be constructed on the parcels in the future. These new residential units will generate the need for County services and capital facilities such as schools, parks, libraries, and other facilities. Therefore, the development community offers contributions to help offset these future capital costs. The Board of Supervisors provided fiscal guidance in FY 09, directing the utilization of capital proffer contributions to the greatest extent possible in the FY 11 – FY 16 CIP. The Adopted CIP utilizes \$38.25 million in proffers during the six-year capital plan. A detailed description of these expenditures is provided in the Proffer Fund section of this document.



**Loudoun County Government
FY 2011 Adopted Fiscal Plan**

**Capital Improvement Program Summary
Schedule of Appropriations (in \$1000)
Adopted FY 11 - FY 16 Capital Improvement Program**

Functional Area	# Projects in FY 11-16	Prior FY	FY 11	FY 12	FY 13	FY 14	FY 15	FY 16	CIP Total	Future FY	Total
Administration	1	\$ 217,067	\$ -	\$ 7,000	\$ 11,000	\$ 26,250	\$ 33,250	\$ 11,150	\$ 88,650	\$ -	\$ 305,717
General Government	9	27,066	6,280	11,760	7,045	7,720	9,900	19,785	62,490	203,495	293,051
Transportation	8	117,044	48,076	58,840	54,200	67,700	1,200	1,200	231,216	81,000	429,260
Public Safety	11	111,257	7,780	16,600	41,070	20,680	13,180	23,180	122,490	202,880	436,627
Health and Welfare	8	279	230	120	1,435	1,490	4,615	4,025	11,915	275	12,469
Parks, Recreation and Culture	12	35,295	15,558	14,984	-	-	36,365	12,260	79,167	84,720	199,182
GEN GOVT SUBTOTAL	49	\$ 508,008	\$ 77,924	\$ 109,304	\$ 114,750	\$ 123,840	\$ 98,510	\$ 71,600	\$ 595,928	\$ 572,370	\$ 1,676,306

Functional Area	# Projects in FY 11-16	Prior FY	FY 11	FY 12	FY 13	FY 14	FY 15	FY 16	CIP Total	Future FY	Total
Elementary Schools	6	\$ 960	\$ 27,820	\$ 27,090	\$ 28,310	\$ 2,880	\$ 39,010	\$ -	\$ 125,110	\$ 185,265	\$ 311,335
Middle Schools	2	-	-	46,090	48,160	-	-	-	94,250	114,860	209,110
High Schools	3	-	-	4,150	90,000	-	-	109,360	203,510	200,620	404,130
SCHOOLS SUBTOTAL	11	\$ 960	\$ 27,820	\$ 77,330	\$ 166,470	\$ 2,880	\$ 39,010	\$ 109,360	\$ 422,870	\$ 500,745	\$ 924,575

CIP GRAND TOTAL 60 \$ 508,968 \$ 105,744 \$ 186,634 \$ 281,220 \$ 126,720 \$ 137,520 \$ 180,960 \$ 1,018,798 \$ 1,073,115 \$ 2,600,881

Fund Codes	Revenue Source		Prior FY	FY 11	FY 12	FY 13	FY 14	FY 15	FY 16	CIP Total	Future FY	Total
\$ - Local Tax Funds	Local Tax Funding	\$	\$ 88,664	\$ 6,280	\$ 13,750	\$ 19,480	\$ 20,375	\$ 16,745	\$ 18,095	\$ 94,725	\$ 3,275	\$ 186,664
GO - G O Bond	General Obligation Bond	GO	101,200	33,205	82,320	169,470	23,380	67,400	139,935	\$ 515,710	597,445	\$ 1,214,355
FB	Fund Balance	FB	12,989	-	880	-	-	-	-	\$ 880	-	\$ 13,869
GT, TF	Gas Tax/Transportation Fund	GT/TF	1,410	1,194	1,194	-	-	-	-	\$ 2,388	-	\$ 3,798
S - State Grant	State Grant	S	36,092	840	7,360	-	2,500	-	-	\$ 10,700	-	\$ 46,792
P - Proffers	Proffers (C.L.I)	P	70,535	14,660	13,600	8,800	-	250	935	\$ 38,245	-	\$ 108,780
VP SA - Bonds	VA Public School Auth Bonds	VP SA	2,390	-	-	-	-	-	-	\$ -	-	\$ 2,390
PB - Pledge Bonds	Pledge Bonds	PB	80,000	40,000	40,000	52,000	40,000	-	-	\$ 172,000	-	\$ 252,000
F - Fees	Fees	F	-	-	1,500	-	-	-	-	\$ 1,500	-	\$ 1,500
Other Debt	Debt Financing	Debt	109,050	9,565	26,030	31,470	40,465	33,125	21,995	\$ 162,650	472,395	\$ 744,095
Sale	Sale of Land	Sale	5,800	-	-	-	-	20,000	-	\$ 20,000	-	\$ 25,800
Gifts	Gifts & Donations	G	838	-	-	-	-	-	-	\$ -	-	\$ 838
Totals			\$ 508,968	\$ 105,744	\$ 186,634	\$ 281,220	\$ 126,720	\$ 137,520	\$ 180,960	\$ 1,018,798	\$ 1,073,115	\$ 2,600,881



**Loudoun County Government
FY 2011 Adopted Fiscal Plan**

**General Government Summary
Schedule of Appropriations (in \$1000)
Adopted FY 11 - FY 16 Capital Improvement Program**

Functional Area	# Projects in FY 11-16	Prior FY	FY 11	FY 12	FY 13	FY 14	FY 15	FY 16	CIP Total	Future FY	Total
Administration	1	\$ 217,067	\$ -	\$ 7,000	\$ 11,000	\$ 26,250	\$ 33,250	\$ 11,150	\$ 88,650	\$ -	\$ 305,717
General Government	9	27,066	6,280	11,760	7,045	7,720	9,900	19,785	62,490	203,495	293,051
Transportation	8	117,044	48,076	58,840	54,200	67,700	1,200	1,200	231,216	81,000	429,260
Public Safety	11	111,257	7,780	16,600	41,070	20,680	13,180	23,180	122,490	202,880	436,627
Health and Welfare	8	279	230	120	1,435	1,490	4,615	4,025	11,915	275	12,469
Parks, Recreation and Culture	12	35,295	15,558	14,984	-	-	36,365	12,260	79,167	84,720	199,182
GRAND TOTAL	49	\$ 508,008	\$ 77,924	\$ 109,304	\$ 114,750	\$ 123,840	\$ 98,510	\$ 71,600	\$ 595,928	\$ 572,370	\$ 1,676,306

Fund Codes	Revenue Source		Prior FY	FY 11	FY 12	FY 13	FY 14	FY 15	FY 16	CIP Total	Future FY	Revenue Total
\$ - Local Tax Funds	Local Tax Funding	\$	\$ 88,664	\$ 6,280	\$ 13,750	\$ 19,480	\$ 20,375	\$ 16,745	\$ 18,095	\$ 94,725	\$ 3,275	\$ 186,664
GO - G O Bond	General Obligation Bond	GO	\$ 101,200	5,385	4,990	3,000	20,500	48,390	30,575	\$ 112,840	96,700	\$ 310,740
FB	Fund Balance	FB	\$ 12,989	-	880	-	-	-	-	\$ 880	-	\$ 13,869
GT, TF	Gas Tax/Transportation Fund	GT/TF	\$ 1,410	1,194	1,194	-	-	-	-	\$ 2,388	-	\$ 3,798
S - State Grant	State Grant	S	\$ 36,092	840	7,360	-	2,500	-	-	\$ 10,700	-	\$ 46,792
P - Proffers	Proffers (C.L.I.)	P	\$ 70,535	14,660	13,600	8,800	-	250	935	\$ 38,245	-	\$ 108,780
VPSA - Bonds	VA Public School Auth Bonds	VPSA	\$ 1,430	-	-	-	-	-	-	\$ -	-	\$ 1,430
PB - Pledge Bonds	Pledge Bonds	PB	\$ 80,000	40,000	40,000	52,000	40,000	-	-	\$ 172,000	-	\$ 252,000
F - Fees	Fees	F	\$ -	-	1,500	-	-	-	-	\$ 1,500	-	\$ 1,500
Other Debt	Debt Financing	Debt	\$ 109,050	9,565	26,030	31,470	40,465	33,125	21,995	\$ 162,650	472,395	\$ 744,095
Sale	Sale of Land	Sale	\$ 5,800	-	-	-	-	-	-	\$ -	-	\$ 5,800
Gifts	Gifts & Donations	G	\$ 838	-	-	-	-	-	-	\$ -	-	\$ 838
Totals			\$ 508,008	\$ 77,924	\$ 109,304	\$ 114,750	\$ 123,840	\$ 98,510	\$ 71,600	\$ 595,928	\$ 572,370	\$ 1,676,306



**Loudoun County Government
FY 2011 Adopted Fiscal Plan**

**Schools Summary
Schedule of Appropriations (in \$1000)
Adopted FY 11 - FY 16 Capital Improvement Program**

Functional Area	# Projects in FY 11-16	Prior FY	FY11	FY12	FY13	FY14	FY15	FY16	CIP Total	Future FY	Total
Elementary Schools	6	\$ 960	\$ 27,820	\$ 27,090	\$ 28,310	\$ 2,880	\$ 39,010	\$ -	\$ 125,110	\$ 185,265	\$ 311,335
Middle Schools	2	-	-	46,090	48,160	-	-	-	94,250	114,860	209,110
High Schools	3	-	-	4,150	90,000	-	-	109,360	203,510	200,620	404,130
SCHOOLS SUBTOTAL	11	\$ 960	\$ 27,820	\$ 77,330	\$ 166,470	\$ 2,880	\$ 39,010	\$ 109,360	\$ 422,870	\$ 500,745	\$ 924,575

Fund Codes	Revenue Source		Prior FY	FY11	FY12	FY13	FY14	FY15	FY16	CIP Total	Future FY	Total
\$ - Local Tax Funds	Local Tax Funding	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
GO - G O Bond	General Obligation Bond	GO	-	27,820	77,330	166,470	2,880	19,010	109,360	402,870	500,745	903,615
VPSA - Bonds	VA Public School Authority	VPSA	960	-	-	-	-	-	-	-	-	960
Sale - Sale of Land	Sale of Land	Sale	-	-	-	-	-	20,000	-	20,000	-	20,000
Totals			\$ 960	\$ 27,820	\$ 77,330	\$ 166,470	\$ 2,880	\$ 39,010	\$ 109,360	\$ 422,870	\$ 500,745	\$ 924,575



Loudoun County Government
FY 2011 Adopted Fiscal Plan

Schedule of Financing and Referenda

The following projects are scheduled for general obligation bond financing requiring referendum in FY 11.

<u>Referendum Date</u>	<u>Project</u>	<u>Amount</u>
November 2010	<u>General Government</u>	
	No Projects Proposed	\$ 0
	<i>Subtotal, General Government</i>	\$ 0
	<u>Schools</u>	
	Leesburg Area Elementary School (ES-15)	\$ 27,820,000
	<i>Subtotal, Schools</i>	\$ 27,820,000
	Total November 2010 Referendum	\$ 27,820,000

The following projects are planned for future general obligation bond financing requiring referenda in the FY 12 – FY 16 capital planning period and are as follows:

<u>Referendum Date</u>	<u>Project</u>	<u>Amount</u>
November 2011	<u>General Government</u>	
	Fire Apparatus	\$ 3,000,000
	<i>Subtotal, General Government</i>	\$ 3,000,000
	<u>Schools</u>	
	Ashburn Area Elementary School (ES-22)	\$ 27,090,000
	Ashburn Area Middle School (MS-6)	46,090,000
	Park View High School Renovation	4,150,000
	<i>Subtotal, Schools</i>	\$ 77,330,000
	Total November 2011 Referendum	\$ 80,330,000
November 2012	<u>General Government</u>	
	Fire Apparatus	\$ 3,000,000
	<i>Subtotal, General Government</i>	\$ 3,000,000
	<u>Schools</u>	
	Moorefield Station Elementary School (ES-16)	\$ 28,310,000
	Belmont Ridge Middle School Replacement	\$ 48,160,000
	Ashburn Area High School	\$ 90,000,000
	<i>Subtotal, Schools</i>	\$ 166,470,000
	Total November 2012 Referendum	\$ 169,470,000
November 2013	<u>General Government</u>	
	Fire Apparatus	\$ 3,000,000
	Fire Station Renovations-Lucketts/Round Hill	16,500,000
	Kirkpatrick West Fire & Rescue Station #26	7,820,000
	<i>Subtotal, General Government</i>	\$ 27,320,000
	<u>Schools</u>	
	Guilford and Sully Elementary School Renovations	\$ 2,880,000
	<i>Subtotal, Schools</i>	\$ 2,880,000
	Total November 2013 Referendum	\$ 30,200,000



Loudoun County Government
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<u>Referendum Date</u>	<u>Project</u>	<u>Amount</u>
November 2014	<u>General Government</u>	
	Fire Apparatus	\$ 3,000,000
	Dulles South Multipurpose Center Phase II	36,365,000
	Animal Shelters	9,375,000
	Leesburg South Fire & Rescue Station #27	<u>8,145,000</u>
	<i>Subtotal, General Government</i>	\$ 56,885,000
	<u>Schools</u>	
	Dulles South Elementary School (ES-21)	<u>\$ 30,010,000</u>
	<i>Subtotal, Schools</i>	\$ 30,010,000
	Total November 2014 Referendum	\$ 86,895,000
November 2015	<u>General Government</u>	
	Lovettsville District Park	\$ 10,760,000
	Fields Farm Park	11,800,000
	Fire Apparatus	<u>3,000,000</u>
	<i>Subtotal, General Government</i>	\$ 25,560,000
	<u>Schools</u>	
	Loudoun Valley Estates II High School (HS-6)	<u>\$ 109,360,000</u>
	<i>Subtotal, Schools</i>	\$ 109,360,000
	Total November 2015 Referendum	\$ 134,920,000
	Total Six-Year Bond Referenda	\$ 529,635,000

The following bond referenda were previously approved by Loudoun County voters for General Obligation Bond financing.

<u>Referendum Date</u>	<u>Project</u>	<u>Amount</u>
November 2009	<u>General Government</u>	
	<i>Subtotal, General Government</i>	<u>\$ 0</u>
		\$ 0
	<u>Schools</u>	
	<i>Subtotal, Schools</i>	<u>\$ 0</u>
		\$ 0
	Total November 2009 Referendum	\$ 0
November 2008	<u>General Government</u>	
	Western/Neersville Fire & Rescue	<u>\$ 8,585,000</u>
	<i>Subtotal, General Government</i>	\$ 8,585,000
	<u>Schools</u>	
	Ashburn/Dulles Area Elementary School (ES-20)	\$ 21,810,000
	Dulles Area High School II (HS-7)	<u>82,235,000</u>
	<i>Subtotal, Schools</i>	\$ 104,045,000
	Total November 2008 Referendum	\$ 112,630,000



**Loudoun County Government
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<u>Referendum Date</u>	<u>Project</u>	<u>Amount</u>
November 2007	<u>General Government</u>	
	Aldie Fire/Rescue Station	\$ 8,300,000
	Fire Station Renovations	10,000,000
	Eastern Loudoun Sheriff's Station	5,360,000
	Western Loudoun Sheriff Station	8,330,000
	Community Center Renovations	13,510,000
	Gum Spring Library	7,130,000
	<i>Subtotal, General Government</i>	<i>\$ 52,630,000</i>
	<u>Schools</u>	
	Land Acquisition: 2 Elementary Schools, 1 High School	\$ 15,475,000
	<i>Subtotal, Schools</i>	<i>\$ 15,475,000</i>
	Total November 2007 Referendum	\$ 68,105,000
November 2006	<u>General Government</u>	
	North Street Building Renovation	\$ 9,330,000
	Land Acquisition: 3 Public Safety Facilities	3,450,000
	<i>Subtotal, General Government</i>	<i>\$ 12,780,000</i>
	<u>Transportation Projects</u>	
	Loudoun County Parkway Interchange	\$ 38,000,000
	<i>Transportation Project Design:</i>	
	Route 50 / Route 606 Interchange	3,300,000
	Widening Route 50 Eastbound	2,100,000
	Route 7 / Route 659 Interchange	4,500,000
	Four-laning Route 659 Gloucester to Greenway	2,600,000
	Sycolin Road Overpass	300,000
	Route 7 / Route 690 Interchange	500,000
	<i>Subtotal, Transportation Projects</i>	<i>\$ 51,300,000</i>
	<u>Schools</u>	
	Dulles South Area Elementary School (ES-18)	\$ 19,750,000
	Ashburn Area Elementary School (ES-19)	19,750,000
	Leesburg Area High School (HS-5)	74,770,000
	Middle School Renovations, Phase II	12,440,000
	Land Acquisition: 2 Middle Schools, 1 High School	43,285,000
	<i>Subtotal, Schools</i>	<i>\$ 169,995,000</i>
	Total November 2006 Referendum	\$ 234,075,000
November 2005	<u>General Government</u>	
	Purcellville Fire & Rescue Station	\$ 8,030,000
	<i>Subtotal, General Government</i>	<i>\$ 8,030,000</i>
	<u>Schools</u>	
	Harmony Site Elementary School (ES-4)	\$ 16,300,000
	LV Estates II Site Elementary School (ES-17)	16,300,000
	Arcola Elementary School (replacement facility)	19,305,000
	Hillsboro Elementary School Renovation	2,420,000
	Rolling Ridge Elementary School Renovation	12,960,000
	Sugarland Elementary School Renovation	13,950,000
	Dulles Area Middle School (MS-5)	35,705,000
	Western Loudoun Area High School (HS-3)	63,500,000
	<i>Subtotal, Schools</i>	<i>\$ 180,440,000</i>
	Total November 2005 Referendum	\$ 188,470,000



**Loudoun County Government
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<u>Referendum Date</u>	<u>Project</u>	<u>Amount</u>
November 2004	<u>General Government</u>	
	Dulles South Multi-Purpose Center	\$ 9,000,000
	Loudoun Valley Community Center Renovation	3,730,000
	Lovettsville Park	1,300,000
	Franklin Park Performing Arts Center	<u>1,400,000</u>
	<i>Subtotal, General Government</i>	\$ 15,430,000
	<u>Schools</u>	
	Brambleton Area Elementary School (ES-9)	\$ 12,935,000
	Ashburn/Dulles Middle School (MS-4)	25,445,000
	Middle School Renovations	31,625,000
	Loudoun County High School Renovation	10,055,000
	Land Acquisition (2 Elementary Schools, 2 Middle Schools)	<u>12,545,000</u>
	<i>Subtotal, Schools</i>	\$ 92,605,000
	Total November 2004 Referendum	\$ 108,035,000

The following projects are planned to be financed through Debt Financing during the six-year planning period and do not require a referendum.

<u>Planned</u>	<u>Project</u>	<u>Amount</u>
FY 2011	<u>General Government</u>	
	Allder School Road	\$ 1,000,000
	Fire Apparatus	1,265,000
	Kincaid/Crosstrails Boulevards	2,000,000
	Courts Complex Phase III	<u>5,300,000</u>
	<i>Subtotal, General Government</i>	\$ 9,565,000
	Total 2011	\$ 9,565,000
FY 2012	<u>General Government</u>	
	Allder School Road	\$ 6,400,000
	Commuter Transit Buses	1,200,000
	Landfill Sequence IV Closure	3,630,000
	Courts Complex Phase III	2,000,000
	Juvenile Detention Center	10,800,000
	Scott Jenkins Memorial Park	<u>2,000,000</u>
	<i>Subtotal, General Government</i>	\$ 26,030,000
	Total 2012	\$ 26,030,000
FY 2013	<u>General Government</u>	
	Commuter Transit Buses	\$ 1,200,000
	Courts Complex Phase III	<u>30,270,000</u>
	<i>Subtotal, General Government</i>	\$ 31,470,000
	Total 2013	\$ 31,470,000
FY 2014	<u>General Government</u>	
	Commuter Transit Buses	\$ 1,200,000
	Kincaid/Crosstrails Boulevards	<u>24,000,000</u>
	<i>Subtotal, General Government</i>	\$ 25,200,000
	<u>Schools</u>	
	School Site Land Acquisition	<u>15,265,000</u>
	<i>Subtotal, Schools</i>	\$ 15,265,000
	Total 2014	\$ 40,465,000



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FY 2015	<u>General Government</u>	
	Commuter Transit Buses	\$ 1,200,000
	Recycling Depot	1,000,000
	Woods Road Cell 1B	1,000,000
	<i>Subtotal, General Government</i>	<i>\$ 3,200,000</i>
	<u>Schools</u>	
	School Site Land Acquisition	29,925,000
	<i>Subtotal, Schools</i>	<i>\$ 29,925,000</i>
	Total 2015	\$ 33,125,000
FY 2016	<u>General Government</u>	
	Consolidated Shops and Warehouse	\$ 3,765,000
	Commuter Transit Buses	1,200,000
	Eastern Vehicle Support Facility	580,000
	Woods Road Cell 1B	6,150,000
	Woods Road Cell V Closure	1,200,000
	Juvenile Probation Residence	4,865,000
	<i>Subtotal, General Government</i>	<i>\$ 17,760,000</i>
	<u>Schools</u>	
	School Site Land Acquisition	4,235,000
	<i>Subtotal, Schools</i>	<i>\$ 4,235,000</i>
	Total 2016	\$ 21,995,000
Total Other Debt Financing for the FY 11 – FY 16 Capital Improvement Program		\$ 162,650,000

The following projects were approved in previous years for debt financing and did not require a referendum.

<u>Prior Year</u>	<u>Project</u>	<u>Amount</u>
FY 2006	<u>General Government</u>	
	Commuter Transit Buses	\$ 1,500,000
	Fire & Rescue Capital Vehicles	2,165,000
	<i>Subtotal, General Government</i>	<i>\$ 3,665,000</i>
	Total 2006	\$ 3,665,000
FY 2005	<u>General Government</u>	
	Commuter Transit Buses	\$ 335,000
	<i>Subtotal, General Government</i>	<i>\$ 335,000</i>
	Total 2005	\$ 335,000
FY 2004	<u>General Government</u>	
	Commuter Transit Buses	\$ 3,726,000
	<i>Subtotal, General Government</i>	<i>\$ 3,726,000</i>
	Total 2004	\$ 3,726,000

The following projects were approved in previous years for Virginia Public School Authority bonds and did not require a referendum.

<u>Prior Year</u>	<u>Project</u>	<u>Amount</u>
FY 2008	<u>Schools</u>	
	Moorefield Station Elementary School (ES-16)	\$ 960,000
	<i>Subtotal, Schools</i>	<i>\$ 960,000</i>
	Total 2008 Virginia Public School Authority Financing	\$ 960,000



**Loudoun County Government
FY 2011 Adopted Fiscal Plan**

FY 2005	<u>Schools</u>	
	Hamilton Elementary School Renovation	\$ 3,280,000
	Middle School Renovations	5,300,000
	Loudoun County High School Renovations	<u>7,195,000</u>
	<i>Subtotal, Schools</i>	<i>\$ 15,775,000</i>
	Total 2005 Virginia Public School Authority Financing	\$ 15,775,000
FY 2004	<u>Schools</u>	
	Brambleton Area Elementary School (ES-7)	\$ 15,126,000
	Kirkpatrick Farms Elementary School (ES-8)	<u>15,565,000</u>
	<i>Subtotal, Schools</i>	<i>\$ 30,691,000</i>
	Total 2004 Virginia Public School Authority Financing	\$ 30,691,000

The following project is planned to be financed through Industrial Development Authority bonds during the six-year planning period and does not require a referendum.

<u>Planned</u>	<u>Project</u>	<u>Amount</u>
FY 2011-2016	<u>General Government</u>	
	Public Safety Firing Range	\$ <u>9,000,000</u>
	<i>Subtotal, General Government</i>	<i>\$ 9,000,000</i>
	Total FY 2011-16 Industrial Development Authority Financing	\$ 9,000,000

The following project is planned to be financed through pledge bonds debt financing during the six-year planning period and does not require a referendum.

<u>Planned</u>	<u>Project</u>	<u>Amount</u>
FY 2011-2016	<u>General Government</u>	
	Dulles Corridor Rapid Transit	\$ <u>252,000,000</u>
	<i>Subtotal, General Government</i>	<i>\$ 252,000,000</i>
	Total FY 2011-16 Pledge Bond Financing	\$ 252,000,000



**Loudoun County Government
FY 2011 Adopted Fiscal Plan**

Loudoun County Capital Improvement Program Impact on Future Debt Ratios (1) FY 11 - 16 Capital Improvement Program						
	FY 11	FY 12	FY 13	FY 14	FY 15	FY 16
Beginning Net Tax Supported Debt	\$1,167,136,752	\$1,164,655,677	\$1,240,552,280	\$1,279,927,087	\$1,306,954,999	\$1,348,194,999
New Debt Issued	100,064,000	181,506,000	150,409,000	144,615,000	161,515,000	204,228,000
Retired Debt (Old)	102,545,075	96,799,398	89,999,193	87,477,088	81,185,000	80,210,000
Retired Debt (New)	0	8,810,000	21,035,000	30,110,000	39,090,000	48,790,000
Ending Net Tax Supported Debt	\$1,164,655,677	\$1,240,552,280	\$1,279,927,087	\$1,306,954,999	\$1,348,194,999	\$1,423,422,999
Population	294,106	299,366	304,956	311,189	317,911	324,854
Public School Enrollment	63,353	66,671	69,938	73,215	76,533	79,836
Estimated Property Value (in Millions)	\$55,491	\$57,226	\$60,140	\$62,979	\$65,925	\$69,019
Per Capita Income	\$52,835	\$55,464	\$58,343	\$60,709	\$62,641	\$64,617
Expenditures (in Thousands)	\$1,435,000	\$1,506,750	\$1,619,756	\$1,741,238	\$1,871,831	\$2,012,218
Debt Service	\$159,923,973	\$162,165,585	\$170,882,913	\$179,203,059	\$183,347,734	\$194,302,827
Ratios:						
Debt to Estimated Property Value (3.0%)	2.10%	2.17%	2.13%	2.08%	2.05%	2.06%
Debt to Per Capita Income (8.0%)	7.49%	7.47%	7.19%	6.92%	6.77%	6.78%
Debt Service to Expenditures (10.0%)	11.14%	10.76%	10.55%	10.29%	9.80%	9.66%
Ten-Year Debt Payout Ratio (> 60%)	73.78%	74.67%	74.57%	75.08%	74.19%	74.24%
(Note: Numbers in parentheses represent Fiscal Policy target ratios.)						
Debt Issuance Limit:						
Debt Issuance Permitted	\$200,000,000	\$200,000,000	\$200,000,000	\$200,000,000	\$200,000,000	\$200,000,000
Debt Issuance Projected	\$100,064,000	\$137,876,000	\$98,409,000	\$104,615,000	\$100,595,000	\$140,663,000
Affordability Index: (2)						
Outstanding Debt Permitted	\$1,331,280,563	\$1,387,149,122	\$1,462,550,710	\$1,534,784,070	\$1,606,542,083	\$1,681,924,652
Outstanding Debt Projected	\$1,164,655,677	\$1,240,552,280	\$1,279,927,087	\$1,306,954,999	\$1,348,194,999	\$1,423,422,999
Overlapping Debt: (3)						
Overlapping Debt Permitted	\$554,910,670	\$572,261,304	\$601,402,290	\$629,786,864	\$659,249,163	\$690,185,130
Overlapping Debt Projected	\$195,775,000	\$187,390,000	\$178,152,000	\$168,240,000	\$157,294,000	\$163,800,000
(1) Debt includes general obligation bond and appropriation based financing.						
(2) Affordability Index is the weighted average of Debt Per Capita (20%) / Debt To Estimated Property Value (45%) / Debt to Per Capita Income (35%)						
(3) Maximum outstanding Overlapping Debt allowed per Fiscal Policy guidelines is 1% of Estimated Property Value						



Notice of Intent

Notice evidencing the intent to reimburse under Federal Treasury Regulations Section 1.103-18 (the "Reimbursement Regulation"), certain capital improvements expenditures incurred in anticipation of financing such costs with the issuance of bonds.

The Board of Supervisors of the County of Loudoun, Virginia (the "County"), has determined in connection with adoption of the County's Capital Improvement Program that it is necessary and desirable to undertake certain capital improvements consisting of the projects and estimated costs described in this Proposed Capital Improvement Program and other funds with financing as indicated on the *Schedule of Major Financing – Fiscal Years 2011-2016* in the maximum amount of \$942,337,000. This schedule is provided for convenience in this section and in the *Debt Service Fund* Section of this document.

Statement of Intent. The County presently intends, at one time or from time to time, to finance the indicated projects with either tax-exempt or taxable bonds (the "Bonds") and to reimburse, if needed, under the Reimbursement Regulations, capital expenditures paid by the County (including expenditures previously paid by the County to the extent permitted by law) in connection with the projects before the issuance of the Bonds. The County intends that adoption of this Notice as part of the adoption of the Capital Improvement Program be considered as "official intent" within the meaning of Treasury Regulations Section 1.103-18 promulgated under the Internal Revenue Code of 1986, as amended.

Effective Date. This intent shall be in full force and effect with adoption of the Capital Improvement Program.

Public Inspection. The Director of Management and Financial Services shall keep this intent continuously available for inspection by the general public during the County's normal business hours.



**Loudoun County Government
FY 2011 Proposed Fiscal Plan**

**Schedule of Major Financings
FY 11 - 16 Capital Improvement Program**

Capital Projects and Leases to be Financed						Anticipated Sale or Closing Dates and Amounts					
Financing Type/Project	Total Project	Amount to be Financed FY 11-FY 16	Start Year	Amount of Referendum	Potential Referendum Date or Status	FY 11	FY 12	FY 13	FY 14	FY 15	FY 16
General Obligation Bonds or Appropriation Based:											
Aldie Fire/Rescue Station	8,300,000	3,305,000	2008	8,300,000	Nov. 07 (1)	3,305,000	0	0	0	0	0
Community Center Renovations	13,510,000	5,385,000	2008	13,510,000	Nov. 07 (1)	5,385,000	0	0	0	0	0
Computer System Replacement Fund	34,979,000	35,500,000	2008	0	Not Required (2)	25,500,000	8,000,000	2,000,000	0	0	0
Western Loudoun Sheriff Substation	8,330,000	2,615,000	2008	8,330,000	Nov. 07 (1)	0	2,615,000	0	0	0	0
Gum Spring Library	11,030,000	1,990,000	2008	7,130,000	Nov. 07 (1)	0	1,990,000	0	0	0	0
Fire/Rescue Capital Apparatus	15,065,000	15,065,000	2009	1,265,000	Nov. 11	1,800,000	1,265,000	3,000,000	3,000,000	3,000,000	3,000,000
Route 9/671 (Neersville) Fire/Rescue Station (#16)	5,800,000	1,685,000	2009	5,285,000	Nov. 08 (1)	0	1,685,000	0	0	0	0
Alder School Road	8,393,000	7,400,000	2010	0	Not Required (2)	1,000,000	3,200,000	3,200,000	0	0	0
Juvenile Detention Center	12,015,000	10,800,000	2010	0	Not Required (2)	0	4,560,000	5,915,000	325,000	0	0
Courts Complex Phase III	37,570,000	37,570,000	2011	0	Not Required (2)	4,225,000	3,075,000	13,000,000	17,270,000	0	0
Kincaid/Crosstrail Blvd	27,300,000	26,000,000	2011	0	Not Required (2)	1,700,000	300,000	0	12,000,000	12,000,000	0
Scott Jenkins Park	2,000,000	2,000,000	2012	0	Not Required (2)	0	2,000,000	0	0	0	0
Transit Buses	7,200,000	6,000,000	2012	0	Not Required (2)	0	1,200,000	1,200,000	1,200,000	1,200,000	1,200,000
Public Safety Firing Range	9,000,000	9,000,000	2013	0	Not Required (2)	0	0	9,000,000	0	0	0
Fire Station Renovations - II (Lucketts/Round Hill)	16,500,000	16,500,000	2014	16,500,000	Nov. 13	0	0	0	2,120,000	6,670,000	7,710,000
Fire Station Renovations - I	10,000,000	4,500,000	2007	10,000,000	Nov. 07 (1)	4,500,000	0	0	0	0	0
Kirkpatrick West Fire/Rescue Station (#26)	7,820,000	7,820,000	2014	7,820,000	Nov. 13	0	0	0	1,010,000	4,635,000	2,175,000
Landfill Sequence IV Closure	5,130,000	3,630,000	2012	0	Not Required (2)	0	3,630,000	0	0	0	0
Land Acquisition	88,650,000	9,145,000	2014	0	Not Required (2)	0	0	0	0	0	9,145,000
Recycling Convenience Center	1,000,000	1,000,000	2015	0	Not Required (2)	0	0	0	0	1,000,000	0
Woods Road Cell 1B	7,150,000	3,935,000 *	2015	0	Not Required (2)	0	0	0	0	920,000	3,015,000
Dulles/RT 28 Fire Sheriff Station	7,900,000	7,505,000	2003	8,805,000	Nov. 02 (1)	7,505,000	0	0	0	0	0
Animal Shelter	9,375,000	2,660,000 *	2015	9,375,000	Nov. 14	0	0	0	0	905,000	1,755,000
Leesburg South Fire/Rescue Station (#27)	8,145,000	2,625,000 *	2015	8,145,000	Nov. 14	0	0	0	0	790,000	1,835,000
Dulles Multi-Purpose Center - Phase II	36,365,000	34,345,000 *	2015	36,365,000	Nov. 14	0	0	0	0	10,100,000	24,245,000
Consolidated Shops & Warehouse	31,835,000	2,045,000 *	2016	0	Not Required (2)	0	0	0	0	0	2,045,000
Woods Rd Landfill Sequence V Closure	5,700,000	550,000 *	2016	0	Not Required (2)	0	0	0	0	0	550,000
Eastern Vehicle Support	4,505,000	435,000 *	2016	0	Not Required (2)	0	0	0	0	0	435,000
Juvenile Probation Residence	4,865,000	210,000 *	2016	0	Not Required (2)	0	0	0	0	0	210,000
Lovettsville District Park	13,265,000	1,035,000 *	2016	13,265,000	Nov. 15	0	0	0	0	0	1,035,000
Fields Farm District Park	12,100,000	1,120,000 *	2016	12,100,000	Nov. 15	0	0	0	0	0	1,120,000
Dulles Rail	252,000,000	252,000,000	2010	0	Not Required (2)	0	40,000,000	52,000,000	40,000,000	60,000,000	60,000,000
SUBTOTAL - General Government	722,797,000	515,375,000		166,195,000		54,920,000	73,520,000	89,315,000	76,925,000	101,220,000	119,475,000



**Loudoun County Government
FY 2011 Proposed Fiscal Plan**

**Schedule of Major Financings
FY 11 - 16 Capital Improvement Program**

Capital Projects and Leases to be Financed						Anticipated Sale or Closing Dates and Amounts					
Financing Type/Project	Total Project	Amount to be Financed FY 11-FY 16	Start Year	Amount of Referendum	Potential Referendum Date or Status	FY 11	FY 12	FY 13	FY 14	FY 15	FY 16
General Obligation Bonds or Appropriation Based:											
Dulles Area MS (MS-5): Open Fall 2011	39,675,000	18,705,000	2006	35,705,000	Nov. 05 (1)	12,000,000	6,705,000	0	0	0	0
Dulles Area HS II (HS-7): Open Fall 2012	83,254,000	75,235,000	2009	82,235,000	Nov. 08 (1)	17,000,000	58,235,000	0	0	0	0
School Vehicle Lease	43,144,000	43,144,000	n/a	n/a	Not Required (2)	8,144,000	7,000,000	7,000,000	7,000,000	7,000,000	7,000,000
Leesburg Area ES (ES-15): Open Fall 2012	27,820,000	27,820,000	2011	27,820,000	Nov. 10	8,000,000	18,820,000	1,000,000	0	0	0
Belmont Ridge Conversion (HS-8): Open Fall 2016	90,000,000	90,000,000	2013	90,000,000	Nov. 12	0	0	7,490,000	0	29,735,000	52,775,000
Ashburn Area ES (ES-22): Open Fall 2013	27,090,000	27,090,000	2012	27,090,000	Nov. 11	0	10,300,000	15,790,000	1,000,000	0	0
Belmont Ridge MS Replacement Open Fall 2015 **	48,160,000	48,160,000	2013	48,160,000	Nov. 12	0	0	8,000,000	10,000,000	28,160,000	2,000,000
Park View HS Science Lab Renovation	4,150,000	4,150,000	2012	4,150,000	Nov. 11	0	1,016,000	3,134,000	0	0	0
Moorefield Station ES (ES-16): Open Fall 2014	28,310,000	28,310,000	2013	28,310,000	Nov. 12	0	0	5,300,000	22,010,000	1,000,000	0
Ashburn Area MS (MS-6): Open Fall 2014	46,090,000	46,090,000	2012	46,090,000	Nov. 11	0	5,910,000	13,380,000	24,800,000	2,000,000	0
Dulles South Area ES (ES-21): Open Fall 2016	39,010,000	29,910,000 *	2015	39,010,000	Nov. 14	0	0	0	0	12,400,000	17,510,000
Guilford ES Computer Lab Addition	1,440,000	1,440,000	2014	1,440,000	Nov. 13	0	0	0	1,440,000	0	0
Sully ES Computer Lab Addition	1,440,000	1,440,000	2014	1,440,000	Nov. 13	0	0	0	1,440,000	0	0
Loudoun Valley Estates II (HS-6): Open Fall 2018	109,360,000	5,468,000 *	2016	109,360,000	Nov. 15	0	0	0	0	0	5,468,000
Cash for Land Acquisition from Sale of Farmwell		(20,000,000)		0		0	0	0	0	(20,000,000)	0
SUBTOTAL - Schools	588,943,000	426,962,000		540,810,000		45,144,000	107,986,000	61,094,000	67,690,000	60,295,000	84,753,000
GRAND TOTAL	1,311,740,000	942,337,000		707,005,000		100,064,000	181,506,000	150,409,000	144,615,000	161,515,000	204,228,000

**Land Acquisition Funds for Belmont Ridge MS Replacement School will be a combination of previously issued bonds and surplus School CIP funds



Previously Authorized Projects

General Government

Lower Sycolin Sewer Pump Station. This project constructs the Lower Sycolin Road Sewer Pump Station through a partnership with the Town of Leesburg. The Town of Leesburg has deferred this project due to current fiscal realities. The project is slated to re-start in FY 11-12. Once completed, the joint project will provide sewer service for the County's Government Support Center site off Sycolin Road in Leesburg.

Woods Road Landfill Leachate Transmission. The County's landfill currently pumps and hauls off-site the leachate collected from the landfill. This project constructs an industrial wastewater pump station and a force main which connects the landfill leachate collection areas directly to a Loudoun Water sanitary sewer manhole located near the landfill at the Sycolin Creek Elementary School site. The project is slated for completion in Fall 2010.

Woods Road Landfill Cell IA Construction and Sequence II Closure. This project constructs Cell 1A at the landfill to maintain available disposal capacity in the landfill. Simultaneously Woods Road Sequence II Closure caps and closes Cell II. Project completion is projected for late Summer 2010.

Woods Road Landfill Maintenance Shop. This project constructs a 3,956 square foot mechanic shop to replace the existing mechanic shop. This project was completed in January 2010.

Transportation

Ashburn North Park-and-Ride Lot . The land for this project was purchased in calendar year 2008. The purchased site included a paved parking lot which required minimal improvements to put into service as a park-and-ride lot to serve Ashburn area commuters. The lot provides 265 parking spaces and opened for service in June 2009.

Leesburg Park-and-Ride Lot. This park-and-ride lot is located at the Government Support Center off Sycolin Road in Leesburg. The project constructs a 700 parking space lot to replace a leased commuter lot in Leesburg. A construction contract was awarded in calendar year 2008 with completion scheduled for February 2010.

HS-3 (Woodgrove HS) Off-Site Road Improvements. The Board of Supervisors authorized the design and construction phases of this project to begin in January 2009. The Loudoun County Public School Construction Division will be project manager for these improvements and coordinate construction with the construction schedule for Woodgrove High School. Project completion is projected in the Fall of 2010.

Eastern Route 7 Safety Projects. This project consists of several small projects that make up the Eastern Route 7 Safety Project. Currently these projects are in the final phase of design which is scheduled for completion in Spring 2010. Construction contract awards are planned for FY 11.

Road Projects – Design Route 7 and Route 659 (Belmont Ridge Rd) Interchange. This project is a phased design to determine the design, utility relocation and right-of-way/easement requirements for the interchange project. In FY 11, additional design funding is proposed to complete the utility relocation plan. The construction phase of the project is estimated to cost \$65 million and the Office of Transportation Services has applied for a Federal Transportation Grant as a potential funding solution for the construction phase.

Road Projects – Construction of Route 7 and Route 607 (Loudoun County Pkwy) Interchange. The County awarded a construction contract in December 2008 to construct this interchange and include an additional west bound lane from George Washington/Richfield intersection to the new interchange exit to George Washington University. The project is 65% complete with final completion scheduled for November 2010.

Road Projects – Waxpool Road. Waxpool Road Expansion (CPAP 2006-0051) to expand Waxpool Road to a four lane roadway with turn lanes between Faulkner Parkway and Unbridled Way is in the final design stages with an estimated approval date of April 2010. Construction is slated for Summer 2010.

Sycolin Road Improvements. The County awarded a construction contract in Fall 2008 to improve a section of Sycolin Road adjacent to the County's Government Support Center site in Leesburg. The improvements were completed in October 2009.



Public Safety

Brambleton Fire/Rescue Station. This project constructs a Fire, Rescue and Emergency Services Station of approximately 23,000 square feet on a proffered site in the Brambleton service area of the County. In FY 09, the Board of Supervisors amended the station plan to remove a previously planned Sheriff's Office component in the facility design. The Board approved the use of \$4.7 million in cash proffers to reduce previously approved general obligation bond financing in order to reassign the design space to the Loudoun County Fire Marshal's Office. The project is in re-design with completion planned for Spring 2010. The construction phase will be bid in Summer 2010. Upon completion, the station will house the Arcola Volunteer Fire and Rescue Company and the Loudoun County Fire Marshal's Offices. The Fire Marshal's Office will be redeployed from leased office space to the Brambleton Station upon its completion.

Dulles/Route 28 Fire/Rescue/Sheriff Station. This project constructs a Fire/Sheriff Station of approximately 13,000 square feet in the Route 28/Dulles corridor to serve public safety needs along Route 28. The Board of Supervisors accepted a Private/Public Partnership and Education Act (PPEA) proposal for the development of the station and solicited detailed proposals from two applicants for further review. The selection of one of the proposals is anticipated in Spring 2010 with completion in Fall 2011.

Eastern Loudoun Sheriff's Station. This project constructs a sheriff's station of approximately 18,000 square feet on a 4-acre parcel located beside Rolling Ridge Elementary School in Sterling. A construction contract was awarded in Fall 2008 with completion scheduled in February 2010.

Lansdowne Fire/Rescue Station. This project constructs an 11,000 square-foot Fire/Rescue/Sheriff Station in the Lansdowne area. Construction of this project is 100% complete. Occupancy occurred in August 2009.

Moorefield Station Fire/Rescue Station. This project constructs an 11,125 square-foot Fire/Rescue/Sheriff Station in the Moorefield Station development, on a proffered four-acre site. Design was completed in December 2006 but the construction phase was deferred pending the conveyance of the proffered parcel to County ownership. Conveyance of the land occurred in November 2009 with a construction award in December 2009. The project is scheduled for completion in Spring 2011.

Fire/Rescue Station # 16. This project constructs a 13,000 square-foot fire and rescue station in the Loudoun Heights area of the County to replace the Neersville Fire & Rescue Station #16. Land was purchased in calendar year 2008. The design phase was awarded in September 2009. The project is scheduled for completion in Fall 2011.

Purcellville Fire/Rescue Station. This project constructs a Fire/Rescue Station of approximately 23,000 square feet in the Purcellville area to replace Volunteer Stations #2 and #14. Construction began in January 2008 and was completed in May 2009. The new station became operational in June 2009.

Aldie Fire/Rescue Station. A Fire/Rescue Station of approximately 13,000 square feet will be constructed in the Aldie area off of Rt. 50 to replace the Aldie Volunteer Fire and Rescue Station. Design award is scheduled in January 2010 with a project completion estimated to occur in Spring 2012.

Adult Detention Center (ADC) Phase II. This project provides additional inmate housing, new intake/booking unit, renovations and additions of medical and video visitation areas, new magistrates' offices, and expansion of administration and staff service areas to the Adult Detention Center. A total of 124,000 square feet in new space is added to the existing ADC to accommodate an inmate population of 460 at completion. Construction is 95% complete with completion anticipated in Summer 2010.

Western Loudoun Sheriff's Station. A substation of approximately 18,000 square feet is in design phase to provide a Sheriff's Office Substation in western Loudoun County near the Town of Round Hill. The new station will replace a small leased office in the Town of Round Hill. Design completion is anticipated in Summer 2010 with construction beginning in Fall 2010. Project completion is scheduled for Fall 2011.

Public Safety Firing Range. This project constructs firing range training facilities for the Loudoun County Sheriff's Office. The project has been deferred pending resolution of a potential partnership with the Metropolitan Washington Airport Authority (MWAA) to construct a range on the Dulles Airport Property. Negotiating a final resolution to the partnership failed in FY 09 due to costs MWAA added to the proposed project. The Department of Construction and Waste Management is working with the Loudoun County Sheriff's Office to locate the range on a proffered land site as an alternative to the Dulles Airport site. Design is slated to begin in 2010 with construction completion by the Summer 2012.

Church Street Parking. This project completed a temporary parking lot constructed on the former site of the old Adult Detention Center in Leesburg off of Church Street to serve Court operations. This lot is temporary and being used in the interim by court personnel pending the start of Courts Phase III capital project which will design and construct an 85,000 square feet General District Court and administrative office building on the Church Street site. That project is slated to begin in FY 11.



Health and Welfare

Youth Shelter. This project constructs the County's second youth shelter. The shelter will be approximately 8,000 square feet on a four-acre site. The licensed facility will accommodate up to twelve beds. This project will supplement the County's existing 12-bed youth shelter and will serve clients ages 11-17 who have been referred by the Departments of Family Services and Mental Health, Substance Abuse and Developmental Services. This project is in the design phase with construction award planned for Spring 2010. Completion is scheduled for Spring 2011.

Emergency Homeless Shelter Addition. An addition of 9,000 square feet to the County's Transitional Homeless Shelter was completed in October 2009 to provide an additional 22 Emergency Shelter beds. This addition replaced the County's Woods Road shelter facilities. The project is completed.

Parks, Recreation and Culture

Eastern Loudoun Respite Center. This project constructs a 4,000 gross-square-foot one-story building to be located on a seven-acre site at Bles Park. This facility will provide a licensed adult day care program for up to 30 clients with memory loss and/or chronic physical disabilities. The funding for this project was re-programmed to the Carver Center project in FY 05 and was restored from FY 05 Fund Balance in mid-FY 06. The design for this project is 100% complete. The construction phase has been deferred due to potential impacts to the operating budget. This project's schedule is pending Board of Supervisors direction during the FY 11 budget deliberations.

North Street Administration. This project renovates the 34,000 square-foot former LCPS Administration building in Leesburg, which is currently being leased by the County. The FY 06 budget funded the design of the renovation, which provides space for a senior center, offices for the Aging Services Division of Parks, Recreation and Community Services and Library Administration and Support Services. The Board of Supervisors appropriated funding for construction and furnishings in FY 07. The design is 100% complete and construction was awarded in November 2009. The project is estimated to be completed in Summer 2011.

Philip A. Bolen Memorial Park. This project constructs a regional park with both active and passive recreation amenities to serve central Loudoun. A construction contract was awarded in December 2008 with completion planned for Summer 2010.

Softball Field Lighting at Fields Farm. This project installs lighting for two softball fields located on the southern portion of the County-owned Fields Farm, north of Purcellville. The Upper Loudoun Youth Football League (ULYFL) has an agreement with the County to build a stadium with access and parking, a practice field, and two softball fields (including rough grading and seeding) on the site. The ULYFL has also offered to provide backstops and infields as a donation. The project schedule is deferred pending activity by ULYFL.

Ashburn Library Collection. Prior CIP appropriations provided \$500,000 in cash proffers toward the purchase of collection materials at the Ashburn Library. Library Administration anticipates funds being fully expended for collection materials by December 2010.

Elementary Schools

Buffalo Trail Elementary School (Seven Hills - ES-20). This new elementary school will be an estimated 91,100 square feet located on a proffered land site in the Seven Hills development in the Dulles South planning area of the County. The anticipated program capacity is 875 students in grades kindergarten through fifth grade. The school is scheduled to open Fall 2010.

Middle Schools

J. Michael Lunsford Middle School (Dulles Area - MS-5). This new middle school will be an estimated 168,780 square feet located on a site of approximately 35 acres in the Dulles South area. The school will be designed for an anticipated 1,350 students in grades 6 through 8. Referendum date was November 2005. Due to site acquisition delays, the opening of MS-5 has been scheduled to open Fall 2011.



High Schools

Woodgrove High School (Western Loudoun) (HS-3). This new high school will be an estimated 263,000 square feet located on County-owned property (Fields Farm Tract) north of Purcellville. The school will be designed for an anticipated 1,600 students in grades 9 through 12. Referendum date was November 2005. This project began construction in Spring 2009 and is scheduled to open Fall 2010.

Tuscarora High School (Leesburg) (HS-5). This new high school will be an estimated 279,000 square feet located on a purchased site of approximately 60 acres in Leesburg. The school will be designed for an anticipated 1,800 students in grades 9 through 12. Referendum date was November 2006, and the school is currently under construction and is scheduled to open Fall 2010.



Capital Improvement Program

COUNTY CAPITAL PROJECTS SUMMARY
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COUNTY CAPITAL PROJECTS

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**Loudoun County Government
FY 2011 Adopted Fiscal Plan**

**General Government Summary
Schedule of Appropriations (in \$1000)
Adopted FY 11 - FY 16 Capital Improvement Program**

Functional Area	# Projects in FY 11-16	Prior FY	FY 11	FY 12	FY 13	FY 14	FY 15	FY 16	CIP Total	Future FY
Administration	1	\$ 217,067	\$ -	\$ 7,000	\$ 11,000	\$ 26,250	\$ 33,250	\$ 11,150	\$ 88,650	\$ -
General Government	9	27,066	6,280	11,760	7,045	7,720	9,900	19,785	62,490	203,495
Transportation	8	117,044	48,076	58,840	54,200	67,700	1,200	1,200	231,216	81,000
Public Safety	11	111,257	7,780	16,600	41,070	20,680	13,180	23,180	122,490	202,880
Health and Welfare	8	279	230	120	1,435	1,490	4,615	4,025	11,915	275
Parks, Recreation and Culture	12	35,295	15,558	14,984	-	-	36,365	12,260	79,167	84,720
GRAND TOTAL	49	\$ 508,008	\$ 77,924	\$ 109,304	\$ 114,750	\$ 123,840	\$ 98,510	\$ 71,600	\$ 595,928	\$ 572,370

Fund Codes	Revenue Source		Prior FY	FY 11	FY 12	FY 13	FY 14	FY 15	FY 16	CIP Total	Future FY
\$ - Local Tax Funds	Local Tax Funding	\$	\$ 88,664	\$ 6,280	\$ 13,750	\$ 19,480	\$ 20,375	\$ 16,745	\$ 18,095	\$ 94,725	\$ 3,275
GO - G O Bond	General Obligation Bond	GO	\$ 101,200	5,385	4,990	3,000	20,500	48,390	30,575	\$ 112,840	96,700
FB	Fund Balance	FB	\$ 12,989	-	880	-	-	-	-	\$ 880	-
GT, TF	Gas Tax/Transportation Fund	GT/TF	\$ 1,410	1,194	1,194	-	-	-	-	\$ 2,388	-
S - State Grant	State Grant	S	\$ 36,092	840	7,360	-	2,500	-	-	\$ 10,700	-
P - Proffers	Proffers (C,L,I)	P	\$ 70,535	14,660	13,600	8,800	-	250	935	\$ 38,245	-
VPSA - Bonds	VA Public School Auth Bonds	VPSA	\$ 1,430	-	-	-	-	-	-	\$ -	-
PB - Pledge Bonds	Pledge Bonds	PB	\$ 80,000	40,000	40,000	52,000	40,000	-	-	\$ 172,000	-
F - Fees	Fees	F	\$ -	-	1,500	-	-	-	-	\$ 1,500	-
Other Debt	Debt Financing	Debt	\$ 109,050	9,565	26,030	31,470	40,465	33,125	21,995	\$ 162,650	472,395
Sale	Sale of Land	Sale	\$ 5,800	-	-	-	-	-	-	\$ -	-
Gifts	Gifts & Donations	G	\$ 838	-	-	-	-	-	-	\$ -	-
Totals			\$ 508,008	\$ 77,924	\$ 109,304	\$ 114,750	\$ 123,840	\$ 98,510	\$ 71,600	\$ 595,928	\$ 572,370



County Capital Projects

Administration



**Loudoun County Government
FY 2011 Adopted Fiscal Plan**

**Administration
Schedule of Appropriations (in \$1000)
Adopted FY 11 - FY 16 Capital Improvement Program**

Administration		Fund	Prior FY	FY 11	FY 12	FY 13	FY 14	FY 15	FY 16	CIP Total	Future FY	Project Total
Administration	Land Acquisition Fund - Co	\$,GO,P,Debt	\$ 88,185	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 88,185
Administration	Land Acquisition Fund - Sch	\$.GO,FB,S,P,VPSA,Debt	128,882	-	7,000	11,000	26,250	33,250	11,150	\$ 88,650	-	\$ 217,532
Administration Totals			\$ 217,067	\$ -	\$ 7,000	\$ 11,000	\$ 26,250	\$ 33,250	\$ 11,150	\$ 88,650	\$ -	\$ 305,717

Fund Codes	Revenue Source	Fund	Prior FY	FY 11	FY 12	FY 13	FY 14	FY 15	FY 16	CIP Total	Future FY	Revenue Total
\$ - Local Tax Funds	Local Tax Funding	\$	\$ 53,555	\$ -	\$ 7,000	\$ 11,000	\$ 10,985	\$ 3,325	\$ 6,915	\$ 39,225	\$ -	\$ 92,780
GO - G O Bond	General Obligation Bond	GO	78,275	-	-	-	-	-	-	\$ -	-	\$ 78,275
FB	Fund Balance	FB	8,779	-	-	-	-	-	-	\$ -	-	\$ 8,779
GT, TF	Gas Tax/Transportation Fund	GT/TF	-	-	-	-	-	-	-	\$ -	-	\$ -
S - State Grant	State Grant	S	4,598	-	-	-	-	-	-	\$ -	-	\$ 4,598
P - Proffers	Proffers (C, L, I)	P	64,600	-	-	-	-	-	-	\$ -	-	\$ 64,600
VPSA - Bonds	VA Public School Auth Bonds	VPSA	1,430	-	-	-	-	-	-	\$ -	-	\$ 1,430
PB - Pledge Bonds	Pledge Bonds	PB	-	-	-	-	-	-	-	\$ -	-	\$ -
F - Fees	Fees	F	-	-	-	-	-	-	-	\$ -	-	\$ -
Other Debt	Debt Financing	Debt	5,830	-	-	-	15,265	29,925	4,235	\$ 49,425	-	\$ 55,255
Sale	Sale of Land	Sale	-	-	-	-	-	-	-	\$ -	-	\$ -
Gifts	Gifts & Donations	G	-	-	-	-	-	-	-	\$ -	-	\$ -
Totals			\$ 217,067	\$ -	\$ 7,000	\$ 11,000	\$ 26,250	\$ 33,250	\$ 11,150	\$ 88,650	\$ -	\$ 305,717



**Loudoun County Government
FY 2011 Adopted Fiscal Plan**

Land Acquisition Fund

Project Description

Historically, land acquisition for capital projects has been dependent upon proffered land sites. In recent years, the supply of proffered sites has decreased and land purchases have become a necessary capital project cost included in the County's Capital Improvement Program.

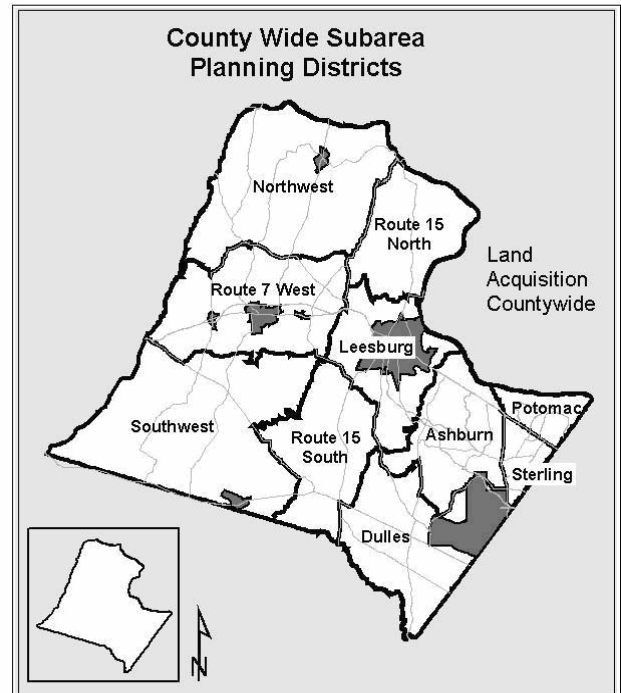
The Board of Supervisors consolidated land purchase funding for General Government and School sites into a single capital account in FY 02 to allow for flexibility in land acquisition negotiations. As the County continues to develop, this fund has enabled the County to take advantage of land acquisition opportunities as they arise.

No land acquisition funds are appropriated for FY 11, reflecting the deferral of general government and school capital projects requiring new land sites. However, in FY 10, fund balance from savings in school capital projects was transferred as additional funding toward the acquisition of a middle school site approved in FY 08.

Adopted capital projects for FY 11 and FY 12 either do not require land acquisition, have proffered sites available, or are planned for location on County-owned property.

During the FY 11 - FY 16 capital planning period no site acquisitions are planned for general government capital facilities. The general government capital project development plan utilizes land sites owned by the County, Loudoun County School Board, or proffered land sites.

Planned appropriations are to acquire land sites for public schools. A combination of local tax funding and debt financing are intended to fund the acquisition of one elementary school, one middle school and two high school sites over the six-year planning period.



Funding

This project is planned to be funded with a combination of local tax funding and debt financing over the six-year planning period.

Operating Impact

Operations & Maintenance

Staff salaries in support of land acquisition are shown as part of the Capital Project Management budget (see project page).

Debt Service

No new debt service expense will be incurred during the six-year planning period.

Capital (\$ in 1000s)	Prior Alloc.	FY 2011 Adopted	FY 2012	FY 2013	FY 2014	FY 2015	FY 2016	6 Year Total	Future FY's	Project Total
Land Acquisition	217,066	0	7,000	11,000	26,250	33,250	11,150	88,650	0	305,716
Total Cost	217,066	0	7,000	11,000	26,250	33,250	11,150	88,650	0	305,716
Local Tax Funding	53,555	0	7,000	11,000	10,985	3,325	6,915	39,225	0	92,780
Fund Balance	8,778	0	0	0	0	0	0	0	0	8,778
VPSA	1,430	0	0	0	0	0	0	0	0	1,430
GO Bonds	78,275	0	0	0	0	0	0	0	0	78,275
Proffers (Cash)	1,855	0	0	0	0	0	0	0	0	1,855
State Grant Program	4,598	0	0	0	0	0	0	0	0	4,598
Debt Financing	5,830	0	0	0	15,265	29,925	4,235	49,425	0	55,255
Proffers (Land)	62,745	0	0	0	0	0	0	0	0	62,745
Total Financing	217,066	0	7,000	11,000	26,250	33,250	11,150	88,650	0	305,716



County Capital Projects

General Government



**Loudoun County Government
FY 2011 Adopted Fiscal Plan**

**General Government Summary
Schedule of Appropriations (in \$1000)
Adopted FY 11 - FY 16 Capital Improvement Program**

Functional Area	# Projects in FY 11-16	Prior FY	FY 11	FY 12	FY 13	FY 14	FY 15	FY 16	CIP Total	Future FY
Administration	1	\$ 217,067	\$ -	\$ 7,000	\$ 11,000	\$ 26,250	\$ 33,250	\$ 11,150	\$ 88,650	\$ -
General Government	9	27,066	6,280	11,760	7,045	7,720	9,900	19,785	62,490	203,495
Transportation	8	117,044	48,076	58,840	54,200	67,700	1,200	1,200	231,216	81,000
Public Safety	11	111,257	7,780	16,600	41,070	20,680	13,180	23,180	122,490	202,880
Health and Welfare	8	279	230	120	1,435	1,490	4,615	4,025	11,915	275
Parks, Recreation and Culture	12	35,295	15,558	14,984	-	-	36,365	12,260	79,167	84,720
GRAND TOTAL	49	\$ 508,008	\$ 77,924	\$ 109,304	\$ 114,750	\$ 123,840	\$ 98,510	\$ 71,600	\$ 595,928	\$ 572,370

Fund Codes	Revenue Source		Prior FY	FY 11	FY 12	FY 13	FY 14	FY 15	FY 16	CIP Total	Future FY
\$ - Local Tax Funds	Local Tax Funding	\$	\$ 88,664	\$ 6,280	\$ 13,750	\$ 19,480	\$ 20,375	\$ 16,745	\$ 18,095	\$ 94,725	\$ 3,275
GO - G O Bond	General Obligation Bond	GO	\$ 101,200	5,385	4,990	3,000	20,500	48,390	30,575	\$ 112,840	96,700
FB	Fund Balance	FB	\$ 12,989	-	880	-	-	-	-	\$ 880	-
GT, TF	Gas Tax/Transportation Fund	GT/TF	\$ 1,410	1,194	1,194	-	-	-	-	\$ 2,388	-
S - State Grant	State Grant	S	\$ 36,092	840	7,360	-	2,500	-	-	\$ 10,700	-
P - Proffers	Proffers (C,L,I)	P	\$ 70,535	14,660	13,600	8,800	-	250	935	\$ 38,245	-
VPSA - Bonds	VA Public School Auth Bonds	VPSA	\$ 1,430	-	-	-	-	-	-	\$ -	-
PB - Pledge Bonds	Pledge Bonds	PB	\$ 80,000	40,000	40,000	52,000	40,000	-	-	\$ 172,000	-
F - Fees	Fees	F	\$ -	-	1,500	-	-	-	-	\$ 1,500	-
Other Debt	Debt Financing	Debt	\$ 109,050	9,565	26,030	31,470	40,465	33,125	21,995	\$ 162,650	472,395
Sale	Sale of Land	Sale	\$ 5,800	-	-	-	-	-	-	\$ -	-
Gifts	Gifts & Donations	G	\$ 838	-	-	-	-	-	-	\$ -	-
Totals			\$ 508,008	\$ 77,924	\$ 109,304	\$ 114,750	\$ 123,840	\$ 98,510	\$ 71,600	\$ 595,928	\$ 572,370



**Loudoun County Government
FY 2011 Adopted Fiscal Plan**

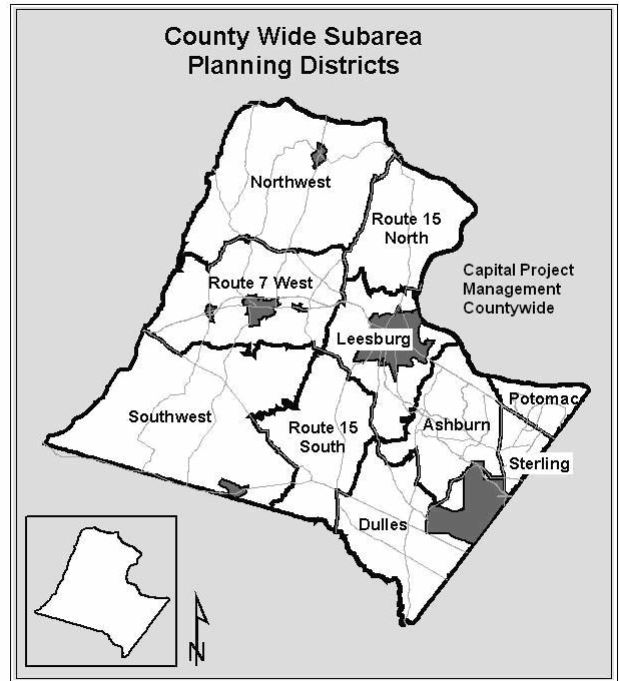
Capital Project Management

Project Description

Capital Project Management is provided by several County departments, with the Capital Construction Division of the Department of Construction and Waste Management functioning as the primary staff contact for matters relating to the County's capital projects, including land acquisition, planning, budgeting, design and engineering, construction management and project support.

Resources in the Office of the County Attorney and the Department of Management and Financial Services also provide support to insure that projects advance appropriately. These resources are included as part of the Capital Project Management budget.

Additional information on the Department of Construction and Waste Management, the Office of the County Attorney, and the Department of Management and Financial Services may be found in the operating budget section of this document.



Funding

Capital Project Management is to be funded with local tax funding during the six-year planning period.

Operating Impact

Operations & Maintenance

Capital Project Management expenditures are estimated at \$26.42 million over the six-year planning period.

Debt Service

This project is funded with local tax funding; therefore, no debt service expense will be incurred.

Capital (\$ in 1000s)	Prior Alloc.	FY 2011 Adopted	FY 2012	FY 2013	FY 2014	FY 2015	FY 2016	6 Year Total	Future FY's	Project Total
Operating Support (Staffing)	13,303	3,400	3,475	3,615	3,760	3,910	4,070	22,230	0	35,533
Professional Services	1,728	345	360	375	390	405	420	2,295	0	4,023
Operations and Maintenance	3,185	285	295	305	320	335	350	1,890	0	5,075
Total Cost	18,216	4,030	4,130	4,295	4,470	4,650	4,840	26,415	0	44,631
Local Tax Funding	18,016	4,030	4,130	4,295	4,470	4,650	4,840	26,415	0	44,431
Fund Balance	200	0	0	0	0	0	0	0	0	200
Total Financing	18,216	4,030	4,130	4,295	4,470	4,650	4,840	26,415	0	44,631

Operating Impact (\$ in 1000s)	FY 2011 Adopted	FY 2012	FY 2013	FY 2014	FY 2015	FY 2016	6 Year Total
Operations & Maintenance	4,030	4,130	4,295	4,470	4,650	4,840	26,415
Total Impact	4,030	4,130	4,295	4,470	4,650	4,840	26,415



**Loudoun County Government
FY 2011 Adopted Fiscal Plan**

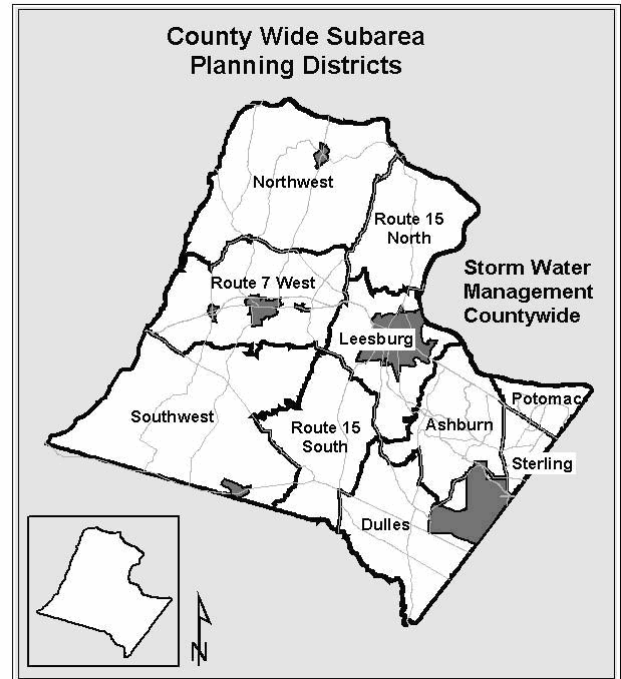
Storm Water Management

Project Description

The County continually maps and surveys its storm water infrastructure as inventory is added to the County's portfolio through new development as part of its standard maintenance regimen. The County has also developed and implemented an overall storm water management program to meet the Environmental Protection Agency's Phase II storm water discharge permit requirements, that mandate the repair, maintenance, and restoration of County-owned storm water infrastructure.

A long-range storm water management strategic plan was completed in 2007. The strategic plan did not identify any significant new capital projects, but projected that the older sections of the existing system could be restored to its original design capability over a ten-year period. The impact of the restoration project was forecast within current levels of funding planned over the six-year planning period.

The infrastructure survey and the strategic plan identified restoration and storm water management activities to be supported by these capital funds. This project will provide funding to meet storm water management programmatic needs, partially restore the older sections of the system, and repair and maintain the entire system Countywide.



Current Status

The Department of General Services is implementing action items identified in the storm water management strategic plan.

Funding

This project is to be funded with local tax funding over the six-year planning period.

Operating Impact

Operations & Maintenance

The Department of General Services manages this program. Personnel and operations expenses are estimated at \$1.76 million over the six-year planning period.

Debt Service

This project is funded with local tax funding; therefore, no debt service expense will be incurred.

Capital (\$ in 1000s)	Prior Alloc.	FY 2011 Adopted	FY 2012	FY 2013	FY 2014	FY 2015	FY 2016	6 Year Total	Future FY's	Project Total
Facilities Construction	8,850	2,250	2,500	2,750	3,000	3,000	3,000	16,500	3,000	28,350
Total Cost	8,850	2,250	2,500	2,750	3,000	3,000	3,000	16,500	3,000	28,350
Local Tax Funding	8,850	2,250	2,500	2,750	3,000	3,000	3,000	16,500	3,000	28,350
Total Financing	8,850	2,250	2,500	2,750	3,000	3,000	3,000	16,500	3,000	28,350

Operating Impact (\$ in 1000s)	FY 2011 Adopted	FY 2012	FY 2013	FY 2014	FY 2015	FY 2016	6 Year Total
Operations & Maintenance	265	276	287	298	310	322	1,758
Total Impact	265	276	287	298	310	322	1,758



Loudoun County Government
FY 2011 Adopted Fiscal Plan

Government Administration Center

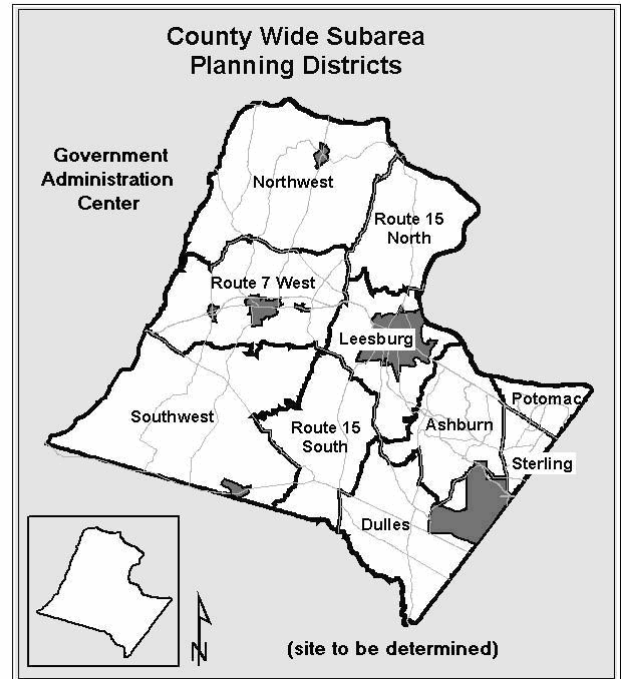
Project Description

The Capital Improvement Program has included funding for future government administrative space since FY 01, with the objective of reducing leased facilities by consolidating County offices into owned space. This planned project is approximately 520,000 square-feet of office buildings for the County's general government agencies.

The County envisions a government campus that is aesthetically designed, welcoming, and easily accessible with a high utilization rate by its occupants and citizens. This project will include the necessary infrastructure, landscaping, and sufficient parking facilities for County-owned and visitor vehicles. The campus will include office, customer service, program, public meeting, conference, information technology and building support space. Facilities for food service and employee fitness will be included either as part of the County buildings or within walking distance.

Current Status

On September 5, 2006, the Board of Supervisors authorized the County Administrator to develop a Request for Partnership Proposal (RFPP), as allowed under the Public-Private Education Facilities and Infrastructure Act of 2002 (PPEA), for a Government Administration Center. The Board of Supervisors reviewed proposals in FY 08 and authorized three proposals to move to a detailed submission phase of the PPEA process in FY 09. The Board of Supervisors suspended the PPEA process in the fall of 2008 due to the County's fiscal condition. Based on the Board of Supervisors fiscal guidance for the FY 11 - FY 16 planning period, the project has been deferred to a future fiscal year. On April 6, 2010, the Board of Supervisors terminated the PPEA process. The Board will need to initiate a new planning process when this project is considered for development.



Funding

This project is planned to be funded through debt financing, as provided under PPEA guidelines.

Operating Impact

Operations & Maintenance

This project will be completed in future fiscal years; therefore, no operations or maintenance expense will be incurred during the six-year planning period.

Debt Service

This project will be completed in future fiscal years; therefore, no debt service expense will be incurred during the six-year planning period.

Capital (\$ in 1000s)	Prior Alloc.	FY 2011 Adopted	FY 2012	FY 2013	FY 2014	FY 2015	FY 2016	6 Year Total	Future FY's	Project Total
Professional Services	0	0	0	0	0	0	0	0	16,000	16,000
Furniture, Fixtures & Equip	0	0	0	0	0	0	0	0	14,000	14,000
Construction	0	0	0	0	0	0	0	0	134,000	134,000
Total Cost	0	0	0	0	0	0	0	0	164,000	164,000
Debt Financing	0	0	0	0	0	0	0	0	164,000	164,000
Total Financing	0	0	0	0	0	0	0	0	164,000	164,000



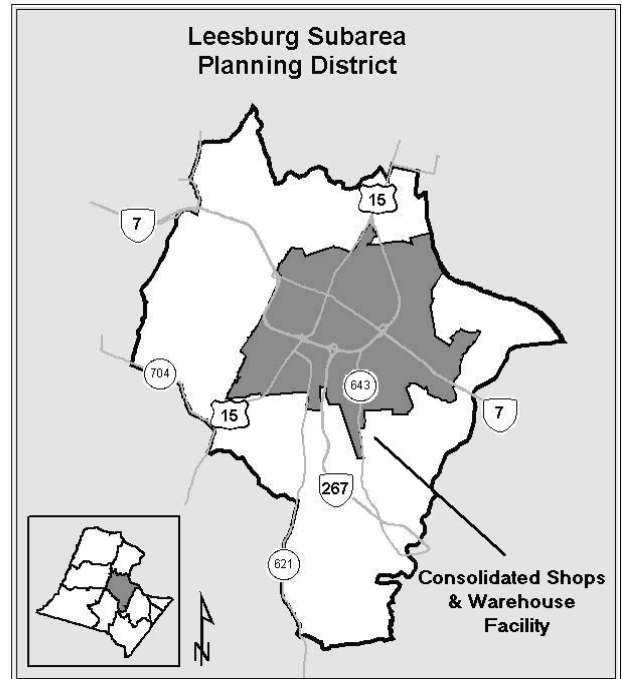
**Loudoun County Government
FY 2011 Adopted Fiscal Plan**

Consolidated Shops & Warehouse Facility

Project Description

The Consolidated Shops & Warehouse Facilities will house the entire Department of General Services facility and public works support space. The facilities will include shop and inside storage areas for technicians providing countywide mechanical, building and security systems; public works infrastructure maintenance, and associated crew meeting, workstation and support spaces. Functional, secure warehousing areas will include surplus material awaiting disposition, the County's surplus store, secured storage for high-value items, voting machine storage, staging areas for project materials, climate-controlled space for the storage of archived records and needed public safety storage space. Outside material staging areas and protective equipment storage areas will also be included.

A 15-acre buildable site is required to support this project. The site design will feature a well-landscaped parking bay in front of the building with a loading and truck court to the rear. Total parking will be included to accommodate the mixed-use occupancy load. The proposed 60,000 square foot structure will accommodate high bay maintenance and storage activities. The building design will present an attractive facade along the frontage and shall be comparable to similarly-sized and located commercial properties in Loudoun County.



Current Status

Potential sites for this project will be considered during the facility planning stage of both the Government Administration Center project and the Government Support Center Amended Master Plan, along with other prospective County locations, to ensure optimal placement of County services and administrative support offices.

Funding

This project is planned to be funded through debt financing.

Operating Impact

Operations & Maintenance

This project will be completed in future fiscal years; therefore, no operations or maintenance expense will be incurred during the six-year planning period.

Debt Service

Debt service is forecast to begin in FY 16, and is estimated at \$23,000 over the six-year planning period.

Capital (\$ in 1000s)	Prior Alloc.	FY 2011 Adopted	FY 2012	FY 2013	FY 2014	FY 2015	FY 2016	6 Year Total	Future FY's	Project Total
Professional Services	0	0	0	0	0	0	3,765	3,765	0	3,765
Furniture, Fixtures & Equip	0	0	0	0	0	0	0	0	2,980	2,980
Construction	0	0	0	0	0	0	0	0	25,090	25,090
Total Cost	0	0	0	0	0	0	3,765	3,765	28,070	31,835
Debt Financing	0	0	0	0	0	0	3,765	3,765	28,070	31,835
Total Financing	0	0	0	0	0	0	3,765	3,765	28,070	31,835

Operating Impact (\$ in 1000s)	FY 2011 Adopted	FY 2012	FY 2013	FY 2014	FY 2015	FY 2016	6 Year Total
Debt Service	0	0	0	0	0	23	23
Total Impact	0	0	0	0	0	23	23



Eastern Vehicle Support Facility

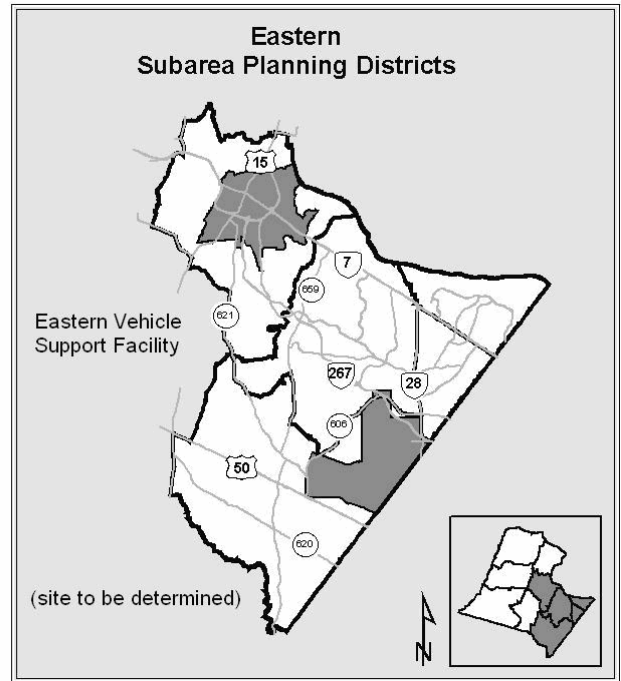
Project Description

The Eastern Vehicle Support Facility project will provide for a satellite fueling and light maintenance facility for County and Loudoun County Public Schools (LCPS) light and heavy vehicles, including fire and rescue apparatus, stationed in eastern Loudoun County. The fueling facility will be vendor-developed and operated under the LCPS fuel contract. The maintenance operation will provide only emergency minor repairs to vehicles, thus allowing them to continue in-service while remaining in their geographic service area.

A 10-acre buildable site is required to support this project. The site for the facility must be appropriately zoned for these uses and will require a special exception zoning application. The site design will feature landscaped parking bays and incorporate the environmental management requirements for an industrial use facility, including storm water run-off mitigation. The facility will accommodate the needed access and maneuverability for school buses, fire apparatus, transit buses, specialized law enforcement vehicles and vehicles with trailers. Secure parking for 50 school buses and 100 School and County-owned vehicles will be required at this satellite facility.

A 3,000 square foot covered fueling facility and a 5,300 square foot maintenance building will be constructed of architecturally compatible materials and accommodate the vehicle functions. The building design will present an attractive facade along the frontage while maintaining its primary industrial use objective. The necessary information technology infrastructure, and the appropriate fueling, petroleum, oil and lubricant materials, compressed air and other fixed systems needed to support vehicle maintenance will be incorporated into the two building designs. All equipment for the maintenance facility will be included in the furniture, fixtures and equipment budget.

The Department of Construction and Waste Management will develop and operate a special waste recycling facility as a part of this project.



Funding

This project is planned to be funded with debt financing.

Operating Impact

Operations & Maintenance

This project will be completed in future fiscal years; therefore, no operations or maintenance expense will be incurred during the six-year planning period.

Debt Service

Debt service is forecast to begin in FY 16, and is estimated at \$5,000 over the six-year planning period.

Current Status

Potential sites for this project will be considered during the facility planning stage with prospective eastern County locations to ensure optimal placement of County/School support facilities.

Capital (\$ in 1000s)	Prior Alloc.	FY 2011 Adopted	FY 2012	FY 2013	FY 2014	FY 2015	FY 2016	6 Year Total	Future FY's	Project Total
Professional Services	0	0	0	0	0	0	580	580	0	580
Furniture, Fixtures & Equip	0	0	0	0	0	0	0	0	925	925
Construction	0	0	0	0	0	0	0	0	3,000	3,000
Total Cost	0	0	0	0	0	0	580	580	3,925	4,505
Debt Financing	0	0	0	0	0	0	580	580	3,925	4,505
Total Financing	0	0	0	0	0	0	580	580	3,925	4,505
Operating Impact (\$ in 1000s)		FY 2011 Adopted	FY 2012	FY 2013	FY 2014	FY 2015	FY 2016	6 Year Total		
Debt Service		0	0	0	0	0	5	5		
Total Impact		0	0	0	0	0	5	5		



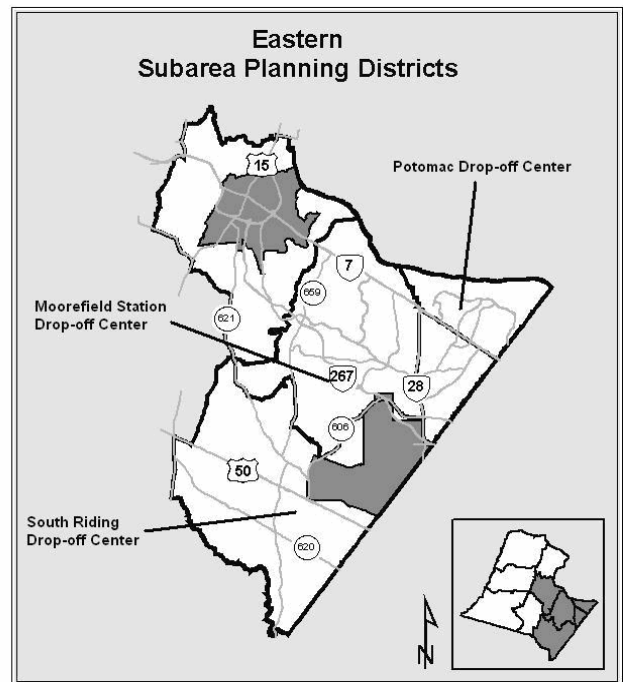
Recycling Drop-Off Centers

Project Description

This project would construct three, new Recycling Drop-off Centers at Moorefield Station, South Riding and in the Potomac Planning Subarea of the County in FY 14, FY 15 and FY 16. The minimum area necessary for a Drop-off Center is approximately one-quarter acre, with buffering requirements, unusual site conditions, or access ways requiring additional acreage. This project would include excavation and placement of a gravel base, geotextile layer, and pavement. At Moorefield Station, the planned Recycling Drop-off Center will be co-located at a proffered Public Use Site with an Elementary School and a Park. In South Riding and Potomac, the Recycling Drop-off Centers will be co-located at existing publicly owned sites.

Current Status

The Proffer Trust accounts planned to fund this project can be referenced in the Proffer Fund Section of this document. Use of the proffers to fund this project are contingent upon a determination from the Zoning Administrator that the proffers are appropriate for the requested use, and Board of Supervisors' approval.



Funding

The Recycling Drop-off Centers are planned to be funded with local tax funding and cash proffers.

Operating Impact

Operations & Maintenance

Operations and maintenance expenses are forecast to begin in FY 14 and are estimated at \$210,000 over the six-year planning period.

Debt Service

This project is planned to be funded with local tax funding and cash proffers; therefore, there is no impact on debt service.

Capital (\$ in 1000s)	Prior Alloc.	FY 2011 Adopted	FY 2012	FY 2013	FY 2014	FY 2015	FY 2016	6 Year Total	Future FY's	Project Total
Construction	0	0	0	0	250	250	250	750	0	750
Total Cost	0	0	0	0	250	250	250	750	0	750
Local Tax Funding	0	0	0	0	250	0	0	250	0	250
Proffers (Cash)	0	0	0	0	0	250	250	500	0	500
Total Financing	0	0	0	0	250	250	250	750	0	750

Operating Impact (\$ in 1000s)	FY 2011 Adopted	FY 2012	FY 2013	FY 2014	FY 2015	FY 2016	6 Year Total
Operations & Maintenance	0	0	0	70	70	70	210
Total Impact	0	0	0	70	70	70	210



**Loudoun County Government
FY 2011 Adopted Fiscal Plan**

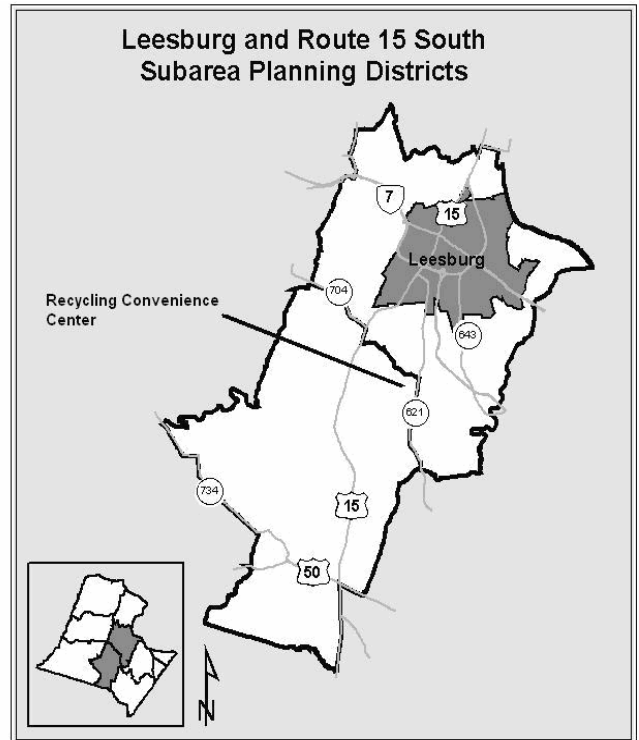
Recycling Convenience Center

Project Description

This project would construct a Recycling Convenience Center at the County Landfill in the Leesburg Planning Subarea in FY 15. The minimum area necessary for a Recycling Depot is approximately three and one-half acres. The project would include a paved parking lot, a loading/tipping area, and a metal pole building with a concrete floor.

The Solid Waste Management Plan calls for the creation of a Recycling Convenience Center to improve opportunities for citizens to recycle.

The facility would receive recyclables collected by permitted collectors, bulk the materials to the extent possible, and ship them to an end user for processing. Operation would be managed by a private contractor, but the County would maintain an oversight role.



Funding

This project is planned to be funded with debt financing.

Operating Impact

Operations & Maintenance

Operations and maintenance expenses are forecast to begin in FY 16 and are estimated at \$260,000 over the six-year planning period.

Debt Service

Debt service for this project is forecast to begin in FY 15 and is estimated at \$124,000 over the six-year planning period.

Capital (\$ in 1000s)	Prior Alloc.	FY 2011 Adopted	FY 2012	FY 2013	FY 2014	FY 2015	FY 2016	6 Year Total	Future FY's	Project Total
Construction	0	0	0	0	0	1,000	0	1,000	0	1,000
Total Cost	0	0	0	0	0	1,000	0	1,000	0	1,000
Debt Financing	0	0	0	0	0	1,000	0	1,000	0	1,000
Total Financing	0	0	0	0	0	1,000	0	1,000	0	1,000

Operating Impact (\$ in 1000s)	FY 2011 Adopted	FY 2012	FY 2013	FY 2014	FY 2015	FY 2016	6 Year Total
Operations & Maintenance	0	0	0	0	0	260	260
Debt Service	0	0	0	0	25	99	124
Total Impact	0	0	0	0	25	359	384

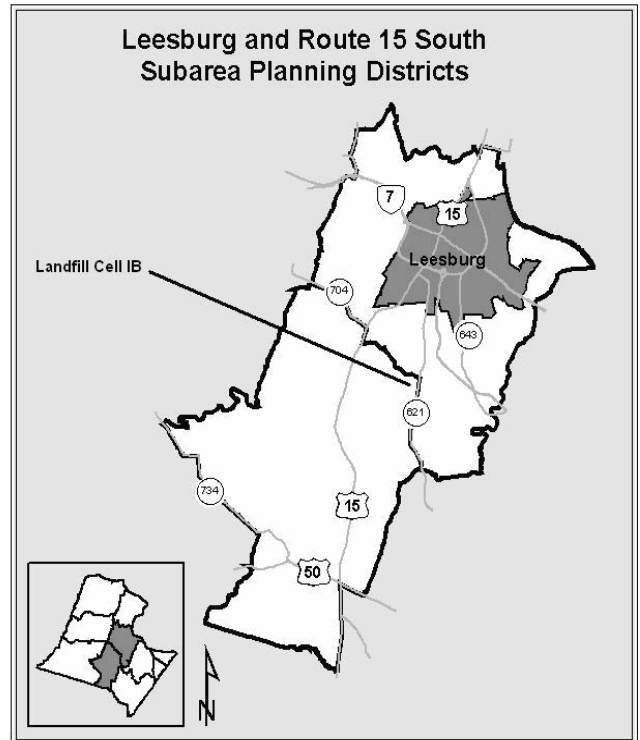


**Loudoun County Government
FY 2011 Adopted Fiscal Plan**

Woods Road Landfill Cell 1B

Project Description

This project includes funding for engineering design and construction services to maintain available disposal capacity at the Loudoun County Solid Waste Management Facility (Landfill) by constructing Cell 1B of the Woods Road Disposal Unit. Construction of this approximately 15.5 acre cell should provide 5-8 years of capacity depending on demand when placed in service. Design will begin in July 2014 with invitations to bid released in Winter of 2014-15. Construction in FY 2016 will ensure uninterrupted operations.



Funding

This project is planned to be funded with debt financing.

Operating Impact

Operations & Maintenance

The Department of Construction and Waste Management manages the Loudoun County Solid Waste Management Facility (Landfill). Operating costs for landfill disposal operations are offset by fees collected for service at the facility in keeping with the Loudoun County Board of Supervisors' policy of revenue neutrality for landfill operations.

Debt Service

Debt service is forecast to begin in FY 15 and is estimated at \$108,000 over the six year planning period.

Capital (\$ in 1000s)	Prior Alloc.	FY 2011 Adopted	FY 2012	FY 2013	FY 2014	FY 2015	FY 2016	6 Year Total	Future FY's	Project Total
Professional Services	0	0	0	0	0	1,000	0	1,000	0	1,000
Const of Site Infrastructure	0	0	0	0	0	0	6,150	6,150	0	6,150
Total Cost	0	0	0	0	0	1,000	6,150	7,150	0	7,150
Debt Financing	0	0	0	0	0	1,000	6,150	7,150	0	7,150
Total Financing	0	0	0	0	0	1,000	6,150	7,150	0	7,150

Operating Impact (\$ in 1000s)	FY 2011 Adopted	FY 2012	FY 2013	FY 2014	FY 2015	FY 2016	6 Year Total
Debt Service	0	0	0	0	8	100	108
Total Impact	0	0	0	0	8	100	108

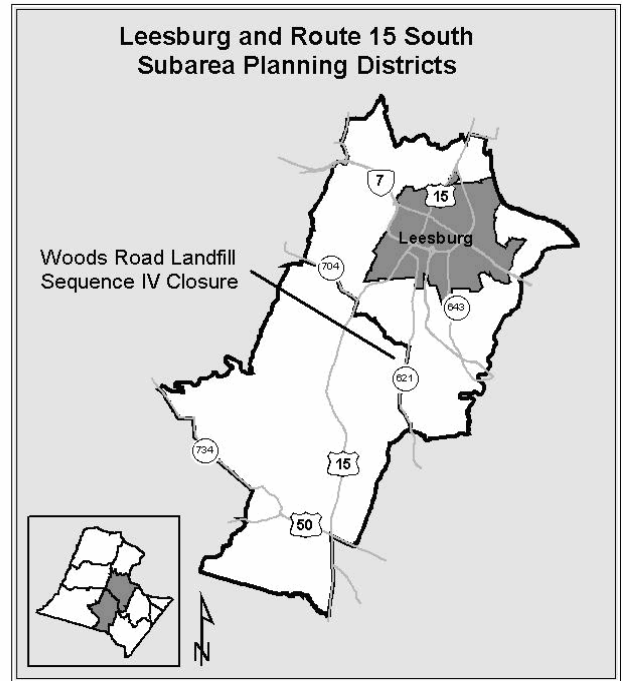


**Loudoun County Government
FY 2011 Adopted Fiscal Plan**

Woods Road Landfill Sequence IV Closure

Project Description

This project will provide funds for engineering design and construction services for cap and closure of side slopes for a 6.7 acre portion of the Loudoun County Landfill Disposal Unit. Closure of the Loudoun County Landfill disposal unit was initially proposed in four sequences. To minimize erosion and to improve storm water management controls, the fourth sequence was divided into two smaller projects, Sequence IV and Sequence V.



Funding

This project is planned to be funded with a combination of landfill fees and debt financing. Bonds for the financed portion of the project are scheduled for issuance in FY 12.

Operating Impact

Operations & Maintenance

The Department of Construction and Waste Management manages the Loudoun County Solid Waste Management Facility. Closure operations costs include maintenance of closed, lined and capped disposal space, erosion control structures and environmental monitoring in accordance with approved permit conditions, closure plan requirements and State regulations.

Debt Service

Debt service is forecast to begin in FY 13, and is estimated at \$1.39 million over the six-year planning period.

Capital (\$ in 1000s)	Prior Alloc.	FY 2011 Adopted	FY 2012	FY 2013	FY 2014	FY 2015	FY 2016	6 Year Total	Future FY's	Project Total
Professional Services	0	0	150	0	0	0	0	150	0	150
Const of Site Infrastructure	0	0	4,980	0	0	0	0	4,980	0	4,980
Total Cost	0	0	5,130	0	0	0	0	5,130	0	5,130
Landfill Fees	0	0	1,500	0	0	0	0	1,500	0	1,500
Debt Financing	0	0	3,630	0	0	0	0	3,630	0	3,630
Total Financing	0	0	5,130	0	0	0	0	5,130	0	5,130
Operating Impact (\$ in 1000s)		FY 2011 Adopted	FY 2012	FY 2013	FY 2014	FY 2015	FY 2016	6 Year Total		
Debt Service		0	0	362	353	344	335	1,394		
Total Impact		0	0	362	353	344	335	1,394		

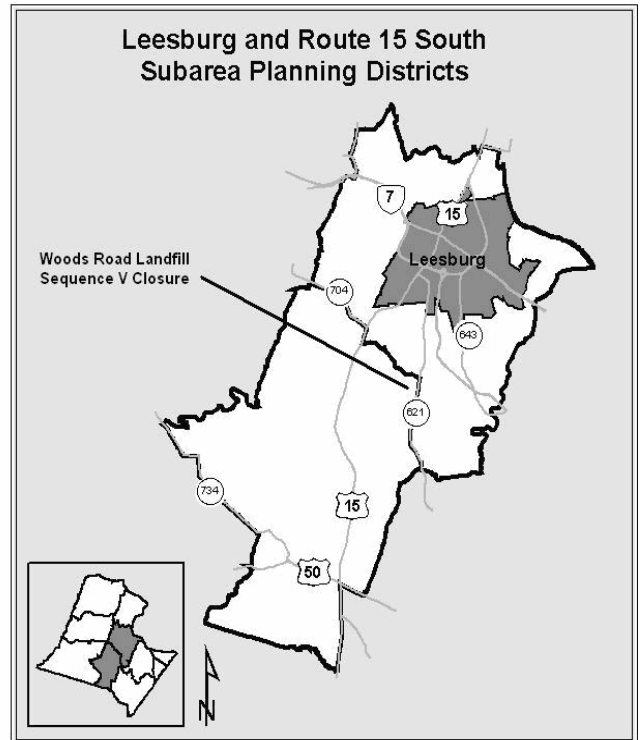


**Loudoun County Government
FY 2011 Adopted Fiscal Plan**

Woods Road Landfill Sequence V Closure

Project Description

This project will provide funds for engineering design and construction services for final cap and closure of the Loudoun County Landfill Disposal Unit. The project will provide final closure for a 15 acre site.



Funding

This project is planned to be funded with debt financing.

Operating Impact

Operations & Maintenance

The Department of Construction and Waste Management manages the Loudoun County Solid Waste Management Facility (Landfill). Closure operations and maintenance costs include maintenance of closed, lined and capped disposal space, erosion control structures and environmental monitoring in accordance with approved permit conditions, closure plan requirements and State regulations.

Debt Service

Debt service is forecast to begin in FY 16 and is estimated at \$6,000 over the six-year planning period.

Capital (\$ in 1000s)	Prior Alloc.	FY 2011 Adopted	FY 2012	FY 2013	FY 2014	FY 2015	FY 2016	6 Year Total	Future FY's	Project Total
Professional Services	0	0	0	0	0	0	1,200	1,200	0	1,200
Const of Site Infrastructure	0	0	0	0	0	0	0	0	4,500	4,500
Total Cost	0	0	0	0	0	0	1,200	1,200	4,500	5,700
Debt Financing	0	0	0	0	0	0	1,200	1,200	4,500	5,700
Total Financing	0	0	0	0	0	0	1,200	1,200	4,500	5,700

Operating Impact (\$ in 1000s)	FY 2011 Adopted	FY 2012	FY 2013	FY 2014	FY 2015	FY 2016	6 Year Total
Debt Service	0	0	0	0	0	6	6
Total Impact	0	0	0	0	0	6	6



County Capital Projects

Transportation



**Loudoun County Government
FY 2011 Adopted Fiscal Plan**

**Transportation
Schedule of Appropriations (in \$1000)
Adopted FY 11 - FY 16 Capital Improvement Program**

Transportation		Fund	Prior FY	FY 11	FY 12	FY 13	FY 14	FY 15	FY 16	CIP Total	Future FY	Project Total
Transportation	Commuter Transit Buses	\$,S,P,Debt	\$ 21,541	\$ 1,200	\$ 1,200	\$ 1,200	\$ 1,200	\$ 1,200	\$ 1,200	\$ 7,200	\$ -	\$ 28,741
Transportation	Transit Bus Maintenance & Storage Facility	GT,S,P,FB	4,060	1,006	9,240	-	-	-	-	\$ 10,246	-	\$ 14,306
Transportation	Dulles Corridor Rapid Transit	PB	80,000	40,000	40,000	52,000	40,000	-	-	\$ 172,000	-	\$ 252,000
Transportation	Regional Park & Ride Lots	P,S,GT	3,900	240	2,000	1,000	2,500	-	-	\$ 5,740	-	\$ 9,640
Transportation	Alder School Road Paving	\$,Debt	993	1,000	6,400	-	-	-	-	\$ 7,400	-	\$ 8,393
Transportation	Kincaid/Crosstrail Boulevards	\$,Debt	1,300	2,000	-	-	24,000	-	-	\$ 26,000	-	\$ 27,300
Transportation	Woods Road (Rte 771) Realgnmt	FB,Debt	750	-	-	-	-	-	-	\$ -	16,000	\$ 16,750
Transportation	Route 7/Route 659 Interchange	GO,P,Debt	4,500	2,630	-	-	-	-	-	\$ 2,630	65,000	\$ 72,130
Transportation Totals			\$ 117,044	\$ 48,076	\$ 58,840	\$ 54,200	\$ 67,700	\$ 1,200	\$ 1,200	\$ 231,216	\$ 81,000	\$ 429,260

Fund Codes	Revenue Source	Fund	Prior FY	FY 11	FY 12	FY 13	FY 14	FY 15	FY 16	CIP Total	Future FY	Revenue Total
\$ - Local Tax Funds	Local Tax Funding	\$	\$ 2,628	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 2,628
GO - G O Bond	General Obligation Bond	GO	4,500	-	-	-	-	-	-	\$ -	-	\$ 4,500
FB	Fund Balance	FB	4,010	-	880	-	-	-	-	\$ 880	-	\$ 4,890
GT, TF	Gas Tax/Transportation Fund	GT/TF	410	1,000	1,000	-	-	-	-	\$ 2,000	-	\$ 2,410
S - State Grant	State Grant	S	17,564	840	7,360	-	2,500	-	-	\$ 10,700	-	\$ 28,264
P - Proffers	Proffers (C,L,I)	P	1,074	3,236	2,000	1,000	-	-	-	\$ 6,236	-	\$ 7,310
VPSA - Bonds	VA Public School Auth Bonds	VPSA	-	-	-	-	-	-	-	\$ -	-	\$ -
PB - Pledge Bonds	Pledge Bonds	PB	80,000	40,000	40,000	52,000	40,000	-	-	\$ 172,000	-	\$ 252,000
F - Fees	Fees	F	-	-	-	-	-	-	-	\$ -	-	\$ -
Other Debt	Debt Financing	Debt	6,858	3,000	7,600	1,200	25,200	1,200	1,200	\$ 39,400	81,000	\$ 127,258
Sale	Sale of Land	Sale	-	-	-	-	-	-	-	\$ -	-	\$ -
Gifts	Gifts & Donations	G	-	-	-	-	-	-	-	\$ -	-	\$ -
Totals			\$ 117,044	\$ 48,076	\$ 58,840	\$ 54,200	\$ 67,700	\$ 1,200	\$ 1,200	\$ 231,216	\$ 81,000	\$ 429,260



**Loudoun County Government
FY 2011 Adopted Fiscal Plan**

Commuter Transit Buses

Project Description

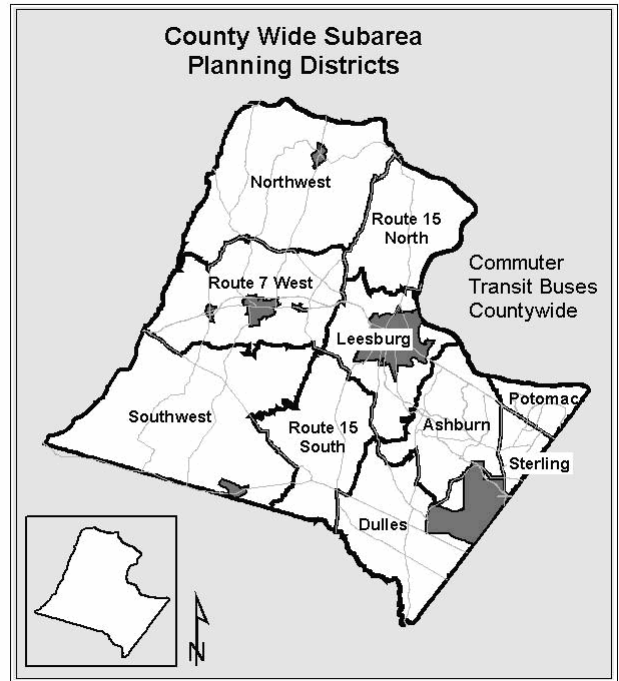
This project provides for the acquisition of transit buses in support of the County's commuter bus service. The transit bus acquisition schedule was approved by the Board of Supervisors in FY 04, when the first 22 buses were purchased. The current operating plan procures two transit buses annually through the six-year capital planning period, subject to actual State Capital Grant awards.

State Capital Grant funds may be available each fiscal year toward the purchase of the transit buses. Actual State grant funds received for this program are shown as a prior allocation. There is no attempt to project possible future State funding levels over the six-year planning period. This project page forecasts the potential debt financing amounts the County should assume if the current acquisition plan remains in place.

The FY 11 Adopted Fiscal Plan includes funding to purchase two buses. Funding for the buses in FY 11 includes a combination of State capital assistance and cash proffers.

Current Status

The Proffer Trust accounts funding this project can be referenced in the Proffer Fund Section of this document.



Funding

The commuter bus program is funded through a combination of cash proffers, State capital assistance, and debt financing. There is no impact on local tax funding.

Operating Impact

Operations & Maintenance

The program's operations and maintenance expenses are funded through a combination of fare revenues, State operating assistance, and gasoline tax revenues.

Debt Service

Depending on the level of State Capital assistance provided, debt service is forecast to begin in FY 12 and is estimated not to exceed \$2.33 million over the six-year planning period.

Capital (\$ in 1000s)	Prior Alloc.	FY 2011 Adopted	FY 2012	FY 2013	FY 2014	FY 2015	FY 2016	6 Year Total	Future FY's	Project Total
Bus Acquisition	21,541	1,200	1,200	1,200	1,200	1,200	1,200	7,200	0	28,741
Total Cost	21,541	1,200	1,200	1,200	1,200	1,200	1,200	7,200	0	28,741
Local Tax Funding	335	0	0	0	0	0	0	0	0	335
State Capital Assistance	13,564	840	0	0	0	0	0	840	0	14,404
Proffers (Cash)	784	360	0	0	0	0	0	360	0	1,144
Debt Financing	6,858	0	1,200	1,200	1,200	1,200	1,200	6,000	0	12,858
Total Financing	21,541	1,200	1,200	1,200	1,200	1,200	1,200	7,200	0	28,741

Operating Impact (\$ in 1000s)	FY 2011 Adopted	FY 2012	FY 2013	FY 2014	FY 2015	FY 2016	6 Year Total
Debt Service	0	30	256	473	682	887	2,328
Total Impact	0	30	256	473	682	887	2,328



Transit Bus Maintenance & Storage Facility

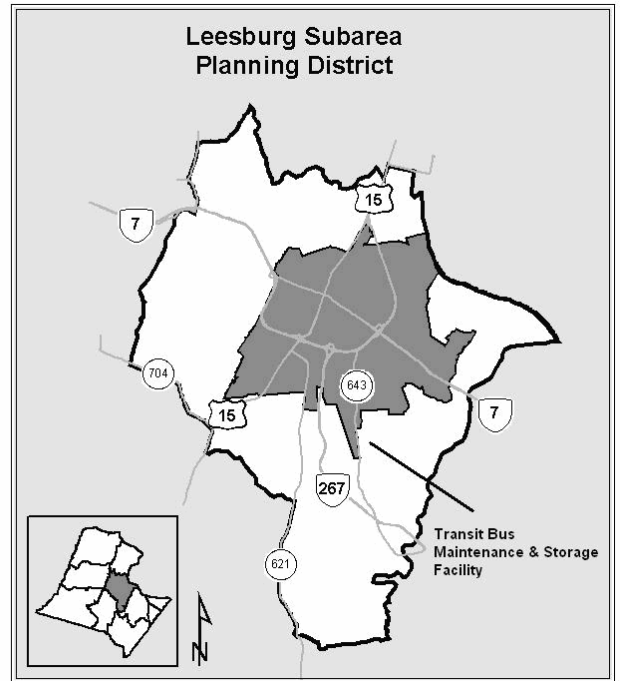
Project Description

Loudoun County plans to design and construct a Transit Bus Maintenance and Operations Facility that can be incrementally expanded to meet the needs of the commuter bus fleet. Commuter Bus operations, storage and maintenance services are currently operated out of two contractor leased facilities in Purcellville, Virginia. These leased facilities have reached full capacity and are unable to accommodate any future growth in the County's commuter bus fleet. Commuter Buses are currently stored in Leesburg and Purcellville, causing the duplication of certain functions which results in additional mileage and costs.

In 2010, the fleet will consist of 45 County-owned commuter coaches, along with two leased spare coaches, and three leased shuttle buses, which provide nearly one million annual passenger trips.

The Transit Bus Maintenance and Storage Facility will consist of areas for employee parking, bus maintenance bays, maintenance support spaces, service areas, secure parking for the commuter bus fleet, employee support space, and administrative office space. The facility will be designed to meet projected service levels through 2030. Preliminary engineering and a feasibility study have been completed on the site located at the Government Support Facility in Leesburg. The Virginia Department of Rail and Public Transportation is supportive of this project, and has agreed to partner in the funding.

At the direction of the Virginia Department of Rail and Public Transportation, the County will complete the design of the facility, as well as preliminary site work to include the re-location of a stormwater management pond and grading in FY 11.



Current Status

The Proffer Trust accounts funding this project can be referenced in the Proffer Fund Section of this document.

Funding

This project is funded by State capital funds, gasoline tax funds, cash proffers, and CIP fund balance.

Operating Impact

Operations & Maintenance

All operational costs associated with the Transit Bus Maintenance and Storage Facility are accounted for in the Commuter Bus program.

Debt Service

No debt service expense will be incurred during the six-year planning period.

Capital (\$ in 1000s)	Prior Alloc.	FY 2011 Adopted	FY 2012	FY 2013	FY 2014	FY 2015	FY 2016	6 Year Total	Future FY's	Project Total
Professional Services	1,800	1,006	0	0	0	0	0	1,006	0	2,806
Furniture, Fixtures & Equip	0	0	1,000	0	0	0	0	1,000	0	1,000
Construction	2,260	0	8,240	0	0	0	0	8,240	0	10,500
Total Cost	4,060	1,006	9,240	0	0	0	0	10,246	0	14,306
Fund Balance	3,260	0	880	0	0	0	0	880	0	4,140
State Capital Assistance	640	0	7,360	0	0	0	0	7,360	0	8,000
Gas Tax/Transportation Fund	160	1,000	1,000	0	0	0	0	2,000	0	2,160
Proffers (Cash)	0	6	0	0	0	0	0	6	0	6
Total Financing	4,060	1,006	9,240	0	0	0	0	10,246	0	14,306



Dulles Corridor Rapid Transit

Project Description

State, regional and local authorities have jointly proposed an extension of rapid transit service along the Dulles Corridor from Fairfax County's West Falls Church Metro Station to Loudoun County. This project involves a 23-mile Metrorail extension via Tyson's Corner and the Dulles Airport that would terminate at the Dulles Greenway and Ryan Road (Route 772). At its completion, Loudoun riders can take the Silver Line to the last stop at Armory Station or transfer at one of several points within Metro to travel another line in the system. Constructed in two phases, Phase 1 would implement Metrorail service past Tyson's Corner with an interim terminus at Wiehle Avenue in Fairfax County. Phase 2 would complete the project, bringing Metrorail to Route 772 by 2016. The entire project would include a rail yard on the Dulles Airport property and a total of 12 stations, including three stations in Loudoun County.

The Metropolitan Washington Airports Authority (MWAA) submitted a proposal on December 20, 2005, to transfer responsibility for the Dulles Toll Road (DTR) and the Metrorail extension from the State of Virginia to MWAA. The proposal, which was approved by the State on March 27, 2006, will allow MWAA to expedite the development of the rapid transit project and ensure its financial viability. Subsequently, in December 2006, the Dulles Toll Road Transfer Agreement was signed by DTR and MWAA. The actual transfer did not become effective until November 1, 2008.

Funding for the project would be provided by the Federal Government, the State of Virginia, the Counties of Fairfax and Loudoun, and the Metropolitan Washington Airports Authority through a series of intergovernmental and local funding agreements. The implementation of Phase 1 is estimated to cost approximately \$2.67 billion, with the Federal government providing its share of expenditures on an as-needed basis. Phase 2, which is currently in preliminary engineering, is estimated to total \$2.5 billion per the Project Environmental Impact Statement. Loudoun County's share is currently estimated to total \$252 million.



Funding

The Federal Transit Administration, the State of Virginia, Fairfax County, the Metropolitan Washington Airport Authority (Dulles Toll Road) and Loudoun County will fund the costs of the project. Loudoun County's share of the total project cost is 4.8%. Loudoun County's contribution toward construction will begin sometime in FY 11. Each of the funding contributors will have the opportunity to approve the 100% preliminary engineering design of Phase 2 and agree to participate in the project. The County's share will be funded through debt issuance.

Operating Impact

Operations & Maintenance

The Environmental Impact Statement estimates that the County's share of operating costs will total about \$8 million during the first year of operation. The 2% gas tax collected in Loudoun County will cover this cost. The current planned development of the Dulles Rapid Transit project would not require the County to provide operating subsidies until operations have been extended to Route 772 in 2016. All costs are planning figures and are subject to change pending final decisions by the Dulles Task Force and the Federal Transit Administration.

Debt Service

In FY 02, the Board of Supervisors established the Public Transportation Special Revenue Fund to provide the resources necessary to serve as the clearinghouse for debt service payments of County-funded transit and transportation projects, such as the Dulles Corridor Rapid Transit project. Debt service is forecast to begin in FY 13, and is estimated at \$44.51 million over the six-year planning period.



Dulles Corridor Rapid Transit

Current Status

The Virginia Department of Rail and Public Transportation (VDOT) completed Preliminary Engineering for the Wiehle Avenue Extension (Phase 1) in June 2006. In December 2006, Phase 2 Preliminary Engineering was completed to the 65% level. On March 30, 2007, VDOT announced the successful negotiation of a \$1.6 billion design-build agreement with Dulles Transit Partners, LLC for final design and construction of Phase 1. On June 19, 2007, the Board of Supervisors authorized the County Administrator to sign a memorandum of understanding entering the County into a three-party funding agreement with Loudoun, Fairfax and the Metropolitan Washington Airports Authority (MWAA) for the purpose of constructing Metrorail to Loudoun County. On April 30, 2008, the FTA sent the required 10-day notification to Congress asserting its intention to move the Dulles Corridor Rapid Transit project into the Final Design stage of the FTA's New Starts Process. Simultaneously, the FTA committed \$158.7 million to the project toward completion of a financial plan, construction plans, detailed engineering specifications and cost estimates, and other technical requirements.

During its FY 09 budget deliberations, the Board reduced the FY 09 appropriation for this project, as planned in FY 08, to \$40 million, and increased the planned FY 14 appropriation to \$40 million to better match the expected funding requirements. MWAA received final design approval for Phase I from the Federal Transit Administration (FTA) on May 12, 2008. Right-of-way acquisitions are proceeding and the utility relocation along the Route 7 Corridor in Tyson's Corner began in January 2008.



On January 8, 2009 the Federal Secretary of Transportation signed and submitted to Congress the Full Funding Grant Agreement (FFGA) for the authorization of \$900 million dollars for the construction of Phase I. Final approval and release of the federal funds by the FTA occurred on March 10, 2009. Construction of the Phase I Rail Project is underway, with a tentative completion date for March 2013.

Capital (\$ in 1000s)	Prior Alloc.	FY 2011 Adopted	FY 2012	FY 2013	FY 2014	FY 2015	FY 2016	6 Year Total	Future FY's	Project Total
Payment to Regional Org	80,000	40,000	40,000	52,000	40,000	0	0	172,000	0	252,000
Total Cost	80,000	40,000	40,000	52,000	40,000	0	0	172,000	0	252,000
Pledge Bonds	80,000	40,000	40,000	52,000	40,000	0	0	172,000	0	252,000
Total Financing	80,000	40,000	40,000	52,000	40,000	0	0	172,000	0	252,000
Operating Impact (\$ in 1000s)		FY 2011 Adopted	FY 2012	FY 2013	FY 2014	FY 2015	FY 2016	6 Year Total		
Debt Service		0	0	4,000	9,100	12,870	18,540	44,510		
Total Impact		0	0	4,000	9,100	12,870	18,540	44,510		



**Loudoun County Government
FY 2011 Adopted Fiscal Plan**

Regional Park-and-Ride Lots

Project Description

This project plans for the construction of four regional park-and-ride lots during the FY 11-16 planning period.

East Gate Park-and-Ride Lot - FY 11

Utilizes a proffered site in the Dulles Planning Subarea to construct a 150-space Park-and-Ride Lot, co-located with a public park, for the Dulles South Commuter Bus Service. The Park-and-Ride Lot is funded by cash proffers.

Leesburg North Park-and-Ride Lot - FY 14

Plans to construct a 300-space surface parking lot on a site to be acquired north of the Town of Leesburg as recommended in the County's Draft Transit Plan.

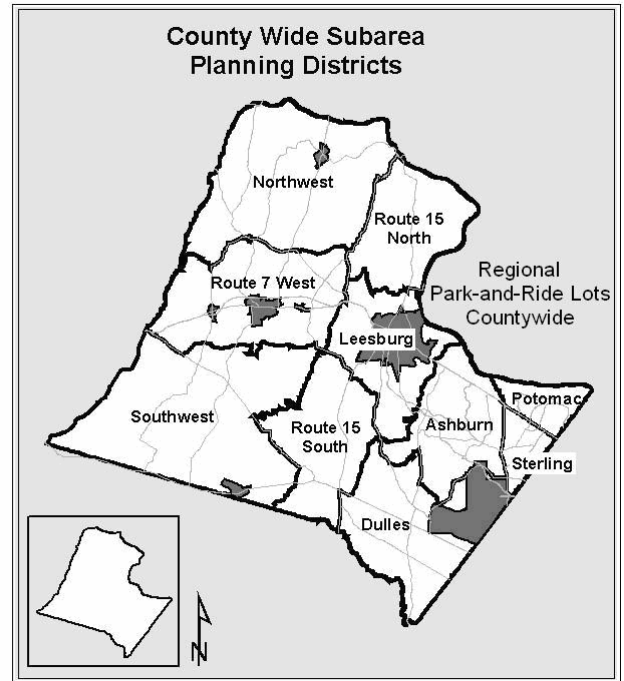
The following projects are part of active land development applications and their inclusion in the CIP is contingent upon Board approval:

Dulles Town Center Park-and-Ride Lot - FY 12

The active land use application, ZMAP-2007-0001, Dulles Town Center, proffers to provide the County with a 300-400 space Park-and-Ride Lot in the Sterling Planning Subarea. If approved, the Park-and-Ride Lot would be constructed and provided to the County by the developer of Dulles Town Center.

Stone Ridge Park-and-Ride Lot Expansion - FY 13

The active land use application, ZMAP-2006-0011, Stone Ridge Commercial, proffers to provide the County with a 100-space expansion to the existing Stone Ridge Park-and-Ride Lot. If approved, the Park-and-Ride Lot may be constructed and provided to the County by the developer, or constructed by the County using cash proffers from the Stone Ridge development.



Funding

The East Gate, Stone Ridge, and Dulles Town Center Park-and-Ride Lots are planned to be funded through cash and in-kind proffers. The Leesburg North Park-and-Ride Lot plans to be funded with CMAQ grant funds.

Operating Impact

Operations & Maintenance

Operations and maintenance expenses are forecast to begin in FY 12 and are estimated at \$350,000 over the six-year planning period.

Debt Service

This project plans to be financed with cash and in-kind proffers, federal and state funds.

Current Status

The Proffer Trust accounts funding this project can be referenced in the Proffer Fund Section of this document. Use of cash proffers in the CIP after FY 11 are contingent upon a determination from the Zoning Administrator and Board of Supervisors' approval.

Capital (\$ in 1000s)	Prior Alloc.	FY 2011 Adopted	FY 2012	FY 2013	FY 2014	FY 2015	FY 2016	6 Year Total	Future FY's	Project Total
Professional Services	630	0	0	0	0	0	0	0	0	630
Furniture, Fixtures & Equip	110	0	0	0	0	0	0	0	0	110
Const of Site Infrastructure	3,160	240	2,000	1,000	2,500	0	0	5,740	0	8,900
Total Cost	3,900	240	2,000	1,000	2,500	0	0	5,740	0	9,640
State Capital Assistance	3,360	0	0	0	2,500	0	0	2,500	0	5,860
Gas Tax/Transportation Fund	250	0	0	0	0	0	0	0	0	250
Proffers (Cash)	290	240	0	575	0	0	0	815	0	1,105
Proffers (In-kind)	0	0	2,000	425	0	0	0	2,425	0	2,425
Total Financing	3,900	240	2,000	1,000	2,500	0	0	5,740	0	9,640

Operating Impact (\$ in 1000s)	FY 2011 Adopted	FY 2012	FY 2013	FY 2014	FY 2015	FY 2016	6 Year Total
Operations & Maintenance	0	25	50	75	100	100	350
Total Impact	0	25	50	75	100	100	350



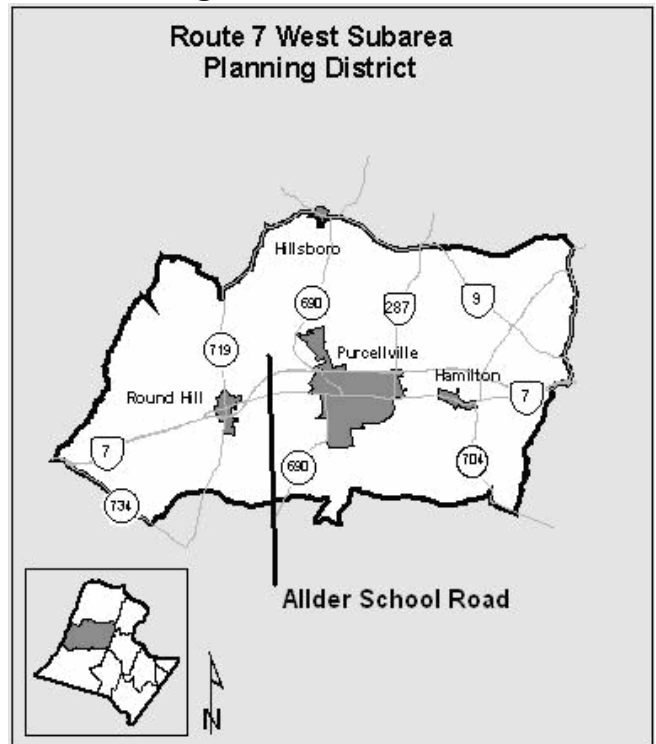
Alder School Road Paving

Project Description

This project provides for the paving of Alder School Road (Route 711) from Woodgrove Road (Route 719) to Hillsboro Road (Route 690). Currently, Alder School Road (Route 711) is unpaved from its intersection with Woodgrove Road (Route 719) to approximately 0.3 miles west of its intersection with Hillsboro Road (Route 690). The road averages 18 feet in width and has no shoulders. The 0.3 mile paved section of Alder School Road averages 20 feet in width and has two- to four-foot wide shoulders. Within the project is a 21-foot wide, 16-foot long bridge which carries Alder School Road (Route 711) over South Fork Catoctin Creek. Virginia Department of Transportation (VDOT) maintenance records show this bridge was replaced in 1996 and is in good condition.

This project will provide safe access to the planned Woodgrove High School (HS-3) site, located south of Alder School Road (Route 711) and east of Hillsboro Road (Route 690) at the County-owned Fields Farm property. The new high school will draw students from the Round Hill area, and an improved Alder School Road (Route 711) will accommodate the expected traffic from school buses, students driving their own vehicles, and staff. A reconstructed and paved roadway with appropriate lane widths, shoulders, turn lanes, and roadside drainage will improve safety and operations along the roadway. VDOT has confirmed that relatively inexpensive modifications to the existing bridge can increase its width enough to provide 11-foot travel lanes and one- to two-foot-wide shoulders.

By improving this stretch of road, traffic travelling to HS-3 from Round Hill would be able to bypass downtown Purcellville, alleviating the effect of additional school-related traffic on the town.



Funding

This project plans to be funded with local tax funding and other debt financing.

Operating Impact

Operations & Maintenance

There will be no projected road maintenance expense for the County, as the road would be constructed to VDOT standards and subsequently become part of the VDOT system for maintenance.

Debt Service

Debt service is forecast to begin in FY 11 and is estimated at \$2.74 million over the six-year planning period.

Current Status

The Board of Supervisors released funds to begin the concept design for this project in January 2009. The Board appropriated an additional \$243,000 during FY 10 towards the design of this project. The FY 11 capital plan uses \$1,000,000 in debt financing to fund the design completion and the required right-of-way/easement acquisitions, with an additional \$6,400,000 in FY 12 to construct the road improvements.

Capital (\$ in 1000s)	Prior Alloc.	FY 2011 Adopted	FY 2012	FY 2013	FY 2014	FY 2015	FY 2016	6 Year Total	Future FY's	Project Total
Professional Services	993	0	0	0	0	0	0	0	0	993
Construction of Roads	0	1,000	6,400	0	0	0	0	7,400	0	7,400
Total Cost	993	1,000	6,400	0	0	0	0	7,400	0	8,393
Local Tax Funding	993	0	0	0	0	0	0	0	0	993
Debt Financing	0	1,000	6,400	0	0	0	0	7,400	0	7,400
Total Financing	993	1,000	6,400	0	0	0	0	7,400	0	8,393

Operating Impact (\$ in 1000s)	FY 2011 Adopted	FY 2012	FY 2013	FY 2014	FY 2015	FY 2016	6 Year Total
Debt Service	25	134	477	721	702	684	2,743
Total Impact	25	134	477	721	702	684	2,743



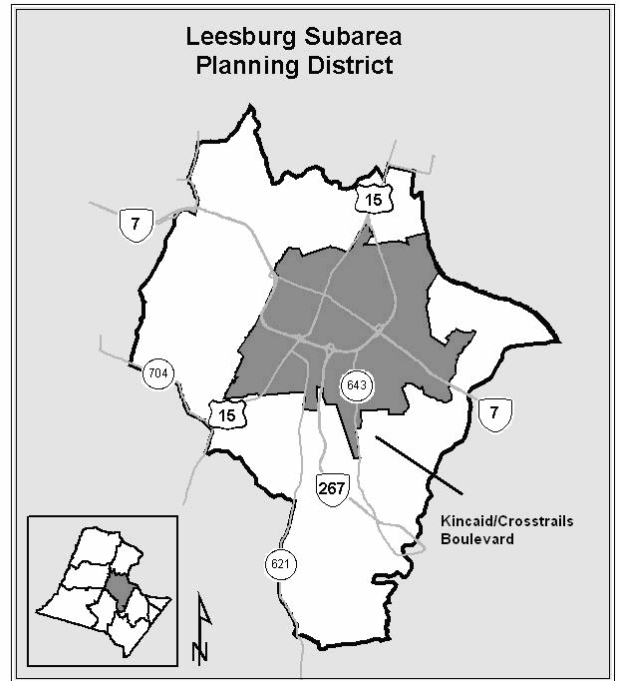
**Loudoun County Government
FY 2011 Adopted Fiscal Plan**

Kincaid / Crosstrail Boulevards

Project Description

This project designs and constructs Crosstrail and Kincaid Boulevards in the vicinity of Philip A. Bolen Memorial Park and the Leesburg Airport in the Leesburg Planning Subarea of the County. The project specifically includes 4 lanes of Crosstrail Boulevard from Sycolin Road to the eastern most boundary of the County-owned park property, with a connection to the existing terminus of Kincaid Boulevard. In addition to the design and construction phases of this project, the consultant will provide conceptual design services to establish an alignment for Crosstrail Boulevard beyond the County's property limits into the Town of Leesburg.

This infrastructure project completes roads required for the development of land bays for public facilities at the County-owned Government Support Center site in Leesburg.



Funding

This project plans to be financed through debt financing and fund balance.

Operating Impact

Operations & Maintenance

There will be no projected road maintenance expense for the County, as the road would be constructed to VDOT standards and subsequently become part of the VDOT system for maintenance.

Debt Service

Debt service is forecast to begin in FY 11 and is estimated at \$4.87 million over the six-year planning period.

Capital (\$ in 1000s)	Prior Alloc.	FY 2011 Adopted	FY 2012	FY 2013	FY 2014	FY 2015	FY 2016	6 Year Total	Future FY's	Project Total
Professional Services	1,300	0	0	0	0	0	0	0	0	1,300
Construction of Roads	0	2,000	0	0	24,000	0	0	26,000	0	26,000
Total Cost	1,300	2,000	0	0	24,000	0	0	26,000	0	27,300
Local Tax Funding	1,300	0	0	0	0	0	0	0	0	1,300
Debt Financing	0	2,000	0	0	24,000	0	0	26,000	0	26,000
Total Financing	1,300	2,000	0	0	24,000	0	0	26,000	0	27,300
Operating Impact (\$ in 1000s)	FY 2011 Adopted	FY 2012	FY 2013	FY 2014	FY 2015	FY 2016	6 Year Total			
Debt Service	43	175	193	322	1,610	2,530	4,873			
Total Impact	43	175	193	322	1,610	2,530	4,873			



Woods Road (Route 771) Realignment

Project Description

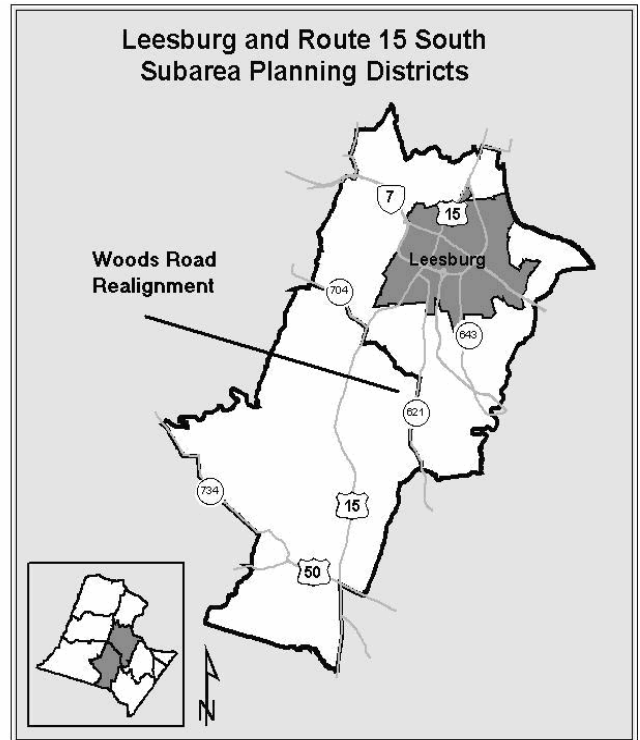
This project provides for the design of the relocation of the Woods Road to satisfy permit requirements for future landfill operations at the Loudoun County Solid Waste Management Facility. The permit requires the existing Woods Road to be realigned to allow necessary setback and clearances for construction of Phase II at the landfill.

While the actual construction of the relocated road is not needed by the landfill operation for a number of years, there are significant land use, environmental and right-of-way issues that must be resolved in order to delineate the future road alignment. The community is also interested in a final determination of the alignment for the relocation of the road and resolution of several other easement issues on the Banshee Reeks Park property south of the landfill.

Originally, the design and construction of this project was funded as part of the adopted FY 09 - FY 14 Secondary Road Six Year Plan through VDOT. Due to revenue reductions in transportation funding, the Commonwealth Transportation Board revised the plan, and the local secondary road budgets were reduced.

The design of this project will take up to one year to complete, and will be required to confirm environmental components, easement and right-of-way requirements and a detailed construction cost estimate. The County will work with the Virginia Outdoors Foundation (VOF) to identify property subject to VOF easements and other impacts.

The Board of Supervisors authorized the transfer of \$750,000 in local tax fund balance in the capital fund in FY 10 to fund this project in FY 11.



Funding

Design for this project is funded using local tax funding during the six-year planning period.

Operating Impact

Operations & Maintenance

There will be no projected road maintenance expense for the County, as the road would be constructed to VDOT standards and subsequently become part of the VDOT system for maintenance.

Debt Service

No debt service expense will be incurred during the six-year planning period.

Capital (\$ in 1000s)	Prior Alloc.	FY 2011 Adopted	FY 2012	FY 2013	FY 2014	FY 2015	FY 2016	6 Year Total	Future FY's	Project Total
Professional Services	750	0	0	0	0	0	0	0	0	750
Construction of Roads	0	0	0	0	0	0	0	0	16,000	16,000
Total Cost	750	0	0	0	0	0	0	0	16,000	16,750
Fund Balance	750	0	0	0	0	0	0	0	0	750
Debt Financing	0	0	0	0	0	0	0	0	16,000	16,000
Total Financing	750	0	0	0	0	0	0	0	16,000	16,750



**Loudoun County Government
FY 2011 Adopted Fiscal Plan**

Route 7 / Route 659 (Belmont Ridge Road) Interchange

Project Description

This project funds design and engineering services to complete the design of an interchange at the intersection of Route 7 and Route 659 near Leesburg.

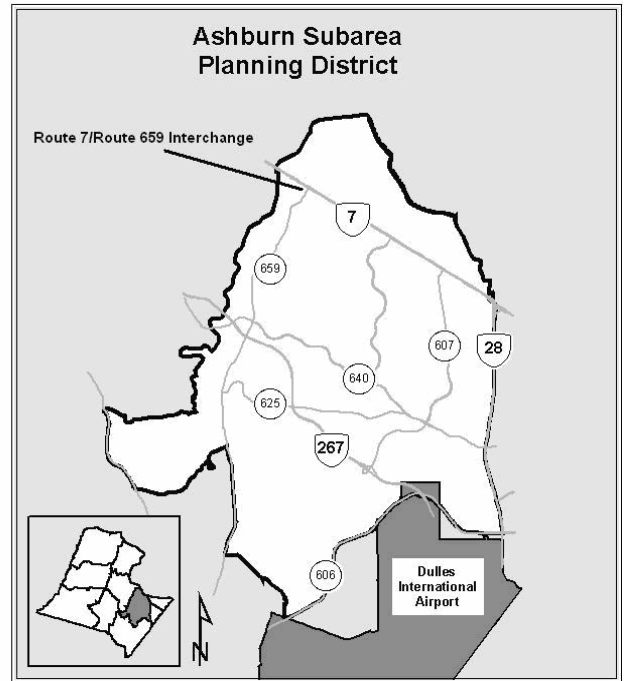
To date, staff has obtained design approval and prepared 30% design plans for the planned interchange at Route 7 and Belmont Ridge Road (Rt.659).

In FY 11, this project would continue the effort to complete approximately 60% design plans by finishing the utility design and relocation phases of the project. Staff also intends to refine right of ways to allow advanced acquisition if necessary.

The Office of Transportation Services has applied for a federal grant toward the construction phase of the project. Future fiscal years reflect the cost estimate for the construction phase pending final resolution of grant funding opportunities.

Current Status

The Proffer Trust accounts used to fund this project can be referenced in the Proffer Fund Section of this document.



Funding

Prior appropriations are from general obligation bond financing. The FY 11 project appropriation is derived using cash proffers.

Operating Impact

Operations & Maintenance

There will be no projected road maintenance expense for the County, as the road would be constructed to VDOT standards and subsequently become part of the VDOT system for maintenance.

Debt Service

No debt service expense will be incurred during the six-year planning period.

Capital (\$ in 1000s)	Prior Alloc.	FY 2011 Adopted	FY 2012	FY 2013	FY 2014	FY 2015	FY 2016	6 Year Total	Future FY's	Project Total
Professional Services	4,500	2,630	0	0	0	0	0	2,630	0	7,130
Construction of Roads	0	0	0	0	0	0	0	0	65,000	65,000
Total Cost	4,500	2,630	0	0	0	0	0	2,630	65,000	72,130
GO Bonds	4,500	0	0	0	0	0	0	0	0	4,500
Proffers (Cash)	0	2,630	0	0	0	0	0	2,630	0	2,630
Debt Financing	0	0	0	0	0	0	0	0	65,000	65,000
Total Financing	4,500	2,630	0	0	0	0	0	2,630	65,000	72,130



County Capital Projects

Public Safety



**Loudoun County Government
FY 2011 Adopted Fiscal Plan**

**Public Safety
Schedule of Appropriations (in \$1000)
Adopted FY 11 - FY 16 Capital Improvement Program**

Public Safety		Fund	Prior FY	FY 11	FY 12	FY 13	FY 14	FY 15	FY 16	CIP Total	Future FY	Project Total
Animal Care & Control	Eastern Loudoun Animal Shelter & Western Shelter Renovation	GO	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 1,205	\$ 8,170	\$ 9,375	\$ -	\$ 9,375
Courts	Courts Complex (Phase III)	Debt	-	5,300	2,000	30,270	-	-	-	\$ 37,570	-	\$ 37,570
Courts	Public Inebriate Center	\$	-	-	-	-	180	1,155	-	\$ 1,335	-	\$ 1,335
Fire & Rescue	Kirkpatrick West (#26) F/R Station	GO	-	-	-	-	1,000	6,820	-	\$ 7,820	-	\$ 7,820
Fire & Rescue	Leesburg South (#27) F/R Station	GO	-	-	-	-	-	1,000	7,145	\$ 8,145	-	\$ 8,145
Fire & Rescue	Route 606 (# 28) F/R Station	GO	-	-	-	-	-	-	-	\$ -	8,790	\$ 8,790
Fire & Rescue	Dulles Area (# 29) F/R Station	GO	-	-	-	-	-	-	-	\$ -	8,805	\$ 8,805
Fire & Rescue	Fire/Rescue Station Renovations---Lucketts & Round Hill	GO	-	-	-	-	16,500	-	-	\$ 16,500	-	\$ 16,500
Fire & Rescue	Fire/Rescue Training Prop Lots	P	-	1,215	-	-	-	-	-	\$ 1,215	-	\$ 1,215
Fire & Rescue	Fire/Rescue Capital Apparatus	Debt,GO	14,592	1,265	3,000	3,000	3,000	3,000	3,000	\$ 16,265	-	\$ 30,857
Sheriff's Office	Adult Detention Center (Phase III)	\$,S,Debt	95,450	-	-	-	-	-	-	\$ -	90,000	\$ 185,450
Sheriff's Office	Ashburn Area Sheriff Station	P	-	-	800	7,800	-	-	-	\$ 8,600	-	\$ 8,600
Combined F/R & SO	Public Safety Administration Center	Debt	-	-	-	-	-	-	-	\$ -	95,285	\$ 95,285
Juvenile Court Services	Juvenile Probation Residence	Debt	-	-	-	-	-	-	4,865	\$ 4,865	-	\$ 4,865
Family Services	Juvenile Detention Center	Debt	1,215	-	10,800	-	-	-	-	\$ 10,800	-	\$ 12,015
Public Safety Totals			\$ 111,257	\$ 7,780	\$ 16,600	\$ 41,070	\$ 20,680	\$ 13,180	\$ 23,180	\$ 122,490	\$ 202,880	\$ 436,627

Fund Codes	Revenue Source	Fund	Prior FY	FY 11	FY 12	FY 13	FY 14	FY 15	FY 16	CIP Total	Future FY	Revenue Total
\$ - Local Tax Funds	Local Tax Funding	\$	\$ 965	\$ -	\$ -	\$ -	\$ 180	\$ 1,155	\$ -	\$ 1,335	\$ -	\$ 2,300
GO - G O Bond	General Obligation Bond	GO	-	-	3,000	3,000	20,500	12,025	18,315	\$ 56,840	17,595	\$ 74,435
FB	Fund Balance	FB	-	-	-	-	-	-	-	\$ -	-	\$ -
GT, TF	Gas Tax/Transportation Fund	GT/TF	-	-	-	-	-	-	-	\$ -	-	\$ -
S - State Grant	State Grant	S	13,930	-	-	-	-	-	-	\$ -	-	\$ 13,930
P - Proffers	Proffers (C,L,I)	P	-	1,215	800	7,800	-	-	-	\$ 9,815	-	\$ 9,815
VPSA - Bonds	VA Public School Auth Bonds	VPSA	-	-	-	-	-	-	-	\$ -	-	\$ -
PB - Pledge Bonds	Pledge Bonds	PB	-	-	-	-	-	-	-	\$ -	-	\$ -
F - Fees	Fees	F	-	-	-	-	-	-	-	\$ -	-	\$ -
Other Debt	Debt Financing	Debt	96,362	6,565	12,800	30,270	-	-	4,865	\$ 54,500	185,285	\$ 336,147
Sale	Sale of Land	Sale	-	-	-	-	-	-	-	\$ -	-	\$ -
Gifts	Gifts & Donations	G	-	-	-	-	-	-	-	\$ -	-	\$ -
Totals			\$ 111,257	\$ 7,780	\$ 16,600	\$ 41,070	\$ 20,680	\$ 13,180	\$ 23,180	\$ 122,490	\$ 202,880	\$ 436,627



Eastern Loudoun Animal Shelter & Western Shelter Renovation

Project Description

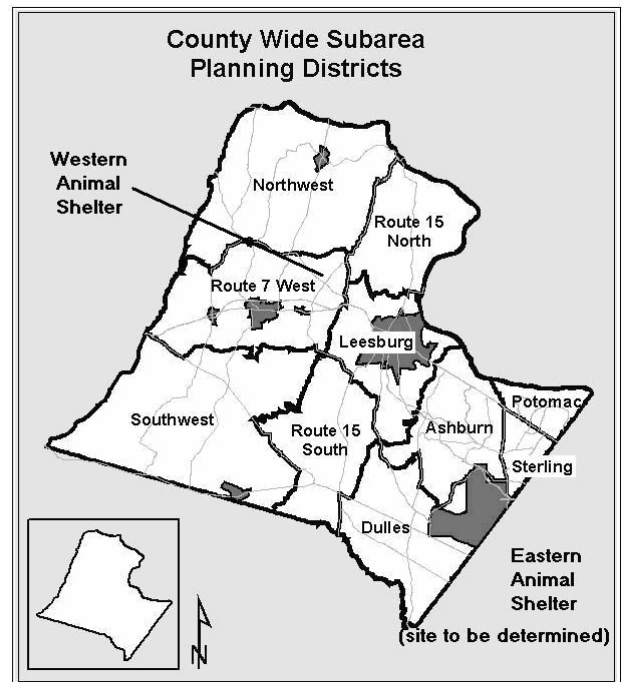
This project provides for the construction of an 18,000 square-foot animal shelter to serve the eastern part of the County and the renovation of the existing shelter in western Loudoun.

Eastern Shelter

An eastern facility will provide services for the densest concentration of human and pet populations. Animal Control Officers with responsibility for patrolling the eastern part of the County will operate more efficiently if they have a base office closer to the neighborhoods where they provide services, thus reducing response time due to significant travel. The animal shelter will provide the following services: pet adoptions, housing of strays, abandoned or relinquished animals, dog license sales, volunteer service opportunities, dispatch services, education programs, and owner euthanasia requests.

Western Shelter

The renovation of the western facility will enhance animal housing, the office areas used by volunteers and staff, and upgrade code requirements for various facility systems.



Funding

This project is planned to be funded with general obligation bonds, which will be scheduled for placement on the November 2014 referendum.

Operating Impact

Operations & Maintenance

This project will be completed in future fiscal years; therefore, no operations or maintenance expense will be incurred during the six-year planning period.

Debt Service

Debt service is forecast to begin in FY 15, and is estimated at \$112,000 over the six-year planning period.

Capital (\$ in 1000s)	Prior Alloc.	FY 2011 Adopted	FY 2012	FY 2013	FY 2014	FY 2015	FY 2016	6 Year Total	Future FY's	Project Total
Professional Services	0	0	0	0	0	1,205	0	1,205	0	1,205
Furniture, Fixtures & Equip	0	0	0	0	0	0	815	815	0	815
Construction	0	0	0	0	0	0	7,355	7,355	0	7,355
Total Cost	0	0	0	0	0	1,205	8,170	9,375	0	9,375
GO Bonds	0	0	0	0	0	1,205	8,170	9,375	0	9,375
Total Financing	0	0	0	0	0	1,205	8,170	9,375	0	9,375

Operating Impact (\$ in 1000s)	FY 2011 Adopted	FY 2012	FY 2013	FY 2014	FY 2015	FY 2016	6 Year Total
Debt Service	0	0	0	0	10	102	112
Total Impact	0	0	0	0	10	102	112



**Loudoun County Government
FY 2011 Adopted Fiscal Plan**

Courts Complex (Phase III)

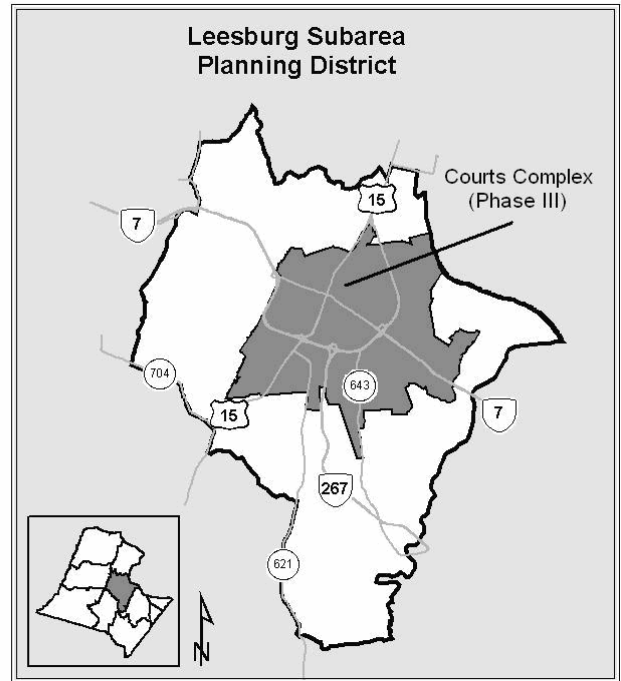
Project Description

This project provides for the construction of a new 85,000 square-foot facility for the General District Court and court administrative support functions. The increasing pace of development activity in Loudoun County has led to a higher level of population at an earlier time than the data available in a 1997 court study had suggested. This increase in the volume and pace of growth impacts judicial system demands for service (caseload), judgeship requirements, staff needs and ultimately, space requirements.

Phases I and II of the Courts Complex expansion included renovation of the old courts and administration buildings, and construction of new court facilities from FY 98 through FY 04. Phase III of the Courts Complex will be built on the site of the former Adult Detention Center on Church Street in Leesburg. The construction phase will begin in FY 13.

Current Status

A Courts Facility Assessment and Expansion Plan has been developed to define the scope of the Phase III Courts Complex expansion. The design phase is scheduled over a two-year period to coordinate plans with the Town of Leesburg. The construction phase will begin in FY 13.



Funding

This project is to be funded through debt financing.

Operating Impact

Operations & Maintenance

Operations and maintenance expenses are forecast to begin in FY 14, and are estimated at \$3.75 million over the six-year planning period.

Debt Service

Debt service is forecast to begin in FY 11, and is estimated at \$11.18 million over the six-year planning period.

Capital (\$ in 1000s)	Prior Alloc.	FY 2011 Adopted	FY 2012	FY 2013	FY 2014	FY 2015	FY 2016	6 Year Total	Future FY's	Project Total
Professional Services	0	5,300	2,000	0	0	0	0	7,300	0	7,300
Furniture, Fixtures & Equip	0	0	0	2,000	0	0	0	2,000	0	2,000
Construction	0	0	0	28,270	0	0	0	28,270	0	28,270
Total Cost	0	5,300	2,000	30,270	0	0	0	37,570	0	37,570
Debt Financing	0	5,300	2,000	30,270	0	0	0	37,570	0	37,570
Total Financing	0	5,300	2,000	30,270	0	0	0	37,570	0	37,570

Operating Impact (\$ in 1000s)	FY 2011 Adopted	FY 2012	FY 2013	FY 2014	FY 2015	FY 2016	6 Year Total
Operations & Maintenance	0	0	0	1,200	1,250	1,295	3,745
Debt Service	47	496	1,038	2,416	3,635	3,546	11,178
Total Impact	47	496	1,038	3,616	4,885	4,841	14,923



Loudoun County Government
FY 2011 Adopted Fiscal Plan

Public Inebriate Center

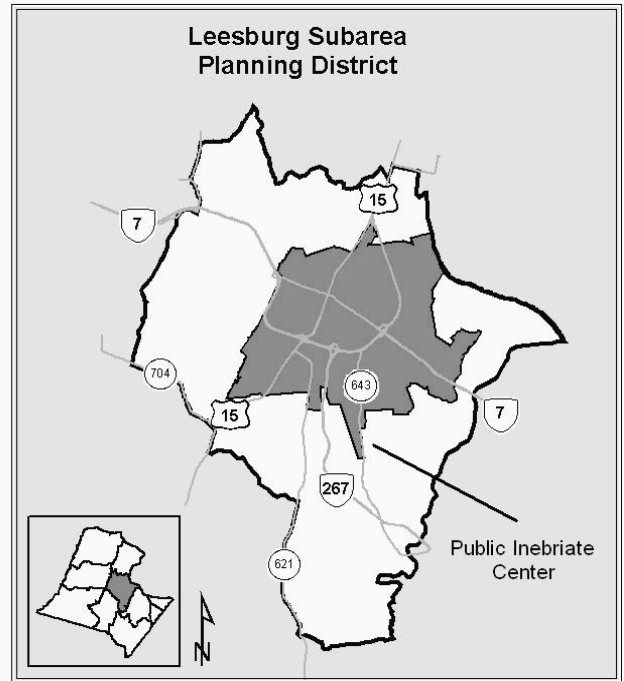
Project Description

Virginia enables localities to establish public inebriate diversion facilities for the placement of public inebriates in lieu of arrest and confinement in jail. The Board of Supervisors endorsed the Public Inebriate Center as one of the more than 20 projects proposed in the Public Safety Master Plan adopted by the Board of Supervisors on November 8, 2006.

This project provides for the construction of an approximately 3,000 square foot, minimum 10-bed facility located in close proximity to the new Adult Detention Center south of Leesburg. Operating costs for the facility are estimated to be lower than the operating costs for housing the same inmates at the Adult Detention Center.

Current Status

A site has been identified at the Government Support Center site in Leesburg for the development of this facility.



Funding

This project is planned to be funded with local tax funding.

Operating Impact

Operations & Maintenance

Operations and maintenance expenses are forecast to begin in FY 16, and are estimated at \$30,000 over the six-year planning period.

Debt Service

This project will be funded with local tax funding; therefore, no debt service will be incurred.

Capital (\$ in 1000s)	Prior Alloc.	FY 2011 Adopted	FY 2012	FY 2013	FY 2014	FY 2015	FY 2016	6 Year Total	Future FY's	Project Total
Professional Services	0	0	0	0	180	0	0	180	0	180
Furniture, Fixtures & Equip	0	0	0	0	0	155	0	155	0	155
Construction	0	0	0	0	0	1,000	0	1,000	0	1,000
Total Cost	0	0	0	0	180	1,155	0	1,335	0	1,335
Local Tax Funding	0	0	0	0	180	1,155	0	1,335	0	1,335
Total Financing	0	0	0	0	180	1,155	0	1,335	0	1,335

Operating Impact (\$ in 1000s)	FY 2011 Adopted	FY 2012	FY 2013	FY 2014	FY 2015	FY 2016	6 Year Total
Operations & Maintenance	0	0	0	0	0	30	30
Total Impact	0	0	0	0	0	30	30



**Loudoun County Government
FY 2011 Adopted Fiscal Plan**

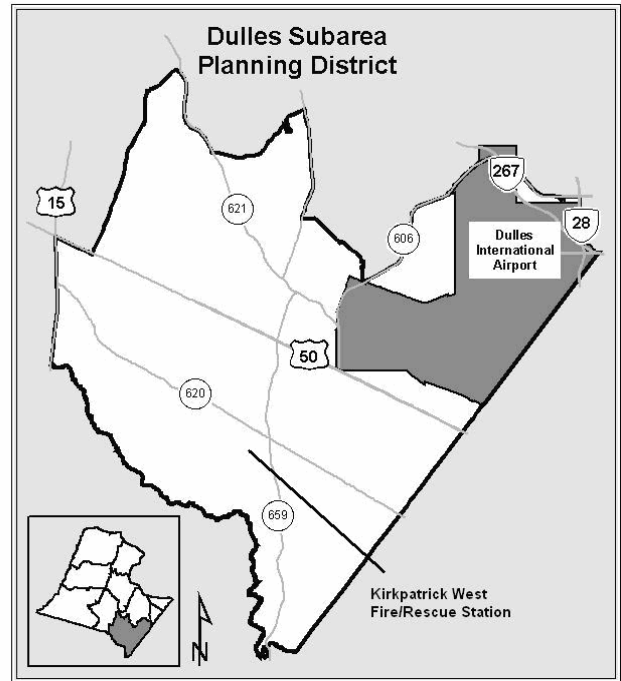
Kirkpatrick West (Station 26) Fire/Rescue Station

Project Description

This project provides for the construction of a fire and rescue station at an appropriately zoned five-acre site in the Dulles Subarea Planning District. The facility will be planned as a fire and rescue station of approximately 13,000 to 15,000 square feet. The facility will include apparatus bays, bunkroom facilities, a training/break room, restrooms, showers, food preparation/dining areas, laundry and decontamination areas, supply storage, a gear/hose drying area, a breathing apparatus air compressor room, fitness room, offices, and a repair shop. Staffing for the fire/rescue station is anticipated with 24-hour, 7-day-a-week pumper and ambulance coverage by career staff.

Current Status

The design process is planned to begin in Spring 2014. The facility is planned for completion in Spring 2017.



Funding

This project is planned to be funded with general obligation bonds, which will be scheduled for placement on the November 2013 referendum. Land will be acquired via proffer (Kirkpatrick West - ZMAP 2002-0001).

Operating Impact

Operations & Maintenance

Operations and maintenance expenses are forecast to begin in FY 16, and are estimated at \$1.63 million over the six-year planning period.

Debt Service

Debt service is forecast to begin in FY 14, and is estimated at \$703,000 over the six-year planning period.

Capital (\$ in 1000s)	Prior Alloc.	FY 2011 Adopted	FY 2012	FY 2013	FY 2014	FY 2015	FY 2016	6 Year Total	Future FY's	Project Total
Professional Services	0	0	0	0	1,000	0	0	1,000	0	1,000
Furniture, Fixtures & Equip	0	0	0	0	0	2,000	0	2,000	0	2,000
Construction	0	0	0	0	0	4,820	0	4,820	0	4,820
Total Cost	0	0	0	0	1,000	6,820	0	7,820	0	7,820
GO Bonds	0	0	0	0	1,000	6,820	0	7,820	0	7,820
Total Financing	0	0	0	0	1,000	6,820	0	7,820	0	7,820

Operating Impact (\$ in 1000s)	FY 2011 Adopted	FY 2012	FY 2013	FY 2014	FY 2015	FY 2016	6 Year Total
Operations & Maintenance	0	0	0	0	0	1,630	1,630
Debt Service	0	0	0	8	133	562	703
Total Impact	0	0	0	8	133	2,192	2,333



**Loudoun County Government
FY 2011 Adopted Fiscal Plan**

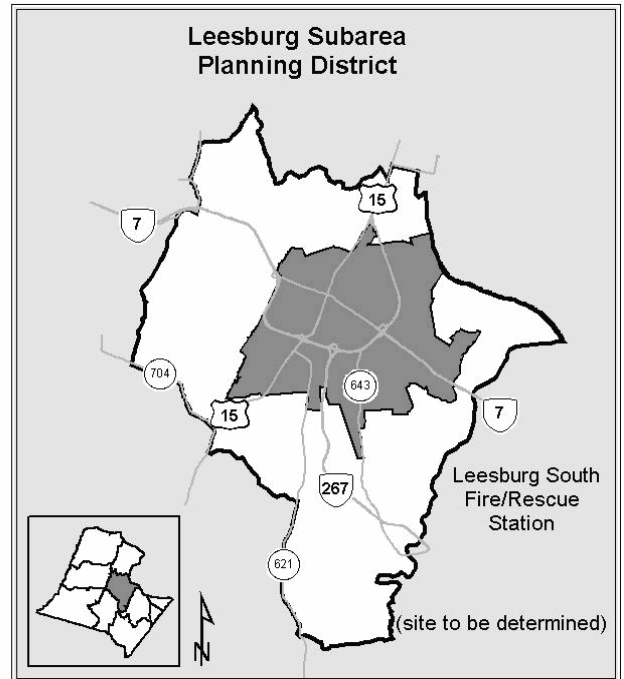
Leesburg South (Station 27) Fire/Rescue Station

Project Description

This project provides for the construction of a fire and rescue station at an appropriately zoned five-acre site in the Leesburg Subarea Planning District. The facility will be planned as a fire and rescue station of approximately 13,000 to 15,000 square feet. The fire and rescue station will include apparatus bays, bunkroom facilities, a training/break room, restrooms, showers, food preparation/dining areas, laundry and decontamination areas, supply storage, a gear/hose drying area, a breathing apparatus air compressor room, fitness room, offices, and a repair shop. A combination of career and volunteer staffing for the fire and rescue station is anticipated, with 24-hour, 7-day-a-week pumper, ambulance, and potential aerial truck coverage by career staff.

Current Status

The County is evaluating a proffered site for this project in the Leesburg Subarea Planning District.



Funding

This project is planned to be funded with general obligation bonds, which will be scheduled for placement on the November 2014 referendum.

Operating Impact

Operations & Maintenance

This project will be completed in future fiscal years; therefore no operations or maintenance expenses will be incurred during the six-year planning period.

Debt Service

Debt service is forecast to begin in FY 15, and is estimated at \$99,000 over the six-year planning period.

Capital (\$ in 1000s)	Prior Alloc.	FY 2011 Adopted	FY 2012	FY 2013	FY 2014	FY 2015	FY 2016	6 Year Total	Future FY's	Project Total
Professional Services	0	0	0	0	0	1,000	0	1,000	0	1,000
Furniture, Fixtures & Equip	0	0	0	0	0	0	2,000	2,000	0	2,000
Construction	0	0	0	0	0	0	5,145	5,145	0	5,145
Total Cost	0	0	0	0	0	1,000	7,145	8,145	0	8,145
GO Bonds	0	0	0	0	0	1,000	7,145	8,145	0	8,145
Total Financing	0	0	0	0	0	1,000	7,145	8,145	0	8,145
Operating Impact (\$ in 1000s)		FY 2011 Adopted	FY 2012	FY 2013	FY 2014	FY 2015	FY 2016	6 Year Total		
Debt Service		0	0	0	0	9	90	99		
Total Impact		0	0	0	0	9	90	99		

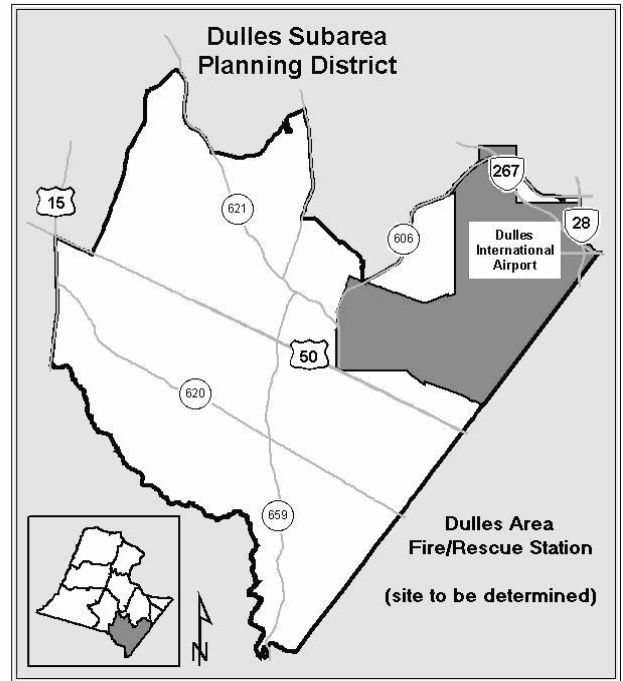




Dulles Area (Station 29) Fire/Rescue Station

Project Description

This project provides for the construction of a fire and rescue station at an appropriately zoned five-acre site in the Dulles Planning Subarea. The facility will be planned as a fire and rescue station of approximately 13,000 to 15,000 square feet. The facility will include apparatus bays, bunkroom facilities, a training/break room, restrooms, showers, food preparation/dining areas, laundry and decontamination areas, supply storage, a gear/hose drying area, a breathing apparatus air compressor room, fitness room, offices, and a repair shop. A combination of career and volunteer staffing for the fire and rescue station is anticipated, with 24-hour, 7-day-a-week pumper, ambulance, and potential aerial truck coverage by career staff.



Funding

This project is planned to be funded with general obligation bonds, which will be scheduled for placement on a future referendum.

Operating Impact

Operations & Maintenance

This project will be completed in future fiscal years; therefore, no operations or maintenance expense will be incurred during the six-year planning period.

Debt Service

This project will be completed in future fiscal years; therefore, no debt service will be incurred during the six-year planning period.

Capital (\$ in 1000s)	Prior Alloc.	FY 2011 Adopted	FY 2012	FY 2013	FY 2014	FY 2015	FY 2016	6 Year Total	Future FY's	Project Total
Professional Services	0	0	0	0	0	0	0	0	800	800
Furniture, Fixtures & Equip	0	0	0	0	0	0	0	0	1,200	1,200
Construction	0	0	0	0	0	0	0	0	6,805	6,805
Total Cost	0	0	0	0	0	0	0	0	8,805	8,805
GO Bonds	0	0	0	0	0	0	0	0	8,805	8,805
Total Financing	0	0	0	0	0	0	0	0	8,805	8,805



**Loudoun County Government
FY 2011 Adopted Fiscal Plan**

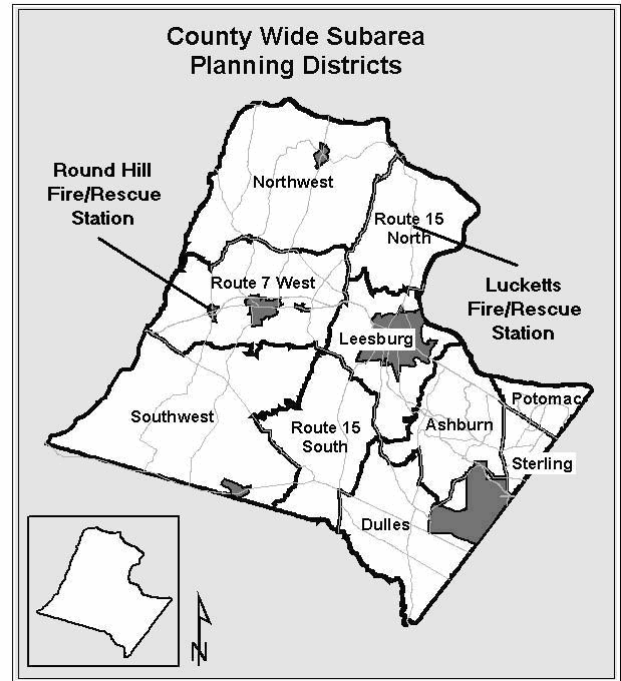
Fire Station Renovations---Lucketts & Round Hill

Project Description

This project provides for the renovation of two volunteer-owned fire and rescue stations, Lucketts Fire and Rescue, Company 10, and Round Hill Fire and Rescue, Company 4. This project will incorporate the recommendations of the 2001 EMSSTAR study, which includes life/safety improvements and critical facility needs to increase the capabilities of stations to effectively house career and volunteer fire and EMS personnel who may be on stand-by 24 hours per day. An engineering study funded in FY 04 provided a structural assessment, determination of scope, and projected cost for such improvements.

Originally planned for development in FY 10 - FY 11, these renovations have been deferred pending further engineering assessments of the existing volunteer stations.

A cost benefit analysis will be completed in FY 11 to determine whether renovations or new construction is required for these stations.



Funding

This project is planned to be funded with general obligation bonds, which will be scheduled for placement on the November 2013 referendum.

Operating Impact

Operations & Maintenance

The annual cost for incremental operations and maintenance as a result of these renovations will be nominal, and will be incorporated into each facility's base operating budget.

Debt Service

Debt service is forecast to begin in FY 14, and is estimated at \$1.36 million over the six-year planning period.

Capital (\$ in 1000s)	Prior Alloc.	FY 2011 Adopted	FY 2012	FY 2013	FY 2014	FY 2015	FY 2016	6 Year Total	Future FY's	Project Total
Professional Services	0	0	0	0	500	0	0	500	0	500
Furniture, Fixtures & Equip	0	0	0	0	500	0	0	500	0	500
Construction	0	0	0	0	15,500	0	0	15,500	0	15,500
Total Cost	0	0	0	0	16,500	0	0	16,500	0	16,500
GO Bonds	0	0	0	0	16,500	0	0	16,500	0	16,500
Total Financing	0	0	0	0	16,500	0	0	16,500	0	16,500
Operating Impact (\$ in 1000s)		FY 2011 Adopted	FY 2012	FY 2013	FY 2014	FY 2015	FY 2016	6 Year Total		
Debt Service		0	0	0	18	332	1,010	1,360		
Total Impact		0	0	0	18	332	1,010	1,360		



**Loudoun County Government
FY 2011 Adopted Fiscal Plan**

Fire/Rescue Training Prop Lots

Project Description

The Board of Supervisors adopted the 20-Year Fire and Rescue System Service Plan on December 6, 2005. The plan included a non-station facility needs assessment which proposed the development of a public safety training facility that included incident training prop lots. This project provides for the construction of four prop lots and the procurement of essential training props to simulate a range of potential threats to the general public as well as fire-rescue personnel. These prop lots will provide a safe, realistic and effective environment for public safety personnel to train in the efficient response to and mitigation of difficult and dangerous events.

The following prop lots are planned for construction:

Flashover/Personnel Safety/Emergency Vehicle Operations Prop Lot

These props will provide training in fire behavior and "flashover" characteristics, efficient and successful fire suppression tactics, and recognition of conditions that predict imminent building collapse.

Hazardous Material (HAZMAT)/Transportation Emergencies Prop Lot

These props will provide training in the management of a range of hazardous material and transportation related emergencies. Lot elements include chemical vessel mock-ups and a propane vehicle training prop.

Light Rail Prop Lot

Staff is working with the Metropolitan Washington Area Transit Authority (MWATA) to ensure the development of an effectively designed training program for response to related emergencies. Lot elements include retired railcars and decommissioned track/rail controls.

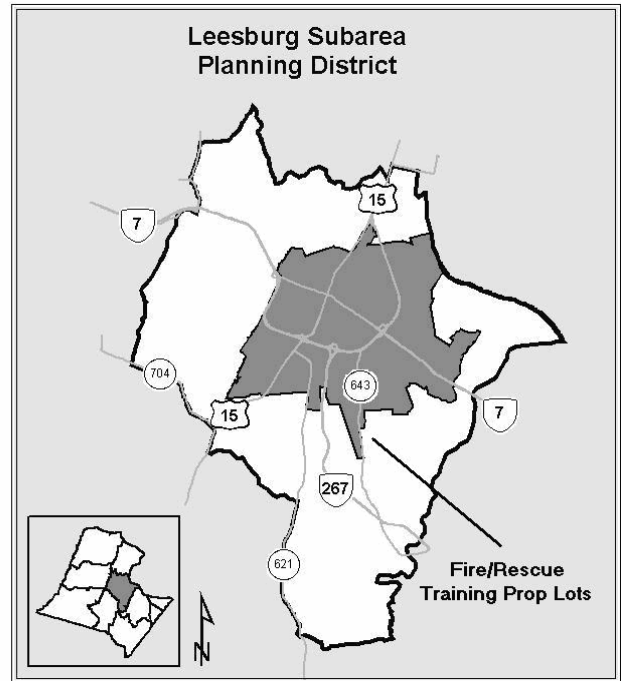
Utility/Infrastructure Emergencies Prop Lot

These props will provide training in mitigating utility and infrastructure construction-related emergencies. Lot elements include electrical and gas line props and trench and confined space props for simulation of storm water and utility structures.

Allocated funds will also be used to improve existing training prop lot conditions to ensure on-going compliance with regulations governing environmental protection.

Current Status

A County-owned site at the Government Support Center in Leesburg is identified for these training facilities.



Funding

This project is to be funded with cash proffers. See Proffer Fund, under the Other Funds section of this document, for detail.

Operating Impact

Operations & Maintenance

Operations and maintenance expenses are forecast to begin in FY 12, and are estimated at \$90,000 over the six-year planning period.

Debt Service

This project will be funded with cash proffers; therefore, no debt service expense will be incurred.

Capital (\$ in 1000s)	Prior Alloc.	FY 2011 Adopted	FY 2012	FY 2013	FY 2014	FY 2015	FY 2016	6 Year Total	Future FY's	Project Total
Professional Services	0	100	0	0	0	0	0	100	0	100
Construction	0	1,115	0	0	0	0	0	1,115	0	1,115
Total Cost	0	1,215	0	0	0	0	0	1,215	0	1,215
Proffers (Cash)	0	1,215	0	0	0	0	0	1,215	0	1,215
Total Financing	0	1,215	0	0	0	0	0	1,215	0	1,215

Operating Impact (\$ in 1000s)	FY 2011 Adopted	FY 2012	FY 2013	FY 2014	FY 2015	FY 2016	6 Year Total
Operations & Maintenance	0	15	15	20	20	20	90
Total Impact	0	15	15	20	20	20	90



**Loudoun County Government
FY 2011 Adopted Fiscal Plan**

Fire/Rescue Capital Apparatus

Project Description

This project provides for the purchase of fire and rescue ambulances and heavy apparatus for the combined fire and rescue system. This project also provides for County contributions toward volunteer department purchases, where the volunteer department may or may not hold title, depending on the percentage of County contribution. Capital vehicle ownership involves providing apparatus repair and maintenance, and is determined by Loudoun County Fire and Rescue System guidelines.

The Department of Fire, Rescue & Emergency Management, guided by the Department's Service Plan adopted by the Board of Supervisors on December 6, 2005, and in consultation with the volunteer companies, identifies fire and rescue vehicles for purchase or replacement (of volunteer equipment) and submits an annual capital vehicle enhancement request for funding consideration.

FY 12 - FY 16 capital vehicle purchase amounts are projected planning figures, reflecting the average amount of capital vehicle enhancements anticipated for the fire and rescue system.

Fire/Rescue Capital Apparatus Adopted FY 11 Procurement Schedule:

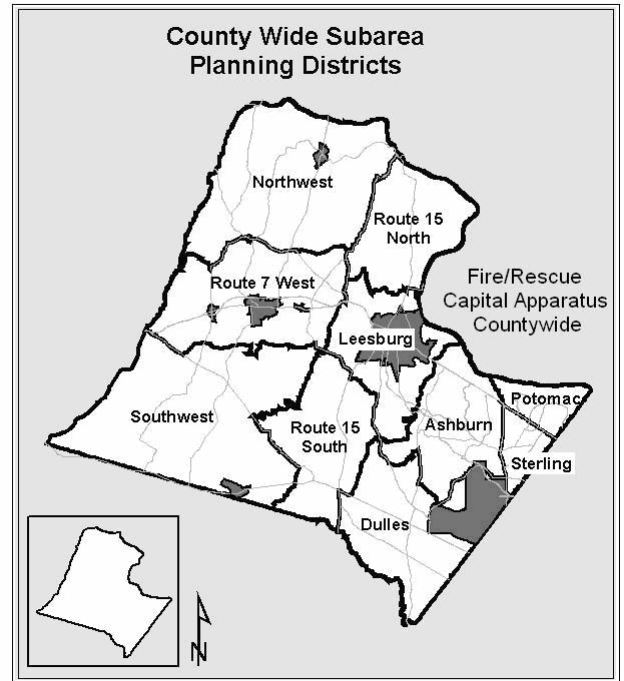
County System

Ambulance	Reserve Fleet	\$258,000
Tanker	Sterling/Cascades	\$468,000

Volunteer System

Ambulance (2)	Ashburn	\$212,400
Pumper	Ashburn	\$326,600

Total		\$1,265,000
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Funding

This project is planned to be funded with debt financing and general obligation bonds, which will be scheduled for placement on the November 2011 referendum.

Operating Impact

Operations & Maintenance

Operating impacts include projections for apparatus depreciation/sinking fund and maintenance costs associated with the procurement of new County-owned fire apparatus during the six-year planning period.

Debt Service

Debt service for FY 11 - FY 16 capital apparatus procurement is forecast to begin in FY 12, and is estimated at \$5.92 million over the six-year planning period.

Capital (\$ in 1000s)	Prior Alloc.	FY 2011 Adopted	FY 2012	FY 2013	FY 2014	FY 2015	FY 2016	6 Year Total	Future FY's	Project Total
Payment to Regional Orgs	3,369	539	0	0	0	0	0	539	0	3,908
Construction of Capital Vehicles	11,223	726	3,000	3,000	3,000	3,000	3,000	15,726	0	26,949
Total Cost	14,592	1,265	3,000	3,000	3,000	3,000	3,000	16,265	0	30,857
GO Bonds	0	0	3,000	3,000	3,000	3,000	3,000	15,000	0	15,000
Debt Financing	14,592	1,265	0	0	0	0	0	1,265	0	15,857
Total Financing	14,592	1,265	3,000	3,000	3,000	3,000	3,000	16,265	0	30,857
Operating Impact (\$ in 1000s)		FY 2011 Adopted	FY 2012	FY 2013	FY 2014	FY 2015	FY 2016	6 Year Total		
Operations & Maintenance		820	970	1,120	1,270	1,420	1,570	7,170		
Debt Service		0	345	581	1,134	1,675	2,185	5,920		
Total Impact		820	1,315	1,701	2,404	3,095	3,755	13,090		



**Loudoun County Government
FY 2011 Adopted Fiscal Plan**

Adult Detention Center (Phase III)

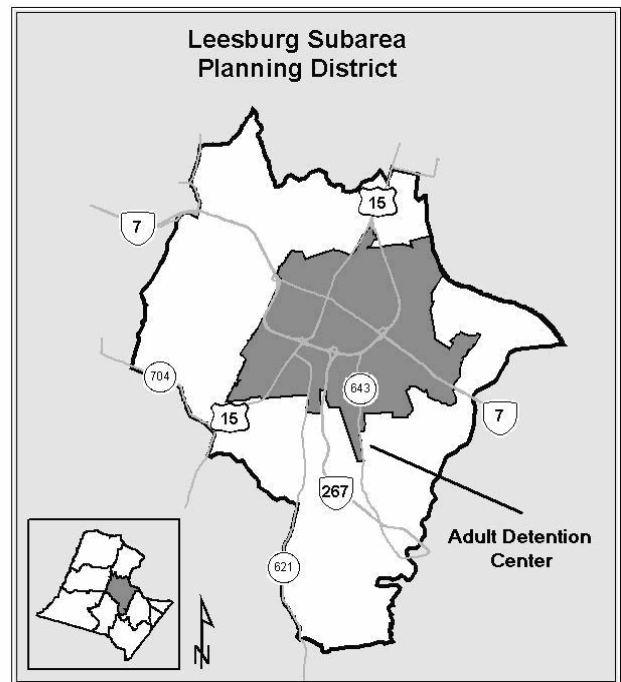
Project Description

This project provides for the construction of Phase III of the Adult Detention Center (ADC).

Phase I of the ADC, a 84,000 square-foot facility which accommodates an inmate population of 220, opened in July 2007. The new facility includes administrative space for magistrates and ADC personnel. ADC program space includes inmate housing, outside and inside exercise areas, intake, counseling, medical and kitchen facilities, interview and visiting rooms, and detention administration. The ADC Phase I was completed with an appropriated budget of \$29,040,000.

Phase II of the ADC, an expansion of 124,000 square feet, accommodates an additional 240 inmates. This phase was completed in FY 10 with an appropriated budget of \$66,410,000.

Phase III of the ADC, an expansion of 160,000 square feet, accommodates an additional 416 inmates. This phase is planned in a future fiscal year.



Funding

Prior appropriations for this project were funded with local tax funding, state grant revenues and debt financing. Phase III is planned to be funded through debt financing.

Operating Impact

Operations & Maintenance

This project will be completed in future fiscal years; therefore, no operations and maintenance expenses will be incurred during the six-year planning period.

Debt Service

This project will be completed in future fiscal years; therefore, no new debt service will be incurred during the six-year planning period.

Capital (\$ in 1000s)	Prior Alloc.	FY 2011 Adopted	FY 2012	FY 2013	FY 2014	FY 2015	FY 2016	6 Year Total	Future FY's	Project Total
Professional Services	5,825	0	0	0	0	0	0	0	9,000	14,825
Furniture, Fixtures & Equip	5,155	0	0	0	0	0	0	0	9,000	14,155
Construction	84,270	0	0	0	0	0	0	0	72,000	156,270
Transfer to General Fund	200	0	0	0	0	0	0	0	0	200
Total Cost	95,450	0	0	0	0	0	0	0	90,000	185,450
Local Tax Funding	965	0	0	0	0	0	0	0	0	965
State Grant Program	13,930	0	0	0	0	0	0	0	0	13,930
Debt Financing	80,555	0	0	0	0	0	0	0	90,000	170,555
Total Financing	95,450	0	0	0	0	0	0	0	90,000	185,450



**Loudoun County Government
FY 2011 Adopted Fiscal Plan**

Ashburn Area Sheriff Station

Project Description

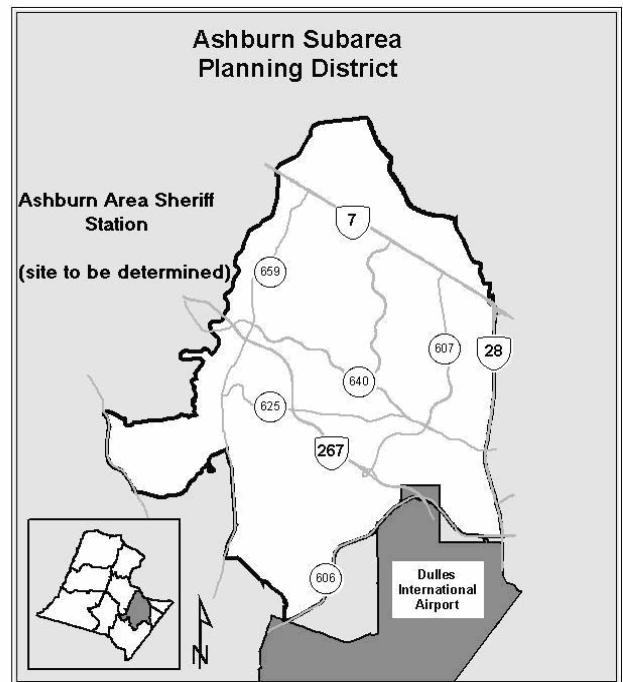
This project provides for the construction of a Sheriff's Station on an appropriately zoned site in the Ashburn Subarea Planning District. The project will be planned as an approximately 18,000 square-foot facility that will include offices, a workroom, interview room, processing areas, evidence storage, and equipment storage.

In FY 09, the Loudoun County Board of Supervisors amended the capital plan by deleting a Sheriff's Office presence in the Brambleton Public Safety Center. Capital planning staff was directed to develop a Sheriff's Station project in the FY 11 - FY 16 planning period using 100% cash proffer funding.

Current Status

Currently no site has been identified for this facility in the Ashburn Subarea Planning District.

The Proffer Trust accounts planned to fund this project can be referenced in the Proffer Fund section of this document. Use of the proffers to fund this project is contingent upon a determination from the Zoning Administrator that the proffers are appropriate for the requested use, and Board of Supervisors' approval.



Funding

The project is planned to be funded with cash proffers.

Operating Impact

Operations & Maintenance

Operations and maintenance expenses are forecast to begin in FY 14, and are estimated at \$6.87 over the six-year planning period.

Debt Service

This project will be funded with cash proffers; therefore, no debt service expense will be incurred.

Capital (\$ in 1000s)	Prior Alloc.	FY 2011 Adopted	FY 2012	FY 2013	FY 2014	FY 2015	FY 2016	6 Year Total	Future FY's	Project Total
Professional Services	0	0	800	0	0	0	0	800	0	800
Furniture, Fixtures & Equip	0	0	0	800	0	0	0	800	0	800
Construction	0	0	0	7,000	0	0	0	7,000	0	7,000
Total Cost	0	0	800	7,800	0	0	0	8,600	0	8,600
Proffers (Cash)	0	0	800	7,800	0	0	0	8,600	0	8,600
Total Financing	0	0	800	7,800	0	0	0	8,600	0	8,600

Operating Impact (\$ in 1000s)	FY 2011 Adopted	FY 2012	FY 2013	FY 2014	FY 2015	FY 2016	6 Year Total
Operations & Maintenance	0	0	0	2,200	2,288	2,380	6,868
Total Impact	0	0	0	2,200	2,288	2,380	6,868



**Loudoun County Government
FY 2011 Adopted Fiscal Plan**

Public Safety Administration Center

Project Description

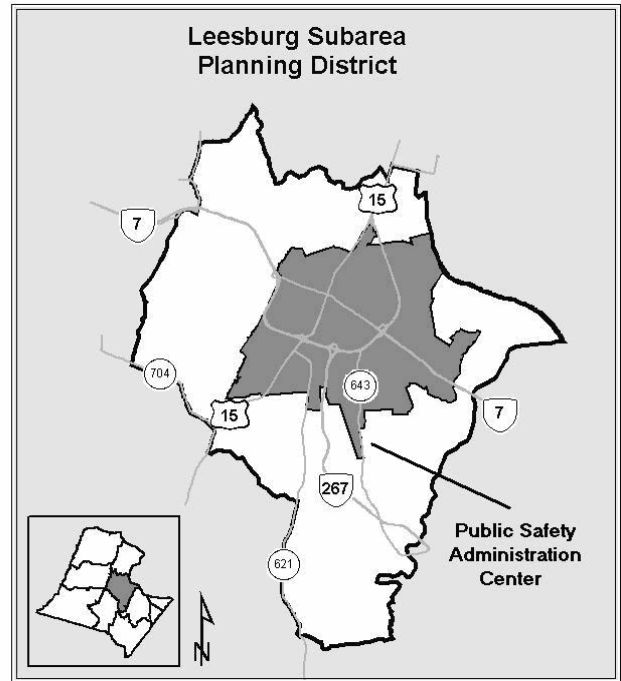
This project provides for the construction of a Public Safety Administration Center of approximately 120,000 square feet, located on County-owned property in the Leesburg Subarea Planning District. This combined facility will house four components: the Emergency Communications Center (ECC/E-911), the Emergency Operations Center (EOC); the Fire and Rescue Administration facility; and the Sheriff's Office Administration Center.

The Loudoun County Emergency Communications Center serves as the county's public safety answering point for fire, rescue and police incidents, using the county's Enhanced-911 (E-911) system, and operates 24 hours a day. Emergency and non-emergency fire and rescue calls are processed and police-related calls are transferred to the appropriate law enforcement agency. Due to a common need for hardened facilities, robust telecommunications/data infrastructure, redundancy of power supply, and ability to share support spaces, a combined ECC and EOC is planned.

The Fire and Rescue Administration portion of this facility is planned as an administrative and support space.

The Sheriff's Administration Center portion of this facility is planned to house the Sheriff's administrative functions, including budget, human resources, and planning, as well as the Criminal Investigations Division, Special Operations Division and the Administrative/Technical Services Division.

This project will eliminate operating lease expenses for space for these operations.



Funding

This project is planned to be funded with debt financing.

Operating Impact

Operations & Maintenance

This project will be completed in future fiscal years; therefore, no operations or maintenance expense will be incurred during the six-year planning period.

Debt Service

This project will be completed in future fiscal years; therefore, no debt service will be incurred during the six-year planning period.

Capital (\$ in 1000s)	Prior Alloc.	FY 2011 Adopted	FY 2012	FY 2013	FY 2014	FY 2015	FY 2016	6 Year Total	Future FY's	Project Total
Professional Services	0	0	0	0	0	0	0	0	8,075	8,075
Furniture, Fixtures & Equip	0	0	0	0	0	0	0	0	4,525	4,525
Construction	0	0	0	0	0	0	0	0	82,685	82,685
Total Cost	0	0	0	0	0	0	0	0	95,285	95,285
Debt Financing	0	0	0	0	0	0	0	0	95,285	95,285
Total Financing	0	0	0	0	0	0	0	0	95,285	95,285



**Loudoun County Government
FY 2011 Adopted Fiscal Plan**

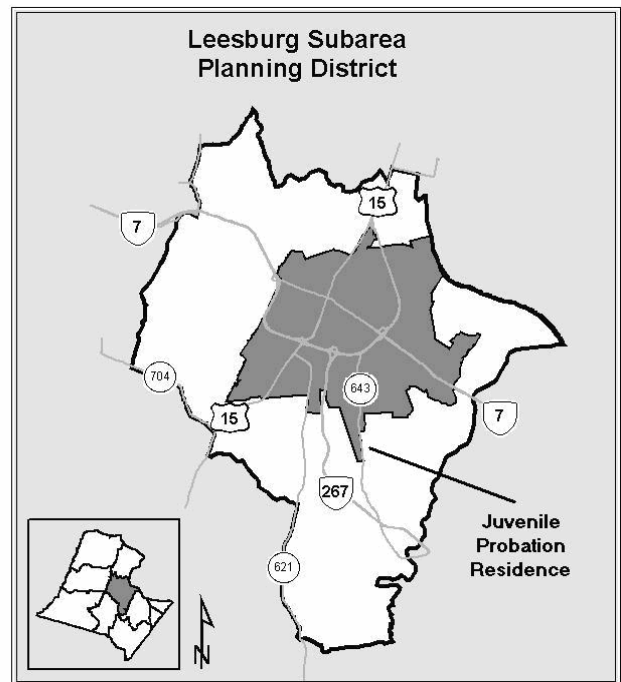
Juvenile Probation Residence

Project Description

This project provides for the construction of an 8,800 square foot Juvenile Probation Residence to serve 12 court-ordered juveniles, ages 14 to 18. The probation residence is a 24-hour, community-based residential program. The release of a juvenile to a residential program does not constitute a danger to the person or property of others in a community setting. It is not a locked facility, but is self-contained regarding education, food, etc. Residents may be convicted of serious delinquent acts, but are not an immediate threat to the public. This facility will be constructed on a minimum of two acres of appropriately zoned land. The desired location would be in Leesburg, preferably near the Juvenile Detention Center and Youth Shelter. Construction should comply with State standards for residential facilities.

Current Status

Potential sites for this facility will be considered during the facility planning stage of the Government Support Center Amended Master Plan.



Funding

This project is planned to be funded through debt financing.

Operating Impact

Operations & Maintenance

This project will be completed in future fiscal years; therefore, no operations or maintenance expense will be incurred during the six-year planning period.

Debt Service

Debt service is forecast to begin in FY16, and is estimated at \$5,000 over the six-year planning period.

Capital (\$ in 1000s)	Prior Alloc.	FY 2011 Adopted	FY 2012	FY 2013	FY 2014	FY 2015	FY 2016	6 Year Total	Future FY's	Project Total
Professional Services	0	0	0	0	0	0	475	475	0	475
Furniture, Fixtures & Equip	0	0	0	0	0	0	430	430	0	430
Construction	0	0	0	0	0	0	3,960	3,960	0	3,960
Total Cost	0	0	0	0	0	0	4,865	4,865	0	4,865
Debt Financing	0	0	0	0	0	0	4,865	4,865	0	4,865
Total Financing	0	0	0	0	0	0	4,865	4,865	0	4,865

Operating Impact (\$ in 1000s)	FY 2011 Adopted	FY 2012	FY 2013	FY 2014	FY 2015	FY 2016	6 Year Total
Debt Service	0	0	0	0	0	5	5
Total Impact	0	0	0	0	0	5	5



**Loudoun County Government
FY 2011 Adopted Fiscal Plan**

Juvenile Detention Center

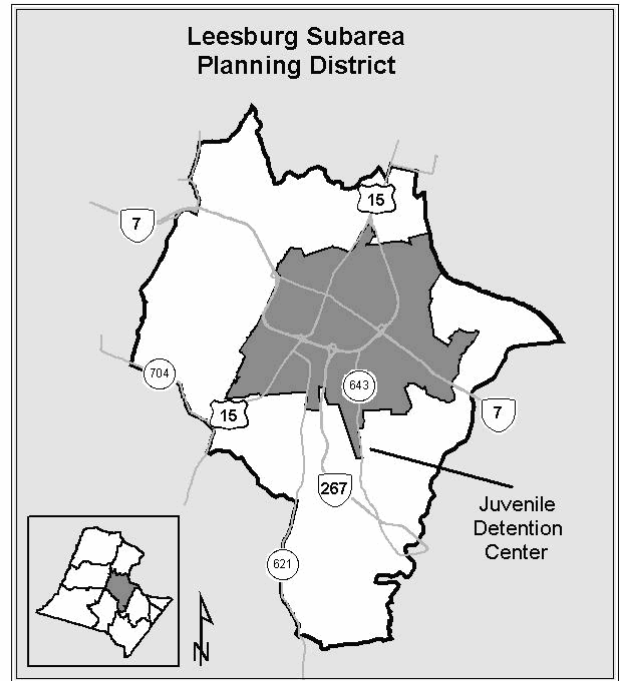
Project Description

This project was originally proposed in the FY 07-12 CIP as an addition/renovation project to the 15,000 square-foot Juvenile Detention Center (JDC). In November 2006, the Board of Supervisors adopted a Public Safety Master Plan which modified the scope of this project. The Public Safety Master Plan identified future expansion phases of the Adult Detention Center (ADC) that would encroach on the existing JDC facility. An alternative site has been identified in the Government Support Center Master Plan which will construct a new juvenile detention center to replace the existing facility.

The JDC is a secure residential program for court-ordered juveniles between the ages of 11 and 17 who are awaiting court disposition. The final concept of the JDC, which has been approved by the Virginia Department of Juvenile Justice, meets state requirements for construction of this type of facility.

Current Status

This facility will be located on the Government Support Center property in Leesburg. Design is scheduled to begin in the Summer of 2010 with construction deferred to FY 12 due to operating budget impacts.



Funding

This project is planned to be funded through debt financing.

Operating Impact

Operations & Maintenance

The Department of Family Services will manage this facility. Operating and maintenance expenses are forecast to begin in FY 13 and are estimated at \$5.31 million over the six-year planning period.

Debt Service

Debt service is forecast to begin in FY 12, and is estimated at \$3.74 million over the six-year planning period.

Capital (\$ in 1000s)	Prior Alloc.	FY 2011 Adopted	FY 2012	FY 2013	FY 2014	FY 2015	FY 2016	6 Year Total	Future FY's	Project Total
Professional Services	1,215	0	0	0	0	0	0	0	0	1,215
Furniture, Fixtures & Equip	0	0	200	0	0	0	0	200	0	200
Construction	0	0	10,600	0	0	0	0	10,600	0	10,600
Total Cost	1,215	0	10,800	0	0	0	0	10,800	0	12,015
Debt Financing	1,215	0	10,800	0	0	0	0	10,800	0	12,015
Total Financing	1,215	0	10,800	0	0	0	0	10,800	0	12,015

Operating Impact (\$ in 1000s)	FY 2011 Adopted	FY 2012	FY 2013	FY 2014	FY 2015	FY 2016	6 Year Total
Operations & Maintenance	0	0	1,250	1,300	1,352	1,406	5,308
Debt Service	0	43	575	1,052	1,053	1,020	3,743
Total Impact	0	43	1,825	2,352	2,405	2,426	9,051



County Capital Projects

Health and Welfare



**Loudoun County Government
FY 2011 Adopted Fiscal Plan**

**Health And Welfare
Schedule of Appropriations (in \$1000)
Adopted FY 11 - FY 16 Capital Improvement Program**

<i>Health and Welfare</i>		Fund	Prior FY	FY 11	FY 12	FY 13	FY 14	FY 15	FY 16	CIP Total	Future FY	Project Total
MH/SA/DS	MH/Medically Fragile Supported Living Res	\$	\$ -	\$ -	\$ 120	\$ 820	\$ 225	\$ -	\$ -	\$ 1,165	\$ -	\$ 1,165
MH/SA/DS	ID Group Residence (Ashburn)	\$	-	-	-	615	-	-	-	\$ 615	-	\$ 615
MH/SA/DS	ID Group Residence (South Riding)	P	-	-	-	-	-	-	685	\$ 685	-	\$ 685
MH/SA/DS	ID Group Residence (Stone Ridge)	\$	-	-	-	-	635	-	-	\$ 635	-	\$ 635
MH/SA/DS	Intermediate Care Facility (Round Hill)	P,\$	279	-	-	-	130	860	240	\$ 1,230	-	\$ 1,509
MH/SA/DS	Mirror Ridge Group Residence Improvements	P	-	230	-	-	-	-	-	\$ 230	-	\$ 230
DFS	Emergency Homeless Shelter	\$	-	-	-	-	-	405	2,625	\$ 3,030	275	\$ 3,305
DFS	Adolescent Independent Living Residence	\$	-	-	-	-	500	3,350	475	\$ 4,325	-	\$ 4,325
Health and Welfare Totals			\$ 279	\$ 230	\$ 120	\$ 1,435	\$ 1,490	\$ 4,615	\$ 4,025	\$ 11,915	\$ 275	\$ 12,469

Fund Codes	Revenue Source	Fund	Prior FY	FY 11	FY 12	FY 13	FY 14	FY 15	FY 16	CIP Total	Future FY	Revenue Total
\$ - Local Tax Fu	Local Tax Funding	\$	\$ 228	\$ -	\$ 120	\$ 1,435	\$ 1,490	\$ 4,615	\$ 3,340	\$ 11,000	\$ 275	\$ 11,503
GO - G O Bond	General Obligation Bond	GO	-	-	-	-	-	-	-	\$ -	-	\$ -
FB	Fund Balance	FB	-	-	-	-	-	-	-	\$ -	-	\$ -
GT, TF	Gas Tax/Transportation Fund	GT/TF	-	-	-	-	-	-	-	\$ -	-	\$ -
S - State Grant	State Grant	S	-	-	-	-	-	-	-	\$ -	-	\$ -
P - Proffers	Proffers (C,L,I)	P	51	230	-	-	-	-	685	\$ 915	-	\$ 966
VP SA - Bonds	VA Public School Auth Bonds	VP SA	-	-	-	-	-	-	-	\$ -	-	\$ -
PB - Pledge Bor	Pledge Bonds	PB	-	-	-	-	-	-	-	\$ -	-	\$ -
F - Fees	Fees	F	-	-	-	-	-	-	-	\$ -	-	\$ -
Other Debt	Debt Financing	Debt	-	-	-	-	-	-	-	\$ -	-	\$ -
Sale	Sale of Land	Sale	-	-	-	-	-	-	-	\$ -	-	\$ -
Gifts	Gifts & Donations	G	-	-	-	-	-	-	-	\$ -	-	\$ -
Totals			\$ 279	\$ 230	\$ 120	\$ 1,435	\$ 1,490	\$ 4,615	\$ 4,025	\$ 11,915	\$ 275	\$ 12,469



**Loudoun County Government
FY 2011 Adopted Fiscal Plan**

Mental Health/Medically Fragile Supported Living Residence

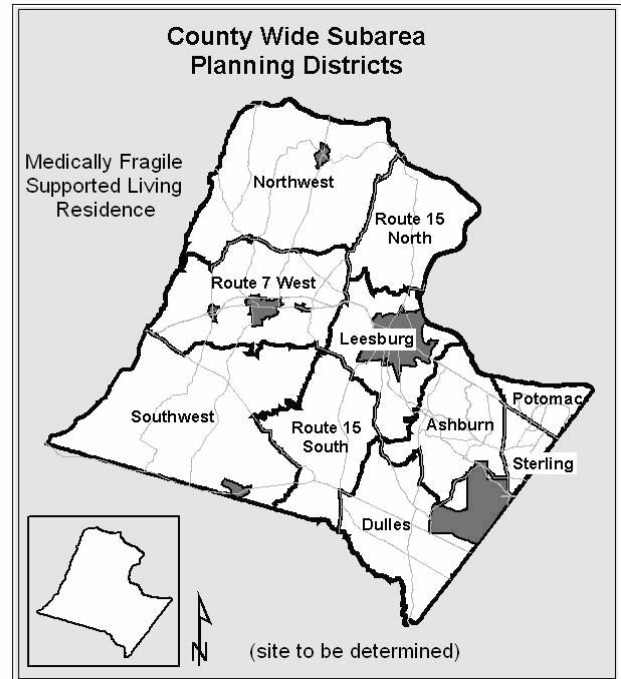
Project Description

This project provides for the construction of a 3,500 square-foot residence with a two-car garage and staff office to serve eight medically fragile clients. The needs of some clients cannot be met in a typical group home/residential setting, due to physical or mental needs and/or aging. This residence will provide services for individuals requiring a higher level of care and support than available in the County's existing residential settings. Services provided would include personal care, including assistance with dressing, bathing and personal hygiene; nursing and medical care, including medications administered by licensed professionals according to physician order, skilled nursing care, and physician services; physical, occupational and speech therapies as needed; and activities, including crafts, exercise, movies, games, community outings and religious services.

Current Status

Medically fragile clients are now occupying slots in existing Mental Health Group Homes, where it is challenging to provide the required higher level of care and support. The County is exploring, with its regional partners, a potentially more cost-effective option of providing these services via an agreement with Birmingham Green. Birmingham Green, located in Manassas, provides residential care to medically fragile clients through its Assisted Living Unit, which serves 60 residents, and a nursing healthcare center, which serves 180 residents. Birmingham Green recently has added a new residential care facility to its campus, which offers a potential opportunity for the County and its partners to utilize the residential beds now open. Birmingham Green is sponsored by the Counties of Fairfax, Fauquier, Loudoun and Prince William and the City of Alexandria in Northern Virginia, and already admits residents from those municipalities who qualify for financial assistance.

Originally planned to be developed in FY 10, this project has been deferred to FY 12.



Funding

This project is planned to be funded with local tax funding.

Operating Impact

Operations & Maintenance

The Department of Mental Health, Substance Abuse and Developmental Services will manage this facility. Operations and maintenance expenses are forecast to begin in FY 15 and are estimated at \$3.04 million over the six-year planning period. However, should the Birmingham Green regional partnership become viable, operating expenses specific to an intergovernmental contract with an outside vendor would need to be determined and negotiated.

Debt Service

This project will be financed with local tax funding; therefore, no debt service will be incurred.

Capital (\$ in 1000s)	Prior Alloc.	FY 2011 Adopted	FY 2012	FY 2013	FY 2014	FY 2015	FY 2016	6 Year Total	Future FY's	Project Total
Professional Services	0	0	120	0	0	0	0	120	0	120
Furniture, Fixtures & Equip	0	0	0	0	225	0	0	225	0	225
Construction	0	0	0	820	0	0	0	820	0	820
Total Cost	0	0	120	820	225	0	0	1,165	0	1,165
Local Tax Funding	0	0	120	820	225	0	0	1,165	0	1,165
Total Financing	0	0	120	820	225	0	0	1,165	0	1,165

Operating Impact (\$ in 1000s)	FY 2011 Adopted	FY 2012	FY 2013	FY 2014	FY 2015	FY 2016	6 Year Total
Operations & Maintenance	0	0	0	0	1,490	1,550	3,040
Total Impact	0	0	0	0	1,490	1,550	3,040



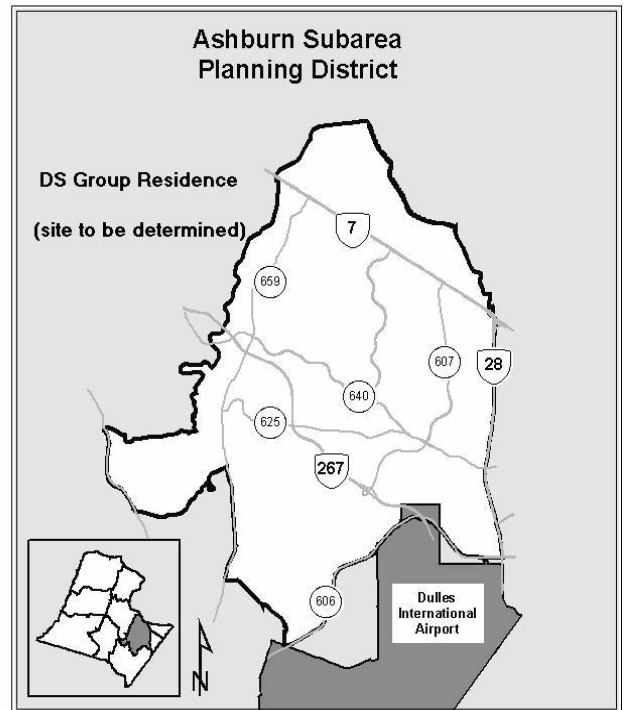
**Loudoun County Government
FY 2011 Adopted Fiscal Plan**

Developmental Services Group Residence (Ashburn)

Project Description

The Department of Mental Health, Substance Abuse and Developmental Services provides training, supervision and assistance with daily living and opportunities for community access based on the needs of each resident. The residential group home system is a mix of County-owned and operated and private vendor-operated residences. The service providers develop and implement an individualized service plan with input from the resident, family and/or guardian, while providing coordination of all medical, behavioral, mental health and therapeutic services as needed. Each program is operated 24 hours a day, 7 days a week. Much of the funding for the residential group home system comes from the Medicaid Home and Community-Based Waiver program.

This project involves the purchase of a 3,400 square-foot four-bedroom townhouse or condominium in Ashburn to serve four clients and provide a staff office. This would be a County-owned and operated residence.



Funding

This project is planned to be funded with local tax funding.

Operating Impact

Operations & Maintenance

The Department of Mental Health, Substance Abuse and Developmental Services will operate this facility. Operations and maintenance expenses are forecast to begin in FY 14 and are estimated at \$1.1 million over the six-year planning period.

Debt Service

This project will be financed with local tax funding; therefore, no debt service will be incurred.

Capital (\$ in 1000s)	Prior Alloc.	FY 2011 Adopted	FY 2012	FY 2013	FY 2014	FY 2015	FY 2016	6 Year Total	Future FY's	Project Total
Furniture, Fixtures & Equip	0	0	0	30	0	0	0	30	0	30
Facilities Purchase	0	0	0	585	0	0	0	585	0	585
Total Cost	0	0	0	615	0	0	0	615	0	615
Local Tax Funding	0	0	0	615	0	0	0	615	0	615
Total Financing	0	0	0	615	0	0	0	615	0	615
Operating Impact (\$ in 1000s)		FY 2011 Adopted	FY 2012	FY 2013	FY 2014	FY 2015	FY 2016	6 Year Total		
Operations & Maintenance		0	0	0	351	365	380	1,096		
Total Impact		0	0	0	351	365	380	1,096		



Developmental Services Group Residence (South Riding)

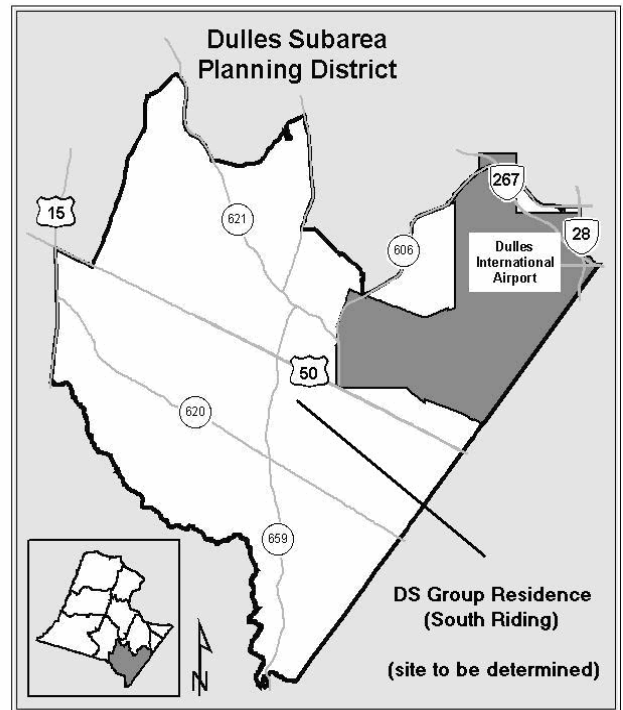
Project Description

The Department of Mental Health, Substance Abuse and Developmental Services provides training, supervision and assistance with daily living, and opportunities for community access based on the needs of each resident. The residential group home system is a mix of County-owned-and-operated and private vendor-operated residences. The service providers develop and implement an individualized service plan with input from the resident, family and/or guardian, while providing coordination of all medical, behavioral, mental health and therapeutic services as needed. Each program is operated 24 hours a day, 7 days a week. Much of the funding for the residential group home system comes from the Medicaid Home and Community-Based Waiver program.

This project involves the purchase of a 3,400 square-foot four-bedroom house or condominium in South Riding to serve four clients and provide a staff office. This would be a County-owned and operated residence.

Current Status

The Proffer Trust accounts planned to fund this project can be referenced in the Proffer Fund section of this document. Use of the proffers to fund this project is contingent upon a determination from the Zoning Administrator that the proffers are appropriate for the requested use, and Board of Supervisors' approval.



Funding

This project is planned to be funded with cash proffers.

Operating Impact

Operations & Maintenance

The Department of Mental Health, Substance Abuse and Developmental Services will operate this facility. Operations and maintenance expenses are forecast to begin in FY 16 and are estimated at \$380,000 over the six-year planning period.

Debt Service

This project will be funded with cash proffers; therefore, no debt service will be incurred.

Capital (\$ in 1000s)	Prior Alloc.	FY 2011 Adopted	FY 2012	FY 2013	FY 2014	FY 2015	FY 2016	6 Year Total	Future FY's	Project Total
Furniture, Fixtures & Equip	0	0	0	0	0	0	30	30	0	30
Facilities Purchase	0	0	0	0	0	0	655	655	0	655
Total Cost	0	0	0	0	0	0	685	685	0	685
Proffers (Cash)	0	0	0	0	0	0	685	685	0	685
Total Financing	0	0	0	0	0	0	685	685	0	685
Operating Impact (\$ in 1000s)		FY 2011 Adopted	FY 2012	FY 2013	FY 2014	FY 2015	FY 2016	6 Year Total		
Operations & Maintenance		0	0	0	0	0	380	380		
Total Impact		0	0	0	0	0	380	380		



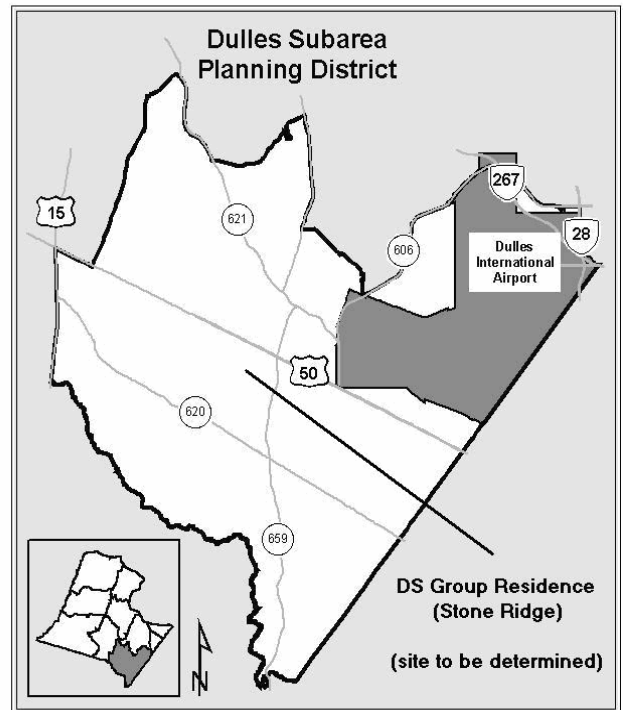
**Loudoun County Government
FY 2011 Adopted Fiscal Plan**

Developmental Services Group Residence (Stone Ridge)

Project Description

The Department of Mental Health, Substance Abuse and Developmental Services provides training, supervision and assistance with daily living, and opportunities for community access based on the needs of each resident. The residential group home system is a mix of County-owned-and-operated and private vendor-operated residences. The service providers develop and implement an individualized service plan with input from the resident, family and/or guardian, while providing coordination of all medical, behavioral, mental health and therapeutic services as needed. Each program is operated 24 hours a day, 7 days a week. Much of the funding for the residential group home system comes from the Medicaid Home and Community-Based Waiver program.

This project involves the purchase of a 3,400 square-foot four-bedroom house or condominium in Stone Ridge to serve four clients and provide a staff office. This would be a County-owned and operated residence.



Funding

This project is planned to be funded with local tax funding.

Operating Impact

Operations & Maintenance

The Department of Mental Health, Substance Abuse and Developmental Services will operate this facility. Operations and maintenance expenses are forecast to begin in FY 15 and are estimated at \$745,000 over the six-year planning period.

Debt Service

This project will be financed with local tax funding; therefore, no debt service will be incurred.

Capital (\$ in 1000s)	Prior Alloc.	FY 2011 Adopted	FY 2012	FY 2013	FY 2014	FY 2015	FY 2016	6 Year Total	Future FY's	Project Total
Furniture, Fixtures & Equip	0	0	0	0	30	0	0	30	0	30
Facilities Purchase	0	0	0	0	605	0	0	605	0	605
Total Cost	0	0	0	0	635	0	0	635	0	635
Local Tax Funding	0	0	0	0	635	0	0	635	0	635
Total Financing	0	0	0	0	635	0	0	635	0	635
Operating Impact (\$ in 1000s)		FY 2011 Adopted	FY 2012	FY 2013	FY 2014	FY 2015	FY 2016	6 Year Total		
Operations & Maintenance		0	0	0	0	365	380	745		
Total Impact		0	0	0	0	365	380	745		



**Loudoun County Government
FY 2011 Adopted Fiscal Plan**

Intermediate Care Facility (Round Hill)

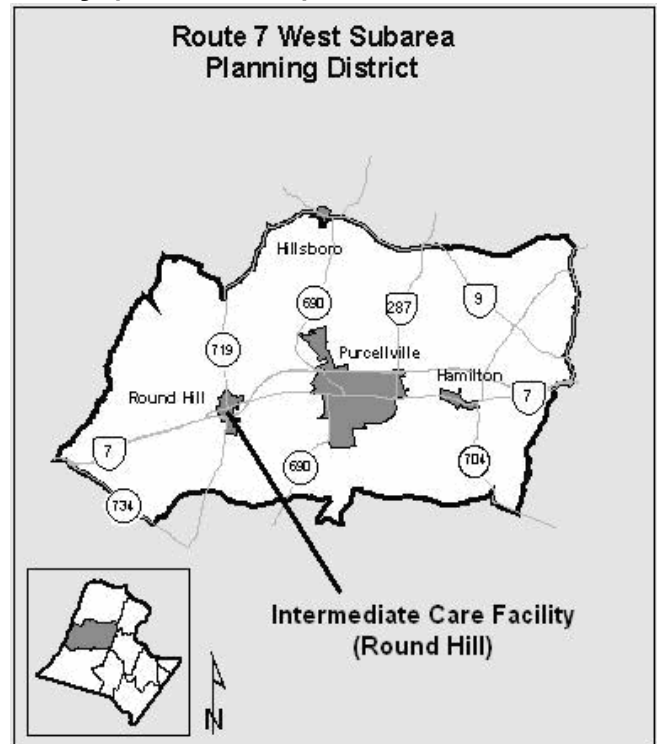
Project Description

The Department of Mental Health, Substance Abuse and Developmental Services provides training, supervision and assistance with daily living, and opportunities for community access based on the needs of each resident. The residential group home system is a mix of County-owned-and-operated and private vendor-operated residences. The service providers develop and implement an individualized service plan with input from the resident, family and/or guardian, while providing coordination of all medical, behavioral, mental health and therapeutic services as needed. Each program is operated 24 hours a day, 7 days a week. Much of the funding for the residential group home system comes from the Medicaid Home and Community-Based Waiver program. This home will provide assisted living services.

This project involves the construction of a 3,400 square-foot four-bedroom house on a proffered site in Round Hill to serve four clients and provide a staff office. This would be a private vendor-operated residence.

Current Status

The Department of Mental Health, Substance Abuse and Developmental Services has deferred development of this proffered site to FY 14 to mitigate operating impacts in the FY 11 - FY 13 planning period.



Funding

This project is planned to be funded with local tax funding. Land has been proffered (Round Hill Associates ZMAP 1989-0004).

Operating Impact

Operations & Maintenance

Operations and maintenance expenses are forecast to begin in FY 16, and are estimated at \$250,000 over the six-year planning period.

Debt Service

This project will be financed with local tax funding; therefore, no debt service will be incurred.

Capital (\$ in 1000s)	Prior Alloc.	FY 2011 Adopted	FY 2012	FY 2013	FY 2014	FY 2015	FY 2016	6 Year Total	Future FY's	Project Total
Professional Services	228	0	0	0	130	0	0	130	0	358
Land Acquisition	51	0	0	0	0	0	0	0	0	51
Furniture, Fixtures & Equip	0	0	0	0	0	0	240	240	0	240
Construction	0	0	0	0	0	860	0	860	0	860
Total Cost	279	0	0	0	130	860	240	1,230	0	1,509
Local Tax Funding	228	0	0	0	130	860	240	1,230	0	1,458
Proffers (Land)	51	0	0	0	0	0	0	0	0	51
Total Financing	279	0	0	0	130	860	240	1,230	0	1,509

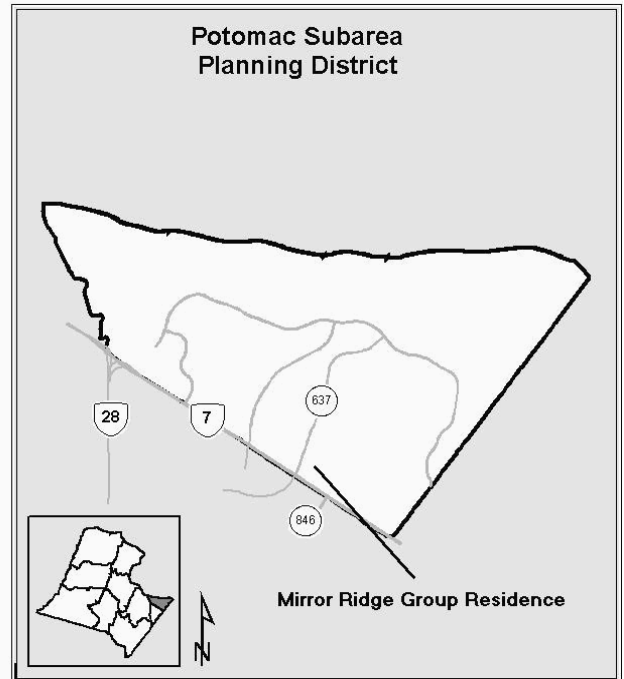
Operating Impact (\$ in 1000s)	FY 2011 Adopted	FY 2012	FY 2013	FY 2014	FY 2015	FY 2016	6 Year Total
Operations & Maintenance	0	0	0	0	0	250	250
Total Impact	0	0	0	0	0	250	250



Mirror Ridge Group Residence Improvements

Project Description

This project builds out the unfinished basement of the Mirror Ridge Group Home, operated by the Department of Mental Health, Substance Abuse and Developmental Services. The build-out will furnish a recreation room and program space to serve residents of the home.



Funding

This project is funded with cash proffers. See Proffer Fund, in the Other Funds section of this document, for detail.

Operating Impact

Operations & Maintenance

The annual cost for incremental operations and maintenance as a result of these improvements will be nominal, and will be incorporated into the facility's base operating budget.

Debt Service

This project will be financed with cash proffers; therefore, no debt service will be incurred.

Capital (\$ in 1000s)	Prior Alloc.	FY 2011 Adopted	FY 2012	FY 2013	FY 2014	FY 2015	FY 2016	6 Year Total	Future FY's	Project Total
Professional Services	0	30	0	0	0	0	0	30	0	30
Const of Existing Bldgs	0	200	0	0	0	0	0	200	0	200
Total Cost	0	230	0	0	0	0	0	230	0	230
Proffers (Cash)	0	230	0	0	0	0	0	230	0	230
Total Financing	0	230	0	0	0	0	0	230	0	230



**Loudoun County Government
FY 2011 Adopted Fiscal Plan**

Emergency Homeless Shelter

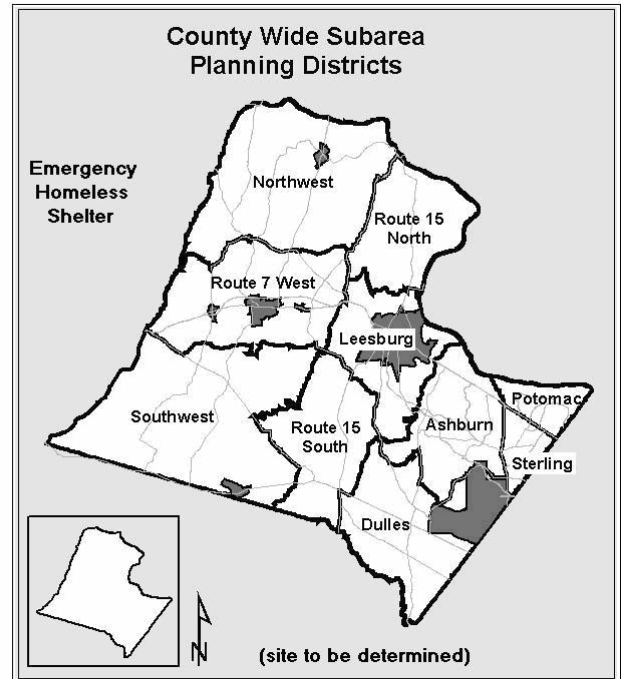
Project Description

This project provides for the construction of a 9,000 square foot Emergency Homeless Shelter on the Government Support Center site in Leesburg. The facility will contain eight apartments to accommodate one family, or up to four individuals.

The facility will also include a shared living/dining area, kitchen, office space, laundry room, indoor/outdoor play area and restrooms.

The shelter will provide temporary emergency housing for homeless persons for up to 89 days, and provide assistance with the identification of more permanent housing.

The facility will be operated by the Department of Family Services.



Funding

This project is planned to be funded with local tax funding.

Operating Impact

Operations & Maintenance

This project will be completed in future fiscal years; therefore, no operations or maintenance expense will be incurred during the six-year planning period.

Debt Service

This project will be financed with local tax funding; therefore, no debt service will be incurred.

Capital (\$ in 1000s)	Prior Alloc.	FY 2011 Adopted	FY 2012	FY 2013	FY 2014	FY 2015	FY 2016	6 Year Total	Future FY's	Project Total
Professional Services	0	0	0	0	0	405	0	405	0	405
Furniture, Fixtures & Equip	0	0	0	0	0	0	0	0	275	275
Construction	0	0	0	0	0	0	2,625	2,625	0	2,625
Total Cost	0	0	0	0	0	405	2,625	3,030	275	3,305
Local Tax Funding	0	0	0	0	0	405	2,625	3,030	275	3,305
Total Financing	0	0	0	0	0	405	2,625	3,030	275	3,305



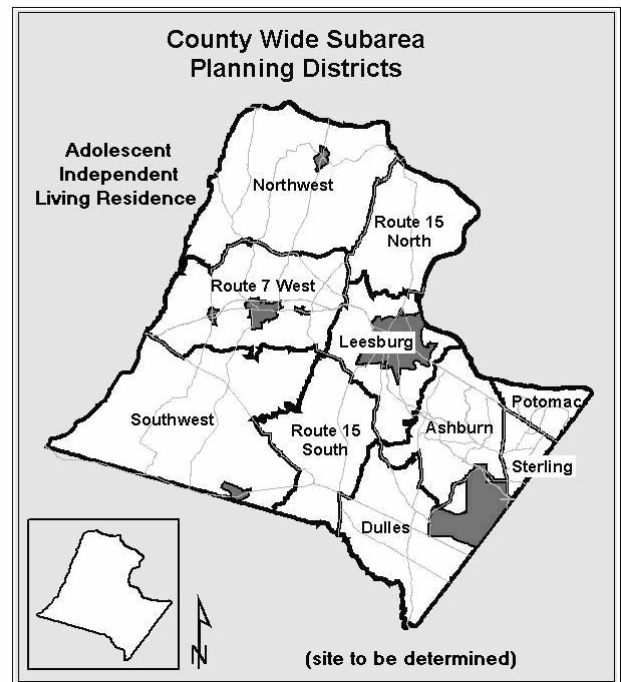
Adolescent Independent Living Residence

Project Description

This project provides for the construction of a 14,900 square-foot building with office space and a 12-bed capacity to serve homeless or near-homeless youth 16 to 21 years of age who have no realistic expectation of returning to their home environment. The office area will house several ancillary services, currently located in leased space that would be used by residents as well as non-residents.

The program will place an emphasis on preparing youth for living independently within the community. The program will address key areas such as: housing, vocational/educational services, life skills preparation and/or community networking. It is anticipated that youth participating in this program will be referred primarily from Foster Care, Young Parents Services, Young Adults Project and Family Connections. Lengths of stay could be up to 24 months.

The facility will be operated by the Department of Family Services.



Funding

This project is planned to be funded with local tax funding.

Operating Impact

Operations & Maintenance

The Department of Family Services will develop an operating plan as the project develops.

Debt Service

This project will be financed with local tax funding; therefore, no debt service will be incurred.

Capital (\$ in 1000s)	Prior Alloc.	FY 2011 Adopted	FY 2012	FY 2013	FY 2014	FY 2015	FY 2016	6 Year Total	Future FY's	Project Total
Professional Services	0	0	0	0	500	0	0	500	0	500
Furniture, Fixtures & Equip	0	0	0	0	0	0	475	475	0	475
Construction	0	0	0	0	0	3,350	0	3,350	0	3,350
Total Cost	0	0	0	0	500	3,350	475	4,325	0	4,325
Local Tax Funding	0	0	0	0	500	3,350	475	4,325	0	4,325
Total Financing	0	0	0	0	500	3,350	475	4,325	0	4,325



County Capital Projects

Parks, Recreation and Culture



**Loudoun County Government
FY 2011 Adopted Fiscal Plan**

**Parks, Recreation and Culture
Schedule of Appropriations (in \$1000)
Adopted FY 11 - FY 16 Capital Improvement Program**

Parks, Recreation and Culture		Fund	Prior FY	FY 11	FY 12	FY 13	FY 14	FY 15	FY 16	CIP Total	Future FY	Project Total
Library Services	Brambleton Area Library	GO	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 12,600	\$ 12,600
Library Services	Gum Spring Library	P,GO	1,840	-	9,190	-	-	-	-	\$ 9,190	-	\$ 11,030
Library Services	Sterling Library Replacement	GO	-	-	-	-	-	-	-	\$ -	19,425	\$ 19,425
Library Services	Ashburn Library Collection	P	500	250	-	-	-	-	-	\$ 250	-	\$ 750
PRCS	Dulles South Multipurpose Ctr (Ph II)	\$,GO	9,335	-	-	-	-	36,365	-	\$ 36,365	-	\$ 45,700
PRCS	Community Center Renovations	GO	8,125	5,385	-	-	-	-	-	\$ 5,385	-	\$ 13,510
PRCS	Eastern Loudoun Respite Center	\$,P	1,520	520	-	-	-	-	-	\$ 520	-	\$ 2,040
PRCS	Teen Center (Ashburn/Leesburg)	GO	-	-	-	-	-	-	-	\$ -	10,530	\$ 10,530
PRCS	Hal & Berni Hanson Regional Park	Sale,P,GO	5,250	-	3,600	-	-	-	-	\$ 3,600	26,250	\$ 35,100
PRCS	Brambleton District Park	\$,P,Debt	350	4,445	-	-	-	-	-	\$ 4,445	5,615	\$ 10,410
PRCS	Edgar Tillett Memorial Park	G,P	2,255	1,195	-	-	-	-	-	\$ 1,195	-	\$ 3,450
PRCS	Fields Farm Park	\$,GO	300	-	-	-	-	-	1,500	\$ 1,500	10,300	\$ 12,100
PRCS	Lovettsville District Park	\$,G,GT,GO	2,117	194	194	-	-	-	10,760	\$ 11,148	-	\$ 13,265
PRCS	Scott Jenkins Memorial Park	\$,GT,Sale,G,Debt	3,703	-	2,000	-	-	-	-	\$ 2,000	-	\$ 5,703
PRCS	Park Improvements	P	-	3,569	-	-	-	-	-	\$ 3,569	-	\$ 3,569
Parks, Rec & Culture Totals			\$ 35,295	\$ 15,558	\$ 14,984	\$ -	\$ -	\$ 36,365	\$ 12,260	\$ 79,167	\$ 84,720	\$ 199,182

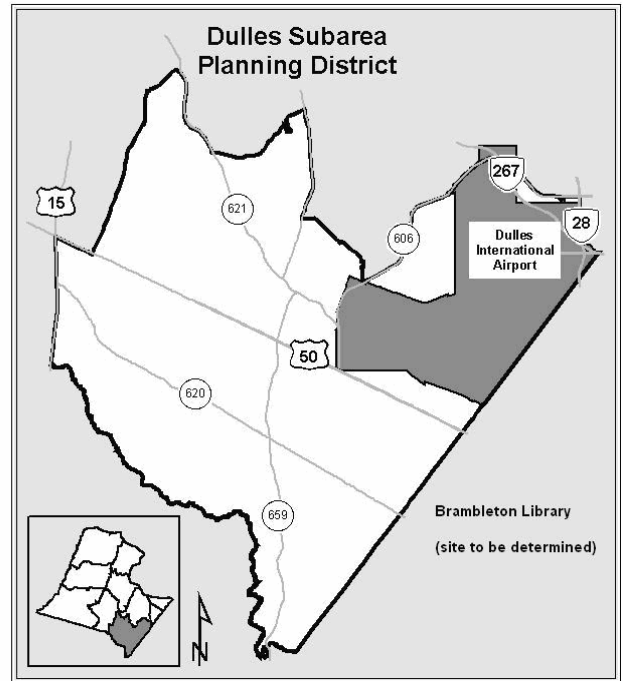
Fund Codes	Revenue Source	Fund	Prior FY	FY 11	FY 12	FY 13	FY 14	FY 15	FY 16	CIP Total	Future FY	Revenue Total
\$ - Local Tax Funds	Local Tax Funding	\$	\$ 4,422	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 4,422
GO - G O Bond	General Obligation Bond	GO	18,425	5,385	1,990	-	-	36,365	12,260	\$ 56,000	79,105	\$ 153,530
FB	Fund Balance	FB	-	-	-	-	-	-	-	\$ -	-	\$ -
GT, TF	Gas Tax/Transportation Fund	GT/TF	1,000	194	194	-	-	-	-	\$ 388	-	\$ 1,388
S - State Grant	State Grant	S	-	-	-	-	-	-	-	\$ -	-	\$ -
P - Proffers	Proffers (C,L,I)	P	4,810	9,979	10,800	-	-	-	-	\$ 20,779	-	\$ 25,589
VPSA - Bonds	VA Public School Auth Bonds	VPSA	-	-	-	-	-	-	-	\$ -	-	\$ -
PB - Pledge Bonds	Pledge Bonds	PB	-	-	-	-	-	-	-	\$ -	-	\$ -
F - Fees	Fees	F	-	-	-	-	-	-	-	\$ -	-	\$ -
Other Debt	Debt Financing	Debt	-	-	2,000	-	-	-	-	\$ 2,000	5,615	\$ 7,615
Sale	Sale of Land	Sale	5,800	-	-	-	-	-	-	\$ -	-	\$ 5,800
G - Gifts	Gifts & Donations	G	838	-	-	-	-	-	-	\$ -	-	\$ 838
Totals			\$ 35,295	\$ 15,558	\$ 14,984	\$ -	\$ -	\$ 36,365	\$ 12,260	\$ 79,167	\$ 84,720	\$ 199,182



Brambleton Area Library

Project Description

This project provides for the construction of a 40,000 square-foot library in the Brambleton community. A proffered three-acre site was provided in the Brambleton Community for the library as part of the Active Adult portion of the development. The developer may propose a private-public partnership for development of the Library. That proposal will be evaluated in FY 11.



Funding

This project is planned to be funded with a combination of general obligation bonds and cash proffers.

Operating Impact

Operations & Maintenance

This project will be completed in future fiscal years; therefore, no operations or maintenance expenses will be incurred during the six-year planning period.

Debt Service

No debt service expense will be incurred during the six-year planning period.

Capital (\$ in 1000s)	Prior Alloc.	FY 2011 Adopted	FY 2012	FY 2013	FY 2014	FY 2015	FY 2016	6 Year Total	Future FY's	Project Total
Construction	0	0	0	0	0	0	0	0	12,600	12,600
Total Cost	0	0	0	0	0	0	0	0	12,600	12,600
GO Bonds	0	0	0	0	0	0	0	0	12,600	12,600
Total Financing	0	0	0	0	0	0	0	0	12,600	12,600



Loudoun County Government
FY 2011 Adopted Fiscal Plan

Gum Spring Library

Project Description

This project provides a community library facility in the Dulles South area. This library was originally planned for a proffered site on 7.2 acres in the Stone Ridge development. The Board of Supervisors directed Library Services staff to explore a private-public partnership with the Stone Ridge developer to construct a 40,000 square-foot facility in an office complex being designed in the development. The planned office condominium has replaced the proffered land site as part of a zoning concept plan amendment submitted by the Stone Ridge developer and approved by the Board of Supervisors.

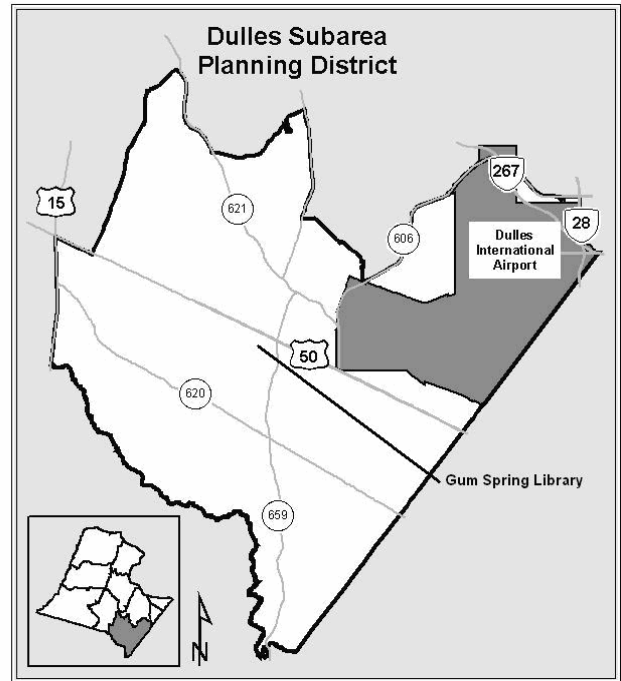
The library will serve the South Riding and Stone Ridge residential developments and the Dulles Subarea Planning District. The library will have 140,000 volumes in its collection. A groundbreaking ceremony to initiate construction of the building was held on November 7, 2009. The building shell will be constructed by the developer; the outfitting of the interior library space will be constructed by the County.

Prior Year Proffers Appropriated to the CIP Project:

Blue Springs View	ZMAP-2000-0012	\$ 564,521
Dean Property	ZMAP-2000-0008	353,955
Katama Woods	ZMAP-1995-0009	178,956
Kirkpatrick Farms	ZMAP-1995-0014	434,927
Poland Road Property	ZMAP-1999-0022	307,641

Total: \$ 1,840,000

The Proffer Trust accounts funding this project can be referenced in the Proffer Fund Section of this document.



Funding

This project is funded with general obligation bonds and cash and in-kind proffers. Land and the building for the library will be acquired via proffer (Stone Ridge – ZCPA-2002-0004). Bonds for the financed portion of the project were approved in November 2007.

Current Status

The building space for this project was proffered to the County. The construction of the building condominium space being conveyed to the County is triggered by the number of residential units being built within the Stone Ridge development. A groundbreaking ceremony for the facility was held by the developer on November 7, 2009. The build-out design for the condominium building is 65% complete.

Operating Impact

Operations & Maintenance

Operations and maintenance expenses are forecast to begin in FY 13 and are estimated at \$17.1 million over the six-year planning period.

Debt Service

Debt service is forecast to begin in FY 12 and is estimated at \$1.47 million over the six-year planning period.

Capital (\$ in 1000s)	Prior Alloc.	FY 2011 Adopted	FY 2012	FY 2013	FY 2014	FY 2015	FY 2016	6 Year Total	Future FY's	Project Total
Professional Services	840	0	0	0	0	0	0	0	0	840
Furniture, Fixtures & Equip	0	0	3,660	0	0	0	0	3,660	0	3,660
Construction	1,000	0	5,530	0	0	0	0	5,530	0	6,530
Total Cost	1,840	0	9,190	0	0	0	0	9,190	0	11,030
GO Bonds	0	0	1,990	0	0	0	0	1,990	0	1,990
Proffers (Cash)	1,840	0	7,200	0	0	0	0	7,200	0	9,040
Total Financing	1,840	0	9,190	0	0	0	0	9,190	0	11,030
Operating Impact (\$ in 1000s)		FY 2011 Adopted	FY 2012	FY 2013	FY 2014	FY 2015	FY 2016	6 Year Total		
Operations & Maintenance		0	0	4,035	4,196	4,364	4,539	17,134		
Debt Service		0	50	377	363	349	335	1,474		
Total Impact		0	50	4,412	4,559	4,713	4,874	18,608		



Loudoun County Government
FY 2011 Adopted Fiscal Plan

Sterling Library Replacement

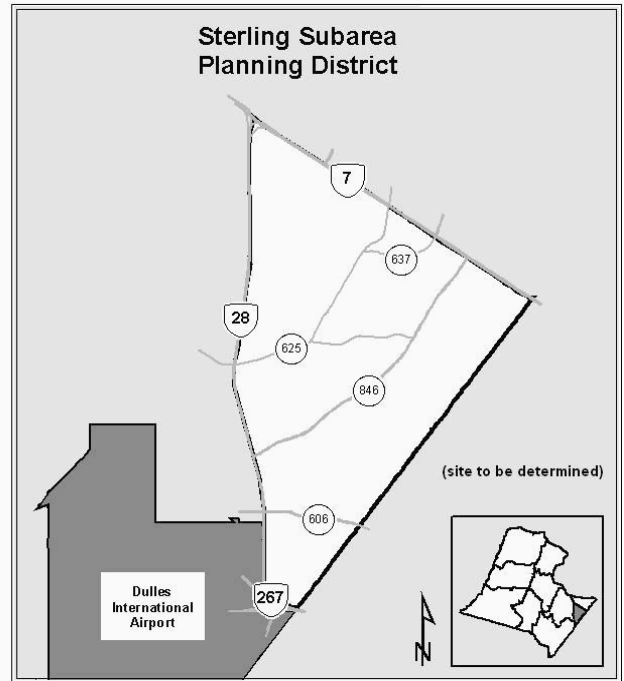
Project Description

This project plans to replace the current 8,000 square foot Sterling Library with a 40,000 square foot community library in the Sterling Planning Subarea. The location of the new library is not known at this point in time. The County will be looking at all opportunities to provide a new library in the Sterling area - office space, storefront retail space, land acquisition, construction of a new facility, etc.

The library will serve the Sterling area, as well as other residential areas in eastern Loudoun County.

The replacement and relocation of the Sterling Library from its current location will allow the County to reprogram the space vacated by the library at the Sterling Community Center for other County uses.

This project was identified for inclusion in the CIP as part of the Potomac/Sterling Community Outreach Program.



Funding

This project is planned to be funded 100% by general obligation bonds.

Operating Impact

Operations & Maintenance

This project will be completed in future fiscal years; therefore, no operations or maintenance expense will be incurred during the six-year planning period.

Debt Service

No debt service expense will be incurred during the six-year planning period.

Capital (\$ in 1000s)	Prior Alloc.	FY 2011 Adopted	FY 2012	FY 2013	FY 2014	FY 2015	FY 2016	6 Year Total	Future FY's	Project Total
Professional Services	0	0	0	0	0	0	0	0	1,935	1,935
Furniture, Fixtures & Equip	0	0	0	0	0	0	0	0	3,650	3,650
Construction	0	0	0	0	0	0	0	0	13,840	13,840
Total Cost	0	0	0	0	0	0	0	0	19,425	19,425
GO Bonds	0	0	0	0	0	0	0	0	19,425	19,425
Total Financing	0	0	0	0	0	0	0	0	19,425	19,425



**Loudoun County Government
FY 2011 Adopted Fiscal Plan**

Ashburn Library Collection

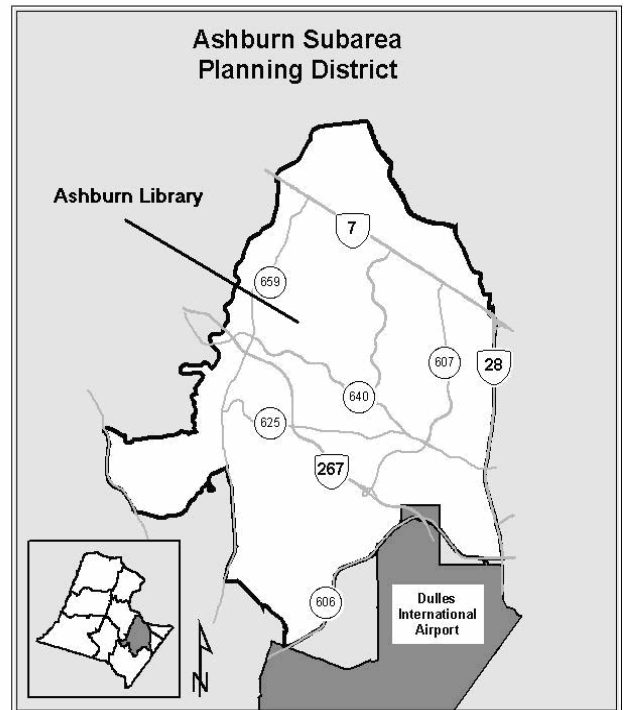
Project Description

This project utilizes cash proffers to acquire circulation materials for the Ashburn Library. This project replaced funding from the general fund in the Department of Library Services operating budget in FY 2009, FY 2010 and FY 2011.

Prior Year Proffers Appropriated to the CIP Project:
 Moorefield Station ZMAP-2001-0003 \$500,000

Current Status

The Department of Library Services has established an expenditure plan to acquire the materials.



Funding

This project is funded with cash proffers from ZMAP-2001-0003 Moorefield Station.

Operating Impact

Operations & Maintenance

The Department of Library Services manages this acquisition program which requires no additional operations and maintenance expenses over the six-year planning period.

Debt Service

This project is funded with cash proffers; therefore, no debt service expense will be incurred.

Capital (\$ in 1000s)	Prior Alloc.	FY 2011 Adopted	FY 2012	FY 2013	FY 2014	FY 2015	FY 2016	6 Year Total	Future FY's	Project Total
Acquisition of Library Media	500	250	0	0	0	0	0	250	0	750
Total Cost	500	250	0	0	0	0	0	250	0	750
 Proffers (Cash)	 500	 250	 0	 0	 0	 0	 0	 250	 0	 750
Total Financing	500	250	0	0	0	0	0	250	0	750



Dulles South Multipurpose Center (Phase II)

Project Description

This project provides for Phase II construction of an approximately 89,000 gross-square-foot recreation center on a County-owned parcel located on Riding Center Drive in the Dulles Planning Subarea. The implementation of this project was planned in two phases:

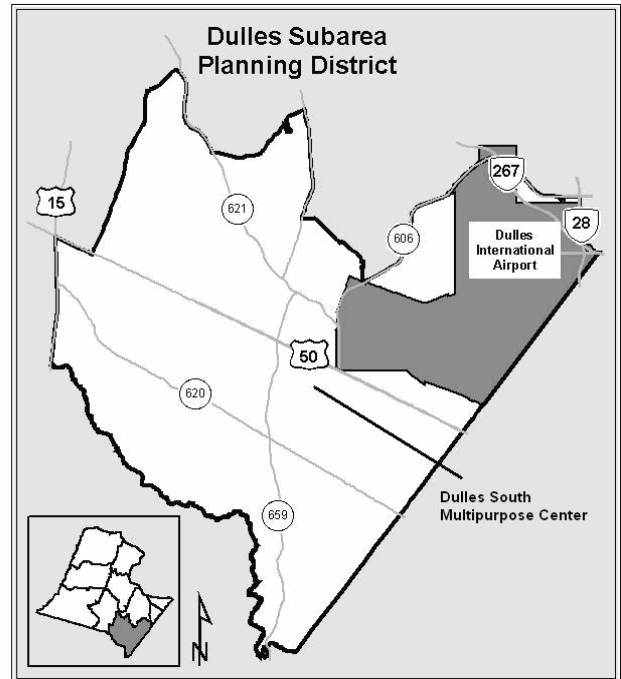
Phase I provided for the construction of a 23,900 gross square-foot center to replace the aging Arcola Community Center. The facility space includes classrooms, a gym, preschool space, senior program space, and administrative support space. The Phase I appropriation also included funds to design the Phase II addition.

The Phase II recreation center addition, consisting of approximately 65,000 gross square feet, will include recreation and fitness areas, program facilities and an aquatics center.

A future Phase III, which has not been designed, includes a 15,000 square foot senior center.

Current Status

The Phase I Multipurpose Center was completed in Summer 2008. Phase II Design is 100% complete with construction proposed in FY 15.



Funding

Bonds for the financed portion of Phase I of the project were approved in November 2004. Bonds for Phase II are scheduled for placement on the November 2014 referendum.

Operating Impact

Operations & Maintenance

The Department of Parks, Recreation and Community Services' adopted fee schedule for this facility will generate revenue to cover 100% of the facility's operating cost.

Debt Service

Debt service on Phase II is forecast to begin in FY 16, and is estimated at \$1.36 million over the six-year planning period.

Capital (\$ in 1000s)	Prior Alloc.	FY 2011 Adopted	FY 2012	FY 2013	FY 2014	FY 2015	FY 2016	6 Year Total	Future FY's	Project Total
Professional Services	1,200	0	0	0	0	0	0	0	0	1,200
Furniture, Fixtures & Equip	935	0	0	0	0	0	0	0	0	935
Const of Recreational Facility	7,200	0	0	0	0	36,365	0	36,365	0	43,565
Total Cost	9,335	0	0	0	0	36,365	0	36,365	0	45,700
Local Tax Funding	335	0	0	0	0	0	0	0	0	335
GO Bonds	9,000	0	0	0	0	36,365	0	36,365	0	45,365
Total Financing	9,335	0	0	0	0	36,365	0	36,365	0	45,700

Operating Impact (\$ in 1000s)	FY 2011 Adopted	FY 2012	FY 2013	FY 2014	FY 2015	FY 2016	6 Year Total
Operations & Maintenance	0	0	0	0	0	2,480	2,480
Debt Service	0	0	0	0	0	1,364	1,364
Total Impact	0	0	0	0	0	3,844	3,844



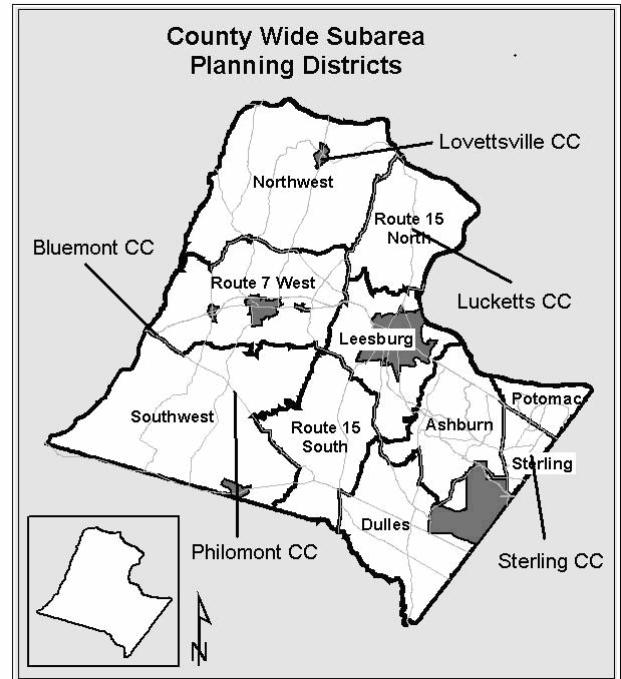
Community Center Renovations

Project Description

The Department of Parks, Recreation and Community Services and the Department of Construction and Waste Management are continuing to develop a community center renovation program based on need and programmatic service requirements.

The Bluemont Community Center and Lucketts Community Center projects commenced in FY 09. The Sterling Community Center, Lovettsville Community Center, and Philomont Community Center are scheduled to commence in FY 11. These renovation and expansion projects will bring the community centers into compliance with current building and occupancy codes, Federal mandates, maintenance, and programmatic requirements.

The projects include improvements related to Americans with Disabilities Act (ADA) accessibility, updating all systems for maintenance and code compliance (e.g., electrical, plumbing, fire suppression, security and information technology), repairing or replacing interior and exterior finishes, and other cosmetic improvements. Each project will begin with a complete facility and programmatic assessment to determine the final work scope. Increasing population and demands for services and programs may require the expansion of some centers. The cost of relocating community center programs during renovations is not included in the estimate for these projects.



Current Status

In FY 09, requests for proposals for the design of the Bluemont and Lucketts Community Centers were released. Requests for proposals for the Lovettsville, Philomont and Sterling Community Centers are planned for FY 11.

Funding

This project is financed using general obligation bonds, which were approved in November 2007.

Operating Impact

Operations & Maintenance

The Department of Parks, Recreation and Community Services is forecasting a loss of operating revenues at the five centers during the renovation process. Operational impacts for each facility will be assessed prior to the renovation phase for that facility.

Debt Service

Debt service is forecast to begin in FY 12, and is estimated at \$2.61 million over the six-year planning period.

Capital (\$ in 1000s)	Prior Alloc.	FY 2011 Adopted	FY 2012	FY 2013	FY 2014	FY 2015	FY 2016	6 Year Total	Future FY's	Project Total
Professional Services	1,765	0	0	0	0	0	0	0	0	1,765
Furniture, Fixtures & Equip	200	150	0	0	0	0	0	150	0	350
Const of Existing Bldgs	6,160	5,235	0	0	0	0	0	5,235	0	11,395
Total Cost	8,125	5,385	0	0	0	0	0	5,385	0	13,510
GO Bonds	8,125	5,385	0	0	0	0	0	5,385	0	13,510
Total Financing	8,125	5,385	0	0	0	0	0	5,385	0	13,510

Operating Impact (\$ in 1000s)	FY 2011 Adopted	FY 2012	FY 2013	FY 2014	FY 2015	FY 2016	6 Year Total
Debt Service	0	549	535	521	512	493	2,610
Total Impact	0	549	535	521	512	493	2,610



**Loudoun County Government
FY 2011 Adopted Fiscal Plan**

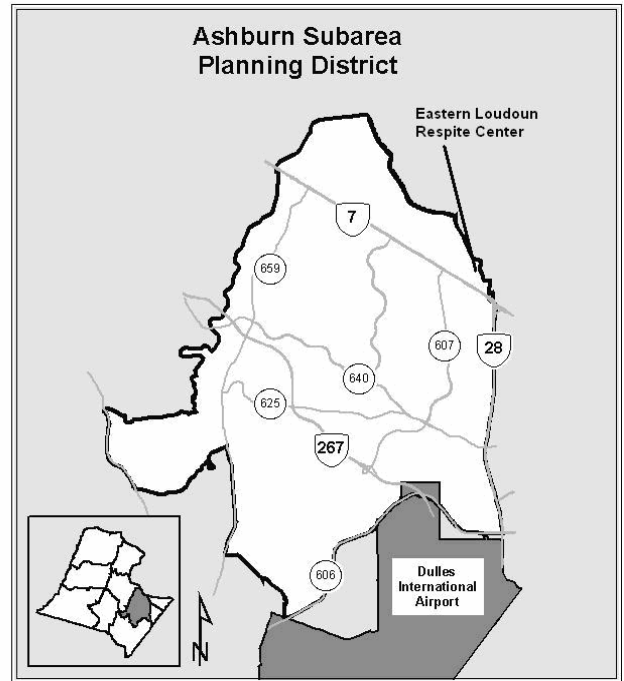
Eastern Loudoun Respite Center

Project Description

This project constructs a 4,000 square foot facility on a County-owned site in University Center in the Ashburn Planning Subarea of the County.

This facility will provide a licensed adult day care program for up to 30 clients with memory loss and/or chronic physical disabilities. State licensure standards require a minimum of 40 square feet of usable program activity space per client, not including offices and support areas. The facility will also provide a clinic area, an outdoor program area, restrooms equipped with showers, office space, storage areas, and a food service area. The facility will be designed to provide a safe, hygienic and home-like environment.

The Department of Parks, Recreation and Community Services operates Respite Centers in Leesburg and Purcellville. The development of this Respite Center will alleviate current waiting lists, as well as transportation resource problems for families in eastern Loudoun.



Current Status

In FY 09, the Board of Supervisors deferred development of this project to mitigate operating impacts in FY 10. During the FY 11 Budget process, the Board of Supervisors authorized the commencement of the construction of the Respite Center beginning in FY 11.

The Proffer Trust accounts funding this project can be referenced in the Proffer Fund Section of this document.

Funding

This project is funded using local tax funding and cash proffers.

Operating Impact

Operations & Maintenance

Operating impacts are anticipated to commence in FY 12 and will total \$2.89 million over the six-year planning period.

Debt Service

There is no impact to the County's debt service as this project is funded using local tax funding and cash proffers.

Capital (\$ in 1000s)	Prior Alloc.	FY 2011 Adopted	FY 2012	FY 2013	FY 2014	FY 2015	FY 2016	6 Year Total	Future FY's	Project Total
Professional Services	180	0	0	0	0	0	0	0	0	180
Furniture, Fixtures & Equip	150	0	0	0	0	0	0	0	0	150
Construction	1,190	520	0	0	0	0	0	520	0	1,710
Total Cost	1,520	520	0	0	0	0	0	520	0	2,040
Local Tax Funding	1,520	0	0	0	0	0	0	0	0	1,520
Proffers (Cash)	0	520	0	0	0	0	0	520	0	520
Total Financing	1,520	520	0	0	0	0	0	520	0	2,040

Operating Impact (\$ in 1000s)	FY 2011 Adopted	FY 2012	FY 2013	FY 2014	FY 2015	FY 2016	6 Year Total
Operations & Maintenance	0	642	528	550	572	594	2,886
Total Impact	0	642	528	550	572	594	2,886



**Loudoun County Government
FY 2011 Adopted Fiscal Plan**

Teen Center (Ashburn/Leesburg)

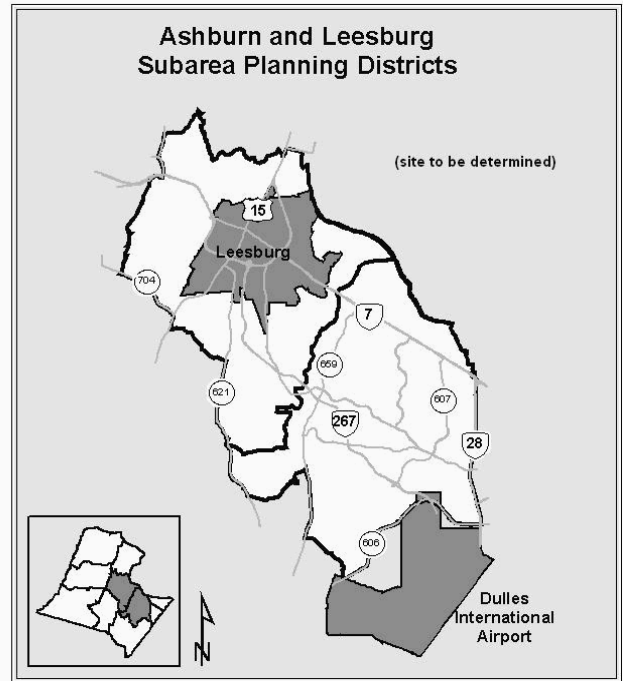
Project Description

This project would construct a 20,000 square-foot Teen Center in the Ashburn or Leesburg Subarea Planning Districts in a future fiscal year.

The facility would include a large multipurpose room, exercise room, two meeting rooms, multimedia room, computer lab, digital arts studio, kitchen, snack bar, game area, restrooms, indoor and outdoor congregating areas, and staff and support space.

A minimum five-acre site is required to accommodate a stand-alone building, outdoor space, and parking. However, co-locating the facility with a community or recreation center would offer program benefits and potential cost savings through shared program space.

The facility will be operated by the Department of Parks, Recreation and Community Services.



Funding

This project is planned to be 100% financed with general obligation bonds in a future fiscal year.

Operating Impact

Operations & Maintenance

This project will be completed in future fiscal years; therefore, no operations or maintenance expense will be incurred during the six-year planning period.

Debt Service

No debt service expense will be incurred during the six-year planning period.

Capital (\$ in 1000s)	Prior Alloc.	FY 2011 Adopted	FY 2012	FY 2013	FY 2014	FY 2015	FY 2016	6 Year Total	Future FY's	Project Total
Professional Services	0	0	0	0	0	0	0	0	1,000	1,000
Furniture, Fixtures & Equip	0	0	0	0	0	0	0	0	1,000	1,000
Construction	0	0	0	0	0	0	0	0	8,530	8,530
Total Cost	0	0	0	0	0	0	0	0	10,530	10,530
GO Bonds	0	0	0	0	0	0	0	0	10,530	10,530
Total Financing	0	0	0	0	0	0	0	0	10,530	10,530



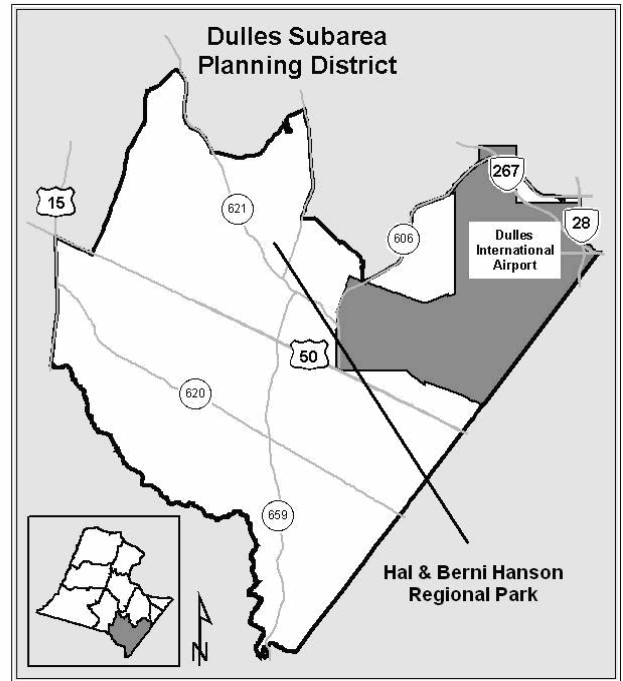
**Loudoun County Government
FY 2011 Adopted Fiscal Plan**

Hal and Berni Hanson Regional Park

Project Description

The Loudoun County Board of Supervisors approved the acquisition of a 257.35 acre parcel from the Hanson Family Partnership for a Regional Park to serve the Dulles area of the County in the Fall of 2008. The acquisition is the culmination of negotiations with the Hanson family, Dominion Power and the National Park Service as a part of a United States Department of Interior program which permits park land parcels to be exchanged. The federal program permits Dominion Power to provide a parcel for park use of equal or greater value to the County in exchange for a County-owned parcel. Dominion Power purchased a 5.03 acre park parcel from the County, and the funds from this sale of land were used by the County to purchase the Hanson Family parcel.

Final settlement on the property is contingent upon approval of the land exchange from the National Park Service and the United States Department of Interior. The County submitted the required documentation to the National Park Service in January 2009 and the Department of Interior review will take between 12 and 18 months. The FY 10 CIP included \$250,000 in cash proffers to master plan the parcel as a regional park with active and passive recreation uses. The Adopted FY 11-16 CIP plans to use \$3.6 million in cash proffers to begin the construction and development of park amenities in FY 12.



Current Status

Prior Year Proffers Appropriated to the CIP Project:
ZMAP-1994-0017 Stone Ridge \$250,000

The Proffer Trust accounts funding this project can be referenced in the Proffer Fund Section of this document. Use of proffers in the CIP after FY 11 are contingent upon a determination from the Zoning Administrator and Board of Supervisors' approval.

Funding

This portion of this project is planned to be funded using cash proffers in FY 12.

Operating Impact

Operations & Maintenance

Operations and maintenance expenses are forecast to begin in FY 13 and are estimated at \$3.93 million over the six-year planning period.

Debt Service

Phase I of this project is funded using cash proffers; therefore, no debt service will be incurred.

Capital (\$ in 1000s)	Prior Alloc.	FY 2011 Adopted	FY 2012	FY 2013	FY 2014	FY 2015	FY 2016	6 Year Total	Future FY's	Project Total
Professional Services	250	0	0	0	0	0	0	0	2,250	2,500
Land Acquisition	5,000	0	0	0	0	0	0	0	0	5,000
Furniture, Fixtures & Equip	0	0	0	0	0	0	0	0	2,000	2,000
Construction	0	0	3,600	0	0	0	0	3,600	22,000	25,600
Total Cost	5,250	0	3,600	0	0	0	0	3,600	26,250	35,100
Sale of Land	5,000	0	0	0	0	0	0	0	0	5,000
GO Bonds	0	0	0	0	0	0	0	0	26,250	26,250
Proffers (Cash)	250	0	3,600	0	0	0	0	3,600	0	3,850
Total Financing	5,250	0	3,600	0	0	0	0	3,600	26,250	35,100

Operating Impact (\$ in 1000s)	FY 2011 Adopted	FY 2012	FY 2013	FY 2014	FY 2015	FY 2016	6 Year Total
Operations & Maintenance	0	0	1,040	925	962	1,000	3,927
Total Impact	0	0	1,040	925	962	1,000	3,927



**Loudoun County Government
FY 2011 Adopted Fiscal Plan**

Brambleton District Park

Project Description

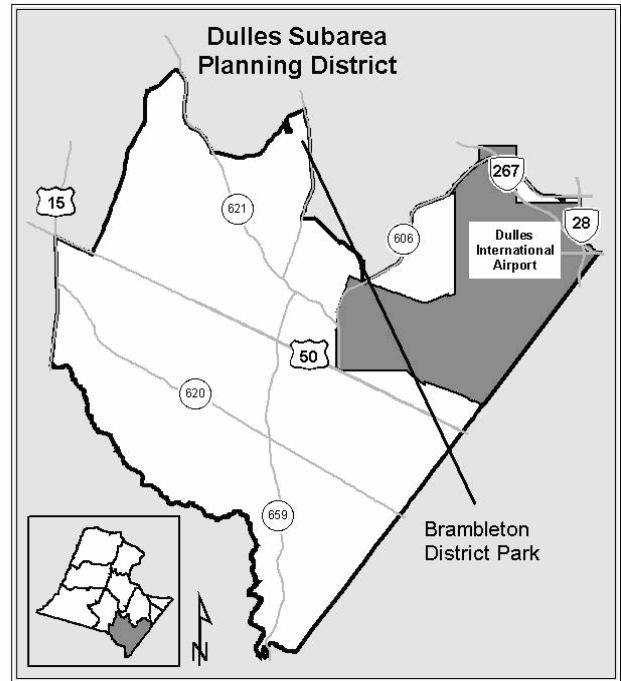
This project provides for the development of a proffered park site in the Brambleton area, which will consist of a total of nine athletic fields on approximately 26 acres east and 33 acres west of Belmont Ridge Road (Route 659). The portion of land west of Route 659 was dedicated by a developer to the Northern Virginia Regional Park Authority (NVRPA) at the request of the County.

Proffers require the athletic fields on both tracts of land to be graded and seeded, and for goal posts or backstops, and home plates to be installed. The proffers do not require construction of parking lots, site access, lighting, irrigation, utilities, or any other park amenities.

This project would provide Phase I enhancements to the park by adding fencing, site utilities, parking, site access from public roads, trails, required landscaping, public restrooms, ballfield lighting, groundwater wells and irrigation. A future phase of development would include a concession building, staff offices, meeting rooms, storage, scorekeeper/umpire areas, maintenance facilities, picnic pavilions, and bleachers.

Current Status

The Proffer Trust accounts funding this project can be referenced in the Proffer Fund Section of this document.



Funding

This project is funded using local tax funding, cash proffers and debt financing. Land will be acquired via proffer (Brambleton (1) – ZMAP-1993-0005).

Operating Impact

Operations & Maintenance

This project will be partially completed in FY 11 and open for use in FY 12. Additional operations and maintenance expenses will be assimilated into the Department's operating budget.

Debt Service

No debt service expense will be incurred during the six-year planning period.

Capital (\$ in 1000s)	Prior Alloc.	FY 2011 Adopted	FY 2012	FY 2013	FY 2014	FY 2015	FY 2016	6 Year Total	Future FY's	Project Total
Professional Services	350	0	0	0	0	0	0	0	50	400
Furniture, Fixtures & Equip	0	0	0	0	0	0	0	0	1,000	1,000
Const of Recreational Facility	0	4,445	0	0	0	0	0	4,445	4,565	9,010
Total Cost	350	4,445	0	0	0	0	0	4,445	5,615	10,410
Local Tax Funding	350	0	0	0	0	0	0	0	0	350
Proffers (Cash)	0	4,445	0	0	0	0	0	4,445	0	4,445
Debt Financing	0	0	0	0	0	0	0	0	5,615	5,615
Total Financing	350	4,445	0	0	0	0	0	4,445	5,615	10,410



**Loudoun County Government
FY 2011 Adopted Fiscal Plan**

Edgar Tillett Memorial Park

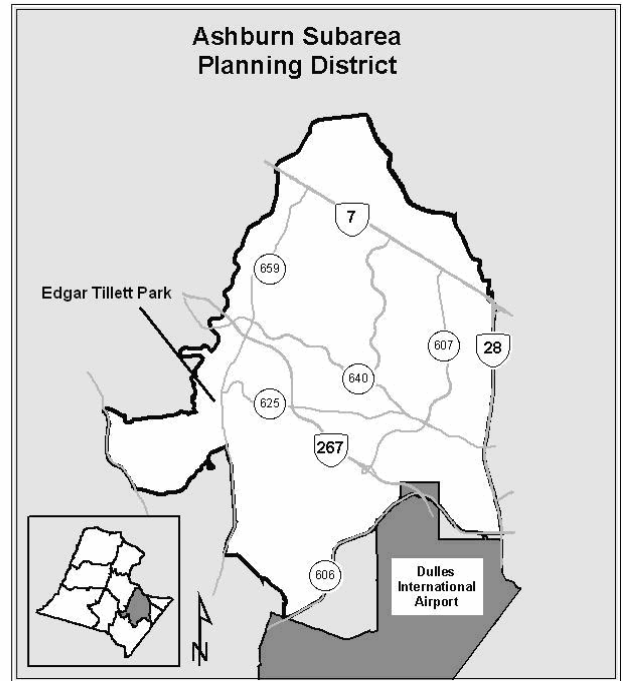
Project Description

This project provides for improvements to the 51.5 acre park site off of Belmont Ridge Road in the Broadlands development. The park currently contains two baseball fields and two softball fields, along with associated parking.

Cash proffers will be used in FY 11 to provide facilities for restrooms and concessions, additional parking, trails and a playground.

Current Status

The Proffer Trust accounts funding this project can be referenced in the Proffer Fund Section of this document.



Funding

This project is funded using cash and in-kind proffers, as well as gifts and donations.

Operating Impact

Operations & Maintenance

This project will be partially completed in FY 11 and open for use in FY 12. The improvements completed in FY 11 will not incur operations and maintenance expenses during the six-year planning period.

Debt Service

No debt service expense will be incurred during the six-year planning period.

Capital (\$ in 1000s)	Prior Alloc.	FY 2011 Adopted	FY 2012	FY 2013	FY 2014	FY 2015	FY 2016	6 Year Total	Future FY's	Project Total
Professional Services	125	90	0	0	0	0	0	90	0	215
Land Acquisition	25	0	0	0	0	0	0	0	0	25
Furniture, Fixtures & Equip	0	105	0	0	0	0	0	105	0	105
Const of Recreational Facility	2,105	1,000	0	0	0	0	0	1,000	0	3,105
Total Cost	2,255	1,195	0	0	0	0	0	1,195	0	3,450
Gifts & Donations	35	0	0	0	0	0	0	0	0	35
Proffers (Cash)	2,195	1,195	0	0	0	0	0	1,195	0	3,390
Proffers (In-kind)	25	0	0	0	0	0	0	0	0	25
Total Financing	2,255	1,195	0	0	0	0	0	1,195	0	3,450



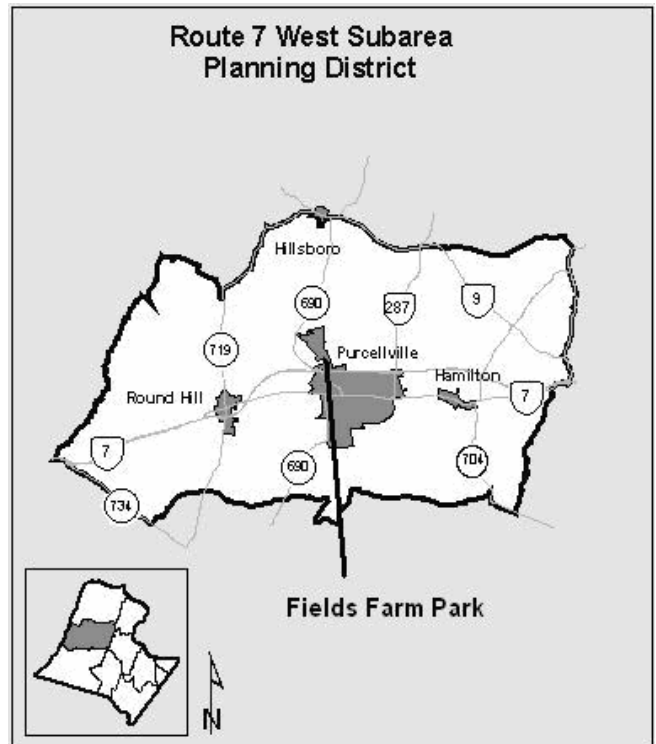
Loudoun County Government
FY 2011 Adopted Fiscal Plan

Fields Farm Park

Project Description

This Park project will develop an already County-owned tract of land, known as Fields Farm, in the Route 7 West Subarea Planning District in FY 16. The Park would include athletic fields and supporting amenities such as lighted fields, fencing, site utilities, parking, site access from the public road, landscaping, public restrooms, groundwater wells, irrigation, staff offices, meeting rooms, storage, scorekeeper and umpire areas, maintenance facilities, picnic pavilions, and bleachers.

This park will be home to the Upper Loudoun Youth Football League and will contain its stadium and other associated fields. The FY 08 Budget included \$300,000 to light two softball fields on the southern portion of the property.



Funding

This project is planned to be 100% financed by general obligation bonds, which are scheduled for placement on the November 2015 referendum.

Operating Impact

Operations & Maintenance

This project will open for use in a future fiscal year; no operations and maintenance expenses will be incurred during the six-year planning period.

Debt Service

Debt service is forecast to begin in FY 16 and is estimated at \$12,000 over the six-year planning period.

Capital (\$ in 1000s)	Prior Alloc.	FY 2011 Adopted	FY 2012	FY 2013	FY 2014	FY 2015	FY 2016	6 Year Total	Future FY's	Project Total
Professional Services	30	0	0	0	0	0	1,500	1,500	0	1,530
Furniture, Fixtures & Equip	0	0	0	0	0	0	0	0	550	550
Const of Recreational Facility	270	0	0	0	0	0	0	0	9,750	10,020
Total Cost	300	0	0	0	0	0	1,500	1,500	10,300	12,100
Local Tax Funding	300	0	0	0	0	0	0	0	0	300
GO Bonds	0	0	0	0	0	0	1,500	1,500	10,300	11,800
Total Financing	300	0	0	0	0	0	1,500	1,500	10,300	12,100

Operating Impact (\$ in 1000s)	FY 2011 Adopted	FY 2012	FY 2013	FY 2014	FY 2015	FY 2016	6 Year Total
Debt Service	0	0	0	0	0	12	12
Total Impact	0	0	0	0	0	12	12



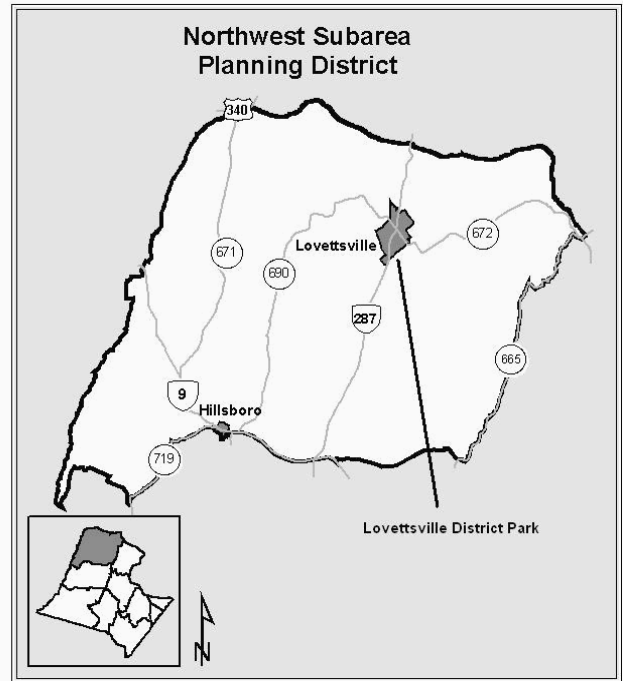
**Loudoun County Government
FY 2011 Adopted Fiscal Plan**

Lovettsville District Park

Project Description

This project would develop a 91-acre tract of land adjoining the Town of Lovettsville in the Northwest Subarea Planning District for a District Park in FY 16. Land has been acquired but fields and park amenities need to be constructed. Funding has been included in FY 11 and FY 12 to develop site access from a public road to the park using gasoline tax funds.

The District Park would include nine athletic fields and supporting amenities such as lighted fields, fencing, site utilities, parking, landscaping, public restrooms, groundwater wells, irrigation, staff offices, meeting rooms, storage, scorekeeper/umpire areas, maintenance facilities, picnic pavilions, and bleachers.



Funding

This project is planned to be funded through local tax funding, fund balance, general obligation bonds and gasoline tax funding. Bonds for the financed portion of the project were approved in November 2004. The remaining bonds are scheduled for placement on the November 2015 referendum.

Operating Impact

Operations & Maintenance

This project will open for use in a future fiscal year.

Debt Service

Debt service is forecast to begin in FY 16 and is estimated at \$12,000 over the six-year planning period.

Capital (\$ in 1000s)	Prior Alloc.	FY 2011 Adopted	FY 2012	FY 2013	FY 2014	FY 2015	FY 2016	6 Year Total	Future FY's	Project Total
Professional Services	2,117	194	194	0	0	0	300	688	0	2,805
Furniture, Fixtures & Equip	0	0	0	0	0	0	1,000	1,000	0	1,000
Const of Recreational Facility	0	0	0	0	0	0	9,460	9,460	0	9,460
Total Cost	2,117	194	194	0	0	0	10,760	11,148	0	13,265
Local Tax Funding	617	0	0	0	0	0	0	0	0	617
Gifts & Donations	200	0	0	0	0	0	0	0	0	200
Gas Tax/Transportation Fund	0	194	194	0	0	0	0	388	0	388
GO Bonds	1,300	0	0	0	0	0	10,760	10,760	0	12,060
Total Financing	2,117	194	194	0	0	0	10,760	11,148	0	13,265
Operating Impact (\$ in 1000s)		FY 2011 Adopted	FY 2012	FY 2013	FY 2014	FY 2015	FY 2016	6 Year Total		
Debt Service		0	0	0	0	0	12	12		
Total Impact		0	0	0	0	0	12	12		



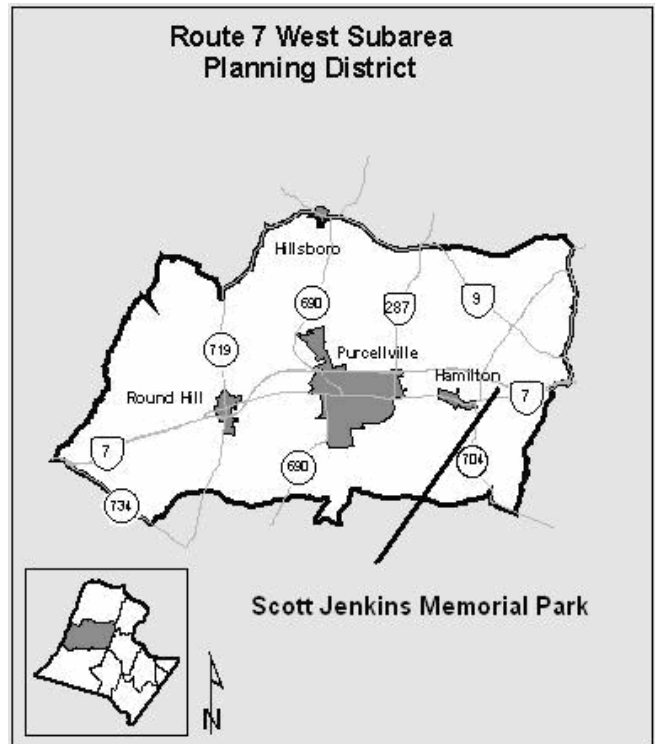
Scott Jenkins Memorial Park

Project Description

The Board of Supervisors acquired 35.1 acres through a deed of gift of a 22.67 acre parcel and a purchase of an 11.43 acre parcel owned by the Virts family. The Virts family made a deed of gift of the 22.67 acre parcel in honor of their nephew Scott Jenkins. The County purchased the adjacent 11.43 acre parcel. The combination of the parcels will enable the County to design and construct an active recreation facility and a park-and-ride lot for the Hamilton area on the property. Funding was appropriated in FY 09 to complete the park-and-ride lot infrastructure and a 90' baseball field. These amenities are scheduled for completion in November of 2010. A concept development plan will be completed in FY 10 to include additional active and passive recreation amenities for consideration in the FY 11 – FY 16 Capital Improvement Program planning period. The value of the 22-acre Deed of Gift was \$603,000.

Hamilton Park and Ride Lot

This project utilizes \$1 million in gasoline tax funds to construct a 250-space commuter parking lot to serve as the permanent Hamilton area commuter lot.



Funding

This project is planned to be funded through local tax funding, gasoline tax funding, the Deed of Gift and other debt financing.

Operating Impact

Operations & Maintenance

Operations and maintenance expenses are forecast to begin in FY 11 and are estimated at \$266,000 over the six-year planning period.

Debt Service

Debt service is forecast to begin in FY 12 and is estimated at \$812,000 over the six-year planning period.

Capital (\$ in 1000s)	Prior Alloc.	FY 2011 Adopted	FY 2012	FY 2013	FY 2014	FY 2015	FY 2016	6 Year Total	Future FY's	Project Total
Professional Services	450	0	0	0	0	0	0	0	0	450
Land Acquisition	905	0	0	0	0	0	0	0	0	905
Const of Site Infrastructure	2,348	0	2,000	0	0	0	0	2,000	0	4,348
Total Cost	3,703	0	2,000	0	0	0	0	2,000	0	5,703
Local Tax Funding	1,300	0	0	0	0	0	0	0	0	1,300
Gifts & Donations	603	0	0	0	0	0	0	0	0	603
Sale of Land	800	0	0	0	0	0	0	0	0	800
Gas Tax/Transportation Fund	1,000	0	0	0	0	0	0	0	0	1,000
Debt Financing	0	0	2,000	0	0	0	0	2,000	0	2,000
Total Financing	3,703	0	2,000	0	0	0	0	2,000	0	5,703
Operating Impact (\$ in 1000s)	FY 2011 Adopted	FY 2012	FY 2013	FY 2014	FY 2015	FY 2016	6 Year Total			
Operations & Maintenance	40	42	43	45	47	49	266			
Debt Service	0	50	198	193	188	183	812			
Total Impact	40	92	241	238	235	232	1,078			



Loudoun County Government
FY 2011 Adopted Fiscal Plan

Park Improvements

Project Description

This project uses \$3.569 million in cash proffers for improvements to eleven parks to enhance and extend the utilization of current parks operated by the County. The project enables the County to install public restrooms at County parks where temporary facilities have been in use, thus coming into conformance with County and State Health Department standards. The project also allows for the installation of lights to extend the use of athletic fields at sites, the expansion of parking areas, the installation of playground equipment and fencing, the addition of concessions stands, as well as infrastructure improvements like irrigation and the extension of public water and sewer to park sites.

The Parks impacted by this improvements plan include:

Ashburn Planning Subarea:

Bles Park	\$ 275,000
Lansdowne Park	275,000
Trailside Park	275,000
Lyndora Park	250,000
Ashburn Park	250,000

Dulles Planning Subarea:

Conklin Park	\$ 275,000
Byrnes Ridge Park	895,000

Sterling Planning Subarea:

Claude Moore Park	\$ 460,000
Briar Patch Park	275,000

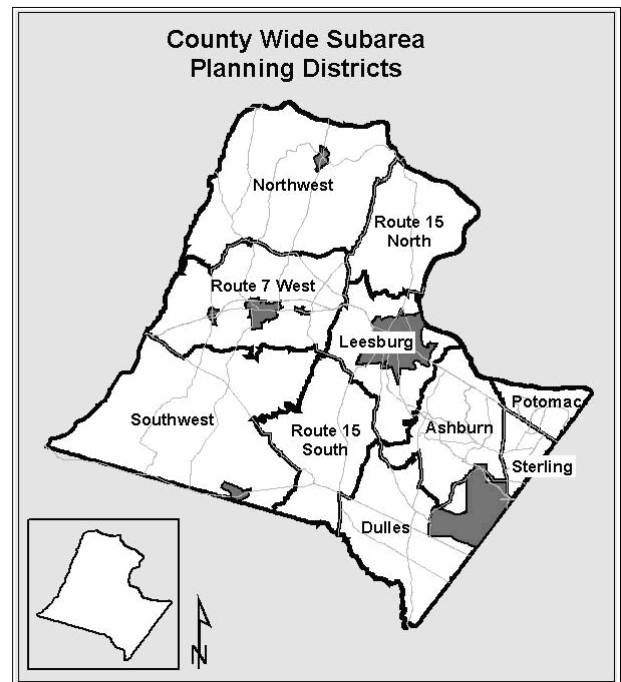
Potomac Planning Subarea:

Potomac Lakes Sportsplex	\$ 330,000
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Leesburg Planning Subarea:

Philip A. Bolen Memorial Park	\$ 9,000
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Total: \$ 3,569,000



Funding

This project is 100% funded through cash proffers.

Operating Impact

Operations & Maintenance

This project makes infrastructure improvements to County parks already in operation. Additional operational and maintenance costs will be mainly associated with increased utility costs and will be assimilated in the Parks, Recreation and Community Services operational budget.

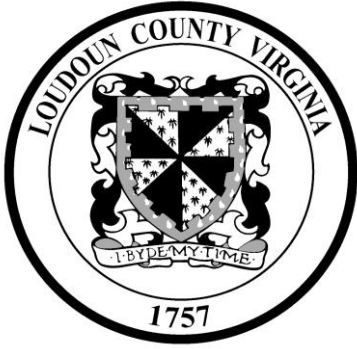
Debt Service

No debt service expense will be incurred during the six-year planning period.

Current Status

The Proffer Trust accounts funding this project can be referenced in the Proffer Fund Section of this document.

Capital (\$ in 1000s)	Prior Alloc.	FY 2011 Adopted	FY 2012	FY 2013	FY 2014	FY 2015	FY 2016	6 Year Total	Future FY's	Project Total
Const of Recreational Facility	0	3,569	0	0	0	0	0	3,569	0	3,569
Total Cost	0	3,569	0	0	0	0	0	3,569	0	3,569
Proffers (Cash)	0	3,569	0	0	0	0	0	3,569	0	3,569
Total Financing	0	3,569	0	0	0	0	0	3,569	0	3,569



Capital Improvement Program

SCHOOL CAPITAL PROJECTS SUMMARY

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School Capital Projects Page 9 – 1

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SCHOOL CAPITAL PROJECTS

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**Loudoun County Government
FY 2011 Adopted Fiscal Plan**

**Schools Summary
Schedule of Appropriations (in \$1000)
Adopted FY 11 - FY 16 Capital Improvement Program**

Functional Area	# Projects in FY 11-16	Prior FY	FY11	FY12	FY13	FY14	FY15	FY16	CIP Total	Future FY
Elementary Schools	6	\$ 960	\$ 27,820	\$ 27,090	\$ 28,310	\$ 2,880	\$ 39,010	\$ -	\$ 125,110	\$ 185,265
Middle Schools	2	-	-	46,090	48,160	-	-	-	94,250	114,860
High Schools	3	-	-	4,150	90,000	-	-	109,360	203,510	200,620
SCHOOLS SUBTOTAL	11	\$ 960	\$ 27,820	\$ 77,330	\$ 166,470	\$ 2,880	\$ 39,010	\$ 109,360	\$ 422,870	\$ 500,745

Fund Codes	Revenue Source		Prior FY	FY11	FY12	FY13	FY14	FY15	FY16	CIP Total	Future FY
\$ - Local Tax Funds	Local Tax Funding	\$	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
GO - G O Bond	General Obligation Bond	GO	-	27,820	77,330	166,470	2,880	19,010	109,360	402,870	500,745
VPSA - Bonds	VA Public School Authority	VPSA	960	-	-	-	-	-	-	-	-
Sale - Sale of Land	Sale of Land	Sale	-	-	-	-	-	20,000	-	20,000	-
	Totals		\$ 960	\$ 27,820	\$ 77,330	\$ 166,470	\$ 2,880	\$ 39,010	\$ 109,360	\$ 422,870	\$ 500,745



School Capital Projects

Elementary Schools



**Loudoun County Government
FY 2011 Adopted Fiscal Plan**

**Elementary Schools
Schedule of Appropriations (in \$1000)
Adopted FY 11 - FY 16 Capital Improvement Program**

Elementary Schools												
Type	Project Title	Fund	Prior FY	FY 11	FY 12	FY 13	FY 14	FY 15	FY 16	CIP Total	Future FY	Project Total
Elementary	ES-14 Brambleton	GO	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 33,750	\$ 33,750
Elementary	ES-15 Leesburg Area	GO	-	27,820	-	-	-	-	-	\$ 27,820	-	\$ 27,820
Elementary	ES-16 Moorefield Station	VPSA,GO	960	-	-	28,310	-	-	-	\$ 28,310	-	\$ 29,270
Elementary	ES-21 Dulles South Area	GO,Sale	-	-	-	-	-	39,010	-	\$ 39,010	-	\$ 39,010
Elementary	ES-22 Ashburn Area	GO	-	-	27,090	-	-	-	-	\$ 27,090	-	\$ 27,090
Elementary	ES-23 Arcola Center	GO	-	-	-	-	-	-	-	\$ -	33,750	\$ 33,750
Elementary	ES-25 Western Loudoun Area	GO	-	-	-	-	-	-	-	\$ -	33,750	\$ 33,750
Elementary	ES-28 Dulles South Area	GO	-	-	-	-	-	-	-	\$ -	33,750	\$ 33,750
Elementary	New Lucketts ES	GO	-	-	-	-	-	-	-	\$ -	33,750	\$ 33,750
Elementary	Catoctin ES Renovation	GO	-	-	-	-	-	-	-	\$ -	16,515	\$ 16,515
Elementary	Guilford ES Computer Lab Addition	GO	-	-	-	-	1,440	-	-	\$ 1,440	-	\$ 1,440
Elementary	Sully ES Computer Lab Addition	GO	-	-	-	-	1,440	-	-	\$ 1,440	-	\$ 1,440
Elementary Schools Total			\$ 960	\$ 27,820	\$ 27,090	\$ 28,310	\$ 2,880	\$ 39,010	\$ -	\$ 125,110	\$ 185,265	\$ 311,335

Fund Codes	Revenue Source	Prior FY	FY 11	FY 12	FY 13	FY 14	FY 15	FY 16	CIP Total	Future FY	Revenue Total
\$	Local Tax Funding	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
GO	General Obligation Bonds	-	27,820	27,090	28,310	2,880	19,010	-	\$ 105,110	185,265	\$ 290,375
VPSA	Virginia Public School Auth	960	-	-	-	-	-	-	\$ -	-	\$ 960
Sale	Sale of Land	-	-	-	-	-	20,000	-	\$ 20,000	-	\$ 20,000
Elementary Schools Total			\$ 960	\$ 27,820	\$ 27,090	\$ 28,310	\$ 2,880	\$ 39,010	\$ 125,110	\$ 185,265	\$ 311,335



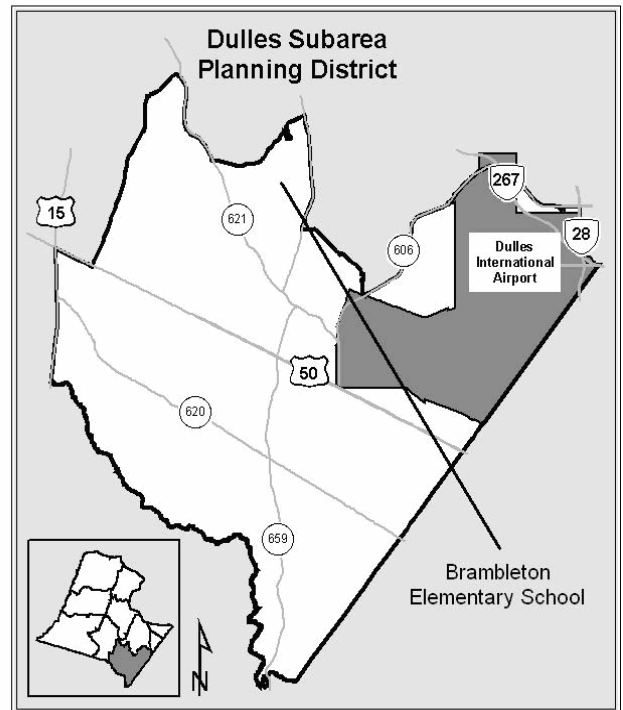
(ES-14) Brambleton Elementary School

Project Description

This project will be an estimated 91,100 square feet and will be located on a proffered site of approximately 20 usable acres. The elementary school will be designed for an anticipated program capacity of 875 students enrolled in kindergarten through the fifth grade. The facility will contain a media center, cafeteria, multipurpose room, classrooms, and two unlighted outdoor playing fields (soccer and softball). The Loudoun County Public School System employs a prototypical two-story elementary school design which will be used for school sites that have development constraints.

Loudoun County Public Schools (LCPS) currently incorporates a number of sustainable materials and practices into all prototypical school facilities. Additional elements of sustainable design will be incorporated into this facility's construction design.

Forecast operations and maintenance expenses are based on the FY 11 per pupil cost of \$11,341. This cost is derived by dividing the Adopted FY 11 Loudoun County Public School operating budget, which includes capital bus lease costs, of \$718,489,662 by the FY 11 school enrollment of 63,353 students. Projected costs in FY 12 – FY 16 are escalated at 4% per annum for inflation.



Funding

This project is planned to be funded with general obligation bonds, which will be scheduled for placement on a future referendum. Land has been proffered (Brambleton – ZCPA-2005-0012).

Operating Impact

Operations & Maintenance

This project is planned to be completed in future fiscal years; therefore, no operations and maintenance expenses will be incurred during the six-year planning period.

Debt Service

No debt service expense will be incurred during the six-year planning period.

Capital (\$ in 1000s)	Prior Alloc.	FY 2011 Adopted	FY 2012	FY 2013	FY 2014	FY 2015	FY 2016	6 Year Total	Future FY's	Project Total
Professional Services	0	0	0	0	0	0	0	0	6,750	6,750
Furniture, Fixtures & Equip	0	0	0	0	0	0	0	0	3,375	3,375
Construction	0	0	0	0	0	0	0	0	23,625	23,625
Total Cost	0	0	0	0	0	0	0	0	33,750	33,750
GO Bonds	0	0	0	0	0	0	0	0	33,750	33,750
Total Financing	0	0	0	0	0	0	0	0	33,750	33,750



**Loudoun County Government
FY 2011 Adopted Fiscal Plan**

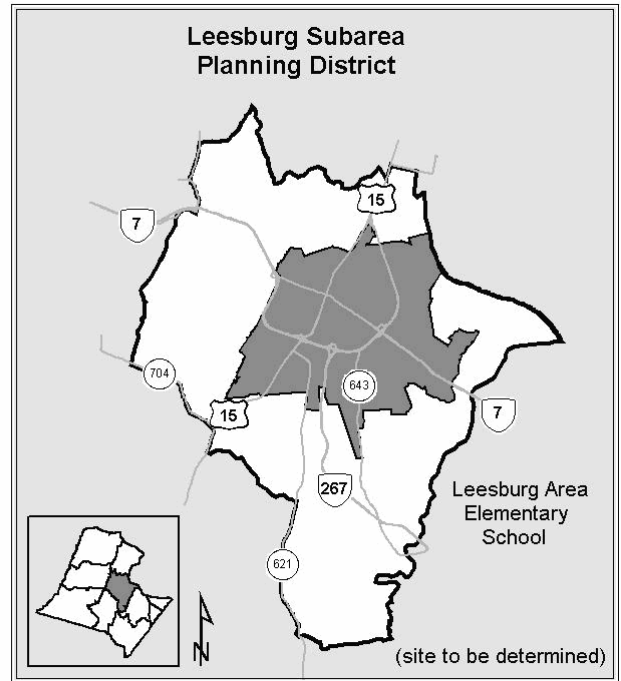
(ES-15) Leesburg Area Elementary School

Project Description

This project will be an estimated 91,100 square feet and will be located on a site of approximately 20 usable acres. The elementary school will be designed for an anticipated program capacity of 875 students enrolled in kindergarten through the fifth grade. The facility will contain a media center, cafeteria, multipurpose room, classrooms, and two unlighted outdoor playing fields (soccer and softball). The Loudoun County Public School System employs a prototypical two-story elementary school design which will be used for school sites that have development constraints.

Loudoun County Public Schools (LCPS) currently incorporates a number of sustainable materials and practices into all prototypical school facilities. Additional elements of sustainable design will be incorporated into this facility's construction design.

Forecast operations and maintenance expenses are based on the FY 11 per pupil cost of \$11,341. This cost is derived by dividing the Adopted FY 11 Loudoun County Public School operating budget, which includes capital bus lease costs, of \$718,489,662 by the FY 11 school enrollment of 63,353 students. Projected costs in FY 12 – FY 16 are escalated at 4% per annum for inflation.



Funding

This project is planned to be funded with general obligation bonds, which will be scheduled for placement on the November 2010 referendum. Local tax funding for land acquisition was appropriated in FY 04.

Operating Impact

Operations & Maintenance

Operations and maintenance expenses are forecast to begin in FY 13, and are estimated at \$45.58 million over the six-year planning period.

Debt Service

Debt service is forecast to begin in FY 11 and is estimated at \$12.49 million over the six-year planning period.

Capital (\$ in 1000s)	Prior Alloc.	FY 2011 Adopted	FY 2012	FY 2013	FY 2014	FY 2015	FY 2016	6 Year Total	Future FY's	Project Total
Professional Services	0	5,565	0	0	0	0	0	5,565	0	5,565
Furniture, Fixtures & Equip	0	2,780	0	0	0	0	0	2,780	0	2,780
Construction	0	19,475	0	0	0	0	0	19,475	0	19,475
Total Cost	0	27,820	0	0	0	0	0	27,820	0	27,820
GO Bonds	0	27,820	0	0	0	0	0	27,820	0	27,820
Total Financing	0	27,820	0	0	0	0	0	27,820	0	27,820

Operating Impact (\$ in 1000s)	FY 2011 Adopted	FY 2012	FY 2013	FY 2014	FY 2015	FY 2016	6 Year Total
Operations & Maintenance	0	0	10,733	11,162	11,609	12,073	45,577
Debt Service	100	1,033	2,834	2,925	2,843	2,755	12,490
Total Impact	100	1,033	13,567	14,087	14,452	14,828	58,067



**Loudoun County Government
FY 2011 Adopted Fiscal Plan**

(ES-16) Moorefield Station Elementary School

Project Description

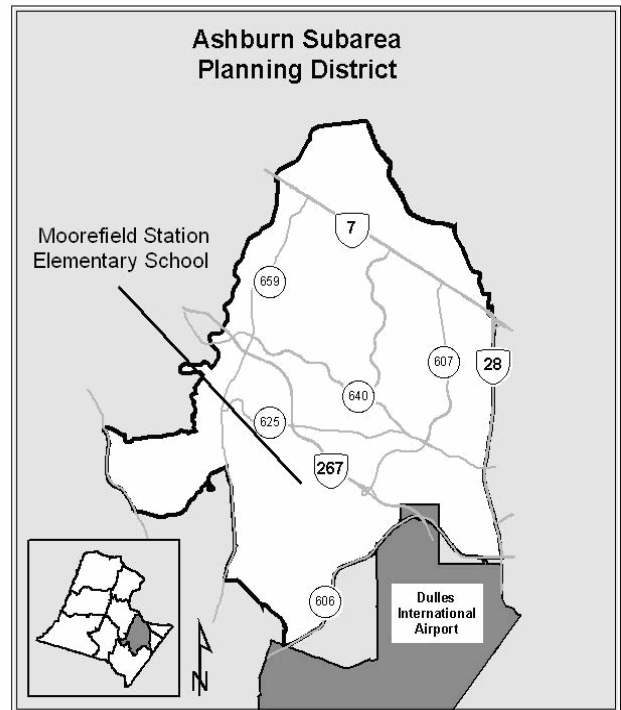
This project will be an estimated 91,100 square feet and will be located on a proffered site of approximately 20 usable acres. The elementary school will be designed for an anticipated program capacity of 875 students enrolled in kindergarten through the fifth grade. The facility will contain a media center, cafeteria, multipurpose room, classrooms, and two unlighted outdoor playing fields (soccer and softball). The Loudoun County Public Schools System employs a prototypical two-story elementary school design which will be used for school sites that have development constraints.

Loudoun County Public Schools (LCPS) currently incorporates a number of sustainable materials and practices into all prototypical school facilities. Additional elements of sustainable design will be incorporated into this facility's construction design.

Forecast operations and maintenance expenses are based on the FY 11 per pupil cost of \$11,341. This cost is derived by dividing the Adopted FY 11 Loudoun County Public School operating budget, which includes capital bus lease costs, of \$718,489,662 by the FY 11 school enrollment of 63,353 students. Projected costs in FY 12 – FY 16 are escalated at 4% per annum for inflation.

Current Status

This facility will be developed on a proffered public use site in the Moorefield Station development. Additional Virginia Public School Authority bond funding was appropriated during the FY 08 budget process for a new two-story design, which obviated the need to relocate a gas line.



Funding

This project is planned to be funded with a combination of Virginia Public School Authority (VPSA) bonds and general obligation bonds. The general obligation bonds will be scheduled for the November 2012 referendum.

Operating Impact

Operations & Maintenance

Operations and maintenance expenses are forecast to begin in FY 14, and are estimated at \$34.84 million over the six-year planning period.

Debt Service

Debt service is forecast to begin in FY 14, and is estimated at \$6.59 million over the six-year planning period.

Capital (\$ in 1000s)	Prior Alloc.	FY 2011 Adopted	FY 2012	FY 2013	FY 2014	FY 2015	FY 2016	6 Year Total	Future FY's	Project Total
Professional Services	960	0	0	5,660	0	0	0	5,660	0	6,620
Furniture, Fixtures & Equip	0	0	0	2,830	0	0	0	2,830	0	2,830
Construction	0	0	0	19,820	0	0	0	19,820	0	19,820
Total Cost	960	0	0	28,310	0	0	0	28,310	0	29,270
VPSA	960	0	0	0	0	0	0	0	0	960
GO Bonds	0	0	0	28,310	0	0	0	28,310	0	28,310
Total Financing	960	0	0	28,310	0	0	0	28,310	0	29,270
Operating Impact (\$ in 1000s)	FY 2011 Adopted	FY 2012	FY 2013	FY 2014	FY 2015	FY 2016	6 Year Total			
Operations & Maintenance	0	0	0	11,162	11,609	12,073	34,844			
Debt Service	0	0	0	655	2,921	3,010	6,586			
Total Impact	0	0	0	11,817	14,530	15,083	41,430			



**Loudoun County Government
FY 2011 Adopted Fiscal Plan**

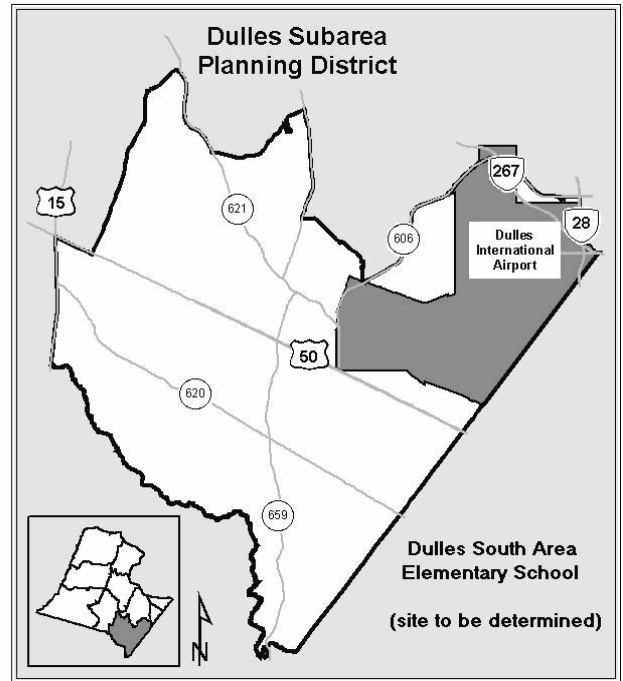
(ES-21) Dulles South Area Elementary School

Project Description

This project will be an estimated 91,100 square feet and will be located on a site of approximately 20 usable acres. The elementary school will be designed for an anticipated program capacity of 875 students enrolled in kindergarten through the fifth grade. The facility will contain a media center, cafeteria, multipurpose room, classrooms, and two unlighted outdoor playing fields (soccer and softball). The Loudoun County Public Schools System employs a prototypical two-story elementary school design which will be used for school sites that have development constraints.

Loudoun County Public Schools (LCPS) currently incorporates a number of sustainable materials and practices into all prototypical school facilities. Additional elements of sustainable design will be incorporated into this facility's construction design.

Forecast operations and maintenance expenses are based on the FY 11 per pupil cost of \$11,341. This cost is derived by dividing the Adopted FY 11 Loudoun County Public School operating budget, which includes capital bus lease costs, of \$718,489,662 by the FY 11 school enrollment of 63,353 students. Projected costs in FY 12 – FY 16 are escalated at 4% per annum for inflation.



Funding

This project is planned to be funded with general obligation bonds, which will be scheduled for placement on the November 2014 referendum. General obligation bonds for land acquisition were voter approved November 2007.

Operating Impact

Operations & Maintenance

Operations and maintenance expenses are forecast to begin in FY 16, and are estimated at \$12.07 million over the six-year planning period.

Debt Service

Debt service is forecast to begin in FY 15, and is estimated at \$1.48 million over the six-year planning period.

Capital (\$ in 1000s)	Prior Alloc.	FY 2011 Adopted	FY 2012	FY 2013	FY 2014	FY 2015	FY 2016	6 Year Total	Future FY's	Project Total
Professional Services	0	0	0	0	0	7,800	0	7,800	0	7,800
Furniture, Fixtures & Equip	0	0	0	0	0	3,900	0	3,900	0	3,900
Construction	0	0	0	0	0	27,310	0	27,310	0	27,310
Total Cost	0	0	0	0	0	39,010	0	39,010	0	39,010
Sale of Land	0	0	0	0	0	20,000	0	20,000	0	20,000
GO Bonds	0	0	0	0	0	19,010	0	19,010	0	19,010
Total Financing	0	0	0	0	0	39,010	0	39,010	0	39,010
Operating Impact (\$ in 1000s)		FY 2011 Adopted	FY 2012	FY 2013	FY 2014	FY 2015	FY 2016	6 Year Total		
Operations & Maintenance		0	0	0	0	0	12,073	12,073		
Debt Service		0	0	0	0	185	1,296	1,481		
Total Impact		0	0	0	0	185	13,369	13,554		



**Loudoun County Government
FY 2011 Adopted Fiscal Plan**

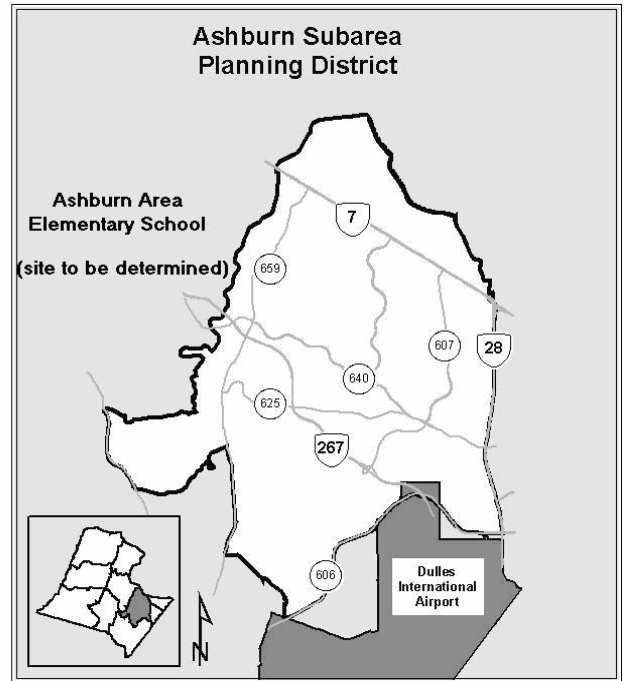
(ES-22) Ashburn Area Elementary School

Project Description

This project will be an estimated 91,100 square feet and will be located on a site of approximately 20 usable acres. The elementary school will be designed for an anticipated program capacity of 875 students enrolled in kindergarten through the fifth grade. The facility will contain a media center, cafeteria, multipurpose room, classrooms, and two unlighted outdoor playing fields (soccer and softball). The Loudoun County Public Schools System employs a prototypical two-story elementary school design which will be used for school sites that have development constraints.

Loudoun County Public Schools (LCPS) currently incorporates a number of sustainable materials and practices into all prototypical school facilities. Additional elements of sustainable design will be incorporated into this facility's construction design.

Forecast operations and maintenance expenses are based on the FY 11 per pupil cost of \$11,341. This cost is derived by dividing the Adopted FY 11 Loudoun County Public School operating budget, which includes capital bus lease costs, of \$718,489,662 by the FY 11 school enrollment of 63,353 students. Projected costs in FY 12 – FY 16 are escalated at 4% per annum for inflation.



Funding

This project is planned to be funded with general obligation bonds, which will be scheduled for placement on the November 2011 referendum.

Operating Impact

Operations & Maintenance

Operations and maintenance expenses are forecast to begin in FY 13, and are estimated at \$45.58 million over the six-year planning period.

Debt Service

Debt service is forecast to begin in FY 12, and is estimated at \$9.73 million over the six-year planning period.

Capital (\$ in 1000s)	Prior Alloc.	FY 2011 Adopted	FY 2012	FY 2013	FY 2014	FY 2015	FY 2016	6 Year Total	Future FY's	Project Total
Professional Services	0	0	5,420	0	0	0	0	5,420	0	5,420
Furniture, Fixtures & Equip	0	0	2,710	0	0	0	0	2,710	0	2,710
Construction	0	0	18,960	0	0	0	0	18,960	0	18,960
Total Cost	0	0	27,090	0	0	0	0	27,090	0	27,090
GO Bonds	0	0	27,090	0	0	0	0	27,090	0	27,090
Total Financing	0	0	27,090	0	0	0	0	27,090	0	27,090

Operating Impact (\$ in 1000s)	FY 2011 Adopted	FY 2012	FY 2013	FY 2014	FY 2015	FY 2016	6 Year Total
Operations & Maintenance	0	0	10,733	11,162	11,609	12,073	45,577
Debt Service	0	133	1,243	2,751	2,844	2,759	9,730
Total Impact	0	133	11,976	13,913	14,453	14,832	55,307



**Loudoun County Government
FY 2011 Adopted Fiscal Plan**

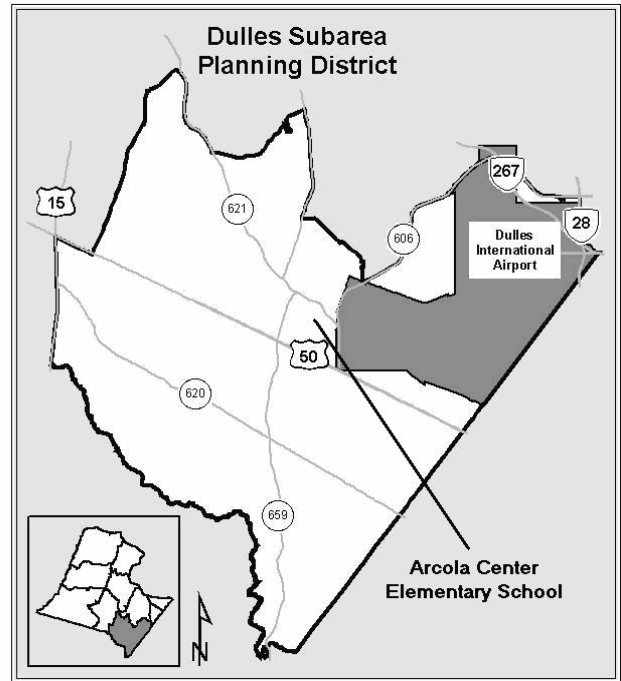
(ES-23) Arcola Center Elementary School

Project Description

This project will be an estimated 91,100 square feet and will be located on a proffered site of approximately 20 usable acres. The elementary school will be designed for an anticipated program capacity of 875 students enrolled in kindergarten through the fifth grade. The facility will contain a media center, cafeteria, multipurpose room, classrooms, and two unlighted outdoor playing fields (soccer and softball). The Loudoun County Public Schools System employs a prototypical two-story elementary school design which will be used for school sites that have development constraints.

Loudoun County Public Schools (LCPS) currently incorporates a number of sustainable materials and practices into all prototypical school facilities. Additional elements of sustainable design will be incorporated into this facility's construction design.

Forecast operations and maintenance expenses are based on the FY 11 per pupil cost of \$11,341. This cost is derived by dividing the Adopted FY 11 Loudoun County Public School operating budget, which includes capital bus lease costs, of \$718,489,662 by the FY 11 school enrollment of 63,353 students. Projected costs in FY 12 – FY 16 are escalated at 4% per annum for inflation.



Funding

This project is planned to be funded with general obligation bonds, which will be scheduled for placement on a future referendum.

Operating Impact

Operations & Maintenance

This project is planned to be completed in future fiscal years; therefore, no operations or maintenance expenses will be incurred during the six-year planning period.

Debt Service

No debt service expenses will be incurred during the six-year planning period.

Capital (\$ in 1000s)	Prior Alloc.	FY 2011 Adopted	FY 2012	FY 2013	FY 2014	FY 2015	FY 2016	6 Year Total	Future FY's	Project Total
Professional Services	0	0	0	0	0	0	0	0	6,750	6,750
Furniture, Fixtures & Equip	0	0	0	0	0	0	0	0	3,375	3,375
Construction	0	0	0	0	0	0	0	0	23,625	23,625
Total Cost	0	0	0	0	0	0	0	0	33,750	33,750
GO Bonds	0	0	0	0	0	0	0	0	33,750	33,750
Total Financing	0	0	0	0	0	0	0	0	33,750	33,750



**Loudoun County Government
FY 2011 Adopted Fiscal Plan**

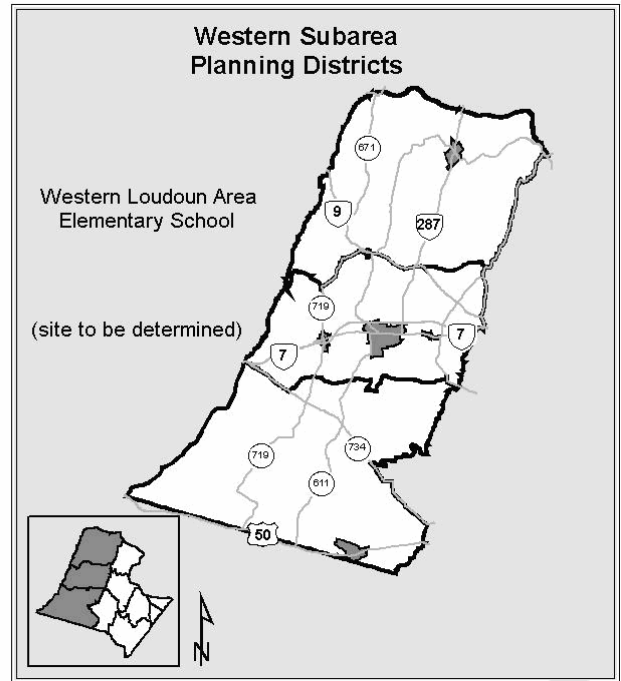
(ES-25) Western Loudoun Area Elementary School

Project Description

This project will be an estimated 91,100 square feet and will be located on a site of approximately 20 usable acres. The elementary school will be designed for an anticipated program capacity of 875 students enrolled in kindergarten through the fifth grade. The facility will contain a media center, cafeteria, multipurpose room, classrooms, and two unlighted outdoor playing fields (soccer and softball). The Loudoun County Public Schools System employs a prototypical two-story elementary school design which will be used for school sites that have development constraints.

Loudoun County Public Schools (LCPS) currently incorporates a number of sustainable materials and practices into all prototypical school facilities. Additional elements of sustainable design will be incorporated into this facility's construction design.

Forecast operations and maintenance expenses are based on the FY 11 per pupil cost of \$11,341. This cost is derived by dividing the Adopted FY 11 Loudoun County Public School operating budget, which includes capital bus lease costs, of \$718,489,662 by the FY 11 school enrollment of 63,353 students. Projected costs in FY 12 – FY 16 are escalated at 4% per annum for inflation.



Funding

This project is planned to be funded with general obligation bonds, which will be scheduled for placement on a future referendum.

Operating Impact

Operations & Maintenance

This project is planned to be completed in future fiscal years; therefore, no operations or maintenance expenses will be incurred during the six-year planning period.

Debt Service

No debt service expenses will be incurred during the six-year planning period.

Capital (\$ in 1000s)	Prior Alloc.	FY 2011 Adopted	FY 2012	FY 2013	FY 2014	FY 2015	FY 2016	6 Year Total	Future FY's	Project Total
Professional Services	0	0	0	0	0	0	0	0	6,750	6,750
Furniture, Fixtures & Equip	0	0	0	0	0	0	0	0	3,375	3,375
Construction	0	0	0	0	0	0	0	0	23,625	23,625
Total Cost	0	0	0	0	0	0	0	0	33,750	33,750
GO Bonds	0	0	0	0	0	0	0	0	33,750	33,750
Total Financing	0	0	0	0	0	0	0	0	33,750	33,750



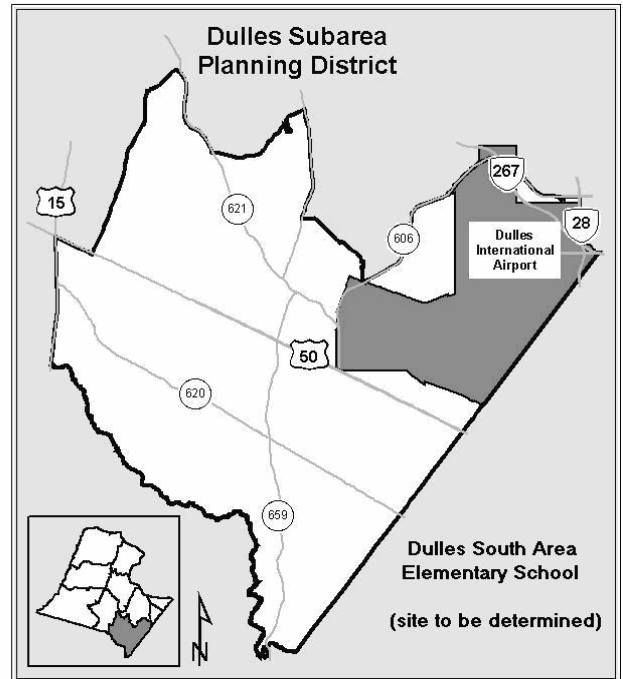
(ES-28) Dulles South Area Elementary School

Project Description

This project will be an estimated 91,100 square feet and will be located on a site of approximately 20 usable acres. The elementary school will be designed for an anticipated program capacity of 875 students enrolled in kindergarten through the fifth grade. The facility will contain a media center, cafeteria, multipurpose room, classrooms, and two unlighted outdoor playing fields (soccer and softball). The Loudoun County Public Schools System employs a prototypical two-story elementary school design which will be used for school sites that have development constraints.

Loudoun County Public Schools (LCPS) currently incorporates a number of sustainable materials and practices into all prototypical school facilities. Additional elements of sustainable design will be incorporated into this facility's construction design.

Forecast operations and maintenance expenses are based on the FY 11 per pupil cost of \$11,341. This cost is derived by dividing the Adopted FY 11 Loudoun County Public School operating budget, which includes capital bus lease costs, of \$718,489,662 by the FY 11 school enrollment of 63,353 students. Projected costs in FY 12 – FY 16 are escalated at 4% per annum for inflation.



Funding

This project is planned to be funded with general obligation bonds, which will be scheduled for placement on a future referendum.

Operating Impact

Operations & Maintenance

This project is proposed to be completed in future fiscal years; therefore, no operations or maintenance expenses will be incurred during the six-year planning period.

Debt Service

No debt service expense will be incurred during the six-year planning period.

Capital (\$ in 1000s)	Prior Alloc.	FY 2011 Adopted	FY 2012	FY 2013	FY 2014	FY 2015	FY 2016	6 Year Total	Future FY's	Project Total
Professional Services	0	0	0	0	0	0	0	0	6,750	6,750
Furniture, Fixtures & Equip	0	0	0	0	0	0	0	0	3,375	3,375
Construction	0	0	0	0	0	0	0	0	23,625	23,625
Total Cost	0	0	0	0	0	0	0	0	33,750	33,750
GO Bonds	0	0	0	0	0	0	0	0	33,750	33,750
Total Financing	0	0	0	0	0	0	0	0	33,750	33,750



**Loudoun County Government
FY 2011 Adopted Fiscal Plan**

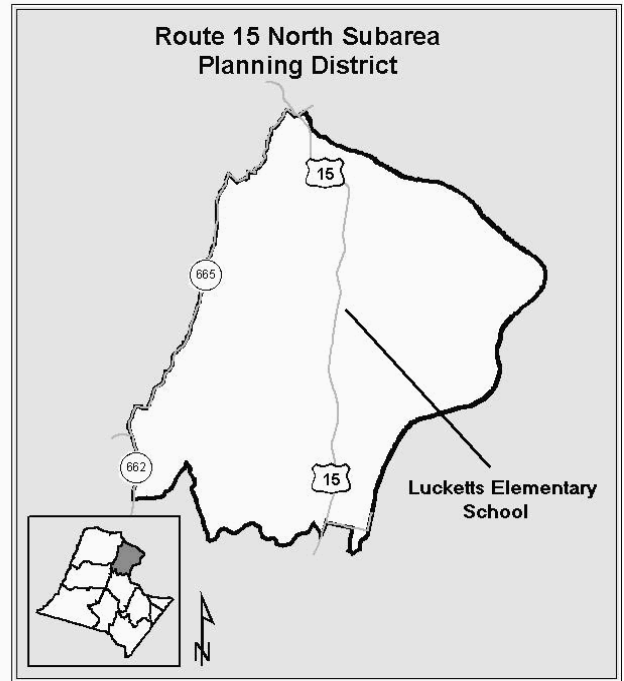
New Lucketts Elementary School

Project Description

This project will be an estimated 91,100 square feet and will replace the current Lucketts Elementary School. The elementary school will be designed for an anticipated program capacity of 875 students enrolled in kindergarten through the fifth grade. The facility will contain a media center, cafeteria, multipurpose room, classrooms, and two unlighted outdoor playing fields (soccer and softball). The Loudoun County Public Schools System employs a prototypical two-story elementary school design which will be used for school sites that have development constraints.

Loudoun County Public Schools (LCPS) currently incorporates a number of sustainable materials and practices into all prototypical school facilities. Additional elements of sustainable design will be incorporated into this facility's construction design.

Forecast operations and maintenance expenses are based on the FY 11 per pupil cost of \$11,341. This cost is derived by dividing the Adopted FY 11 Loudoun County Public School operating budget, which includes capital bus lease costs, of \$718,489,662 by the FY 11 school enrollment of 63,353 students. Projected costs in FY 12 – FY 16 are escalated at 4% per annum for inflation.



Funding

This project is planned to be funded with general obligation bonds, which will be scheduled for placement on a future referendum.

Operating Impact

Operations & Maintenance

This project is proposed to be completed in future fiscal years; therefore no operations or maintenance expenses will be incurred during the six-year planning period.

Debt Service

No debt service expense will be incurred during the six-year planning period.

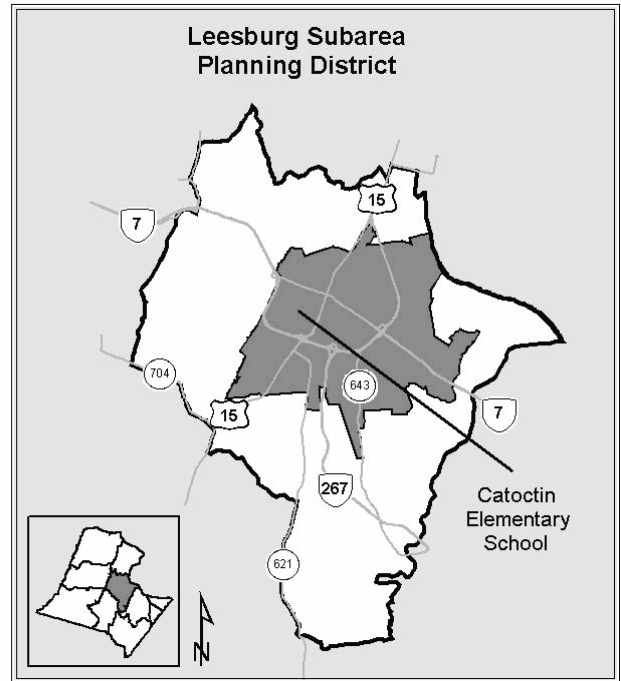
Capital (\$ in 1000s)	Prior Alloc.	FY 2011 Adopted	FY 2012	FY 2013	FY 2014	FY 2015	FY 2016	6 Year Total	Future FY's	Project Total
Professional Services	0	0	0	0	0	0	0	0	6,750	6,750
Furniture, Fixtures & Equip	0	0	0	0	0	0	0	0	3,375	3,375
Construction	0	0	0	0	0	0	0	0	23,625	23,625
Total Cost	0	0	0	0	0	0	0	0	33,750	33,750
GO Bonds	0	0	0	0	0	0	0	0	33,750	33,750
Total Financing	0	0	0	0	0	0	0	0	33,750	33,750



Catoctin Elementary School Renovation

Project Description

The Catoctin Elementary School renovation will include the construction of new art and music rooms, additional library ancillary spaces, and the addition of space for small group instruction. Upgrades and improvements will be made to various operating systems of the school facility including the mechanical (HVAC) and electrical systems. A new fire suppression and sprinkler system will be installed throughout the facility; related plumbing work will be refurbished. Additional improvements will be made with particular attention given to Americans with Disabilities Act (ADA) compliance.



Funding

This project is planned to be funded with general obligation bonds, which will be scheduled for placement on a future referendum.

Operating Impact

Operations & Maintenance

This project is planned to be completed in future fiscal years; therefore, no operations or maintenance expenses will be incurred during the six-year planning period.

Debt Service

No debt service expense will be incurred during the six-year planning period.

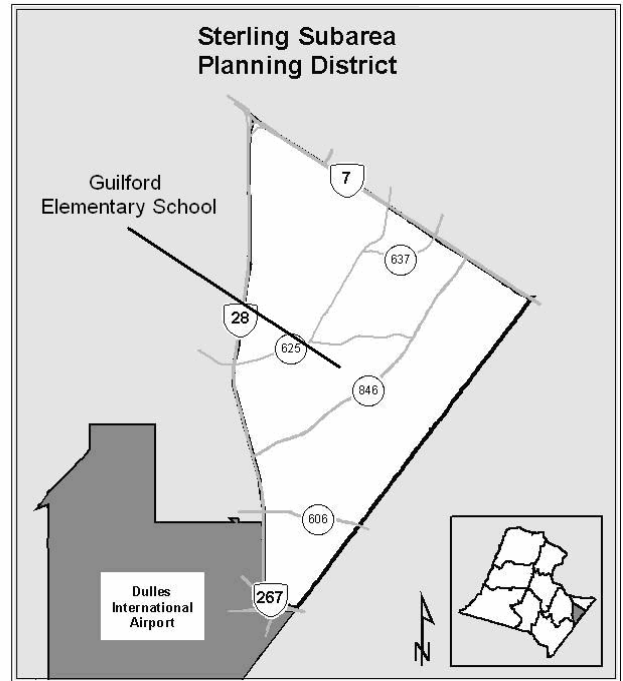
Capital (\$ in 1000s)	Prior Alloc.	FY 2011 Adopted	FY 2012	FY 2013	FY 2014	FY 2015	FY 2016	6 Year Total	Future FY's	Project Total
Professional Services	0	0	0	0	0	0	0	0	3,300	3,300
Furniture, Fixtures & Equip	0	0	0	0	0	0	0	0	1,650	1,650
Const of Existing Bldgs	0	0	0	0	0	0	0	0	11,565	11,565
Total Cost	0	0	0	0	0	0	0	0	16,515	16,515
GO Bonds	0	0	0	0	0	0	0	0	16,515	16,515
Total Financing	0	0	0	0	0	0	0	0	16,515	16,515



Guilford Elementary School Computer Lab Addition

Project Description

The Guilford Elementary School addition will construct a new library and computer laboratory. The existing library will be reconfigured for instructional and support service space.



Funding

This project is planned to be funded with general obligation bonds and is scheduled to be placed on the November 2013 referendum.

Operating Impact

Operations & Maintenance

The annual cost for incremental operations and maintenance as a result of this addition is nominal, and will be incorporated into the facility's base operating budget as required.

Debt Service

Debt service is forecast to begin in FY 15 and is estimated at \$320,000 over the six-year planning period.

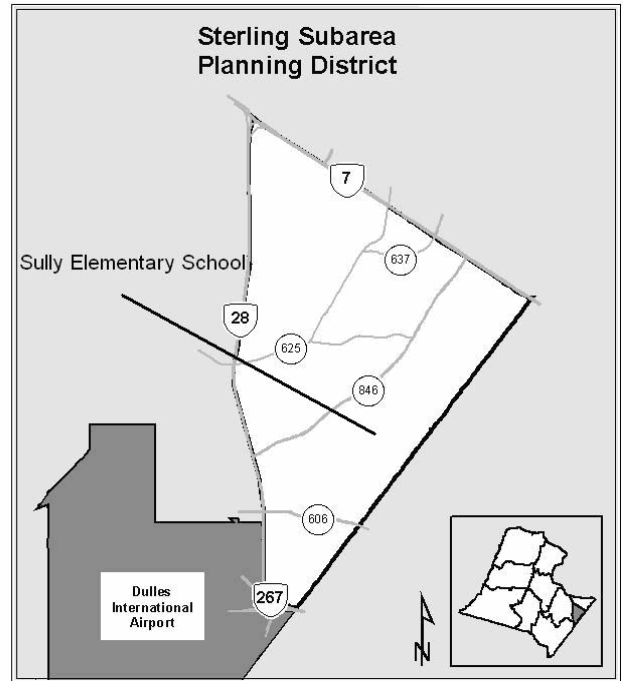
Capital (\$ in 1000s)	Prior Alloc.	FY 2011 Adopted	FY 2012	FY 2013	FY 2014	FY 2015	FY 2016	6 Year Total	Future FY's	Project Total
Professional Services	0	0	0	0	288	0	0	288	0	288
Furniture, Fixtures & Equip	0	0	0	0	144	0	0	144	0	144
Const of Existing Bldgs	0	0	0	0	1,008	0	0	1,008	0	1,008
Total Cost	0	0	0	0	1,440	0	0	1,440	0	1,440
GO Bonds	0	0	0	0	1,440	0	0	1,440	0	1,440
Total Financing	0	0	0	0	1,440	0	0	1,440	0	1,440
Operating Impact (\$ in 1000s)		FY 2011 Adopted	FY 2012	FY 2013	FY 2014	FY 2015	FY 2016	6 Year Total		
Debt Service		0	0	0	0	162	158	320		
Total Impact		0	0	0	0	162	158	320		



Sully Elementary School Computer Lab Addition

Project Description

The Sully Elementary School addition will construct a new library and computer laboratory. The existing library will be reconfigured for instructional and support service space.



Funding

This project is planned to be funded with general obligation bonds and is scheduled to be on the November 2013 referendum.

Operating Impact

Operations & Maintenance

The annual cost for incremental operations and maintenance as a result of this addition is nominal, and will be incorporated into the facility's base operating budget as required.

Debt Service

Debt service is forecast to begin in FY 15 and is estimated at \$320,000 over the six-year planning period.

Capital (\$ in 1000s)	Prior Alloc.	FY 2011 Adopted	FY 2012	FY 2013	FY 2014	FY 2015	FY 2016	6 Year Total	Future FY's	Project Total
Professional Services	0	0	0	0	288	0	0	288	0	288
Furniture, Fixtures & Equip	0	0	0	0	144	0	0	144	0	144
Const of Existing Bldgs	0	0	0	0	1,008	0	0	1,008	0	1,008
Total Cost	0	0	0	0	1,440	0	0	1,440	0	1,440
GO Bonds	0	0	0	0	1,440	0	0	1,440	0	1,440
Total Financing	0	0	0	0	1,440	0	0	1,440	0	1,440
Operating Impact (\$ in 1000s)		FY 2011 Adopted	FY 2012	FY 2013	FY 2014	FY 2015	FY 2016	6 Year Total		
Debt Service		0	0	0	0	162	158	320		
Total Impact		0	0	0	0	162	158	320		



School Capital Projects

Middle Schools



**Loudoun County Government
FY 2011 Adopted Fiscal Plan**

**Middle Schools
Schedule of Appropriations (in \$1000)
Adopted FY 11 - FY 16 Capital Improvement Program**

	Middle Schools												
Type	Project Title	Fund		Prior FY	FY 11	FY 12	FY 13	FY 14	FY 15	FY 16	CIP Total	Future FY	Project Total
Middle	MS-6 Ashburn Area	GO		\$ -	\$ -	\$ 46,090	\$ -	\$ -	\$ -	\$ -	\$ 46,090	\$ -	\$ 46,090
Middle	MS-7 Dulles South Area	GO		-	-	-	-	-	-	-	\$ -	57,430	\$ 57,430
Middle	MS-8 Dulles South Area	GO		-	-	-	-	-	-	-	\$ -	57,430	\$ 57,430
Middle	Belmont Ridge MS Replacement	GO		-	-	-	48,160	-	-	-	\$ 48,160	-	\$ 48,160
	Middle Schools Total			\$ -	\$ -	\$ 46,090	\$ 48,160	\$ -	\$ -	\$ -	\$ 94,250	\$ 114,860	209,110

Fund Codes Revenue Source			Prior FY	FY 11	FY 12	FY 13	FY 14	FY 15	FY 16	CIP Total	Future FY	Revenue Total
\$	Local Tax Funding		\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
GO	General Obligation Bonds		-	-	46,090	48,160	-	-	-	\$ 94,250	114,860	\$ 209,110
VPSA	Virginia Public School Auth		-	-	-	-	-	-	-	\$ -	-	\$ -
Sale	Sale of Land		-	-	-	-	-	-	-	\$ -	-	\$ -
Middle Schools Total			\$ -	\$ -	\$ 46,090	\$ 48,160	\$ -	\$ -	\$ -	\$ 94,250	\$ 114,860	\$ 209,110



**Loudoun County Government
FY 2011 Adopted Fiscal Plan**

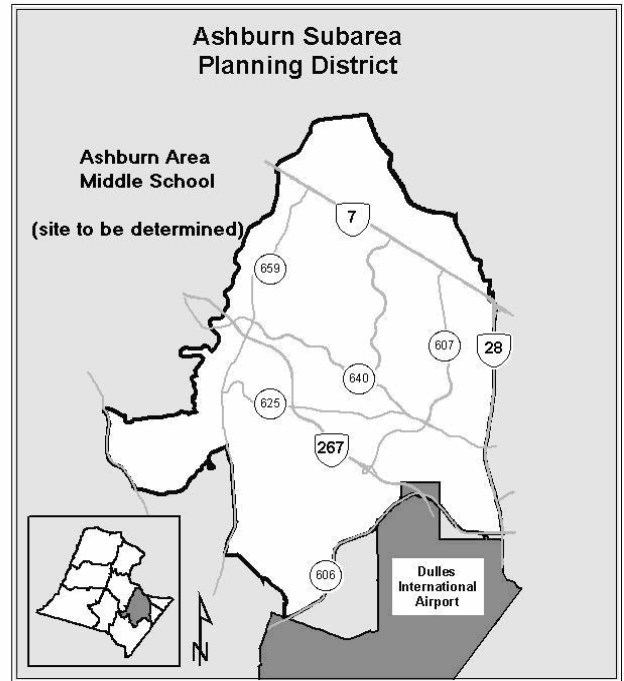
(MS-6) Ashburn Area Middle School

Project Description

This project will be an estimated 168,780 square feet and will be located on a site of approximately 35 usable acres. The middle school will be designed for an anticipated program capacity of 1,350 students enrolled in grades Six through Eight. The facility will utilize the school "house" concept for individual grades and contain classrooms, a media center, cafeteria, auditorium, gymnasium, auxiliary gymnasium, and three unlighted outdoor playing fields (two soccer and one softball).

Loudoun County Public Schools (LCPS) currently incorporates a number of sustainable materials and practices into all prototypical school facilities. Additional elements of sustainable design will be incorporated into this facility's construction design.

Forecast operations and maintenance expenses are based on the FY 11 per pupil cost of \$11,341. This cost is derived by dividing the Adopted FY 11 Loudoun County Public School operating budget, which includes capital bus lease costs, of \$718,489,662 by the FY 11 school enrollment of 63,353 students. Projected costs in FY 12 – FY 16 are escalated at 4% per annum for inflation.



Funding

This project is planned to be funded with general obligation bonds, which will be scheduled for placement on the November 2011 referendum. General obligation bonds for land acquisition were voter approved November 2006.

Operating Impact

Operations & Maintenance

Operations and maintenance expenses are forecast to begin in FY 14, and are estimated at \$53.76 million over the six-year planning period.

Debt Service

Debt service is forecast to begin in FY 12 and is estimated at \$12.58 million over the six-year planning period.

Capital (\$ in 1000s)	Prior Alloc.	FY 2011 Adopted	FY 2012	FY 2013	FY 2014	FY 2015	FY 2016	6 Year Total	Future FY's	Project Total
Professional Services	0	0	9,220	0	0	0	0	9,220	0	9,220
Furniture, Fixtures & Equip	0	0	4,610	0	0	0	0	4,610	0	4,610
Construction	0	0	32,260	0	0	0	0	32,260	0	32,260
Total Cost	0	0	46,090	0	0	0	0	46,090	0	46,090
GO Bonds	0	0	46,090	0	0	0	0	46,090	0	46,090
Total Financing	0	0	46,090	0	0	0	0	46,090	0	46,090

Operating Impact (\$ in 1000s)	FY 2011 Adopted	FY 2012	FY 2013	FY 2014	FY 2015	FY 2016	6 Year Total
Operations & Maintenance	0	0	0	17,222	17,911	18,627	53,760
Debt Service	0	148	918	2,016	4,646	4,850	12,578
Total Impact	0	148	918	19,238	22,557	23,477	66,338



**Loudoun County Government
FY 2011 Adopted Fiscal Plan**

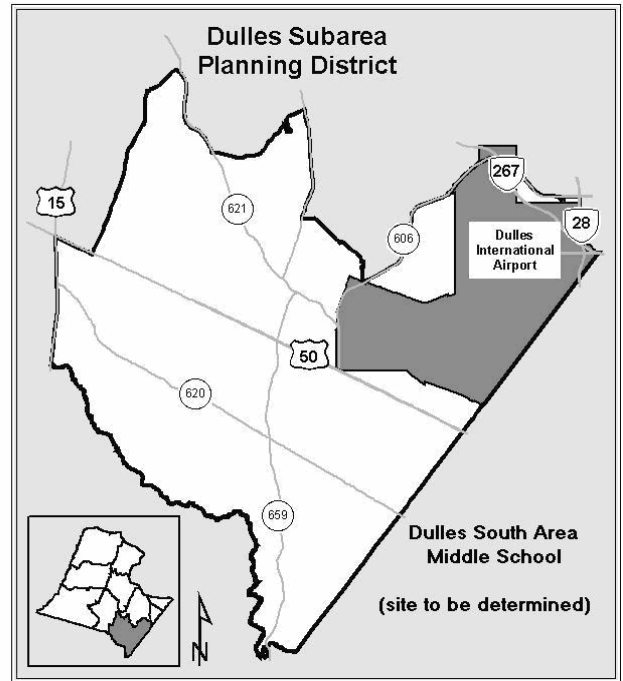
(MS-7) Dulles South Area Middle School

Project Description

This project will be an estimated 168,780 square feet and will be located on a site of approximately 35 usable acres. The middle school will be designed for an anticipated program capacity of 1,350 students enrolled in grades Six through Eight. The facility will utilize the school "house" concept for individual grades and contain classrooms, a media center, cafeteria, auditorium, gymnasium, auxiliary gymnasium, and three unlighted outdoor playing fields (two soccer and one softball).

Loudoun County Public Schools (LCPS) currently incorporates a number of sustainable materials and practices into all prototypical school facilities. Additional elements of sustainable design will be incorporated into this facility's construction design.

Forecast operations and maintenance expenses are based on the FY 11 per pupil cost of \$11,341. This cost is derived by dividing the Adopted FY 11 Loudoun County Public School operating budget, which includes capital bus lease costs, of \$718,489,662 by the FY 11 school enrollment of 63,353 students. Projected costs in FY 12 – FY 16 are escalated at 4% per annum for inflation.



Funding

This project is planned to be funded with general obligation bonds, which will be scheduled for placement on a future referendum. General obligation bonds for land acquisition were voter approved November 2006.

Operating Impact

Operations & Maintenance

This project is planned to be completed in future fiscal years; therefore, no operations or maintenance expenses will be incurred during the six-year planning period.

Debt Service

No debt service expense will be incurred during the six-year planning period.

Capital (\$ in 1000s)	Prior Alloc.	FY 2011 Adopted	FY 2012	FY 2013	FY 2014	FY 2015	FY 2016	6 Year Total	Future FY's	Project Total
Professional Services	0	0	0	0	0	0	0	0	11,485	11,485
Furniture, Fixtures & Equip	0	0	0	0	0	0	0	0	5,740	5,740
Construction	0	0	0	0	0	0	0	0	40,205	40,205
Total Cost	0	0	0	0	0	0	0	0	57,430	57,430
GO Bonds	0	0	0	0	0	0	0	0	57,430	57,430
Total Financing	0	0	0	0	0	0	0	0	57,430	57,430



**Loudoun County Government
FY 2011 Adopted Fiscal Plan**

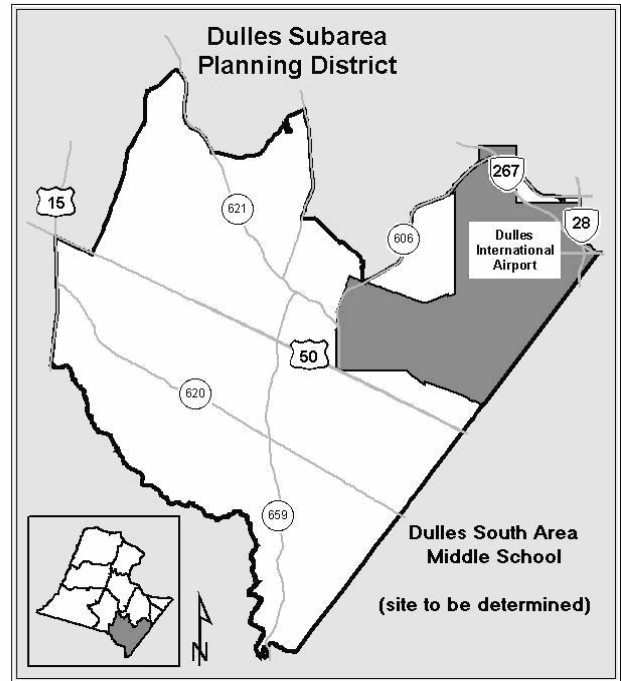
(MS-8) Dulles South Area Middle School

Project Description

This project will be an estimated 168,780 square feet and will be located on a site of approximately 35 usable acres. The middle school will be designed for an anticipated program capacity of 1,350 students enrolled in grades Six through Eight. The facility will utilize the school "house" concept for individual grades and contain classrooms, a media center, cafeteria, auditorium, gymnasium, auxiliary gymnasium, and three unlighted outdoor playing fields (two soccer and one softball).

Loudoun County Public Schools (LCPS) currently incorporates a number of sustainable materials and practices into all prototypical school facilities. Additional elements of sustainable design will be incorporated into this facility's construction design.

Forecast operations and maintenance expenses are based on the FY 11 per pupil cost of \$11,341. This cost is derived by dividing the Adopted FY 11 Loudoun County Public School operating budget, which includes capital bus lease costs, of \$718,489,662 by the FY 11 school enrollment of 63,353 students. Projected costs in FY 12 – FY 16 are escalated at 4% per annum for inflation.



Funding

This project is planned to be funded with general obligation bonds, which will be scheduled for placement on a future referendum.

Operating Impact

Operations & Maintenance

This project is planned to be completed in future fiscal years; therefore no operations or maintenance expenses will be incurred during the six-year planning period.

Debt Service

No debt service expense will be incurred during the six-year planning period.

Capital (\$ in 1000s)	Prior Alloc.	FY 2011 Adopted	FY 2012	FY 2013	FY 2014	FY 2015	FY 2016	6 Year Total	Future FY's	Project Total
Professional Services	0	0	0	0	0	0	0	0	11,485	11,485
Furniture, Fixtures & Equip	0	0	0	0	0	0	0	0	5,740	5,740
Construction	0	0	0	0	0	0	0	0	40,205	40,205
Total Cost	0	0	0	0	0	0	0	0	57,430	57,430
GO Bonds	0	0	0	0	0	0	0	0	57,430	57,430
Total Financing	0	0	0	0	0	0	0	0	57,430	57,430



**Loudoun County Government
FY 2011 Adopted Fiscal Plan**

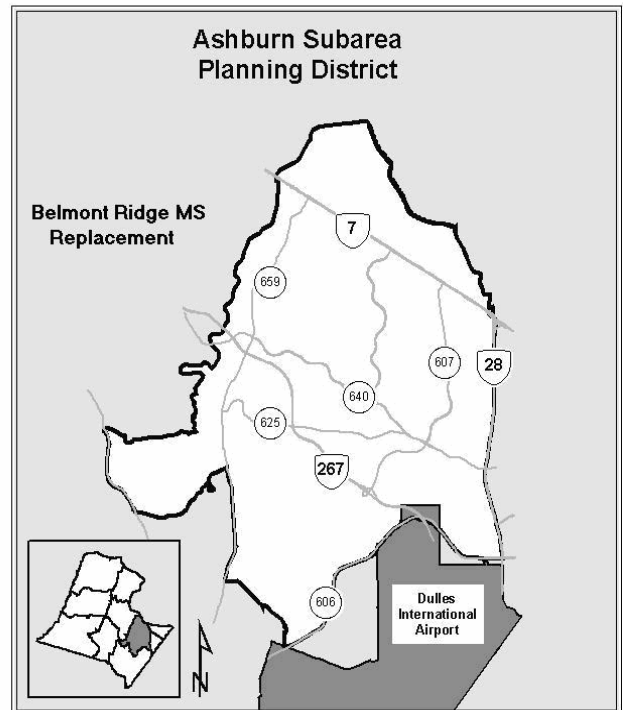
Belmont Ridge Middle School Replacement

Project Description

This project will be an estimated 168,780 square feet and will be located on a site of approximately 35 usable acres. The middle school will be designed for an anticipated program capacity of 1,350 students enrolled in grades Six through Eight. The facility will utilize the school "house" concept for individual grades and contain classrooms, a media center, cafeteria, auditorium, gymnasium, auxiliary gymnasium, and three unlighted outdoor playing fields (two soccer and one softball).

Loudoun County Public Schools (LCPS) currently incorporates a number of sustainable materials and practices into all prototypical school facilities. Additional elements of sustainable design will be incorporated into this facility's construction design.

Forecast operations and maintenance expenses are based on the FY 11 per pupil cost of \$11,341. This cost is derived by dividing the Adopted FY 11 Loudoun County Public School operating budget, which includes capital bus lease costs, of \$718,489,662 by the FY 11 school enrollment of 63,353 students. Projected costs in FY 12 – FY 16 are escalated at 4% per annum for inflation.



Funding

This project is planned to be funded with general obligation bonds, which will be scheduled for placement on the November 2012 referendum.

Operating Impact

Operations & Maintenance

Operations and maintenance expenses are forecast to begin in FY 15, and are estimated at \$36.54 million over the six-year planning period.

Debt Service

Debt service is forecast to begin in FY 14 and is estimated at \$8.07 million over the six-year planning period.

Capital (\$ in 1000s)	Prior Alloc.	FY 2011 Adopted	FY 2012	FY 2013	FY 2014	FY 2015	FY 2016	6 Year Total	Future FY's	Project Total
Professional Services	0	0	0	9,630	0	0	0	9,630	0	9,630
Furniture, Fixtures & Equip	0	0	0	4,815	0	0	0	4,815	0	4,815
Construction	0	0	0	33,715	0	0	0	33,715	0	33,715
Total Cost	0	0	0	48,160	0	0	0	48,160	0	48,160
GO Bonds	0	0	0	48,160	0	0	0	48,160	0	48,160
Total Financing	0	0	0	48,160	0	0	0	48,160	0	48,160
Operating Impact (\$ in 1000s)		FY 2011 Adopted	FY 2012	FY 2013	FY 2014	FY 2015	FY 2016	6 Year Total		
Operations & Maintenance		0	0	0	0	17,911	18,627	36,538		
Debt Service		0	0	0	1,050	2,168	4,851	8,069		
Total Impact		0	0	0	1,050	20,079	23,478	44,607		



School Capital Projects

High Schools



Loudoun County Government
FY 2011 Adopted Fiscal Plan

High Schools
Schedule of Appropriations (in \$1000)
Adopted FY 11 - FY 16 Capital Improvement Program

	High Schools												
Type	Project Title	Fund		Prior FY	FY 11	FY 12	FY 13	FY 14	FY 15	FY 16	CIP Total	Future FY	Project Total
High	HS-6 Loudoun Valley Estates II	GO		\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 109,360	\$ 109,360	\$ -	\$ 109,360
High	HS-8 Ashburn Area	GO		-	-	-	90,000	-	-	-	\$ 90,000	-	\$ 90,000
High	HS-9 Dulles South Area	GO		-	-	-	-	-	-	-	\$ -	114,280	\$ 114,280
High	Advanced Technology Academy	GO		-	-	-	-	-	-	-	\$ -	86,340	\$ 86,340
High	Park View HS Science Lab/Art Studio Renovation	GO		-	-	4,150	-	-	-	-	\$ 4,150	-	\$ 4,150
	High Schools Total			\$ -	\$ -	\$ 4,150	\$ 90,000	\$ -	\$ -	\$ 109,360	\$ 203,510	\$ 200,620	\$ 404,130

Fund Codes Revenue Source			Prior FY	FY 11	FY 12	FY 13	FY 14	FY 15	FY 16	CIP Total	Future FY	Revenue Total
\$	Local Tax Funding		\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
GO	General Obligation Bonds		-	-	4,150	90,000	-	-	109,360	\$ 203,510	200,620	\$ 404,130
VPSA	Virginia Public School Auth		-	-	-	-	-	-	-	\$ -	-	\$ -
Sale	Sale of Land		-	-	-	-	-	-	-	\$ -	-	\$ -
	High Schools Total		\$ -	\$ -	\$ 4,150	\$ 90,000	\$ -	\$ -	\$ 109,360	\$ 203,510	\$ 200,620	\$ 404,130



**Loudoun County Government
FY 2011 Adopted Fiscal Plan**

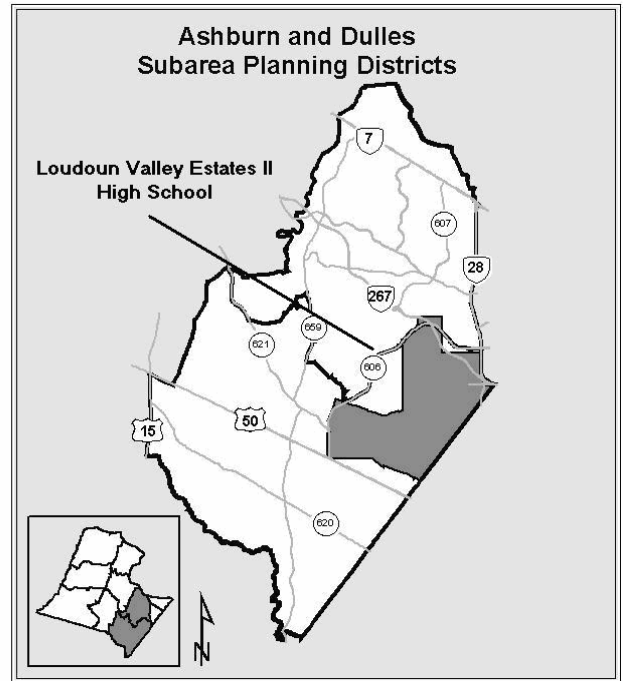
(HS-6) Loudoun Valley Estates II High School

Project Description

This project will be an estimated 279,000 square feet and will be located on a proffered site of approximately 75 usable acres. The high school will be designed for an anticipated program capacity of 1,800 students enrolled in grades Nine through Twelve. The facility will contain classrooms, a media center, cafeteria, gymnasium, auxiliary gymnasium, outdoor playing fields, and other associated spaces to support the high school program.

Loudoun County Public Schools (LCPS) currently incorporates a number of sustainable materials and practices into all prototypical school facilities. Additional elements of sustainable design will be incorporated into this facility's construction design.

Forecast operations and maintenance expenses are based on the FY 11 per pupil cost of \$11,341. This cost is derived by dividing the Adopted FY 11 Loudoun County Public School operating budget, which includes capital bus lease costs, of \$718,489,662 by the FY 11 school enrollment of 63,353 students. Projected costs in FY 12 – FY 16 are escalated at 4% per annum for inflation.



Funding

This project is planned to be funded with general obligation bonds, which will be scheduled for placement on the November 2015 referendum. Land has been proffered (Loudoun Valley Estates II – ZMAP 2002-0011).

Operating Impact

Operations & Maintenance

This project is proposed to be completed in future fiscal years; therefore, no operations or maintenance expenses will be incurred during the six-year planning period.

Debt Service

No debt service expense will be incurred during the six-year planning period.

Capital (\$ in 1000s)	Prior Alloc.	FY 2011 Adopted	FY 2012	FY 2013	FY 2014	FY 2015	FY 2016	6 Year Total	Future FY's	Project Total
Professional Services	0	0	0	0	0	0	21,870	21,870	0	21,870
Furniture, Fixtures & Equip	0	0	0	0	0	0	10,935	10,935	0	10,935
Construction	0	0	0	0	0	0	76,555	76,555	0	76,555
Total Cost	0	0	0	0	0	0	109,360	109,360	0	109,360
GO Bonds	0	0	0	0	0	0	109,360	109,360	0	109,360
Total Financing	0	0	0	0	0	0	109,360	109,360	0	109,360



**Loudoun County Government
FY 2011 Adopted Fiscal Plan**

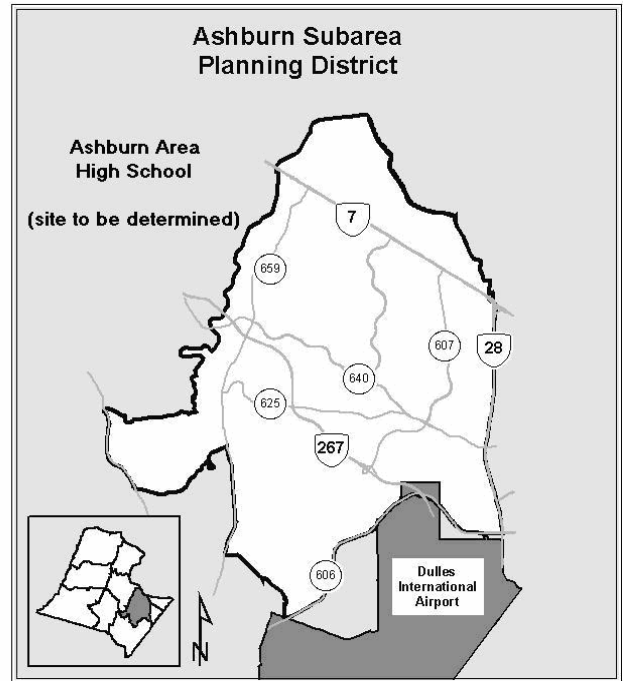
(HS-8) Ashburn Area High School

Project Description

This project will be an estimated 279,000 square feet and will be located on a site of approximately 75 usable acres. The high school will be designed for an anticipated program capacity of 1,800 students enrolled in grades Nine through Twelve. The facility will contain classrooms, a media center, cafeteria, gymnasium, auxiliary gymnasium, outdoor playing fields, and other associated spaces to support the high school program.

Loudoun County Public Schools (LCPS) currently incorporates a number of sustainable materials and practices into all prototypical school facilities. Additional elements of sustainable design will be incorporated into this facility's construction design.

Forecast operations and maintenance expenses are based on the FY 11 per pupil cost of \$11,341. This cost is derived by dividing the Adopted FY 11 Loudoun County Public School operating budget, which includes capital bus lease costs, of \$718,489,662 by the FY 11 school enrollment of 63,353 students. Projected costs in FY 12 – FY 16 are escalated at 4% per annum for inflation.



Funding

This project is planned to be funded with general obligation bonds, which will be scheduled for placement on the November 2012 referendum.

Operating Impact

Operations & Maintenance

Operations and maintenance expenses are forecast to begin in FY 15, and are estimated at \$48.72 million over the six-year planning period.

Debt Service

Debt service is forecast to begin in FY 13 and is estimated at \$6.13 million over the six-year planning period.

Capital (\$ in 1000s)	Prior Alloc.	FY 2011 Adopted	FY 2012	FY 2013	FY 2014	FY 2015	FY 2016	6 Year Total	Future FY's	Project Total
Professional Services	0	0	0	18,000	0	0	0	18,000	0	18,000
Furniture, Fixtures & Equip	0	0	0	9,000	0	0	0	9,000	0	9,000
Construction	0	0	0	63,000	0	0	0	63,000	0	63,000
Total Cost	0	0	0	90,000	0	0	0	90,000	0	90,000
GO Bonds	0	0	0	90,000	0	0	0	90,000	0	90,000
Total Financing	0	0	0	90,000	0	0	0	90,000	0	90,000

Operating Impact (\$ in 1000s)	FY 2011 Adopted	FY 2012	FY 2013	FY 2014	FY 2015	FY 2016	6 Year Total
Operations & Maintenance	0	0	0	0	23,881	24,837	48,718
Debt Service	0	0	187	740	829	4,369	6,125
Total Impact	0	0	187	740	24,710	29,206	54,843



Loudoun County Government
FY 2011 Adopted Fiscal Plan

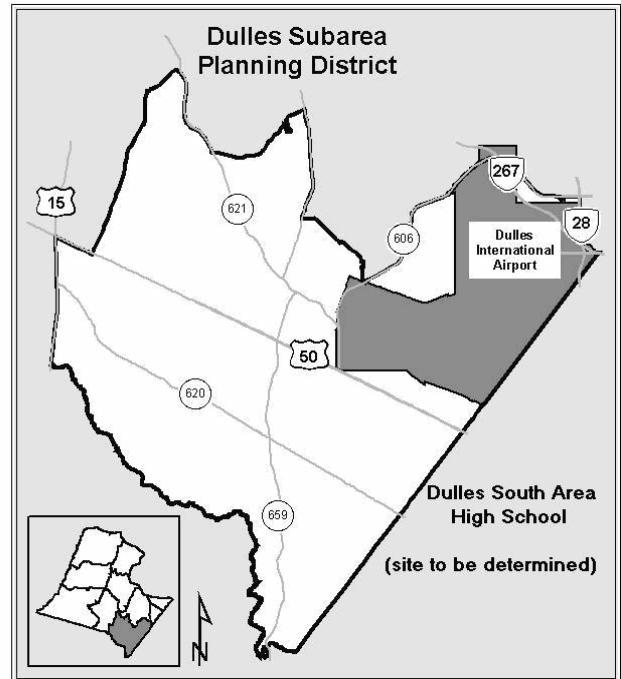
(HS-9) Dulles South Area High School

Project Description

This project will be an estimated 279,000 square feet and will be located on a site of approximately 75 usable acres. The high school will be designed for an anticipated program capacity of 1,800 students enrolled in grades Nine through Twelve. The facility will contain classrooms, a media center, cafeteria, gymnasium, auxiliary gymnasium, outdoor playing fields, and other associated spaces to support the high school program.

Loudoun County Public Schools (LCPS) currently incorporates a number of sustainable materials and practices into all prototypical school facilities. Additional elements of sustainable design will be incorporated into this facility's construction design.

Forecast operations and maintenance expenses are based on the FY 11 per pupil cost of \$11,341. This cost is derived by dividing the Adopted FY 11 Loudoun County Public School operating budget, which includes capital bus lease costs, of \$718,489,662 by the FY 11 school enrollment of 63,353 students. Projected costs in FY 12 – FY 16 are escalated at 4% per annum for inflation.



Funding

This project is planned to be funded with general obligation bonds, which will be scheduled for placement on a future referendum.

Operating Impact

Operations & Maintenance

This project is proposed to be completed in future fiscal years; therefore, no operations or maintenance expenses will be incurred during the six-year planning period.

Debt Service

No debt service expense will be incurred during the six-year planning period.

Capital (\$ in 1000s)	Prior Alloc.	FY 2011 Adopted	FY 2012	FY 2013	FY 2014	FY 2015	FY 2016	6 Year Total	Future FY's	Project Total
Professional Services	0	0	0	0	0	0	0	0	22,855	22,855
Furniture, Fixtures & Equip	0	0	0	0	0	0	0	0	11,430	11,430
Construction	0	0	0	0	0	0	0	0	79,995	79,995
Total Cost	0	0	0	0	0	0	0	0	114,280	114,280
GO Bonds	0	0	0	0	0	0	0	0	114,280	114,280
Total Financing	0	0	0	0	0	0	0	0	114,280	114,280



**Loudoun County Government
FY 2011 Adopted Fiscal Plan**

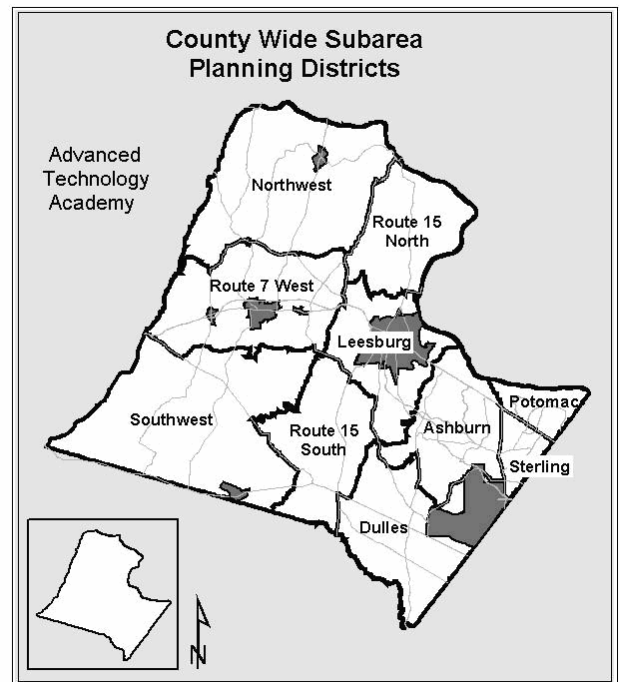
Advanced Technology Academy

Project Description

This project will provide a replacement for the Charles S. Monroe Technology Center. The building exterior and interior will be consistent with a professional business environment which will provide space for an anticipated program capacity of 1,000 students, typically in grades 11 and 12. This facility will include instructional and lab spaces that support the instructional program, a media center, and an open pavilion area for serving lunch and/or hosting meetings with advisory groups and business partners.

Loudoun County Public Schools (LCPS) currently incorporates a number of sustainable materials and practices into all prototypical school facilities. Additional elements of sustainable design will be incorporated into this facility's construction design.

Forecast operations and maintenance expenses are based on the FY 11 per pupil cost of \$11,341. This cost is derived by dividing the Adopted FY 11 Loudoun County Public School operating budget, which includes capital bus lease costs, of \$718,489,662 by the FY 11 school enrollment of 63,353 students. Projected costs in FY 12 – FY 16 are escalated at 4% per annum for inflation.



Funding

This project is planned to be funded with general obligation bonds, which will be scheduled for placement on a future referendum. A potential site has been identified on County-owned property.

Operating Impact

Operations & Maintenance

This project is planned to be completed in future fiscal years; therefore, no operations and maintenance expenses will be incurred during the six-year planning period.

Debt Service

No debt service expense will be incurred during the six-year planning period.

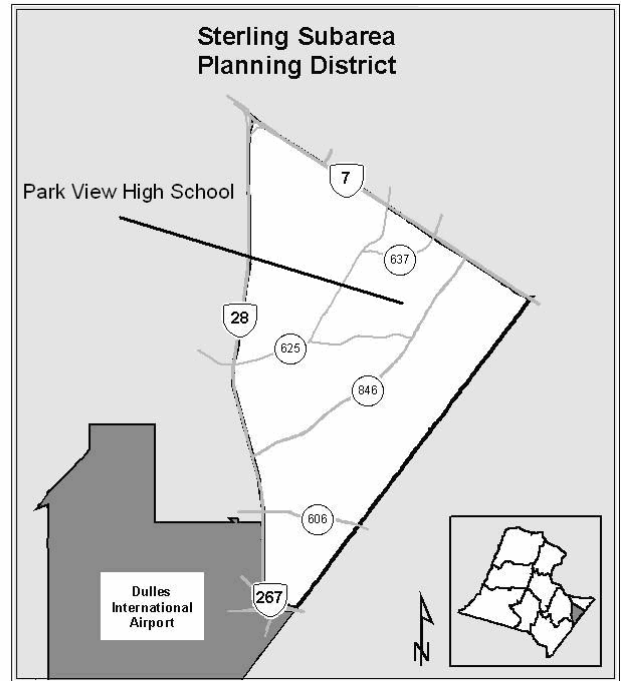
Capital (\$ in 1000s)	Prior Alloc.	FY 2011 Adopted	FY 2012	FY 2013	FY 2014	FY 2015	FY 2016	6 Year Total	Future FY's	Project Total
Professional Services	0	0	0	0	0	0	0	0	17,270	17,270
Furniture, Fixtures & Equip	0	0	0	0	0	0	0	0	8,630	8,630
Construction	0	0	0	0	0	0	0	0	60,440	60,440
Total Cost	0	0	0	0	0	0	0	0	86,340	86,340
GO Bonds	0	0	0	0	0	0	0	0	86,340	86,340
Total Financing	0	0	0	0	0	0	0	0	86,340	86,340



Park View High School Science Lab/Art Studio Renovation

Project Description

The Park View High School renovation will refurbish the existing science and art instructional spaces. The casework, ventilation, plumbing fixtures and other built-in ancillary components will be replaced in addition to lighting fixtures, flooring and finishes.



Funding

This project is planned to be funded with general obligation bonds, which will be scheduled for placement on the November 2011 referendum.

Operating Impact

Operations & Maintenance

The annual cost for incremental operations and maintenance as a result of these renovations is nominal, and will be incorporated into the facility's base operating budget as required.

Debt Service

Debt service is forecast to begin in FY 13, and is estimated at \$1.58 million over the six-year planning period.

Capital (\$ in 1000s)	Prior Alloc.	FY 2011 Adopted	FY 2012	FY 2013	FY 2014	FY 2015	FY 2016	6 Year Total	Future FY's	Project Total
Professional Services	0	0	415	0	0	0	0	415	0	415
Furniture, Fixtures & Equip	0	0	830	0	0	0	0	830	0	830
Const of Existing Bldgs	0	0	2,905	0	0	0	0	2,905	0	2,905
Total Cost	0	0	4,150	0	0	0	0	4,150	0	4,150
GO Bonds	0	0	4,150	0	0	0	0	4,150	0	4,150
Total Financing	0	0	4,150	0	0	0	0	4,150	0	4,150
Operating Impact (\$ in 1000s)		FY 2011 Adopted	FY 2012	FY 2013	FY 2014	FY 2015	FY 2016	6 Year Total		
Debt Service		0	0	150	488	473	464	1,575		
Total Impact		0	0	150	488	473	464	1,575		



Debt Service Fund

DEBT SERVICE FUND SUMMARY

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Debt Service Fund..... Page 10 – 1

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**Loudoun County Government
FY 2011 Adopted Fiscal Plan**

Debt Service Fund

Local tax funding and other resources used for the payment of principal and interest costs (i.e. debt service) of all financed capital improvement projects reside in the Debt Service Fund. Financing for capital improvement projects can take the form of general obligation bonds, revenue bonds, lease-purchase agreements and lease-revenue bonds. Of these, general obligation bonds are the only type of debt secured by a pledge of the County's full faith and credit. A County's authorization to issue this type of debt is governed by the Constitution of the Commonwealth of Virginia and the Public Finance Act. Taxpayers must approve the issuance of general obligation bonds by public referendum except in limited circumstances, such as bonds issued by the Virginia Public Schools Authority. The governing body of the County is authorized *and required* to meet debt service payments on its general obligation bonds by levying sufficient *ad valorem* taxes on all taxable property within the County. Funding for debt service payments on all other types of debt such as revenue bonds, lease purchase agreements, etc. is subject to annual appropriation by the County's governing body.

The FY 11 Proposed Debt Service expenditures are shown *Table 1, Debt Service Expenditures & Funding Sources* below. Expenditures are comprised of the actual amount of principal and interest payments due on debt issued in prior years, and the projected amount of principal and interest payments due in FY 11 on debt scheduled to be issued in FY 11, and certain costs of issuance incurred on that debt. (The County issues debt for both School and General Government capital projects with the exception of lease-purchase financing for equipment entered into by the Schools.)

Expenditures in the Debt Service Fund budget are offset by earned interest and fund balance. Periodically, the Fund receives resources in the form of transfers from other funds such as the Public Facilities (Proffer) Fund, or proceeds/premiums from the sale of bonds. These resources are not predictable and are therefore not budgeted. If these resources become available, they become part of the Debt Service Fund balance and are used to make future debt service payments in accordance with rules and regulations governing municipal borrowing.

Table 1, Debt Service Expenditures & Funding Sources

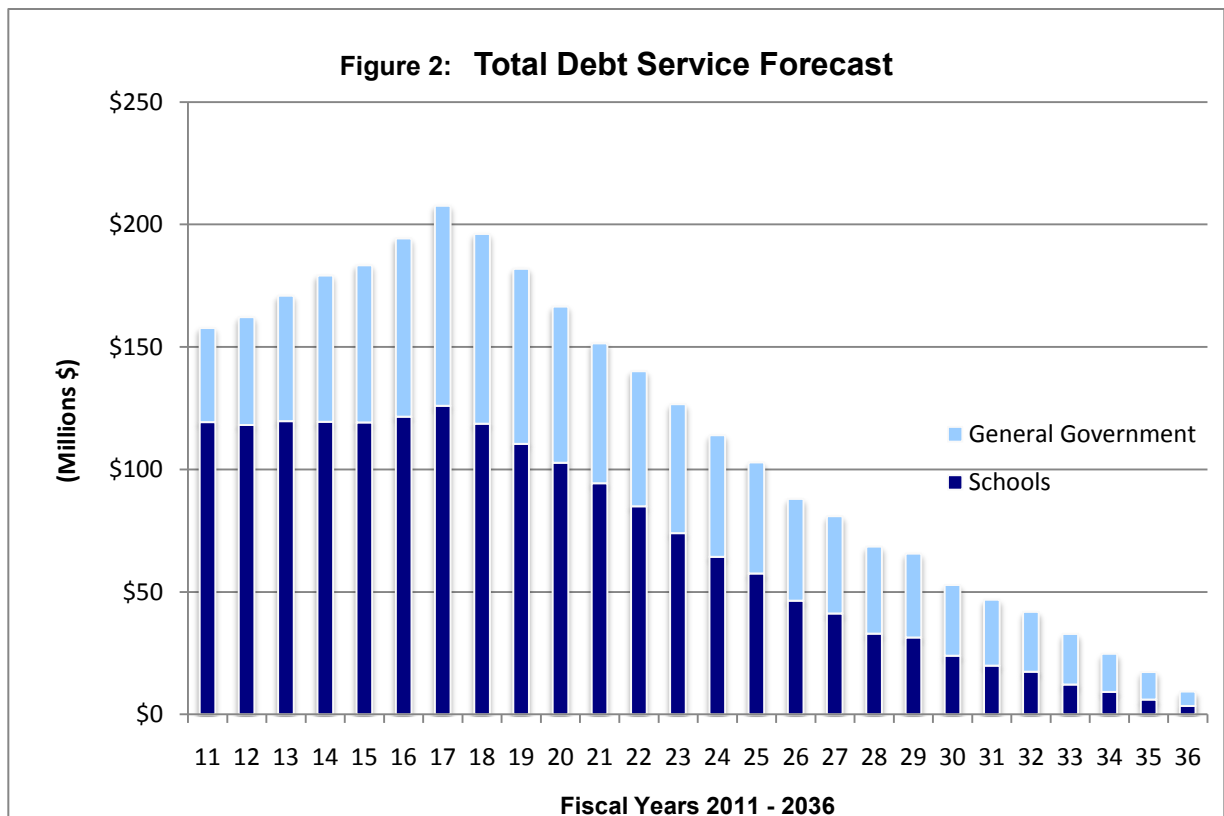
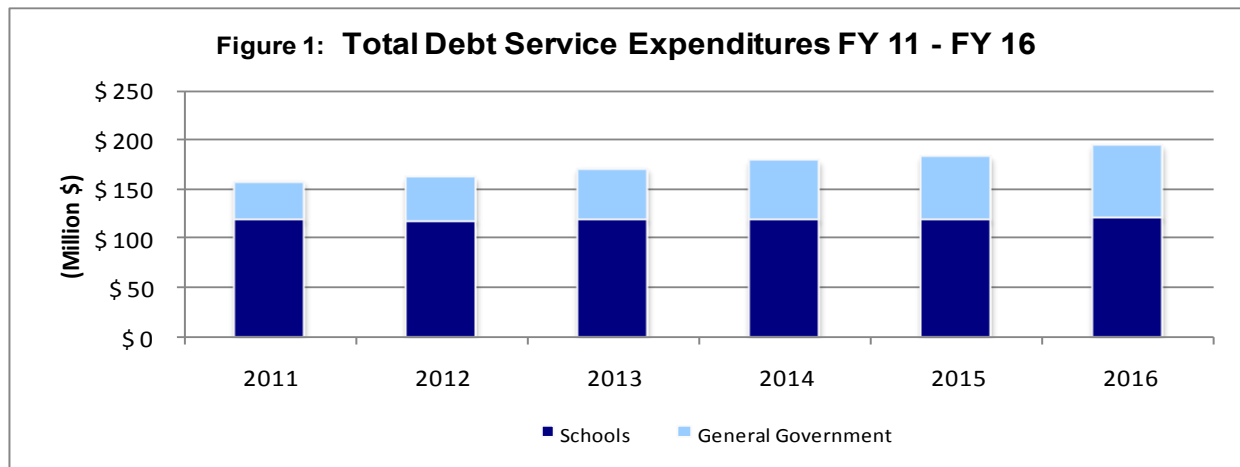
	<u>FY 08 Actual</u>	<u>FY 09 Adopted</u>	<u>FY 09 Actual</u>	<u>FY 10 Adopted</u>	<u>FY 11 Proposed</u>
<i>Debt Service Fund Revenues</i>					
Use of Fund Balance	\$ 1,623,086	\$ 24,983,500	\$ 4,194,828	\$ 16,706,045	\$ 7,763,763
Interest Earnings	\$ 11,264,434	\$ 6,000,000	\$ 6,186,973	\$ 3,000,000	\$ 1,000,000
Transfers from Other Funds ¹	\$ 4,423,823	\$ 898,610	\$ 14,241,277	\$ 863,085	\$ 0
Bond Issuance Premium and Refunding Proceeds	\$ 895,654	\$ 0	\$ 18,800,416	\$ 0	\$ 0
Total Fund Revenue	\$ 18,206,997	\$ 31,882,110	\$ 43,423,494	\$ 20,569,130	\$ 8,763,763
<i>Debt Service Fund Expenditures</i>					
Debt Service on County Projects	\$ 22,415,852	\$ 38,637,132	\$ 29,475,386	\$ 38,418,509	\$ 39,275,889
Debt Service on Schools Projects	\$ 115,786,938	\$ 122,366,336	\$ 110,579,185	\$ 111,485,143	\$ 120,648,084
Transfers to Other Funds ¹	\$ 870,000	\$ 0	\$ 23,157,955	\$ 0	\$ 90,000
Costs of Issuance (Underwriters' Fees, etc)	\$ 56,854	\$ 0	\$ 1,765,936	\$ 0	\$ 0
Total Fund Expenditures	\$ 139,129,644	\$ 161,003,468	\$ 164,978,462	\$ 149,903,652	\$ 160,013,973
Total Local Tax Funding	\$ 120,922,647	\$ 129,121,358	\$ 121,554,968	\$ 129,334,522	\$ 151,250,210

¹Transfers into the Debt Service Fund are primarily from the Public Facilities (Proffer) Fund, Local Gasoline Tax Fund, and the Capital Projects Fund while Transfers out of the Debt Service Fund are primarily to the Capital Projects Fund, or to the General Fund to provide resources for certain Costs of Issuance paid out of the General Fund in accordance with the rules and regulations governing municipal borrowing. (In FY 08, \$ 220,688 was transferred to the General Fund to pay for Costs of Issuance, while \$615,127 was transferred in FY 09.)



Debt Service Fund

The distribution of debt service expenditures resulting from Schools and General Government capital project financings are shown below in *Figure 1* and *Figure 2*. *Figure 1* shows the relative portion of debt service attributable to schools projects and the portion attributable to general government projects for FY 2011 – FY 2016. *Figure 2* presents this same information, but throughout 2036, when the last payment will be made on debt issued through FY 2016.





Debt Service Fund

While the Commonwealth of Virginia imposes no statutory limitation on the amount of debt a County may incur, Loudoun County establishes an overall limit of no more than 3.0% of its assessed value of taxable real and personal property as well as several other debt ratio guidelines through its Fiscal Policy. (The *Fiscal Policy* is provided in the Executive Summary of Volume I of this document).

These debt ratios are displayed on the following pages, and are among the information analyzed by the bond rating agencies each time the County seeks to sell bonds. The County is one of less than 30 states and localities to hold the highest rating (AAA) from all three bond rating agencies – ensuring access to the market at the most favorable rates.

Loudoun County Debt Ratios

(Adopted May 6, 2008)

- Net debt as a percentage of estimated market value of taxable property should not exceed 3.0%.
- Net debt per capita as a percentage of income per capita should not exceed 8.0%.
- Debt service expenditures as a percentage of governmental fund expenditures should not exceed 10%.
- Ten year debt payout ratio should be above 60%

Table 2: Impact on Future Debt Ratios on the next page begins with the current amount of tax supported debt, and then shows the impact of adding the debt-financed capital improvement projects contained in the Proposed FY 2011 – FY 2016 CIP to the existing required debt service payments for those projects appropriated and financed in prior years. In addition, the table depicts vital demographic and economic indicators for Loudoun County that are necessary in outlining and assessing the community's ability to retire and issue new debt.

The Board's Fiscal Policy establishes an affordability index as a method for determining the County's ability to pay its current and future debt burdens. The affordability index consists of a weighted average of the net debt per capita (20%), net debt as a percentage of estimated market value of taxable property (45%), and net debt per capita as a percentage of income per capita (35%).

The "outstanding debt permitted" under the affordability index for each year is determined using an average weighted comparison of the amount of debt that would have to be eliminated to maintain ratio ceilings established by the Board. *Figure 6* illustrates the affordability index and Board-established ceiling. In addition to the affordability index ceiling, the Board has established a debt issuance benchmark for the six-year capital planning period of \$200 million per year.



**Loudoun County Government
FY 2011 Adopted Fiscal Plan**

Debt Service Fund

Loudoun County Capital Improvement Program Impact on Future Debt Ratios (1) FY 11 - 16 Capital Improvement Program						
	FY 11	FY 12	FY 13	FY 14	FY 15	FY 16
Beginning Net Tax Supported Debt	\$1,167,136,752	\$1,164,655,677	\$1,240,552,280	\$1,279,927,087	\$1,306,954,999	\$1,348,194,999
New Debt Issued	100,064,000	181,506,000	150,409,000	144,615,000	161,515,000	204,228,000
Retired Debt (Old)	102,545,075	96,799,398	89,999,193	87,477,088	81,185,000	80,210,000
Retired Debt (New)	0	8,810,000	21,035,000	30,110,000	39,090,000	48,790,000
Ending Net Tax Supported Debt	\$1,164,655,677	\$1,240,552,280	\$1,279,927,087	\$1,306,954,999	\$1,348,194,999	\$1,423,422,999
Population	294,106	299,366	304,956	311,189	317,911	324,854
Public School Enrollment	63,353	66,671	69,938	73,215	76,533	79,836
Estimated Property Value (in Millions)	\$55,491	\$57,226	\$60,140	\$62,979	\$65,925	\$69,019
Per Capita Income	\$52,835	\$55,464	\$58,343	\$60,709	\$62,641	\$64,617
Expenditures (in Thousands)	\$1,435,000	\$1,506,750	\$1,619,756	\$1,741,238	\$1,871,831	\$2,012,218
Debt Service	\$159,923,973	\$162,165,585	\$170,882,913	\$179,203,059	\$183,347,734	\$194,302,827
Ratios:						
Debt to Estimated Property Value (3.0%)	2.10%	2.17%	2.13%	2.08%	2.05%	2.06%
Debt to Per Capita Income (8.0%)	7.49%	7.47%	7.19%	6.92%	6.77%	6.78%
Debt Service to Expenditures (10.0%)	11.14%	10.76%	10.55%	10.29%	9.80%	9.66%
Ten-Year Debt Payout Ratio (> 60%)	73.78%	74.67%	74.57%	75.08%	74.19%	74.24%
(Note: Numbers in parentheses represent Fiscal Policy target ratios.)						
Debt Issuance Limit:						
Debt Issuance Permitted	\$200,000,000	\$200,000,000	\$200,000,000	\$200,000,000	\$200,000,000	\$200,000,000
Debt Issuance Projected	\$100,064,000	\$137,876,000	\$98,409,000	\$104,615,000	\$100,595,000	\$140,663,000
Affordability Index: (2)						
Outstanding Debt Permitted	\$1,331,280,563	\$1,387,149,122	\$1,462,550,710	\$1,534,784,070	\$1,606,542,083	\$1,681,924,652
Outstanding Debt Projected	\$1,164,655,677	\$1,240,552,280	\$1,279,927,087	\$1,306,954,999	\$1,348,194,999	\$1,423,422,999
Overlapping Debt: (3)						
Overlapping Debt Permitted	\$554,910,670	\$572,261,304	\$601,402,290	\$629,786,864	\$659,249,163	\$690,185,130
Overlapping Debt Projected	\$195,775,000	\$187,390,000	\$178,152,000	\$168,240,000	\$157,294,000	\$163,800,000
(1) Debt includes general obligation bond and appropriation based financing.						
(2) Affordability Index is the weighted average of Debt Per Capita (20%) / Debt To Estimated Property Value (45%) / Debt to Per Capita Income (35%)						
(3) Maximum outstanding Overlapping Debt allowed per Fiscal Policy guidelines is 1% of Estimated Property Value						



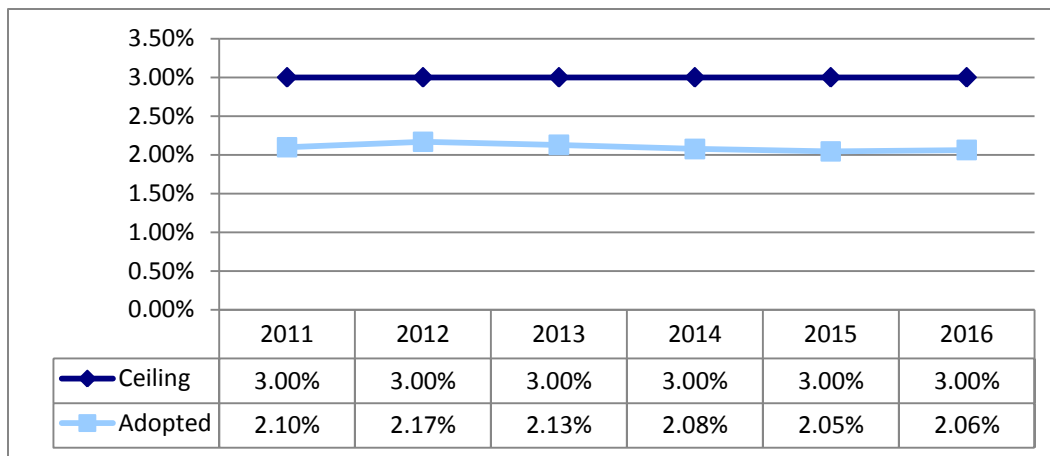
Loudoun County Government
FY 2011 Adopted Fiscal Plan

Debt Service Fund

The following charts display the debt ratios for the Adopted FY 2011- FY 2016 Capital Improvement Program planning period in comparison to the Board-adopted debt ceilings.

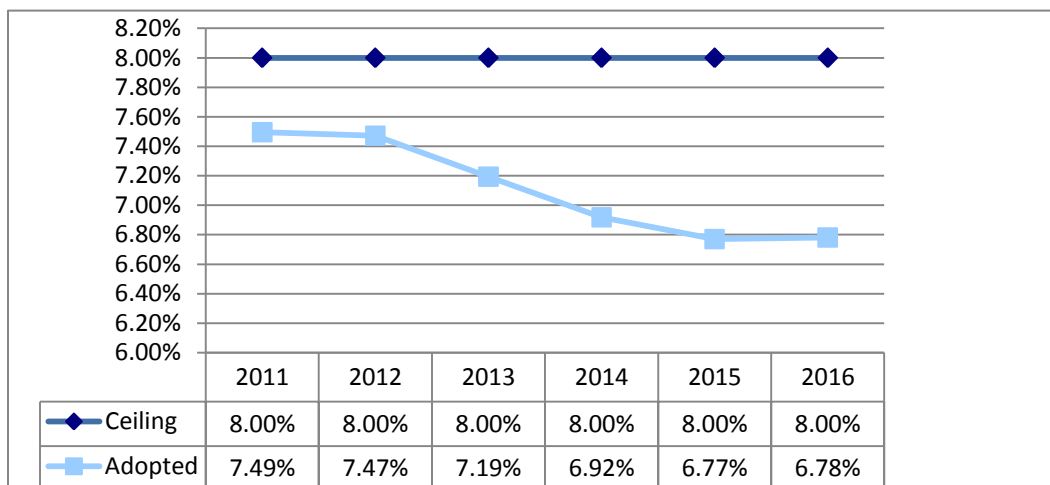
Debt to estimated property value. The debt to estimated property value ratio remains well beneath the Board's guideline of 3% for the entire FY 2011 – FY 2016 period.

Figure 3: Debt to Estimated Property Value



Debt to per capita income. While the County projects increasing per capita income for the entire FY 2011 – FY 2016 period, the debt to per capita income ratio is projected to decrease substantially to 6.78% by the end of that period.

Figure 4: Debt to Per Capita Income



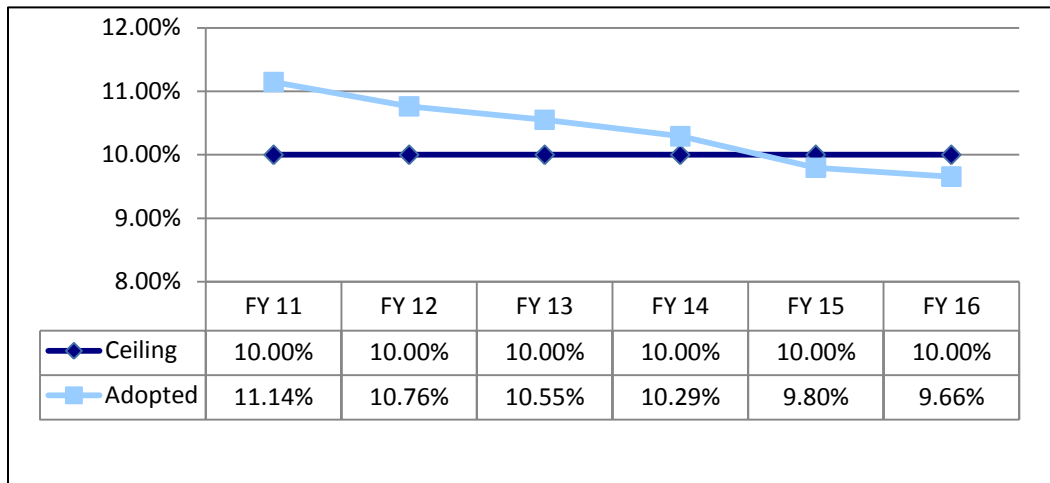


Loudoun County Government
FY 2011 Adopted Fiscal Plan

Debt Service Fund

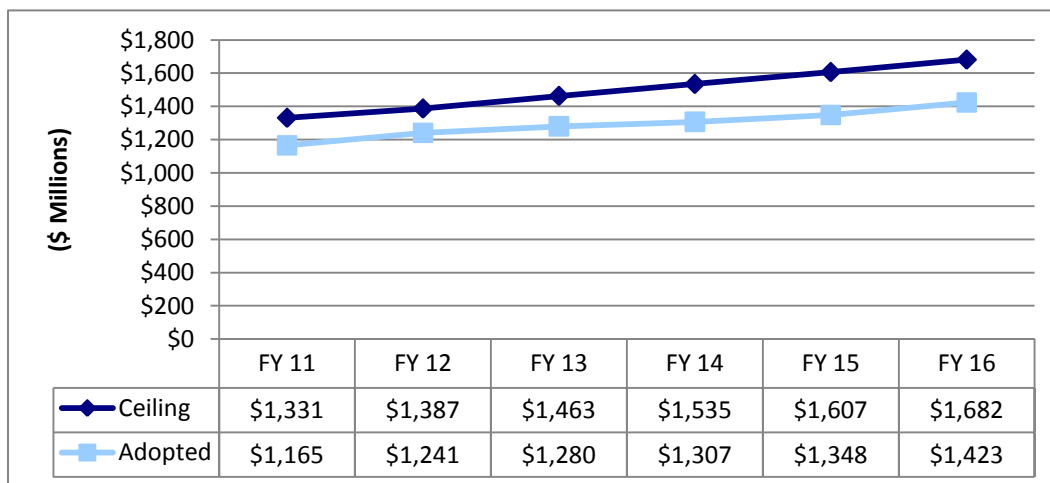
Debt service as a percentage of expenditures. While the FY 2011 – FY 2016 period begins with this ratio above Board guidelines, the overall trend is one of consistent decline. By FY 2015 this ratio is projected to fall below the Board's 10% ceiling.

Figure 5. Debt Service to Expenditures



Affordability Index. The Board's affordability index guideline is met through-out the FY 2011 – FY 2016 planning period.

Figure 6. Affordability Index



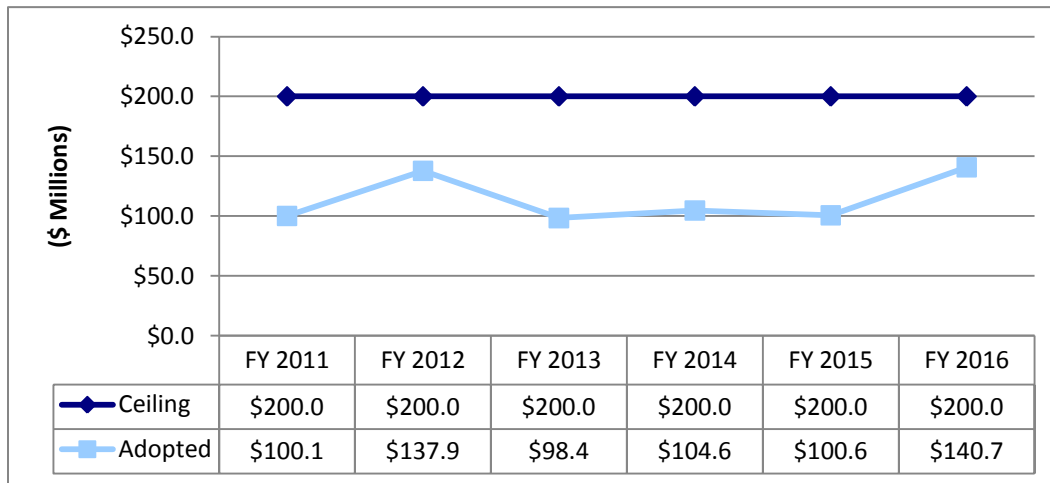


Loudoun County Government
FY 2011 Adopted Fiscal Plan

Debt Service Fund

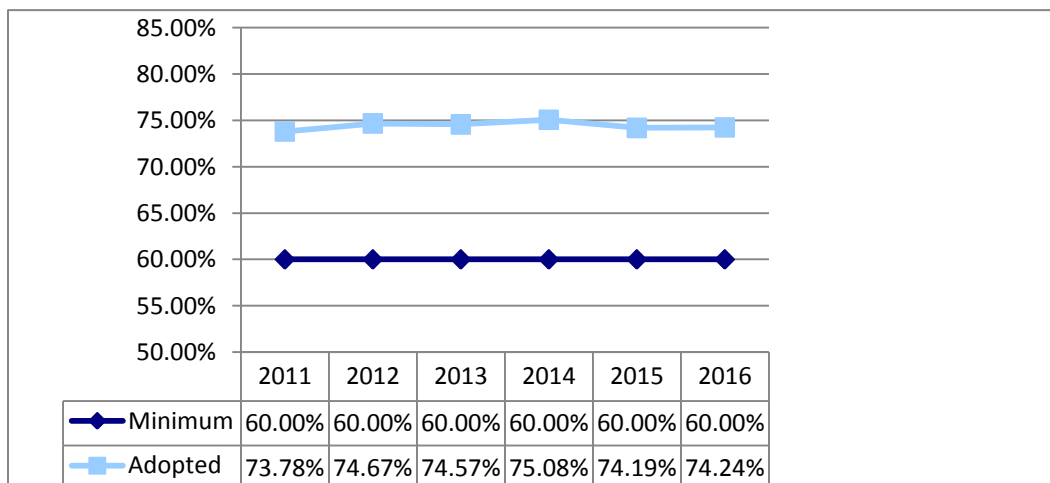
Debt Capacity. The Board's debt issuance capacity guideline is met for the entire period of the debt issuance schedule, with debt issuance falling to a low of \$98.4 million in FY 2013 and rising to a high of \$140.7 in FY 2016.

Figure 7: Debt Issuance Capacity
(rounded to the nearest '000,000)



Ten Year Debt Payout Ratio. The Board continues to exceed its ten-year debt payout ratio target for the entire period of the debt issuance schedule.

Figure 9: Ten Year Debt Payout Ratio





Loudoun County Government
FY 2011 Adopted Fiscal Plan

Debt Service Fund

Figure 10: Debt Issuance Limits

Adopted Debt Financing					
FY 2011 - FY 2016 Capital Improvement Program					
Fiscal Year	General Government	Transportation	Schools	Total County	
				Adopted FY 11 - FY 16	Board Ceiling
2011	\$ 52,220,000	\$ 2,700,000	\$ 45,144,000	\$ 100,064,000	\$ 200,000,000
2012	\$ 25,190,000	\$ 4,700,000	\$ 107,986,000	\$ 137,876,000	\$ 200,000,000
2013	\$ 32,915,000	\$ 4,400,000	\$ 61,094,000	\$ 98,409,000	\$ 200,000,000
2014	\$ 23,725,000	\$ 13,200,000	\$ 67,690,000	\$ 104,615,000	\$ 200,000,000
2015	\$ 27,100,000	\$ 13,200,000	\$ 60,295,000	\$ 100,595,000	\$ 200,000,000
2016	\$ 42,710,000	\$ 13,200,000	\$ 84,753,000	\$ 140,663,000	\$ 200,000,000
Total	\$ 203,860,000	\$ 51,400,000	\$ 426,962,000	\$ 682,222,000	\$1,200,000,000



**Loudoun County Government
FY 2011 Adopted Fiscal Plan**

**Schedule of Major Financings
FY 11 - 16 Capital Improvement Program**

Capital Projects and Leases to be Financed						Anticipated Sale or Closing Dates and Amounts					
Financing Type/Project	Total Project	Amount to be Financed FY 11-FY 16	Start Year	Amount of Referendum	Potential Referendum Date or Status	FY 11	FY 12	FY 13	FY 14	FY 15	FY 16
General Obligation Bonds or Appropriation Based:											
Aldie Fire/Rescue Station	8,300,000	3,305,000	2008	8,300,000	Nov. 07 (1)	3,305,000	0	0	0	0	0
Community Center Renovations	13,510,000	5,385,000	2008	13,510,000	Nov. 07 (1)	5,385,000	0	0	0	0	0
Computer System Replacement Fund	34,979,000	35,500,000	2008	0	Not Required (2)	25,500,000	8,000,000	2,000,000	0	0	0
Western Loudoun Sheriff Substation	8,330,000	2,615,000	2008	8,330,000	Nov. 07 (1)	0	2,615,000	0	0	0	0
Gum Spring Library	11,030,000	1,990,000	2008	7,130,000	Nov. 07 (1)	0	1,990,000	0	0	0	0
Fire/Rescue Capital Apparatus	15,065,000	15,065,000	2009	1,265,000	Nov. 11	1,800,000	1,265,000	3,000,000	3,000,000	3,000,000	3,000,000
Route 9/671 (Neersville) Fire/Rescue Station (#16)	5,800,000	1,685,000	2009	5,285,000	Nov. 08 (1)	0	1,685,000	0	0	0	0
Allder School Road	8,393,000	7,400,000	2010	0	Not Required (2)	1,000,000	3,200,000	3,200,000	0	0	0
Juvenile Detention Center	12,015,000	10,800,000	2010	0	Not Required (2)	0	4,560,000	5,915,000	325,000	0	0
Courts Complex Phase III	37,570,000	37,570,000	2011	0	Not Required (2)	4,225,000	3,075,000	13,000,000	17,270,000	0	0
Kincaid/Crosstrail Blvd	27,300,000	26,000,000	2011	0	Not Required (2)	1,700,000	300,000	0	12,000,000	12,000,000	0
Scott Jenkins Park	2,000,000	2,000,000	2012	0	Not Required (2)	0	2,000,000	0	0	0	0
Transit Buses	7,200,000	6,000,000	2012	0	Not Required (2)	0	1,200,000	1,200,000	1,200,000	1,200,000	1,200,000
Public Safety Firing Range	9,000,000	9,000,000	2013	0	Not Required (2)	0	0	9,000,000	0	0	0
Fire Station Renovations - II (Lucketts/Round Hill)	16,500,000	16,500,000	2014	16,500,000	Nov. 13	0	0	0	2,120,000	6,670,000	7,710,000
Fire Station Renovations - I	10,000,000	4,500,000	2007	10,000,000	Nov. 07 (1)	4,500,000	0	0	0	0	0
Kirkpatrick West Fire/Rescue Station (#26)	7,820,000	7,820,000	2014	7,820,000	Nov. 13	0	0	0	1,010,000	4,635,000	2,175,000
Landfill Sequence IV Closure	5,130,000	3,630,000	2012	0	Not Required (2)	0	3,630,000	0	0	0	0
Land Acquisition	88,650,000	9,145,000	2014	0	Not Required (2)	0	0	0	0	0	9,145,000
Recycling Convenience Center	1,000,000	1,000,000	2015	0	Not Required (2)	0	0	0	0	1,000,000	0
Woods Road Cell 1B	7,150,000	3,935,000 *	2015	0	Not Required (2)	0	0	0	0	920,000	3,015,000
Dulles/RT 28 Fire Sheriff Station	7,900,000	7,505,000	2003	8,805,000	Nov. 02 (1)	7,505,000	0	0	0	0	0
Animal Shelter	9,375,000	2,660,000 *	2015	9,375,000	Nov. 14	0	0	0	0	905,000	1,755,000
Leesburg South Fire/Rescue Station (#27)	8,145,000	2,625,000 *	2015	8,145,000	Nov. 14	0	0	0	0	790,000	1,835,000
Dulles Multi-Purpose Center - Phase II	36,365,000	34,345,000 *	2015	36,365,000	Nov. 14	0	0	0	0	10,100,000	24,245,000
Consolidated Shops & Warehouse	31,835,000	2,045,000 *	2016	0	Not Required (2)	0	0	0	0	0	2,045,000
Woods Rd Landfill Sequence V Closure	5,700,000	550,000 *	2016	0	Not Required (2)	0	0	0	0	0	550,000
Eastern Vehicle Support	4,505,000	435,000 *	2016	0	Not Required (2)	0	0	0	0	0	435,000
Juvenile Probation Residence	4,865,000	210,000 *	2016	0	Not Required (2)	0	0	0	0	0	210,000
Lovettsville District Park	13,265,000	1,035,000 *	2016	13,265,000	Nov. 15	0	0	0	0	0	1,035,000
Fields Farm District Park	12,100,000	1,120,000 *	2016	12,100,000	Nov. 15	0	0	0	0	0	1,120,000
Dulles Rail	252,000,000	252,000,000	2010	0	Not Required (2)	0	40,000,000	52,000,000	40,000,000	60,000,000	60,000,000
SUBTOTAL - General Government	722,797,000	515,375,000		166,195,000		54,920,000	73,520,000	89,315,000	76,925,000	101,220,000	119,475,000



Loudoun County Government FY 2011 Adopted Fiscal Plan

Schedule of Major Financings FY 11 - 16 Capital Improvement Program

Capital Projects and Leases to be Financed						Anticipated Sale or Closing Dates and Amounts					
Financing Type/Project	Total Project	Amount to be Financed FY 11-FY 16	Start Year	Amount of Referendum	Potential Referendum Date or Status	FY 11	FY 12	FY 13	FY 14	FY 15	FY 16
General Obligation Bonds or Appropriation Based:											
Dulles Area MS (MS-5): Open Fall 2011	39,675,000	18,705,000	2006	35,705,000	Nov. 05 (1)	12,000,000	6,705,000	0	0	0	0
Dulles Area HS II (HS-7): Open Fall 2012	83,254,000	75,235,000	2009	82,235,000	Nov. 08 (1)	17,000,000	58,235,000	0	0	0	0
School Vehicle Lease	43,144,000	43,144,000	n/a	n/a	Not Required (2)	8,144,000	7,000,000	7,000,000	7,000,000	7,000,000	7,000,000
Leesburg Area ES (ES-15): Open Fall 2012	27,820,000	27,820,000	2011	27,820,000	Nov. 10	8,000,000	18,820,000	1,000,000	0	0	0
Belmont Ridge Conversion (HS-8): Open Fall 2016	90,000,000	90,000,000	2013	90,000,000	Nov. 12	0	0	7,490,000	0	29,735,000	52,775,000
Ashburn Area ES (ES-22): Open Fall 2013	27,090,000	27,090,000	2012	27,090,000	Nov. 11	0	10,300,000	15,790,000	1,000,000	0	0
Belmont Ridge MS Replacement Open Fall 2015 **	48,160,000	48,160,000	2013	48,160,000	Nov. 12	0	0	8,000,000	10,000,000	28,160,000	2,000,000
Park View HS Science Lab Renovation	4,150,000	4,150,000	2012	4,150,000	Nov. 11	0	1,016,000	3,134,000	0	0	0
Moorefield Station ES (ES-16): Open Fall 2014	28,310,000	28,310,000	2013	28,310,000	Nov. 12	0	0	5,300,000	22,010,000	1,000,000	0
Ashburn Area MS (MS-6): Open Fall 2014	46,090,000	46,090,000	2012	46,090,000	Nov. 11	0	5,910,000	13,380,000	24,800,000	2,000,000	0
Dulles South Area ES (ES-21): Open Fall 2016	39,010,000	29,910,000 *	2015	39,010,000	Nov. 14	0	0	0	0	12,400,000	17,510,000
Guilford ES Computer Lab Addition	1,440,000	1,440,000	2014	1,440,000	Nov. 13	0	0	0	1,440,000	0	0
Sully ES Computer Lab Addition	1,440,000	1,440,000	2014	1,440,000	Nov. 13	0	0	0	1,440,000	0	0
Loudoun Valley Estates II (HS-6): Open Fall 2018	109,360,000	5,468,000 *	2016	109,360,000	Nov. 15	0	0	0	0	0	5,468,000
Cash for Land Acquisition from Sale of Farmwell		(20,000,000)		0		0	0	0	0	(20,000,000)	0
SUBTOTAL - Schools	588,943,000	426,962,000		540,810,000		45,144,000	107,986,000	61,094,000	67,690,000	60,295,000	84,753,000
GRAND TOTAL	1,311,740,000	942,337,000		707,005,000		100,064,000	181,506,000	150,409,000	144,615,000	161,515,000	204,228,000

**Land Acquisition Funds for Belmont Ridge MS Replacement School will be a combination of previously issued bonds and surplus School CIP funds



**Loudoun County Government
FY 2011 Adopted Fiscal Plan**

Debt Service Projections- Adopted FY 11 – FY 16 Capital Improvement Program

	General Govt. (Payments Due on Previously Issued Debt)	School	Aldie Fire/Rescue Station	Community Center Renovations	Computer System Replacement Fund	Western Loudoun Sheriff Substation	Gum Spring Library
	\$ 297,735,649	\$ 869,401,103	\$ 3,305,000	\$ 5,385,000	\$ 35,500,000	\$ 2,615,000	\$ 1,990,000
2011	38,336,314	120,294,484	0	0	637,500	0	0
2012	35,275,268	110,833,186	370,250	549,250	5,028,875	47,000	49,750
2013	33,729,925	101,029,815	360,000	535,250	6,213,000	328,375	377,375
2014	33,682,972	94,421,620	349,750	521,250	6,296,500	318,375	363,125
2015	30,901,715	86,761,758	339,500	512,250	6,043,000	308,375	348,875
2016	29,806,837	82,907,763	329,250	493,000	5,789,500	298,375	334,625
2017	28,070,259	79,325,542	319,000	484,000	5,536,000	288,375	320,375
2018	25,401,549	73,356,329	308,750	469,750	5,282,500	278,375	306,125
2019	25,169,153	68,238,498	238,500	430,500	1,480,000	268,375	287,000
2020	21,050,456	64,417,808	231,250	422,500	292,125	153,375	0
2021	16,542,450	58,800,109	224,000	404,250	0	148,625	0
2022	16,577,282	52,441,968	216,750	396,250	0	143,875	0
2023	15,762,777	44,472,811	209,500	378,000	0	139,125	0
2024	14,966,297	38,233,576	202,250	370,000	0	134,375	0
2025	11,666,383	32,441,082	195,000	351,750	0	129,625	0
2026	9,045,391	22,268,931	187,750	343,750	0	120,000	0
2027	8,383,298	17,829,123	175,500	325,500	0	120,375	0
2028	5,370,447	10,434,541	173,500	317,500	0	110,750	0
2029	5,127,934	9,732,458	161,250	299,250	0	111,125	0
2030	862,050	3,139,500	159,250	291,250	0	101,500	0
2031	0	0	147,000	273,000	0	101,875	0
2032	0	0	0	0	0	92,250	0
2033	0	0	0	0	0	0	0
2034	0	0	0	0	0	0	0
2035	0	0	0	0	0	0	0
2036	0	0	0	0	0	0	0
2037	-	-	-	-	-	-	-
	\$ 405,728,756	\$ 1,171,380,902	\$ 4,898,000	\$ 8,168,250	\$ 42,599,000	\$ 3,742,500	\$ 2,387,250



**Loudoun County Government
FY 2011 Adopted Fiscal Plan**

Debt Service Projections- Adopted FY 11 – FY 16 Capital Improvement Program

	Fire/Rescue Capital Apparatus	Alder School Road	Juvenile Detention Center	Courts Complex Phase III	Route 9/671 (#16) Fire/Rescue Station	Kincaid/Crosstrail Blvd	Scott Jenkins Park
	\$ 15,065,000	\$ 7,400,000	\$ 10,800,000	\$ 37,570,000	\$ 1,685,000	\$ 26,000,000	\$ 2,000,000
2011	0	25,000	0	46,950	0	42,500	0
2012	345,000	134,306	42,750	495,750	42,125	175,375	50,000
2013	580,500	476,723	575,100	1,038,250	318,250	193,250	197,500
2014	1,133,500	720,876	1,051,750	2,415,500	306,250	321,583	192,500
2015	1,675,250	702,376	1,052,500	3,634,625	294,250	1,609,957	187,500
2016	2,185,250	683,876	1,019,500	3,545,625	282,250	2,529,998	182,500
2017	2,684,000	665,376	991,875	3,446,375	270,250	2,464,998	177,500
2018	2,571,000	646,876	964,000	3,357,375	263,125	2,399,998	172,500
2019	2,203,250	628,376	936,375	3,258,125	246,000	2,334,998	167,500
2020	1,923,500	609,876	879,250	3,169,125	0	2,269,998	162,500
2021	1,408,000	591,376	858,000	3,069,875	0	2,204,998	157,500
2022	919,000	572,876	826,500	2,980,875	0	2,139,873	152,500
2023	446,250	554,376	805,250	2,881,625	0	2,074,873	147,500
2024	0	535,876	778,750	2,778,000	0	2,009,873	142,500
2025	0	517,251	757,125	2,694,125	0	1,944,873	137,500
2026	0	498,876	725,500	2,590,500	0	1,879,873	132,500
2027	0	480,251	703,875	2,506,625	0	1,814,873	127,500
2028	0	461,876	672,250	2,403,000	0	1,749,873	122,500
2029	0	443,251	655,500	2,319,125	0	1,684,873	117,500
2030	0	425,001	613,875	2,215,500	0	1,619,873	112,500
2031	0	406,251	602,250	2,131,675	0	1,554,873	107,500
2032	0	339,195	560,625	1,820,250	0	1,406,998	102,500
2033	0	164,903	326,025	1,595,875	0	1,331,623	0
2034	0	0	15,375	881,500	0	1,271,665	0
2035	0	0	0	0	0	618,291	0
2036	0	0	0	0	0	0	0
2037	-	-	-	-	-	-	-
	\$ 18,074,500	\$ 11,285,020	\$ 16,414,000	\$ 57,276,250	\$ 2,022,500	\$ 39,649,960	\$ 3,050,000



**Loudoun County Government
FY 2011 Adopted Fiscal Plan**

Debt Service Projections- Adopted FY 11 – FY 16 Capital Improvement Program

	Transit Buses	Public Safety Firing Range	Fire Station Renovations - II	Fire Station Renovations - I	Kirkpatrick West Fire/Rescue Station	Landfill Sequence IV Closure	Land Acquisition
	\$ 6,000,000	\$ 9,000,000	\$ 16,500,000	\$ 4,500,000	\$ 7,820,000	\$ 3,630,000	\$ 9,145,000
2011	0	0	0	0	0	0	0
2012	30,000	0	0	450,000	0	0	0
2013	255,750	225,000	0	438,750	0	361,500	0
2014	473,000	888,750	17,679	427,500	8,379	352,500	0
2015	681,750	866,250	332,375	416,250	132,942	343,500	0
2016	886,875	843,750	1,009,750	405,000	562,126	334,500	0
2017	1,048,375	821,250	1,751,000	393,750	947,251	325,500	912,250
2018	1,010,500	798,750	1,702,500	382,500	918,501	316,500	889,500
2019	967,500	776,250	1,654,000	371,250	889,751	307,500	871,750
2020	758,750	753,750	1,610,375	360,000	861,001	298,500	843,750
2021	553,625	731,250	1,567,642	348,750	837,126	294,500	826,000
2022	362,125	708,750	1,335,196	337,500	808,251	280,250	798,000
2023	174,250	686,250	1,246,696	326,250	779,126	276,250	780,250
2024	0	663,750	1,209,446	315,000	460,251	262,000	752,250
2025	0	641,250	1,172,196	303,750	445,626	258,000	734,500
2026	0	618,750	1,134,946	292,500	431,251	243,750	706,500
2027	0	596,250	1,097,696	281,250	416,626	239,750	688,750
2028	0	573,750	1,060,446	270,000	402,376	225,500	660,750
2029	0	551,250	1,018,196	258,750	387,626	221,500	643,000
2030	0	528,750	991,196	247,500	373,376	207,250	615,000
2031	0	506,250	943,696	236,250	363,501	203,250	597,250
2032	0	483,750	916,696	0	344,126	189,000	569,250
2033	0	461,250	874,196	0	334,251	0	551,500
2034	0	0	840,875	0	314,872	0	523,500
2035	0	0	759,500	0	255,559	0	505,750
2036	0	0	404,250	0	5,125	0	477,750
2037	-	-	-	-	-	-	-
	\$ 7,202,500	\$ 13,725,000	\$ 24,650,548	\$ 6,862,500	\$ 11,279,020	\$ 5,541,000	\$ 13,947,250



Loudoun County Government
FY 2011 Adopted Fiscal Plan

Debt Service Projections- Adopted FY 11 – FY 16 Capital Improvement Program

	Recycling Convenience Center	Woods Road Cell 1B	Animal Shelter	Leesburg South (#28) Fire/Rescue Station	Dulles Multi-Purpose Cntr. - Phase II	Consolidated Shops & Warehouse
	\$ 1,000,000	\$ 3,935,000	\$ 2,660,000	\$ 2,625,000	\$ 34,345,000	\$ 2,045,000
2011	0	0	0	0	0	0
2012	0	0	0	0	0	0
2013	0	0	0	0	0	0
2014	0	0	0	0	0	0
2015	25,000	7,661	10,125	8,750	0	0
2016	98,750	100,202	102,375	89,975	1,363,600	22,725
2017	96,250	388,626	264,625	253,375	3,389,375	201,125
2018	93,750	378,876	252,875	252,000	3,303,625	196,125
2019	91,250	369,126	251,375	240,625	3,217,875	191,125
2020	88,750	359,376	239,625	244,250	3,137,000	186,125
2021	86,250	349,626	238,125	227,625	3,046,125	181,125
2022	83,750	339,876	226,375	236,125	2,965,250	176,125
2023	81,250	330,126	224,875	214,375	2,874,375	176,125
2024	78,750	320,376	213,125	222,875	2,793,500	165,875
2025	76,250	315,626	211,625	201,125	2,702,625	165,875
2026	73,750	300,626	199,875	209,625	2,621,750	155,625
2027	71,250	295,876	198,375	187,875	2,530,875	155,625
2028	68,750	280,876	186,625	196,375	2,450,000	145,375
2029	66,250	276,126	185,125	174,625	2,359,125	145,375
2030	63,750	261,126	173,375	183,125	2,278,250	135,125
2031	61,250	256,501	171,875	161,375	2,187,375	135,125
2032	58,750	241,376	160,125	169,875	2,106,500	124,875
2033	56,250	236,751	158,625	148,125	2,015,625	124,875
2034	53,750	226,501	151,750	156,625	1,934,750	119,500
2035	51,250	216,715	150,000	134,875	1,843,875	114,375
2036	0	157,049	88,625	93,900	1,258,025	109,025
2037	-	-	-	-	-	-
	\$ 1,525,000	\$ 6,009,020	\$ 4,059,500	\$ 4,007,500	\$ 52,379,500	\$ 3,127,250



Loudoun County Government
FY 2011 Adopted Fiscal Plan

Debt Service Projections- Adopted FY 11 – FY 16 Capital Improvement Program

	Woods Rd Landfill Sequence V Closure	Eastern Vehicle Support	Juvenile Probation Residence	Lovettsville District Park	Fields Farm District Park	Dulles Rail	School Vehicle Lease
	\$ 550,000	\$ 435,000	\$ 210,000	\$ 1,035,000	\$ 1,120,000	\$ 252,000,000	\$ 43,144,000
2011	0	0	0	0	0	0	203,600
2012	0	0	0	0	0	0	1,718,075
2013	0	0	0	0	0	4,000,000	2,984,825
2014	0	0	0	0	0	9,100,000	4,201,575
2015	0	0	0	0	0	12,870,000	5,363,450
2016	6,125	4,825	5,250	11,525	12,425	18,540,000	6,485,325
2017	52,250	41,500	34,875	106,125	110,375	24,060,000	7,372,200
2018	51,000	40,500	33,625	103,375	107,625	23,430,000	7,068,100
2019	54,625	39,500	32,375	100,625	104,875	22,800,000	5,625,000
2020	48,250	38,500	31,125	97,875	102,125	22,170,000	4,400,000
2021	51,875	42,500	34,750	95,125	99,375	21,540,000	3,225,000
2022	45,500	36,250	23,500	87,500	96,625	20,910,000	2,100,000
2023	49,125	40,250	31,641	89,875	93,875	20,280,000	1,025,000
2024	42,750	34,000	1,532	82,250	91,125	19,650,000	0
2025	46,375	38,000	6,407	84,625	88,375	19,020,000	0
2026	40,000	31,750	1,282	77,000	85,625	18,390,000	0
2027	43,625	35,750	6,157	74,375	82,875	17,760,000	0
2028	37,250	29,500	1,032	72,000	85,125	17,130,000	0
2029	40,875	33,500	5,907	69,375	77,125	16,500,000	0
2030	34,500	27,250	782	67,000	79,375	15,870,000	0
2031	38,125	31,250	5,657	64,375	71,375	15,240,000	0
2032	31,750	25,000	532	62,000	73,625	14,610,000	0
2033	35,375	29,000	5,407	59,375	65,625	11,980,000	0
2034	29,000	22,750	282	57,000	67,875	8,850,000	0
2035	37,625	21,875	5,157	54,375	59,875	6,450,000	0
2036	26,000	20,800	641	51,975	57,200	3,150,000	0
2037	-	-	-	-	-	-	-
	\$ 842,000	\$ 664,250	\$ 267,916	\$ 1,567,750	\$ 1,712,500	\$ 384,300,000	\$ 51,772,150



**Loudoun County Government
FY 2011 Adopted Fiscal Plan**

Debt Service Projections- Adopted FY 11 – FY 16 Capital Improvement Program

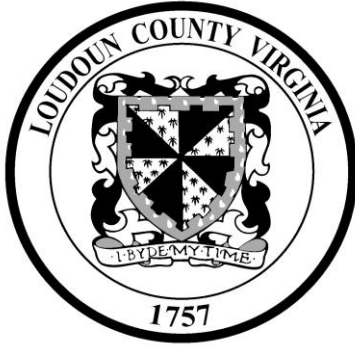
	Dulles South Area (ES-21)	Guilford ES Computer Lab	Sully ES Computer Lab	Loudoun Valley Estates II (HS-6)	Dulles Area (MS-5)	Dulles Area II (HS-7)	Land Acquisition Cash from Farmwell
	\$ 30,910,000	\$ 1,440,000	\$ 1,440,000	\$ 5,468,000	\$ 18,705,000	\$ 75,235,000	\$ (20,000,000)
2011	0	0	0	0	0	50,000	0
2012	0	0	0	0	1,647,625	2,646,500	0
2013	0	0	0	0	2,278,250	8,160,375	0
2014	0	0	0	0	2,208,250	7,940,000	0
2015	185,000	162,000	162,000	0	2,138,250	7,709,625	0
2016	1,295,750	157,500	157,500	0	2,063,250	7,489,250	-2,000,000
2017	3,132,000	153,000	153,000	548,400	1,998,500	7,258,875	-1,950,000
2018	3,215,625	148,500	148,500	534,650	1,928,375	7,038,625	-1,900,000
2019	3,120,625	139,000	139,000	520,900	1,428,500	6,808,125	-1,850,000
2020	3,031,000	139,750	139,750	507,150	1,102,125	5,459,375	-1,800,000
2021	2,941,125	130,250	130,250	493,400	1,067,875	5,296,250	-1,750,000
2022	2,851,500	106,000	106,000	479,650	1,033,625	5,123,125	-1,700,000
2023	2,761,625	102,750	102,750	465,900	999,375	4,960,000	-1,650,000
2024	2,427,000	99,500	99,500	452,150	965,125	4,781,875	-1,600,000
2025	2,213,000	96,250	96,250	433,400	930,875	4,624,000	-1,550,000
2026	2,142,500	88,000	88,000	424,900	896,625	4,445,875	-1,500,000
2027	2,072,000	90,000	90,000	406,150	862,375	4,288,000	-1,450,000
2028	2,001,500	81,750	81,750	397,650	828,125	4,109,875	-1,400,000
2029	1,931,000	83,750	83,750	378,900	793,875	3,952,000	-1,350,000
2030	1,860,500	75,500	75,500	370,400	759,625	3,773,875	-1,300,000
2031	1,790,000	77,500	77,500	351,650	730,250	3,616,000	-1,250,000
2032	1,719,500	69,250	69,250	343,150	240,875	2,590,375	-1,200,000
2033	1,654,000	71,250	71,250	324,400	0	0	-1,150,000
2034	1,578,250	63,000	63,000	315,900	0	0	-1,100,000
2035	1,512,750	0	0	297,150	0	0	-1,050,000
2036	826,250	0	0	286,650	0	0	0
2037	-	-	-	-	-	-	-
	\$ 46,262,500	\$ 2,134,500	\$ 2,134,500	\$ 8,332,500	\$ 26,901,750	\$ 112,122,000	\$ (30,500,000)



Loudoun County Government
FY 2011 Adopted Fiscal Plan

Debt Service Projections- Adopted FY 11 – FY 16 Capital Improvement Program

	Total General	Total Transportation	Total Schools	Total County
	\$ 561,110,649	\$ 252,000,000	\$ 1,297,363,103	\$ 2,110,473,752
2011	39,275,889	0	120,648,084	159,923,973
2012	44,006,949	0	118,158,636	162,165,585
2013	47,097,748	4,000,000	119,785,165	170,882,913
2014	50,706,989	9,100,000	119,396,070	179,203,059
2015	51,272,026	12,870,000	119,205,708	183,347,734
2016	54,149,614	18,540,000	121,613,213	194,302,827
2017	57,642,385	24,060,000	125,947,642	207,650,027
2018	54,007,050	23,430,000	118,678,579	196,115,629
2019	48,626,654	22,800,000	110,508,523	181,935,177
2020	41,656,457	22,170,000	102,675,333	166,501,790
2021	35,640,093	21,540,000	94,328,134	151,508,227
2022	34,278,604	20,910,000	84,931,743	140,120,347
2023	32,266,365	20,280,000	74,060,211	126,606,576
2024	30,005,151	19,650,000	64,328,476	113,983,627
2025	26,250,487	19,020,000	57,545,857	102,816,344
2026	23,099,620	18,390,000	46,497,331	87,986,951
2027	21,977,902	17,760,000	41,221,523	80,959,425
2028	18,450,801	17,130,000	32,950,441	68,531,242
2029	17,743,163	16,500,000	31,417,233	65,660,396
2030	12,968,279	15,870,000	23,942,650	52,780,929
2031	11,640,779	15,240,000	19,967,150	46,847,929
2032	9,879,048	14,610,000	17,394,275	41,883,323
2033	8,574,656	11,980,000	12,238,500	32,793,156
2034	6,667,570	8,850,000	9,201,150	24,718,720
2035	4,829,097	6,450,000	6,089,900	17,368,997
2036	2,750,365	3,150,000	3,472,025	9,372,390
2037	-	-	-	-
	\$ 785,463,740	\$ 384,300,000	\$ 1,796,203,552	\$ 2,965,967,292



Other Funds

OTHER FUNDS SUMMARY

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**Loudoun County Government
FY 2011 Adopted Fiscal Plan**

Aldie Sewer Service District

Background: Loudoun County formed the Aldie Sewer Service District on June 15, 1994, as a service district pursuant to Virginia Code Section 15.1 - 18.3. The provision of a sewage collection system and the availability of public sewage treatment for the community will protect the health and safety of the residents and conserve property values within the district. The district as established includes properties in the Village of Aldie both north and south of Route 50.

The Board lowered the special district tax rate from \$0.27 to \$0.13 per \$100 of assessed valuation during the FY 07 budget process. All taxes levied and collected are pledged to repay a \$527,000 loan from the State of Virginia Water Control Board. This loan, along with a \$700,000 grant from the County, financed the costs of the installation of sewer collector lines and a package treatment plant with the district. The sewer collector lines and the package treatment plant were constructed by and placed under the management of the Loudoun County Sanitation Authority. Construction of the plant was completed in FY 97.

For FY 11, the Aldie Sewer Service District is projected to receive \$23,000 in current and delinquent revenue accrued from its taxable base. Total projected expenditures are estimated at \$27,000. The fund balance will be reduced to \$100,978 by the end of fiscal year FY 11.

ALDIE SEWER SERVICE DISTRICT PROJECTED BUDGET SCHEDULE

	<u>FY 11 Adopted</u>
Projected beginning fund balance available	\$104,978
Revenue	\$23,000
Expenditures	<u>\$27,000</u>
Surplus (+)/Deficit (-)	(\$4,000)
Projected ending fund balance available	\$100,978

ALDIE SEWER SERVICE DISTRICT FY 11 Forecasted Real Property Taxable Base (Forecasted as of January 2010)

2010 Estimated fair market value of real taxable property	\$19,986,000
PLUS: Reassessment due to equalization	(185,000)
PLUS: Actual full value of new construction	<u>0</u>
2011 Forecasted fair market value of real taxable property	\$19,801,000
 FY 2011 Real property tax base subtotal	 \$19,894,000
LESS: Potential administrative and/or Board of Equalization adjustments ¹	(60,000) ²
LESS: Land use deferrals	<u>(1,499,000)</u>
FY 2011 Forecasted real property taxable base total	\$18,335,000

ALDIE SEWER SERVICE DISTRICT FY 11 Forecasted Real Property Tax Revenue

	<u>Forecasted Taxable Base</u>	<u>Net Revenue Per Penny³</u>	<u>Revenue (\$0.13/\$100 Tax Base)</u>
Real property	\$18,335,000	\$1,800	\$23,000

Notes:

- 1 Resulting from hearings and appeals.
- 2 Estimated at 0.3% of fair market value.
- 3 Excludes estimate of 0.05% of uncollectible revenue and 1.5% of deferred revenue and 0.30% for refunds pursuant to Virginia Code 58.1-3980 through 3984 projected to be unavailable for funding expenditures in FY 11.

Source: Office of the County Assessor and Department of Management and Financial Services



**Loudoun County Government
FY 2011 Adopted Fiscal Plan**

Capital Asset Preservation Program

The Board of Supervisors established the Capital Asset Preservation Program (CAPP) in 1990 as a consistent means of planning and financing for major Loudoun County Public Schools and County General Government maintenance efforts. The CAPP affords the County the ability to extend the useful life of mature and aging facilities by repairing major facility components and systems, including repair by replacement.

The County uses nationally promulgated standards as guidelines for the maintenance of and financial investment in aging facilities. For example, the Association of Higher Education Facilities Officers recommends annual capital asset preservation funding ranges that are 1.5% to 3.0% of the total replacement value of an institution's physical plant. Similarly, the Federal Internal Revenue Service has established a depreciation standard of 2.5% per year on fixed assets. The number of new facilities for the Schools and County also influences the Capital Asset Preservation Program budget, as new facilities are added to the County's fixed asset inventory at a faster pace than the County's ability to increase funding to maintain the CAPP at optimal levels.

The Capital Asset Preservation Program is financed through local tax funding. The CAPP also receives additional revenue from surcharges collected by the Clerk of the Circuit Court on recordation. This recordation surcharge is legally earmarked for the ongoing maintenance of Court-related facilities. Starting in FY 09 – FY 10, the Board of Supervisors reduced funding for the County General Government and Schools CAPP due to the economic pressure of reduced local tax revenues and other competing needs for those funds. The Schools CAPP funding was reduced by 66.0% and the County CAPP by 66.1% from previous funding levels. The funding for FY 11 has been held to the FY 10 level. Budget projections for FY 12 – 16 reflect the funding required to eliminate the back-log of capital asset improvements delayed during the FY 09 - 11 periods due to funding constraints.

Table 1. Adopted FY 2011-16 Capital Asset Preservation Program

	FY 2011	FY 2012	FY 2013	FY 2014	FY 2015	FY 2016	Total
Revenues							
<i>Local Tax Funding</i>							
General Government	\$1,000,000	\$ 2,360,000	\$ 4,660,000	\$ 6,150,000	\$ 7,610,000	\$ 9,400,000	\$ 31,180,000
Schools	<u>0</u>	<u>7,960,000</u>	<u>5,378,000</u>	<u>4,965,000</u>	<u>2,530,000</u>	<u>1,855,000</u>	<u>22,688,000</u>
Subtotal	\$1,000,000	\$10,320,000	\$ 15,385,000	\$ 11,115,000	\$10,140,000	\$11,255,000	\$ 53,868,000
<i>Other Revenue Sources</i>							
Proffers (Cash)	170,000	0	0	0	0	0	170,000
Court Recordation Fees	<u>80,000</u>	<u>80,000</u>	<u>80,000</u>	<u>80,000</u>	<u>80,000</u>	<u>80,000</u>	<u>480,000</u>
Subtotal All Revenues	\$ 250,000	\$ 80,000	\$ 80,000	\$ 80,000	\$ 80,000	\$80,000	\$ 650,000
<i>Use of CAPP Fund Balance</i>							
Schools	<u>\$1,400,000</u>	<u>\$ 0</u>	<u>\$ 0</u>	<u>\$ 0</u>	<u>\$ 0</u>	<u>\$ 0</u>	<u>\$ 1,400,000</u>
Total Sources of Funds	\$2,650,000	\$ 10,400,000	\$ 10,118,000	\$ 11,195,000	\$ 10,220,000	\$ 11,335,000	\$ 55,918,000
Expenditures							
<i>General Government</i>							
CAPP	\$1,170,000	\$ 2,360,000	\$ 4,660,000	\$ 6,150,000	\$ 7,610,000	\$ 9,400,000	\$ 31,350,000
Courts Maintenance	<u>80,000</u>	<u>80,000</u>	<u>80,000</u>	<u>80,000</u>	<u>80,000</u>	<u>80,000</u>	<u>480,000</u>
Subtotal	\$1,250,000	\$ 2,440,000	\$ 4,740,000	\$ 6,230,000	\$ 7,690,000	\$ 9,480,000	\$ 31,830,000
<i>Schools</i>							
	<u>1,400,000</u>	<u>7,960,000</u>	<u>5,378,000</u>	<u>4,965,000</u>	<u>2,530,000</u>	<u>1,855,000</u>	<u>24,088,000</u>
Total Expenditures	\$2,650,000	\$ 10,400,000	\$ 10,118,000	\$ 11,195,000	\$ 10,220,000	\$ 11,335,000	\$ 55,918,000

Table 2. Adopted FY 2011-16 Capital Asset Preservation Program Compared to Fixed Asset Value

	FY 2011	FY 2012	FY 2013	FY 2014	FY 2015	FY 2016
Fixed Asset Value (FAV)						
General Government	\$ 789,601,622	\$ 908,041,865	\$1,044,248,145	\$ 1,200,885,367	\$ 1,381,018,172	\$ 1,588,170,898
Schools	<u>1,143,291,185</u>	<u>1,314,784,863</u>	<u>1,512,002,592</u>	<u>1,738,802,980</u>	<u>1,999,623,428</u>	<u>2,299,566,942</u>
Total Fixed Asset Value	\$1,932,892,807	\$ 2,222,826,728	\$ 2,556,250,737	\$ 2,939,688,347	\$ 3,380,641,600	\$ 3,887,737,840
CAPP Projects as a % of FAV						
General Government	0.15%	0.25%	0.45%	0.51%	0.55%	0.59%
Schools	0.12%	0.60%	0.35%	0.28%	0.12%	0.08%
Total Projects as a % of FAV	0.13%	0.46%	0.39%	0.38%	0.30%	0.29%



**Loudoun County Government
FY 2011 Adopted Fiscal Plan**

Table 3. Adopted Capital Asset Preservation Program by Functional Area and Repair Category							
	FY 2011	FY 2012	FY 2013	FY 2014	FY 2015	FY 2016	Total
Maintenance and Repair Category							
<i>General Government</i>							
Building	\$ 139,000	\$ 770,000	\$ 2,305,000	\$ 3,370,000	\$ 4,310,000	\$ 4,730,000	\$ 15,624,000
Mechanical/Electrical/Plumbing	630,000	850,000	940,000	480,000	1,000,000	580,000	4,480,000
Parks/Recreation Facilities	351,000	515,000	845,000	1,190,000	1,550,000	1,920,000	6,371,000
Pavement/Site	25,000	175,000	520,000	600,000	550,000	885,000	2,705,000
Roofing	<u>25,000</u>	<u>50,000</u>	<u>50,000</u>	<u>510,000</u>	<u>250,000</u>	<u>1,285,000</u>	<u>2,170,000</u>
<i>Subtotal General Government</i>	<i>\$ 1,170,000</i>	<i>\$2,360,000</i>	<i>\$ 4,660,000</i>	<i>\$ 6,150,000</i>	<i>\$ 7,610,000</i>	<i>\$ 9,400,000</i>	<i>\$ 31,350,000</i>
<i>Courts</i>							
Court Facilities Maintenance	<u>\$ 80,000</u>	<u>\$ 80,000</u>	<u>\$ 80,000</u>	<u>\$ 80,000</u>	<u>\$ 80,000</u>	<u>\$ 80,000</u>	<u>\$ 480,000</u>
<i>Subtotal Courts</i>	<i>\$ 80,000</i>	<i>\$ 80,000</i>	<i>\$ 80,000</i>	<i>\$ 80,000</i>	<i>\$ 80,000</i>	<i>\$ 80,000</i>	<i>\$ 480,000</i>
<i>Schools</i>							
Resurfacing	\$ 110,000	\$ 875,000	\$ 583,000	\$ 460,000	\$ 90,000	\$ 130,000	\$ 2,248,000
Electrical	425,000	1,300,000	155,000	225,000	115,000	75,000	2,295,000
Structure Repair	300,000	395,000	410,000	620,000	385,000	300,000	2,410,000
HVAC	165,000	745,000	60,000	40,000	90,000	75,000	1,175,000
Windows	0	500,000	0	800,000	300,000	700,000	2,300,000
Plumbing	30,000	35,000	840,000	120,000	150,000	125,000	1,300,000
Roofing	<u>370,000</u>	<u>4,110,000</u>	<u>3,330,000</u>	<u>2,700,000</u>	<u>1,400,000</u>	<u>450,000</u>	<u>12,360,000</u>
<i>Subtotal Schools</i>	<i>\$ 1,400,000</i>	<i>\$ 7,960,000</i>	<i>\$ 5,378,000</i>	<i>\$ 4,965,000</i>	<i>\$ 2,530,000</i>	<i>\$ 1,855,000</i>	<i>\$ 24,088,000</i>
Total Capital Asset Preservation Program	\$ 2,650,000	\$ 10,400,000	\$ 10,118,000	\$ 11,195,000	\$ 10,220,000	\$ 11,335,000	\$ 55,918,000

Capital Asset Preservation Program Funding Summary and Impacts:

General Government – The Department of General Services manages the Capital Asset Preservation Program for general government facilities. In FY 10, a fund balance of \$2.5 million was available in the CAPP for general government facilities preservation. The Department of General Services projects these funds will be expended in 12 months. The FY 11 funding level represents a minimal funding level to meet basic rehabilitation/replacement needs for general government facilities.

The reduced funding levels for the fiscal periods FY 09 – FY 11 may substantially increase the probability of major systems failures in general government facilities. The reduced funding levels have impacted the Department of General Services ability to schedule a rehabilitation program for the aging elevators in the Government Center, Government Center Parking Garage, Shenandoah Building, and Valley Bank Building. In addition, rehabilitation and replacement of HVAC systems in the Government Center and Shenandoah Buildings has been delayed.

Loudoun County Public Schools – The Division of Facilities Services manages the Capital Asset Preservation Program for school facilities. In FY 10, a fund balance of \$6.4 million was available in the CAPP for school facilities preservation. The Division of Facilities Services projects \$4.4 million of these funds will be expended in 24 months. The Division of Facilities Services has identified savings of \$1.4 million from prior year funded projects which will be utilized to fund the FY 11 School CAPP. No new local tax funding support is required in FY 11 for the School CAPP.

Capital Asset Preservation Planning and Funding Issue:

The Department of General Services has identified School Storm Water Management Facilities as a capital asset preservation need that is currently not funded in the Storm Water Management Program in the CIP nor in the CAPP. The Department has identified the following fund requirements to address the maintenance needs of School storm water management facilities:

FY 11	FY 12	FY 13	FY 14	FY 15	FY 16
\$220,000	\$230,000	\$240,000	\$260,000	\$270,000	\$280,000

The Board of Supervisors did not fund this requirement in the Adopted FY 11 CAPP. The storm water maintenance for school facilities remains an unfunded need for consideration during the FY 12 budget review process.



Central Services Fund

The Governmental Accounting Standard Board, which serves as the final arbiter of governmental accounting matters, authorizes the use of internal services funds "to account for the financing of goods or services provided by one department or agency to other departments or agencies of the governmental unit...on a cost reimbursement basis (GASB 1300.104)." The Central Services Fund provides a mechanism to centralize operations that are more efficiently managed by a single agency, such as motor pools, courier services and telecommunications, while allowing for a complete reporting of each department's share of system costs. In the case of the County government, this objective is accomplished by charging agencies for:

- their share of maintaining and operating the County telephone system, based on the number of extensions;
- photocopies made at centrally-located machines and agencies' share of Countywide imaging project;
- their share of the County interdepartmental mail system, based on the number of pickup locations, and;
- costs borne by the shared County/Schools vehicle maintenance facility, based on the number and type of vehicles assigned to each department and employees' use of the motor pool.

Agencies are also charged for scheduled depreciation on vehicles to ensure that sufficient funding is available for replacement when the vehicles are no longer usable. Beginning in FY 02, the County also funded a heavy equipment component in the Central Services Fund that allows for scheduled depreciation and maintenance on vehicles whose replacement values exceed \$100,000.

The Central Services Fund is managed on a cost-reimbursement basis. Since resources are provided by means of transfers from the County's operating funds, the Central Services Fund's spending plan is developed as part of the annual budget process. Payments are included in each agency's adopted budget and vary depending on the department's size, number of locations and estimated usage. For example, the Office of the Sheriff, which is the County government's largest department, is scheduled to pay \$5,894,510 into the Central Services Fund, while Extension Services, the smallest agency, has budgeted \$14,839. An overview of transfers to the Central Services Fund and associated personnel is provided to illustrate the fund's operations from FY 07 - 11.

FY 07-11 CENTRAL SERVICES FUND TRANSFERS

<u>Central Function</u>	<u>FY 2007 Actual</u>	<u>FY 2008 Actual</u>	<u>FY 2009 Actual</u>	<u>FY 2010 Adopted</u>	<u>FY 2011 Adopted</u>
Duplicating	\$844,270	\$1,347,928	\$1,341,577	\$1,298,000	\$1,472,000
Telephone	995,774	1,186,047	1,612,047	1,401,000	1,522,000
Mail	643,411	671,131	624,021	795,000	731,000
Vehicle Maintenance & Fuel	3,860,170	4,533,647	4,352,705	4,149,000	5,073,000
Heavy Equip. Maintenance & Fuel	953,385	1,382,563	1,625,229	1,490,000	1,824,000
Vehicle Depreciation	3,668,755	3,781,103	4,075,107	4,084,000	3,988,000
Heavy Equip. Depreciation	2,383,761	2,813,862	2,892,665	3,313,000	3,262,000
Central Support	820,363	984,059	1,012,060	1,126,000	890,000
Total Funding:	\$14,169,889	\$16,700,340	\$17,535,411	\$17,565,000	\$18,762,000
FTE Summary:	12.27	12.27	12.27	11.27	11.27



Comprehensive Services for At-Risk Youth and Families

The Comprehensive Services Act for At-Risk Youth and Families (CSA) program utilizes a state-local match formula to purchase mandated services such as private educational placements, foster care services for court involved youth, services to prevent foster care placements and services to maintain students in the least restrictive educational placement. The CSA program is housed within the County's Department of Family Services, and includes a mandated local interagency body called the Community Policy and Management Team (CPMT), whose role is to manage cooperative efforts serving the needs of youth and their families, and to maximize the use of State and community resources. The CPMT is composed of the directors of the Departments of Family Services, Mental Health, Mental Retardation and Substance Abuse Services, the Juvenile Court Services Unit, the Health Department, County Administration, Loudoun County Public Schools, and parent and private provider representatives. The CPMT develops inter-agency policies and procedures to govern the provision of services, develops fiscal policies governing access to State pool funds, establishes quality assurance and accountability procedures, and coordinates long-range community planning for services. The CPMT appoints the Family Assessment and Planning Team (FAPT), composed of representatives from the agencies listed above, to assess the strengths and needs of troubled youths and families and to identify services required to meet those needs. The FAPT also makes recommendations to the CPMT on the use of State pool funds. FAPT considers referrals from any of the agencies represented on the CPMT.

The CSA program is funded through a State pool of monies allocated to each locality, which are subject to a local match. Prior to FY 09, Loudoun County's match rate was 47%; however, the General Assembly passed new match rates during FY 08. The new match rates will vary by type of service provided. Local match rates will be as low as 23.82% for community-based services and as high as 59.54% for residential treatment services. The new rates will be transitioned to localities beginning July 1, 2008 and the transition will be complete on July 1, 2009.

The CSA program has seen an increase in expenditures over the past several years. This increase has been driven by a number of factors. The number of children in foster care has increased significantly, resulting in higher expenditures for family, therapeutic and residential foster care. Spending for CSA-funded special education services increased substantially within recent years, particularly for private day schools and related services.

Actions at the state level have also played a major role in driving CSA expenditures. Localities have been forced to bear the cost of the state's FY 2007 decision to discontinue Medicaid coverage for therapeutic foster care. In addition, a 2008 ruling by the Virginia Attorney General created a new category of foster care mandate that is anticipated to require a significant increase in local funding. For FY 11, the state has reduced funding to this program. The FY 11 budget provides no increase in the local tax transfer which could affect the number of at-risk youth served.

Total CSA Funding	FY 2007 Actual	FY 2008 Actual	FY 2009 Actual	FY 2010 Adopted	FY 2011 Adopted
Expenditures					
Expenditures	\$ 8,492,208	\$ 10,146,876	\$ 8,554,403	\$ 10,409,338	\$ 10,409,338
Transfer to General Fund	183,000	183,000	183,000	183,000	183,000
Total Expenditures	\$ 8,675,208	\$ 10,329,876	\$ 8,737,403	\$ 10,592,338	\$ 10,592,338
Revenues					
State Revenue	\$ 4,140,591	\$ 4,690,806	\$ 4,346,513	\$ 4,680,796	\$ 4,680,796
Other Revenue	584,284	1,181,124	732,866	1,140,000	1,140,000
Total Revenues	\$ 4,724,875	\$ 5,871,930	\$ 5,079,379	\$ 5,820,796	\$ 5,820,796
Local Tax Funding	\$ 3,208,094	\$ 4,761,715	\$ 4,771,542	\$ 4,771,542	\$ 4,771,542



Comprehensive Services for At-Risk Youth and Families

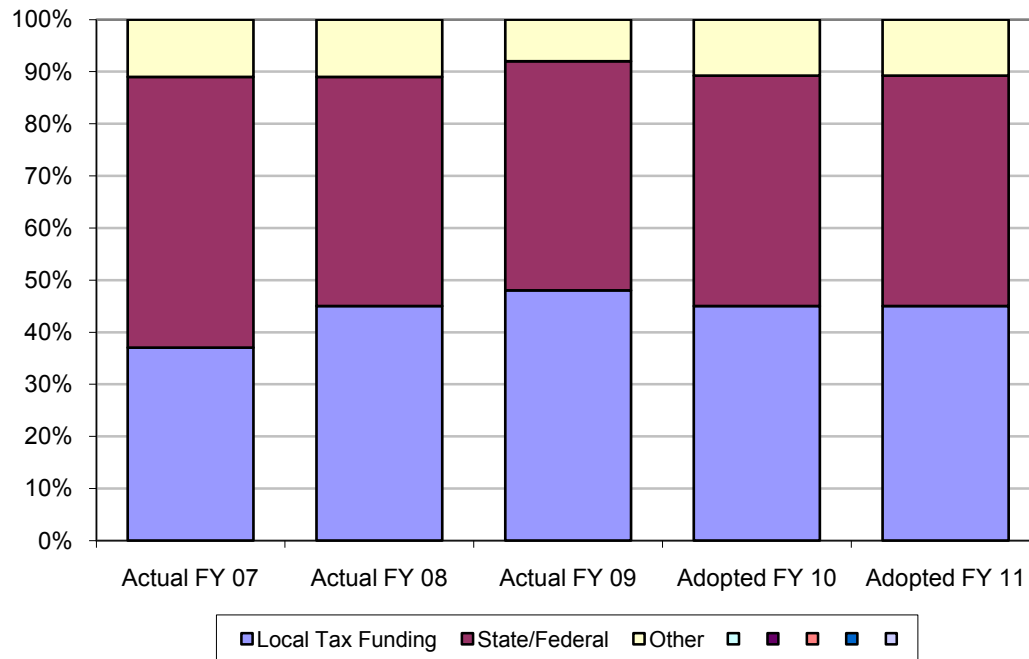


Table 1. Federal, State and Local Funding



**Loudoun County Government
FY 2011 Adopted Fiscal Plan**

Computer System Replacement Fund

The Computer System Replacement Fund, a component part of the Capital Asset Preservation Program (CAPP) and a subfund within the Capital Projects Fund, was established during the FY 03 budget process to fund computer hardware and software system replacements critical to County operations. The Department of Information Technology (DIT) annually reviews current hardware and software systems and inventories systems that have future replacement costs associated with their life cycle usefulness. This fund was established to address the replacement costs of the County's computer systems.

Starting with the FY 06 budget, the Department of Information Technology has annually developed a series of replacement schedules for Minor Computer Systems (up to \$500,000) and Major Computer Systems (over \$500,000). The FY 11 Adopted Fiscal Plan includes \$1 million for minor system replacements.

Major Computer System Replacements (Over \$500,000)

The Computer System Replacement Fund plans for major computer system replacements that cost more than \$500,000 per system. Major system replacements are funded through capital or debt financing to temper the annual pressure on local tax funding in any given year and to match the significant costs associated with replacing these systems with the useful life of the asset. A schedule of Major Computer System Replacements is provided in Table 1.

Major Computer Systems work scheduled for FY 11 consists of the replacement of the core County Financial Systems, for which \$25.5 million was appropriated in FY 10. The current systems were acquired over twenty years ago and are based on functional requirements and a technical architecture that satisfied the County's business needs and financial requirements at the time of acquisition. Some of these systems are shared with the Loudoun County Public Schools. The systems are categorized into three functional domains, including the Revenue domain which includes the core systems serving the County Treasurer, Commissioner of Revenue, and County Assessor; the County Administrative/Finance domain which includes the payroll, human resource, position control, accounting, budgeting, purchasing, and other systems serving the Department of Management and Financial Services; and the Public School Administrative/Finance domain that serves the Public Schools Departments of Personnel Services and Business and Financial Services that have similar requirements as the County government.

Systems work anticipated for FY 12 includes the upgrade of the Library Management System that serves the Loudoun County Public Libraries and a Phase II functional upgrade or replacement of the Public Safety Computer Aided Dispatch (CAD) system for the Emergency Communications Center.

Table 1. Major Computer System Replacement Fund

Major Computer System Replacement	Fund	Prior FY	FY11	FY12	FY13	FY14	FY15	FY16	CSRF Tot	FFY	Proj. Total
Public Safety Computer-Aided Dispatching (CAD) System	Debt	\$ 2,000	\$ -	\$10,000	\$ -	\$ -	\$ -	\$ -	\$ 10,000	\$ -	\$ 12,000
Library Information System	\$	-	-	1,000	-	-	-	-	\$ 1,000	-	\$ 1,000
Major System Replacement Total		\$ 2,000	\$ -	\$11,000	\$ -	\$ -	\$ -	\$ -	\$ 11,000	\$ -	\$ 13,000
Revenue Source	Fund	Prior FY	FY11	FY12	FY13	FY14	FY15	FY16	CSRF Tot	FFY	Rev Total
Local Tax Funding	\$	\$ -	\$ -	\$ 1,000	\$ -	\$ -	\$ -	\$ -	\$ 1,000	\$ -	\$ 1,000
Fund Balance	FB	-	-	-	-	-	-	-	\$ -	-	\$ -
Fund Balance from CAPP fund	CAPPFB	-	-	-	-	-	-	-	\$ -	-	\$ -
Debt Financing	Debt	2,000	-	10,000	-	-	-	-	\$ 10,000	-	\$ 12,000
Totals		\$ 2,000	\$ -	\$11,000	\$ -	\$ -	\$ -	\$ -	\$ 11,000	\$ -	\$ 13,000



Loudoun County Government
FY 2011 Adopted Fiscal Plan

Computer System Replacement Fund

Minor Computer System Replacements (Up to \$500,000)

The Computer System Replacement Fund also provides for system replacements that cost up to \$500,000. Table 2 provides a categorical list of the FY 11 fund contribution requirements and the FY 11 Adopted Fiscal Plan fund contribution of \$1,000,000.

Table 2. Computer Replacement Fund Contribution Requirements for Minor System Replacements	
System Replacement Category	FY 11 Required Fund Contributions
Network Equipment	\$ 437,000
Windows Servers	210,000
Enterprise Printers	60,000
Enterprise Servers	325,000
Enterprise Storage	326,000
Video Conferencing	125,000
Network Security	287,000
<i>FY 11 Required Contribution</i>	<i>\$ 1,770,000</i>
<i>FY 11 Adopted Contribution</i>	<i>\$ 1,000,000</i>

Due to limited resources, the replacement budget request for Minor Computer System Replacements is not fully funded in FY 11. A total of \$1,000,000 in Local Tax Funding is appropriated for this fund in FY 11.

Table 3. Minor Computer System Replacement Fund

	Fund	Prior FY	FY11	FY12	FY13	FY14	FY15	FY16	CSRF Tot	FFY	Proj Total
Minor Computer System Replacement	\$,FB	\$ 8,325	\$ 1,000	\$ 1,770	\$ 1,770	\$ 1,770	\$ 1,770	\$ 1,770	\$ 9,850	\$ -	\$ 18,175
<i>Minor System Replacement Total</i>		<i>\$ 8,325</i>	<i>\$ 1,000</i>	<i>\$ 1,770</i>	<i>\$ 1,770</i>	<i>\$ 1,770</i>	<i>\$ 1,770</i>	<i>\$ 1,770</i>	<i>\$ 9,850</i>	<i>\$ -</i>	<i>\$ 18,175</i>
Revenue Source	Fund	Prior FY	FY11	FY12	FY13	FY14	FY15	FY16	CSRF Tot	FFY	Rev Total
Local Tax Funding	\$	\$ 7,425	\$ 1,000	\$ 1,770	\$ 1,770	\$ 1,770	\$ 1,770	\$ 1,770	\$ 9,850	\$ -	\$ 17,275
Fund Balance	FB	500	-	-	-	-	-	-	\$ -	-	\$ 500
Fund Balance from CAPP Fund	CAPPFB	400	-	-	-	-	-	-	\$ -	-	\$ 400
Totals		\$ 8,325	\$ 1,000	\$ 1,770	\$ 1,770	\$ 1,770	\$ 1,770	\$ 1,770	\$ 9,850	\$ -	\$ 18,175



**Loudoun County Government
FY 2011 Adopted Fiscal Plan**

Dulles Industrial Park Water & Sewer District

The Board of Supervisors established the Dulles Industrial Park Water & Sewer District in 2006 as a service district pursuant to the Code of Virginia, Section 15.2, Chapter 24, in response to a landowner petition for the construction of water and sewer lines. The district consists of 24 properties located north of U.S. Route 50, near the Loudoun County-Fairfax County boundary. Utility improvements will be constructed and operated by the Loudoun Water Authority.

The special assessment was negotiated on a per property basis, and is intended to generate \$1,650,000 in revenue over 10 years. Payments in FY 11 are anticipated to total \$217,000. There are no local tax funds used for the District/Fund.

**DULLES INDUSTRIAL PARK WATER & SEWER DISTRICT
PROJECTED BUDGET SCHEDULE**

	<u>FY 11 Adopted</u>
Revenue	\$217,000
Expenditures	<u>\$217,000</u>
Surplus (+)/Deficit (-)	\$0



Greenlea Tax District

Background: In its 2008 Special Session, the Virginia General Assembly passed legislation amending §15.2-2404 of the Virginia State Code authorizing an assessment for the purpose of local improvements to fund the improvement of a damaged bridge on Crooked Bridge Road in the Blue Ridge District. The enacted legislation required a petition of not less than 50% of the property owners of Greenlea abutting Crooked Bridge Lane, who also own not less than 50% of the property within the subdivision. The Greenlea subdivision residents easily met this standard with a signed petition to the County requesting that the Board of Supervisors authorize and direct the establishment of an assessment under Title 15.2, Chapter 24, Article 2 of the Code of Virginia. The assessment is levied against the properties in the Greenlea subdivision to pay for the construction of the new bridge

On June 16, 2009, the Board of Supervisors adopted an ordinance imposing the special assessment for local improvements to fund the replacement of the damaged bridge. The bridge was completed by a construction company selected by the property owners through their homeowners association, the Greenlea Homeowners Association II in November 2009. The cost for the bridge replacement was not paid for by local tax funds. The bridge was financed by the Greenlea Homeowners Association II in conjunction with a private lender. The County pays the proceeds for the special assessment directly to the lender(s) as directed by the Greenlea Homeowners Association II and payments are to be made solely from the collection of the special assessment imposed. The Board of Supervisors and the County are only responsible for imposing the special assessment, collecting the semi-annual installments, and forwarding collected monies to the lender(s) solely from the special assessment revenues. The total amount of the assessments on the properties identified by the ordinance may not exceed \$660,575.18, which is the estimated project cost financed over fifteen (15) years at six percent (6%) interest per year. The nineteen (19) properties in the community will be taxed equally and will pay the assessment in semi-annual payments.

There is no local tax funding in this District/Fund.

GREENLEA TAX DISTRICT PROJECTED BUDGET SCHEDULE

	<u>FY 11 Projected</u>
Revenue	\$44,038
Expenditures	<u>\$44,038</u>
Surplus (+)/Deficit (-)	\$0

Notes:

1. The first collection for this tax district occurred in December 2009.



**Loudoun County Government
FY 2011 Adopted Fiscal Plan**

Hamilton Sewer Service District

Loudoun County formed the Hamilton Sewer Service District on July 15, 1998 as a service district pursuant to Virginia Code Section 15.2-2400. The provision of a sewage collection system and the availability of public sewage treatment protect the health and safety of residents and conserve property values within the district. The district as established includes properties located within the Hamilton Joint Land Management Area.

All taxes levied and collected are pledged to repay a \$2.8 million loan from the Virginia Department of Environmental Quality. This loan is financed by a combination of special tax assessments on the residents of the sewer district and an annual contribution of \$88,000 from the County General Fund. On July 15, 1998, the Board of Supervisors also approved a \$218,000 grant to finance possible easement condemnation costs, availability fee loan programs, easement research and recordation costs, as well as reimbursements to the Loudoun County Sanitation Authority for engineering and other services. The Board of Supervisors approved the Hamilton Area Sewer Project service agreement on December 16, 1998.

Property owners pay an additional \$0.30 per \$100 of assessed valuation, to finance the amortized debt for installation of collector sewer lines and related treatment plant improvements. For FY 11, the Hamilton Area Sewer Service District is projected to generate \$108,000 in revenue from its taxable base and receive an annual County General Fund contribution of \$88,000, for a total of \$196,000. Projected expenditures also total \$196,000.

HAMILTON SEWER SERVICE DISTRICT PROJECTED BUDGET SCHEDULE

	<u>FY 11 Adopted</u>
Revenue	
Taxable base	\$108,000
County Contribution	88,000
Total Revenue	\$196,000
Expenditures	<u>\$196,000</u>
Surplus/Deficit	\$0

HAMILTON SEWER SERVICE DISTRICT FY 11 Forecasted Real Property Taxable Base (Forecasted as of January 2010)

2010 Estimated fair market value of real taxable property	\$37,451,000
PLUS: Reassessment due to equalization	(370,000)
PLUS: Actual full value of new construction	<u>0</u>
2011 Forecasted fair market value of real taxable property	\$37,081,000
 FY 2011 Real property tax base subtotal	 \$37,266,000
LESS: Potential administrative and/or Board of Equalization adjustments ¹ :	(112,000) ²
LESS: Land use deferrals	<u>(447,000)</u>
FY 2011 Forecasted real property tax base total	\$36,707,000

HAMILTON SEWER SERVICE DISTRICT FY 11 Forecasted Real Property Tax Revenue

	<u>Forecasted Taxable Base</u>	<u>Net Revenue per Penny³</u>	<u>Revenue (\$0.30/\$100 Tax Base)</u>
Real Property	\$36,707,000	\$3,600	\$108,000

Notes:

1. Resulting from hearings and appeals.
2. Estimated at 0.3% of fair market value.
3. Excludes estimate of 0.05% uncollectible revenue and 1.5% deferred revenue and 0.30% for refunds pursuant to Virginia Code 58.1-3980 through 3984 projected to be unavailable for funding expenditures in FY 11.

Source: Office of the County Assessor and Department of Management and Financial Services



Housing Choice Voucher Fund

The former Section 8 Housing Choice Voucher Program is now recognized in this document using its official HUD name, Housing Choice Voucher Program.

In 1977, Loudoun County Housing Services, now a part of the Department of Family Services, executed its first agreement with the Virginia Housing and Development Authority (VHDA) to serve as the local administering agency to administer the Housing Choice (Section 8) Voucher Rental Assistance Program. This Federal Rental Assistance Program is funded by U.S. Department of Housing and Urban Development (HUD) and prior to FY 02 funding was passed through VHDA to Loudoun. Loudoun County executed agreements with VHDA and HUD to transfer the administration of the Housing Choice Voucher Program from passing through VHDA to direct County administration with HUD, effective July 1, 2001 (FY 02). The program's purpose is to provide low income families with decent, safe, and sanitary housing at prices which they can afford. The program provides Housing Choice Voucher subsidies for eligible low-income families and handicapped or elderly persons. All types of housing are eligible (i.e., single-family homes, duplexes, condominiums and apartments) providing they meet Housing and HUD Quality Standards.

The Program Description and Program Financial Summary for the Housing Choice Voucher Program are included in the Department of Family Services section of the FY 11 Adopted Fiscal Plan.

<u>Departmental Financial Summary</u>	<u>FY 2007 Actual</u>	<u>FY 2008 Actual</u>	<u>FY 2009 Actual</u>	<u>FY 2010 Adopted</u>	<u>FY 2011 Adopted</u>
Expenditures	\$8,224,452	\$8,296,527	\$8,592,324	\$8,447,596	\$8,619,236
Departmental Revenue	\$8,224,452	\$8,296,527	\$8,592,324	\$8,447,596	\$8,540,330
Local Tax Funding:	\$0	\$0	\$0	\$0	\$78,906
FTE Summary:	10.25	10.25	10.25	10.25	11.25



**Loudoun County Government
FY 2011 Adopted Fiscal Plan**

Legal Resource Center (Law Library)

The mission of The Law Library provides resources and reference services that promote access to justice by addressing the legal information needs of Loudoun County government, court personnel, attorneys, the local prison population and the general public. The Law Library provides a collection of legal materials that is needed, much used and not generally available elsewhere in Loudoun County. The part-time law librarian selects, purchases, shelves and updates materials, manages subscriptions, coordinates gifts, processes payments and develops library policies and procedures.

In mid-year FY 07, library services were expanded to Monday to Friday from 8:30 a.m. to 4:30 p.m. During these hours, the librarian is available to provide reference service, bibliographic instruction, copier service and online access. Attorneys and court personnel can also access the collection at other times during the workweek. The librarian responds to patrons' requests in person and by phone or e-mail, and prisoner requests submitted by the Office of the Sheriff.

<u>Departmental Financial Summary</u>	<u>FY 2007 Actual</u>	<u>FY 2008 Actual</u>	<u>FY 2009 Actual</u>	<u>FY 2010 Adopted</u>	<u>FY 2011 Proposed</u>
Expenditures	\$50,000	\$65,000	\$89,000	\$86,000	\$85,836
Departmental Revenue	\$50,000	\$65,000	\$89,000	\$86,000	\$85,836
Local Tax Funding:	\$0	\$0	\$0	\$0	\$0
FTE Summary:	0.53	1.00	1.00	1.00	1.00



Local Gasoline Tax Fund

Loudoun County began the collection of a two percent local gasoline tax in January 1989. Initially, gasoline tax funds were administered through the Loudoun County Transportation District Commission (LCTDC). In January 1990, the Loudoun County Board of Supervisors dissolved the LCTDC and elected to join the Northern Virginia Transportation Commission (NVTC). Local gasoline tax collections are now directed to a special Loudoun account at NVTC and transferred to the County as revenue.

In 1989, The Loudoun County Board of Supervisors adopted an initial policy governing the distribution of Gasoline Tax revenue. This policy included the requirement that \$500,000 be set aside annually to provide local matching funds required for participation in the State's Revenue Sharing transportation program. The Board subsequently increased the matching contribution by \$100,000 to allow for participation in the State's Supplemental Revenue Sharing program. In addition, the 1989 policy stipulated that 20% of total annual Gasoline Tax revenue be allocated for use by the Town of Leesburg on significant transportation projects.

In 1993, the Board of Supervisors modified the original policy by establishing a funding formula for the Local Gasoline Tax Fund's annual budget. This policy requires that Fund revenue be allocated according to the following formula: 80% for capital projects, 15% for transportation-related projects, and 5% for administration of the County's transportation system. As part of this funding formula, the Board designates a percentage of the County's gasoline tax revenues to the Towns of Leesburg and Purcellville each, as they are proportional to the Towns' shares of the County's population. The Board agreed to provide these two towns with a proportional share of local gasoline tax funds as these towns have responsibility for maintenance of their streets. (The other five incorporated towns have not met the State Code population threshold to maintain their streets.) The Board also implemented an application process for community organizations requesting use of County Gasoline Tax revenue.

For FY 2011 and provisionally for FY 2012, the Board of Supervisors is amending its funding formula allocate the Town of Purcellville's pro rata share of gasoline tax revenue to the Town of Lovettsville for the transportation needs of Lovettsville Park.

The Board of Supervisors' consideration of the Local Gasoline Tax Fund budget typically occurs in two phases. Prior to the development of the County Administrator's Proposed Fiscal Plan, County staff presents proposals received during the annual application process to the Board's Transportation/Land Use Committee, along with updated revenue estimates for the current and upcoming year. Following its review, the Committee provides direction to staff on those applications it supports recommending to the full Board of Supervisors for funding. Consideration and adoption by the Board occurs in concert with the development of the adopted budget in the spring.

The Transportation/Land Use Committee completed its review of staff recommendations for the FY 11 Local Gasoline Tax budget on December 16, 2009. The following pages reflect the Transportation/Land Use Committee's recommendations to the Board of Supervisors for the use of gasoline tax funds in FY 11. In addition, per the County Administrator's recommendation, the Board approved an additional appropriation of \$50,000 for the maintenance of leased park and ride lots.

	Amended FY 09	Actual FY 09	Adopted FY 10	Projected FY 10	Committee Recommended FY 11	Adopted FY 11
Part A: Revenue						
Gas Tax Revenue	\$8,000,000	\$8,010,640	\$8,250,000	\$7,850,000	\$8,000,000	\$8,000,000
Interest	<u>800,000</u>	<u>340,632</u>	<u>800,000</u>	<u>93,000</u>	<u>150,000</u>	<u>150,000</u>
Subtotal	<u>8,800,000</u>	<u>8,351,272</u>	<u>9,050,000</u>	<u>7,943,000</u>	<u>8,150,000</u>	<u>8,150,000</u>
Transfers In	-	-	-	-	-	-
Prior Year Carryover	4,136,316	4,136,316	4,457,064	4,014,728	19,710	19,710
Project Close Out	<u>339,298</u>	<u>345,653</u>	-	<u>909,719</u>	-	-
Total All Sources	\$13,275,614	\$12,833,241	\$13,507,101	\$12,867,447	\$8,169,710	\$8,169,710
Part B: Expenditures						
Recommended Projects	-	-	-	-	7,972,195	
Budgeted Projects	8,814,813	8,814,813	12,687,737	12,687,737	-	8,022,195
Supplemental Projects	<u>3,700</u>	<u>3,700</u>	-	<u>160,000</u>	-	-
Surplus (+)/Deficit(-)	\$4,457,101	\$4,014,728	\$819,364	\$19,710	\$197,515	\$147,515



**Loudoun County Government
FY 2011 Adopted Fiscal Plan**

Local Gasoline Tax Fund

	FY 2009 Adopted	FY 2010 Adopted	FY 2011 Committee Recommended	FY 2011 Adopted
CAPITAL PROJECTS				
Town of Leesburg	\$1,500,000	\$1,650,000	\$1,087,522	\$1,087,522
Town of Lovettsville	0	N/A	0	193,728
Town of Purcellville	150,000	165,000	193,728	0
OTS - Revenue Sharing	1,000,000	1,500,000	1,000,000	1,000,000
OTS - Revenue Sharing Supplement	100,000	100,000	100,000	100,000
OTS - Bikeway & Pedestrian Facilities Contingency	500,000	500,000	0	0
OTS - Bus Maintenance Facility	N/A	N/A	1,000,000	1,000,000
OTS - Dulles South Park & Ride Lot Design	N/A	250,000	0	0
OTS - Purcellville Park & Ride Lot	N/A	3,000,000	0	0
OTS - Spot Road Improvement Projects	0	500,000	0	0
OTS - Traffic Signal Contingency	1,000,000	450,000	0	0
OTS - Traffic Studies	300,000	0	0	0
Waterford Citizen's Association (WCA)	N/A	N/A	10,500	10,500
SUBTOTAL, CAPITAL PROJECTS:	\$4,550,000	\$8,115,000	\$3,391,750	\$3,391,750
Percent of Total Expenditures	51.6%	64.0%	42.5%	42.3%
TRANSPORTATION/TRANSIT				
DGS - Park and Ride Lot Maintenance	\$50,000	\$102,725	\$112,925	\$162,925
OTS - Commuter Bus	2,251,876	2,617,696	2,374,277	2,374,277
OTS - Rideshare Grant Match	67,290	68,606	67,669	67,669
OTS - Transit and Commuter Services	245,931	357,614	360,000	360,000
PRCS - Adaptive Recreation Transportation	140,000	140,000	140,000	140,000
PRCS - Child, Teen & Senior Transportation	260,080	0	0	0
PRCS - Phil Bolen Park	N/A	N/A	0	0
American Red Cross	130,424	38,916	38,916	38,916
Christian Fellowship Church Foundation	N/A	N/A	0	0
Every Citizen Has an Opportunity (ECHO)	26,500	28,800	30,400	30,400
Leesburg Safety Shuttle (Safe-T-Ride)	20,000	20,000	20,000	20,000
Loudoun Volunteer Caregivers	60,000	155,208	155,208	155,208
Virginia Regional Transit Authority (VRTA)	<u>972,705</u>	<u>1,007,675</u>	<u>1,145,638</u>	<u>1,145,638</u>
SUBTOTAL, TRANSPORTATION	\$4,225,806	\$4,537,240	\$4,445,033	\$4,495,033
Percent of Total Expenditures	47.9%	35.8%	55.8%	56.0%
ADMINISTRATIVE				
OTS - Commuter Bus Promotion & Advertising	10,000	\$10,000	\$10,000	\$10,000
OTS - Senior Planner	N/A	N/A	101,374	101,374
Dulles Area Transportation Association (DATA)	6,000	6,000	6,000	6,000
No. Virginia Transportation Commission (NVTC)	<u>23,0007</u>	<u>19,497</u>	<u>18,038</u>	<u>18,038</u>
SUBTOTAL, ADMINISTRATIVE:	\$39,007	\$35,497	\$135,412	\$135,412
Percent of Total Expenditures	0.4%	0.3%	1.7%	1.7%
TOTAL EXPENDITURES	\$8,814,813	\$12,687,737	\$7,972,195	\$8,022,195



Local Gasoline Tax Fund

Capital Projects

Project/Program Name: Town of Leesburg

FY 10 Adopted: \$1,650,000

FY 11 Proposed: \$1,087,522

FY 11 Adopted: \$1,087,522

Project Description:

The Board of Supervisors designates to the Town of Leesburg a percentage of the County's gasoline tax revenues proportional to the Town's share of the County's population. As a result, the County will allocate 13% of projected gasoline tax revenues to the Town to use for transportation projects at its discretion. The Town has indicated that it intends to use the FY 11 funding for Phase III of its Sycolin Road improvements project.

The Board of Supervisors has also elected that if the FY 2011 gas tax revenues are higher than forecasted, that the first \$612,478 in excess, unappropriated funds, be reserved to fund Phase III of the Sycolin Road capital project (from Battlefield to Hope Pkwy) to the Town of Leesburg.

Project/Program Name: Town of Lovettsville

FY 10 Adopted: Not Applicable

FY 11 Proposed: \$0

FY 11 Adopted: \$193,728

Project Description:

In 2004, Loudoun County partnered with the Town of Lovettsville by purchasing a 90-acre parcel with 20-acres in-town limits and 70-acres abutting the Town as dedicated park space. Since that purchase, the Town's Department of Parks and Recreation has worked with the community by creating a Master Plan and submitting its concept plan to the County. The Town anticipates that the County will approve its Special Exception in 2010. This park project is included in the FY 2011-16 Capital Improvements Program.

Funding for this project will provide for construction of various transportation aspects of the Park, such as two entrances, internal roads and a trail that connects Lovettsville Elementary School to Lovettsville Community Center. (This funding is re-allocated from the Town of Purcellville's proposed gasoline tax appropriation).

Project/Program Name: Town of Purcellville

FY 10 Adopted: \$165,000

FY 11 Proposed: \$193,728

FY 11 Adopted: \$0

Project Description:

Since FY 2006, the Board of Supervisors designates to the Town of Purcellville a percentage of the County's gasoline tax revenues proportional to the Town's share of the County's population. However, for FY 2011 and provisionally for FY 2012, the Board of Supervisors is amending its funding formula to allocate the funds to the Town of Lovettsville for the transportation needs of Lovettsville Park.



Local Gasoline Tax Fund

Capital Projects

Project/Program Name: **OTS - Revenue Sharing**

FY 10 Adopted: \$1,500,000

FY 11 Proposed: \$1,000,000

FY 11 Adopted: \$1,000,000

Project Description: The Office of Transportation Services (OTS) has requested funding for the local match of the County's participation in the State's revenue sharing program. Each year, the County has the opportunity to match up to \$1,000,000 of State funds on a 50/50 basis for transportation improvement projects. The revenue sharing program continues to remain an important funding source for the construction of surface transportation projects in the County.

Project/Program Name: **OTS - Revenue Sharing Supplement**

FY 10 Adopted: \$100,000

FY 11 Proposed: \$100,000

FY 11 Adopted: \$100,000

Project Description: At the end of each fiscal year, the State provides an additional opportunity to apply for revenue sharing funds that were not claimed in the first round. These funds are available at the same 50/50 match as the regular Revenue Sharing Program up to a maximum of \$100,000. The County has successfully used these funds over the past several years to assist in construction projects such as the Route 28 PPTA project, and more recently Pacific Blvd and Route 643 (Sycolin Road) projects.

Project/Program Name: **OTS - Bikeway and Pedestrian Facilities Contingency**

FY 10 Adopted: \$500,000

FY 11 Proposed: \$0

FY 11 Adopted: \$0

Project Description: OTS has requested funding for design and construction of bikeway and pedestrian facilities. Sometimes, the funds are combined with available proffer funds to fully fund a project. Due to conservative revenue projections and the availability of remaining funds from prior year appropriations, the Board is temporarily suspending this appropriation.

Project/Program Name: **OTS - Bus Maintenance Facility**

FY 10 Adopted: Not Applicable

FY 11 Proposed: \$1,000,000

FY 11 Adopted: \$1,000,000

Project Description: OTS has requested partial funding for the construction of a bus maintenance facility, which will provide a secure location to park all of the county-owned buses. In addition to the parking area and the bus maintenance bays, the facility will include limited office space for the operating contractor staff, and a driver training room. The maintenance and storage facility will be operated by the commuter bus contractor. This project is included in the FY 2011-16 Capital Improvements Program.



Local Gasoline Tax Fund

Capital Projects – Continued

Project/Program Name: **OTS - Spot Road Improvement Projects**

FY 10 Adopted: \$500,000

FY 11 Proposed: \$0

FY 11 Adopted: \$0

Project Description: OTS has requested funding for road improvement requests and other construction work where additional funding has to be identified in order to complete a project. The Board established this account in the FY 07/08 Gasoline Tax Fund budget to fund minor capital projects that arise during the course of the year. Examples include traffic calming projects, safety improvements, and right-of-way acquisition. Due to conservative revenue projections and the availability of remaining funds from prior year appropriations, the Board is temporarily suspending this appropriation.

Project/Program Name: **OTS - Traffic Operating Contingency**

FY 10 Adopted: \$450,000

FY 11 Proposed: \$0

FY 11 Adopted: \$0

Project Description: OTS has requested funding for traffic signals, signage, and safety studies that arise during the course of the year. Due to conservative revenue projections and the availability of remaining funds from prior year appropriations, the Board is temporarily suspending this appropriation.

Project/Program Name: **OTS - Traffic Studies**

FY 10 Adopted: \$0

FY 11 Proposed: \$0

FY 11 Adopted: \$0

Project Description: OTS has requested funding for traffic study requests that identify road safety issues and solutions to those issues. Due to conservative revenue projections and the availability of remaining funds from prior year appropriations, the Board is temporarily suspending this appropriation.

Project/Program Name: **Waterford Citizen's Association (WCA)**

FY 10 Adopted: Not Applicable

FY 11 Proposed: \$10,500

FY 11 Adopted: \$10,500

Project Description: As part of the FY 11 Safe, Accountable, Flexible, Efficient Transportation Equity Act – a Legacy for Users (SAFETEA-LU), the WCA applied for \$31,000 of county funds to serve as a match for construction of pedestrian crosswalks. The project would install seven (7) crosswalks throughout the Village of Waterford as part of the community's effort to calm traffic and improve pedestrian facilities. In June 2009, the Board of Supervisors directed staff to set aside local gasoline tax revenues as the source of the grant match. Since that time, WCA has narrowed its project submission and the grant match has been reduced to \$10,500. These funds will only be distributed if the SAFETEA-LU grant is awarded.



Local Gasoline Tax Fund

Transportation/Transit Projects

Project/Program Name: DGS - Park and Ride Lot Maintenance

FY 10 Adopted: \$102,725

FY 11 Proposed: \$162,925

FY 11 Adopted: \$162,925

Project Description: The Department of General Services has requested funding to offset the costs to maintain county-owned (\$112,925) and leased (\$50,000) park and ride lots. Maintenance responsibilities include minor repairs, snow removal and lighting.

Project/Program Name: OTS - Loudoun County Commuter Bus Operations

FY 10 Adopted: \$2,617,696

FY 11 Proposed: \$2,374,277

FY 11 Adopted: \$2,374,277

Project Description: OTS has requested funding for Loudoun County Commuter Bus operations. This service provides daily transportation for commuters to and from Arlington County and Washington, D.C. The FY 05 budget represented the first budget under which the commuter bus program operated according to its new business model, where a County-owned fleet is operated and maintained by a private contractor. The commuter bus program is funded by a combination of fare box revenue, annual appropriations from the Gasoline Tax Fund and State Formula Aid.

OTS intends to increase public transportation opportunities for citizens of Loudoun and neighboring jurisdictions to include adding three buses in FY 11 and two buses in FY 12 to the current fleet of 38 buses. This continued growth and expansion is to meet the demand for increased capacity and service.

Project/Program Name: OTS - Rideshare Program Match

FY 10 Adopted: \$68,606

FY 11 Proposed: \$67,669

FY 11 Adopted: \$67,669

Project Description: OTS has requested funding for the Rideshare Program, which has been an element of the budget since FY 90. This matching program leverages State funds at an 80/20 ratio, with the State providing 80% of the program costs. The Rideshare program provides personal assistance to commuters interested in car/van pooling and commuter transit services, and advocates the benefits of ridesharing services through advertisements and promotional events.

Project/Program Name: OTS - Transit and Commuter Services

FY 10 Adopted: \$357,614

FY 11 Proposed: \$360,000

FY 11 Adopted: \$360,000

Project Description: OTS has requested funding to offset staffing and operating costs for the department's Division of Transit and Commuter Services, as well as commuter bus capital vehicle replacement costs.



Local Gasoline Tax Fund

Transportation/Transit Projects

Project/Program Name: PRCS - Adaptive Recreation Transportation
FY 10 Adopted: \$140,000
FY 11 Proposed: \$140,000
FY 11 Adopted: \$140,000

Project Description: The Department of Parks, Recreation and Community Services (PRCS) has requested funding for the Adaptive Recreation Section which operates a summer camp program for individuals who qualify for special education ages 2-22, for an eight week period annually. The purpose of the program is to give families of participants some respite over the summer and to give the camper a true summer camp experience full of opportunities for socialization and adventure. School bus transportation is provided for an estimated 125 campers from their home or summer school to the camp location and back home again. The Adaptive Recreation Section follows the mission of PRCS to promote healthy lifestyles for all Loudoun citizens.

Project/Program Name: American Red Cross, Loudoun County Chapter (LARC)
FY 10 Adopted: \$38,916
FY 11 Proposed: \$38,916
FY 11 Adopted: \$38,916

Project Description: The Loudoun County Chapter of the American Red Cross (LCARC) has requested funding for the maintenance of disaster vehicle fleet, which is used to carry out its mandated mission of providing relief to victims of disasters 24 hours a day, 7 days a week. Currently, the Chapter maintains three separate vehicles that are dedicated to disaster response: Emergency Response Vehicle, Shelter Response Truck, and a Mobile Communications and Service Delivery Unit. In FY 09, LCARC teams of highly trained volunteers responded to 10 dispatches from Loudoun Fire & Rescue and the Office of Emergency Management (OEM), assisting 70 individuals in their times of need. LCARC provided immediate food, shelter, clothing, medicine, health and mental health services as needed, to reduce suffering, prevent hunger and homelessness, and give relief within 1-2 hours of a disaster strike.

Project/Program Name: Every Citizen Has an Opportunity (ECHO)
FY 10 Adopted: \$28,800
FY 11 Proposed: \$30,400
FY 11 Adopted: \$30,400

Project Description: Every Citizen Has an Opportunity (ECHO) has requested funding to support part of the organization's transportation operational costs for transporting clients to their workplaces. ECHO assists disabled persons with securing and maintaining integrated community-based employment. As in previous years, the organization will continue to seek Federal Transit Administration grant funding. ECHO estimates that it will provide daily transportation to work sites for more than 100 County residents with various levels of disability.



Local Gasoline Tax Fund

Transportation/Transit Projects

Project/Program Name: Leesburg Safety Shuttle

FY 10 Adopted: \$20,000

FY 11 Proposed: \$20,000

FY 11 Adopted: \$20,000

Project Description:

The Town of Leesburg has requested funding to support the operations of Safe-T-Ride. Since FY 01, the Town has contracted with the Virginia Regional Transit Authority (VRTA) for the operation of a shuttle service on the Route 15 Bypass. The County agreed to participate in the service on a 50/50 cost-sharing basis, equivalent to \$20,000 FY 09 and in FY 10. Initially, the service was provided on weekdays. In past years, the Town has expanded the service to seven days a week and increased headways during holiday shopping seasons. The Town of Leesburg requested an increase of funding for the FY 11/12 biennium to cover this service expansion. Due to conservative revenue projections, the Board is holding funding to the FY 09/10 levels.

Project/Program Name: Loudoun Volunteer Caregivers

FY 10 Adopted: \$155,208

FY 11 Proposed: \$155,208

FY 11 Adopted: \$155,208

Project Description:

Loudoun Volunteer Caregivers has requested funding to provide annual transportation services to its clients. Loudoun Volunteer Caregivers is a volunteer organization that provides elderly residents and people with disabilities within Loudoun County with assisted transportation. Services include transportation to non-emergency medical appointments, prescription pick-ups, physical therapy, and cancer or dialysis treatments. In FY 09, Loudoun Volunteer Caregivers estimated that it would provide over 6,816 trips for 203 County seniors and residents with disabilities. Early in FY 09, Loudoun Volunteer Caregivers agreed to expand its services in order to accommodate clients previously served by the Loudoun Red Cross. The Board of Supervisors increased its FY 09/10 appropriation to \$155,208 for each fiscal year.

Project/Program Name: Virginia Regional Transportation Association (VRTA)

FY 10 Adopted: \$1,007,675

FY 11 Proposed: \$1,145,638

FY 11 Adopted: \$1,145,638

Project Description:

Virginia Regional Transit Authority (VRTA) has requested funding to provide public transportation services to Loudoun County residents. VRTA's operations in Loudoun County include daily transportation services in Leesburg, Ashburn, Sterling/Countryside, the 7 to 7 on 7 Service, as well as "On Demand" services throughout the County. VRTA introduced its first fixed route bus service in Leesburg in January 2001 and began service along Route 7 in 2002. During FY 09, VRTA provided services for 580,000 riderships.



Local Gasoline Tax Fund

Administrative Projects

Project/Program Name: **OTS - Commuter Bus Promotion and Advertising**

FY 10 Adopted: \$10,000

FY 11 Proposed: \$10,000

FY 11 Adopted: \$10,000

Project Description:

OTS has requested funding for the promotion and advertisement of commuter bus services to the public. The policy guidelines for the distribution of these funds are established by the Loudoun Citizens Commuter Bus Advisory Board (CBAB). The County has made use of this allocation in recent years to leverage Federal grant funding promoting public awareness of transit alternatives.

Project/Program Name: **OTS - Senior Planner**

FY 10 Adopted: Not Applicable

FY 11 Proposed: \$101,374

FY 11 Adopted: \$101,374

Project Description:

OTS has requested funding for the creation of a part-time position in the Office of Transportation to focus on transportation funding alternatives, including the use of transportation cash proffers, state and federal funding opportunities and local gasoline tax funds. Potential projects would include highway improvements, transit infrastructure and bicycle and pedestrian accommodations. This position would also provide support to the Route 28 Tax District Commission and the Northern Virginia Transportation Authority. The staff person would represent the County before State agencies such as the Commonwealth Transportation Board to monitor funding opportunities and regulatory policies of that Board as they impact localities. The position would follow State and Federal legislation relating to transportation issues.

Project/Program Name: **Dulles Area Transportation Association (DATA)**

FY 10 Adopted: \$6,000

FY 11 Proposed: \$6,000

FY 11 Adopted: \$6,000

Project Description:

Loudoun County is a member of the Dulles Area Transportation Association (DATA), which is a transportation management association operating in the Dulles Airport/Route 28 employment center. DATA assesses transportation needs and issues, formulates strategies to meet those needs, and provides a forum within which all members can work cooperatively to formulate policies, plans, and programs for the effective administration of transportation operations within the area. Membership consists of government and business organizations. Annual dues have been funded from the Local Gasoline Tax Fund since FY 92.

Project/Program Name: **NVTC Administrative Costs**

FY 10 Adopted: \$19,497

FY 11 Proposed: \$18,038

FY 11 Adopted: \$18,038

Project Description:

The Northern Virginia Transportation Commission receives, invests, and disburses Loudoun County's share of local gasoline tax funds. This item represents the administrative cost of this service.



Post-Retirement Employee Benefits Fund

The Governmental Accounting Standards Board issued Statement #45, *Accounting and Financial Reporting by Employers for Post-employment Benefits Other Than Pensions*, to address how governmental entities should account for and report their costs and obligations related to "other post-employment benefits" or "OPEB." OPEB refers to fringe benefits provided to retired and former employees other than pension benefits. In past accounting standards, entities recognize the cost of these benefits as they are paid. The new standard requires recognition of the cost of the benefits over the service period of the employee. This concept is similar to accounting requirements for pension obligations under existing standards.

Currently Loudoun County and Loudoun County Public Schools offer post-retirement health plan benefits which include medical coverage supplemental to Medicare in addition to prescription drugs, dental and vision coverage. The bond rating agencies have stated that they will begin to consider OPEB funding status in their evaluations of government financial condition. It is possible that bond ratings may suffer for those governments with large and/or mounting that do not have a mechanism in place to manage these obligations. Following these new guidelines, the County's actuarial firm is conducting biannual analyses in accordance with GASB 45.

In response to the new reporting requirements, a new fiduciary fund was created in FY 09 with a budget of \$10,000,000; \$7,000,000 for the Loudoun County Public Schools and \$3,000,000 for Loudoun County. This fiduciary fund allows the County to budget for the annual cost of public employee non-pension benefits related to OPEB in the same manner as reporting financial information for pensions. In FY 10 an annual contribution of \$15,000,000 was made. Loudoun County Public Schools and Loudoun County Government joined the VML/VACo Pooled OPEB Trust for the investment of County assets related to OPEB. This transfer occurred on September 8, 2009, with the County OPEB Committee continuing its role of monitoring the performance of the VML/VACo Pooled OPEB Trust. In order to continue the County's commitment to this important program, the FY 11 budget includes a \$15,000,000 contribution to the Pooled OPEB Trust.

Post-Retirement Employee Benefits

	FY 2011 Proposed
OPEB Contributions	
School	10,500,000
County	<u>4,500,000</u>
Total OPEB Contributions:	\$15,000,000



Proffer Fund

Developer contributions, known as proffers, provide one source of funding for capital facilities. Proffers are typically cash amounts, dedicated land, and/or in-kind services that are voluntarily granted to the County to partially offset future capital facility costs associated with specific land developments. Proffer contributions are typically obtained through rezonings (changes in the planned use of land) which result in land use patterns that may generate significant capital facility costs. For example, if a developer is awarded a rezoning that changes the use of land parcels from commercial to residential use, housing units will more than likely be constructed on the parcels in the future. Those housing units would generate a need for County services and capital facilities such as schools, parks, libraries and other facilities. Therefore, the development community offers contributions to help offset these future capital costs. The County maintains an inventory of all forms of proffers, and cash proffers accrue to the Public Facilities Trust Fund. As allowed in §15.2-2299 of the *Code of Virginia*, the Loudoun County Zoning Administrator is vested with all necessary authority to administer and enforce proffers and, per statute, holds the final authority to adjudicate eligibility for public facility uses.

In 2001, the General Accounting Standards Board (GASB) issued GASB 34, the account reporting standard for local governments. Prior to GASB 34, proffers had been reported as transfers from the Public Facilities Trust Fund to a particular capital project. Since FY 02, the County has been required to budget proffer funds and reports them in its annual financial report. The County began budgeting appropriated proffers in the Proffer Fund in FY 03.

Until recently, land proffers were budgeted at a pre-zoned assessed value with the final value of the land proffer established at the time of conveyance. At its January, 2005 business meeting, the Board of Supervisors initiated a Comprehensive Plan Amendment (CPAM) which included a revision to proffered land policy. CPAM 2006-0001, "Proffered Land Sites Credit Methodology," was approved by the Board of Supervisors on June 14, 2006. Per this policy, land proffers are valued at the planned land use market rate for proffered Capital Facilities contributions. In-kind proffers are budgeted at an estimated value based on current construction market trends. The value of the in-kind asset is verified at the time the work is completed. The cash proffers are budgeted in the Proffer Fund and shown as transfers into the Capital Projects, General or Debt Service funds as applicable.

Adopted FY 11 – FY 16 Proffer Fund

The Board of Supervisors provided fiscal guidance in FY 09 to utilize cash proffers for capital facilities to the fullest extent during the FY 11 – FY 16 Capital Improvement Program. The Adopted FY 11 – FY 16 Proffer Fund utilizes \$35,990,000 in cash proffers and \$2,425,000 in In-Kind proffer contributions to fund capital improvement and capital asset preservation projects in the County's capital fund. The expenditures focus on capital investments in County-owned facilities with the goal to develop County-owned land assets or expand the use of existing facilities for public use.

FY 11 Adopted Expenditures

In FY 11, sixty-two percent of planned proffer expenditures improve County-owned parks restroom/concession, lighting and parking facilities. In addition, eight percent of planned expenditures complete the Fire & Rescue Training Facility Prop Lots including a flash-over simulator identified as a priority training facility for FY 11. Transit facilities and buses, as well as roads benefit from twenty-two percent of the proffer funding. The remaining eight percent will acquire library materials and improve several human service facilities for better utilization of public-use program space. A total of \$14,660,000 in cash proffers are to be transferred to the Capital Improvement Program and \$170,000 to the Capital Asset Preservation Program for a total cash proffer transfer in FY 11 of \$14,830,000.

The Adopted FY 11 – FY 16 Proffer Expenditures are:

Table 1. Adopted FY 2011-16 Proffer Fund							
	FY 2011	FY 2012	FY 2013	FY 2014	FY 2015	FY 2016	Total
Revenues							
<i>Proffer Trust Fund</i>							
Cash Proffers	\$14,830,000	\$11,600,000	\$ 8,375,000	\$ 0	\$ 250,000	\$ 935,000	\$ 35,990,000
In-Kind Proffers	0	2,000,000	425,000	0	0	0	2,425,000
Total Expenditures	\$14,830,000	\$13,600,000	\$ 8,800,000	\$ 0	\$ 250,000	\$ 935,000	\$ 38,415,000

The FY 11 expenditures were subjected to a determination from the Loudoun County Zoning Administrator verifying that the uses are appropriate to the planned use and intent of the original proffer statements provided by the proffer contributors. Actual transfer amounts will include Proffer Trust Fund principle and interest balances available at the time of appropriation.



**Loudoun County Government
FY 2011 Adopted Fiscal Plan**

FY 11 - Proffer Fund

ADOPTED TRANSFERS TO THE CAPITAL IMPROVEMENT PROGRAM (CIP) -- CASH PROFFERS

Project	ZMAP	Proffer	Seq#	Index	FY 11
Commuter Transit Buses	ZMAP 2002-0020	Braddock Corner	99065512	911272	\$3,607
	ZMAP 2003-0006	Lansdowne Village Greens	99066407	911283	\$33,825
	ZMAP 2004-0004	Estates at Elk Run	99067195	911445	\$306,354
	ZMAP 2004-0019	Treburg	99067639	911432	\$16,214
	Subtotal				\$360,000
Transit Bus Maint Facility	ZMAP 2001-0002	Cookes Crossing	99065496	911418	\$6,000
Subtotal					\$6,000
East Gate Park & Ride Lot	ZMAP 1999-0006	East Riding Estates	99062476	910864	\$676
	ZMAP 2001-0010	South Riding Station	99066363	911200	\$239,324
Subtotal					\$240,000
Rt 7/Rt 659 Interchange	ZMAP 2003-0006	Lansdowne Village Greens	99066403	911282	\$2,630,000
Subtotal					\$2,630,000
F&R Training Prop Lots	ZMAP 1997-0001	Woodland	99065256	911165	\$38,285
	ZMAP 2001-0002	Cookes Crossing	99065492	911416	\$63,470
	ZMAP 2002-0002	Evergreen Rural Village	99066330	911239	\$1,113,245
Subtotal					\$1,215,000
Mirror Ridge Group Home	ZMAP 1987-0015	Rolling Ridge	96104557	910035	\$1,519
	ZMAP 1988-0046	Providence Mirror Ridge	97071131	910951	\$54,543
	ZCPA 1992-0011	Town Center at Westlake	95070024	910355	\$171,828
	ZCPA 1996-0004	Town Center at Westlake	97091557	910688	\$2,110
	Subtotal				\$230,000
Ashburn Library Collection	ZMAP-2001-0003	Moorefield Station	99064485	910973	\$250,000
Subtotal					\$250,000
Eastern Loudoun Respite Ctr	ZMAP 1992-0004	University Center	95060291	910320	\$22,935
	ZCPA 1994-0005	Broadlands South	96063102	910827	\$458,040
	ZMAP 1999-0012	Sisler	99063589	910906	\$39,025
Subtotal					\$520,000
Brambleton District Park	ZMAP 2002-0016	One Loudoun Center	99065895	911185	\$892,855
	ZMAP 2003-0006	Lansdowne Village Greens	99066408	911307	\$3,141,990
	ZMAP 2003-0018	Pulte Homes Croson Lane	99066029	911335	\$410,155
Subtotal					\$4,445,000
Edgar Tillett Memorial Park	ZMAP 1987-0032	Swarthout	97060832	910388	\$2,063
	ZMAP 1989-0035	Ryans Corner	96012806	910028	\$6,564
	ZCPA 1994-0005	Broadlands South	96060952	910929	\$378
	ZMAP 1995-0010	Ryan Park Center	97081314	910476	\$166
	ZMAP 1995-0010	Ryan Park Center	97081315	910562	\$2,048
	ZMAP 1996-0003	Belmont Revised	99062112	910712	\$968
	ZMAP 1996-0003	Belmont Revised	99062142	910841	\$1,610
	ZMAP 1996-0013	Waxpool Village	99061889	911002	\$7,629
	ZMAP 2003-0009	Goose Creek Village South	99066235	911353	\$520,209
	ZMAP 2003-0018	Pulte Homes Croson Lane	99066029	911335	\$653,365
	Subtotal				
FY 11 CIP Cash Proffer Subtotal					\$11,091,000



**Loudoun County Government
FY 2011 Adopted Fiscal Plan**

FY 11 Cash Proffers Continued

Project	ZMAP	Proffer	Seq#	Index	FY 11
Park Improvements					
Ashburn Planning Subarea					
Ashburn Park	ZMAP 1991-0001	Ashburn Center	95060097	910031	\$9,766
	ZMAP 2000-0005	Bodmer Property	99063413	911070	\$2,698
	ZMAP 2001-0003	Moorefield Station	99065311	911422	\$22,410
	ZMAP 2003-0018	Pulte Homes Croson Lane	99066029	911335	\$215,126
		Subtotal			\$250,000
Bles Park	ZCPA 2000-0009	University Center	99064623	911197	\$30,501
	ZMAP 2003-0006	Lansdowne Village Greens	99066408	911307	\$244,499
		Subtotal			\$275,000
Lansdowne Park	ZMAP 2003-0006	Lansdowne Village Greens	99066408	911307	\$275,000
		Subtotal			\$275,000
Lyndora Park	ZMAP 2002-0016	One Loudoun Center	99065895	911185	\$250,000
		Subtotal			\$250,000
Trailside Park	ZMAP 1986-0047	Belmont Forest	96111207	910349	\$38,520
	ZMAP 2003-0018	Pulte Homes Croson Lane	99066029	911335	\$236,480
		Subtotal			\$275,000
Dulles Planning Subarea					
Byrnes Ridge Park	ZMAP 2001-0010	South Riding Station	99066349	911199	\$895,000
		Subtotal			\$895,000
Conklin Park	ZMAP 1999-0016	South Village	99063831	911017	\$40,055
	ZMAP 1999-0022	Poland Road Prop.	99063944	911081	\$21,615
	ZMAP 2000-0008	Dean Property	99065410	911193	\$5,850
	ZMAP 2001-0004	Pinebrook Village	99064554	911188	\$57,480
	ZMAP 2001-0010	South Riding Station	99066349	911199	\$150,000
		Subtotal			\$275,000
Leesburg Planning Subarea					
Philip A. Bolen Memorial Park	ZMAP 0000-0288	Hoffman	96060053	910045	\$9,000
		Subtotal			\$9,000
Potomac Planning Subarea					
Potomac Lakes Sportsplex	ZMAP 1990-0022	Loudoun Village	97010917	910419	\$224,212
	ZMAP 1990-0022	Loudoun Village	97011816	910418	\$537
	ZMAP 1995-0007	South Bank	97020056	910506	\$515
	ZMAP 1998-0008	Eden II	99062206	910777	\$104,736
		Subtotal			\$330,000
Sterling Planning Subarea					
Briar Patch Park	ZMAP 1998-0008	Eden II	99062206	910777	\$275,000
		Subtotal			\$275,000
Claude Moore Park	ZMAP 1987-0015	Rolling Ridge	96104630	910037	\$2,833
	ZMAP 1988-0044	Five Oaks	97040401	910434	\$1,768
	ZMAP 1989-0013	Church Road Mews	97040419	910949	\$190
	ZMAP 1989-0019	Chatham Glen	97012537	910339	\$524
	ZMAP 1990-0014	Dulles Town Center	96043022	910543	\$6,088
		Subtotal			\$11,403
FY 11 CIP Cash Proffer Subtotal					\$3,120,403



**Loudoun County Government
FY 2011 Adopted Fiscal Plan**

FY 11 Cash Proffers Continued

Project	ZMAP	Proffer	Seq#	Index	FY 11
Claude Moore Park (Continued)	ZMAP 1991-0007	Beard Property	96110602	910731	\$27,718
	ZMAP 1991-0007	Beard Property	96111328	910732	\$17,413
	ZMAP 1991-0007	Beard Property	96112842	910069	\$39
	ZMAP 1991-0010	Groveswood	95060189	910017	\$1,332
	ZMAP 1991-0010	Groveswood	95060199	910016	\$375
	ZCPA 1992-0010	Old Sterling Gables	95070081	910063	\$33
	ZMAP 1993-0003	Peace Plantation I	95070034	910438	\$788
	ZMAP 1993-0003	Peace Plantation I	99061872	910548	\$1,056
	ZCPA 1993-0005	Dominion Station	95070044	910336	\$110
	ZCPA 1993-0005	Dominion Station	95070045	910292	\$300
	ZMAP 1993-0007	Lewis Property	95060041	910389	\$82
	ZMAP 1993-0007	Lewis Property	95060042	910392	\$2,059
	ZMAP 1995-0007	South Bank	97020024	910504	\$748
	ZMAP 1995-0013	Rt. 7 Partners	97050793	910493	\$48,239
	ZMAP 1995-0013	Rt. 7 Partners	97050795	910486	\$22,112
	ZMAP 1996-0002	Thompson	99061924	910751	\$965
	ZMAP 1996-0007	Sugarland Oaks	97081299	910811	\$7,943
	ZMAP 1996-0007	Sugarland Oaks	97081300	910812	\$568
	ZMAP 1997-0008	River Crest	99061994	910564	\$54,249
	ZMAP 1998-0001	Sterling Associates	99061904	910863	\$96,551
	ZMAP 1998-0001	Sterling Associates	99061909	910903	\$24,014
	ZMAP 1998-0006	Odell Property	99062465	910885	\$22,694
	ZMAP 1998-0006	Odell Property	99062466	910886	\$4,330
	ZMAP 1998-0008	Eden II	99062206	910777	\$47,015
	ZMAP 1998-0008	Eden II	99062214	910778	\$27,771
	ZMAP 1998-0012	Brockman	99062261	910830	\$14,278
	ZMAP 1998-0012	Brockman	99062268	910832	\$597
	ZMAP 1998-0013	Steinberg Lorey Taylor	99063129	910878	\$1,870
	ZMAP 1999-0017	Guilford Crossing II	99063618	911008	\$843
	ZMAP 2001-0003	Moorefield Station	99065311	911422	\$22,505
Subtotal					\$448,597
FY 11 CIP Cash Proffer Total					\$14,660,000

ADOPTED TRANSFERS TO THE CAPITAL ASSET PRESERVATION PROGRAM (CAPP) -- CASH PROFFERS

Project	ZMAP	Proffer	Seq#	Index	FY 11
Cascades Senior Center	ZMAP 1986-0051	Cascades Modifications	96013008	910077	\$155,000
Subtotal					\$155,000
Potomac Terrace Group Home	ZCPA 1995-0001	Potomac Terrace	96012132	910019	\$2,847
	ZCPA 1995-0001	Potomac Terrace	96013225	910020	\$12,153
Subtotal					\$15,000
FY 11 CAPP Cash Proffer Total					\$170,000

TOTAL FY 11 PROFFER FUND TRANSFERS \$14,830,000



**Loudoun County Government
FY 2011 Adopted Fiscal Plan**

FY 12 Proffer Fund

ADOPTED TRANSFERS TO THE CAPITAL IMPROVEMENT PROGRAM (CIP) -- CASH PROFFERS

Project	ZMAP	Proffer	Seq#	Index	FY 12	
Ashburn Sheriff Station	ZMAP 1986-0032	Ashleigh	96031115	910025	\$1,387	
	ZMAP 1986-0047	Belmont Forest	96111451	910348	\$2,266	
	ZMAP 1988-0039	Collier Property	97040537	910816	\$120	
	ZMAP 1989-0039	Courts of Ashburn	96023105	910067	\$65,536	
	ZMAP 1990-0008	Toll Road Plaza	95120227	910715	\$1,988	
	ZMAP 1990-0015	Loudoun Parkway Ctr.	97040470	910704	\$3,514	
	ZCPA 1991-0007	Belmont Farms	96014720	910066	\$497	
	ZCPA 1992-0001	Primrose Village	97020051	910345	\$59	
	ZMAP 1993-0002	Ridges at Ashburn	95060028	910015	\$78,358	
	ZCPA 1993-0003	Belmont Ridge	96012737	910022	\$5,359	
	ZCPA 1993-0006	Belmont Forest	95070019	910307	\$6,250	
	ZMAP 1994-0001	Lansdowne	96035021	910291	\$1,376	
	ZMAP 1994-0003	Wortman Property	95060003	910427	\$626	
	ZMAP 1994-0012	Ashbrook	97020070	910927	\$44,199	
	ZMAP 1994-0013	Ashburn Run	99062711	910789	\$1,467	
	ZMAP 1994-0016	Ryans Ridge	96061154	910332	\$80,734	
	ZMAP 1995-0002	Sun Valley Mews	96061817	910968	\$46,104	
	ZMAP 1996-0001	Belomont Bluff	99041858	910691	\$379	
	RZPA 1999-0001	Belmont Glen	99064090	910908	\$1,435	
	ZMAP 1999-0005	Cedar Ridge	99063646	910916	\$2,117	
	ZMAP 1999-0015	Ashburn Square	99062887	910995	\$818	
	ZMAP 1999-0024	Trask	99063237	910992	\$11,758	
	ZMAP 2000-0003	Potter Property	99063216	911136	\$372,110	
	ZMAP 2000-0005	Bodmer Property	99063397	911051	\$71,543	
	Subtotal					\$800,000
	Gum Spring Library	ZMAP 1995-0009	Katama Woods	97081471	910536	\$3,376
	ZMAP 1995-0014	Kirkpatrick Farms	99064415	910933	\$207,739	
	ZMAP 1999-0016	South Village	99063831	911017	\$1,568,561	
	ZMAP 1999-0022	Poland Road Prop.	99063944	911081	\$171,753	
	ZMAP 2000-0008	Dean Property	99065410	911193	\$234,950	
	ZMAP 2000-0012	Blue Springs View	99063657	911075	\$1,706,824	
	ZMAP 2001-0004	Pinebrook Village	99064554	911188	\$1,240,644	
	ZMAP 2001-0010	South Riding Station	99066349	911199	\$1,062,480	
	ZMAP 2002-0020	Braddock Corner	99065503	911269	\$1,003,673	
	Subtotal					\$7,200,000
Hal & Berni Hanson Park	ZMAP 1994-0017	Stone Ridge	96075440	910922	\$66,780	
	ZMAP 1995-0009	Katama Woods	97081472	910537	\$11,348	
	ZMAP 1995-0014	Kirkpatrick Farms	99064418	910936	\$466,607	
	ZMAP 2001-0010	South Riding Station	99066349	911199	\$2,855,069	
	ZMAP 2003-0012	Braddock Crossing	99066770	911440	\$62,221	
	ZMAP 2004-0008	Frontier Spring	99066638	911331	\$137,975	
	Subtotal					\$3,600,000
FY 12 CIP Cash Proffer Total					\$11,600,000	



Loudoun County Government
FY 2011 Adopted Fiscal Plan

FY 12 Proffer Fund

ADOPTED TRANSFERS TO THE CAPITAL IMPROVEMENT PROGRAM (CIP) -- IN-KIND PROFFERS

Project	ZMAP	Proffer	Seq#	Index	FY 12
Dulles Park & Ride Lot	ZMAP 2007-0001	Dulles Town Center		TBA	\$2,000,000
Subtotal					\$2,000,000
FY 12 CIP In-Kind Proffer Total					\$2,000,000

TOTAL FY 12 PROFFER FUND TRANSFERS \$13,600,000

FY 13 Proffer Fund

ADOPTED TRANSFERS TO THE CAPITAL IMPROVEMENT PROGRAM (CIP) -- CASH PROFFERS

Project	ZMAP	Proffer	Seq#	Index	FY 13
Ashburn Sheriff Station	ZMAP 1999-0023	Hunt at Belmont	99064224	911065	\$1,870,960
	ZMAP 2000-0005	Bodmer Property	99063397	911051	\$247,629
	ZMAP 2002-0004	Reserve at Belle Terra	99064798	911212	\$707,438
	ZMAP 2002-0012	Corro Property	99064926	911226	\$517,972
	ZMAP 2002-0019	Amberleigh	99065148	911232	\$1,315,518
	ZMAP 2003-0009	Goose Creek Village South	99066235	911353	\$373,672
	ZMAP 2005-0026	Erickson Ret. Communities	99067825	911343	\$2,766,811
	ZMAP 1999-0023	Hunt at Belmont	99064224	911065	\$1,870,960
Subtotal					\$7,800,000
Stone Ridge Park & Ride Lot	ZMAP 1994-0017	Stone Ridge	96073609	910920	\$569,470
	ZMAP 1994-0017	Stone Ridge	96073301	911429	\$5,530
Subtotal					\$575,000
FY 13 CIP Cash Proffer Total					\$8,375,000

ADOPTED TRANSFERS TO THE CAPITAL IMPROVEMENT PROGRAM (CIP) -- IN-KIND PROFFERS

Project	ZMAP	Proffer	Seq#	Index	FY 13
Stone Ridge Park & Ride Lot	ZMAP 2006-0011	Stone Ridge Commercial		TBA	\$425,000
Subtotal					\$425,000
FY 13 CIP In-Kind Proffer Total					\$425,000

TOTAL FY 13 PROFFER FUND TRANSFERS \$8,800,000



Loudoun County Government
FY 2011 Adopted Fiscal Plan

FY 14 Proffer Fund

No Proffer Fund Transfers adopted for FY 14

TOTAL FY 14 PROFFER FUND TRANSFERS \$ 0

FY 15 Proffer Fund

ADOPTED TRANSFERS TO THE CAPITAL IMPROVEMENT PROGRAM (CIP) -- CASH PROFFERS

Project	ZMAP	Proffer	Seq#	Index	FY 15
Ashburn Area Recycling Center	ZMAP 2001-0003	Moorefield Station	99065346	911378	\$29,303
	ZMAP 2001-0003	Moorefield Station	99065348	911379	\$29,303
	ZMAP 2005-0026	Erickson Ret. Communities	99067825	911343	\$191,394
Subtotal					\$250,000
FY 15 CIP Cash Proffer Total					\$250,000

TOTAL FY 15 PROFFER FUND TRANSFERS \$250,000

FY 16 Proffer Fund

ADOPTED TRANSFERS TO THE CAPITAL IMPROVEMENT PROGRAM (CIP) -- CASH PROFFERS

Project	ZMAP	Proffer	Seq#	Index	FY 16
ID Group Residence (South Riding)	ZMAP 2001-0010	South Riding Station	99066363	911200	\$685,000
Subtotal					\$685,000
South Riding Area Recycling Center	ZMAP 2001-0010	South Riding Station	99066363	911200	\$250,000
Subtotal					\$250,000
FY 16 CIP Cash Proffer Total					\$935,000

TOTAL FY 16 PROFFER FUND TRANSFERS \$935,000



**Loudoun County Government
FY 2011 Adopted Fiscal Plan**

Public Transportation Fund

In FY 2002, the Board established the Public Transportation Fund to account for certain resources and expenditures for transit and transportation projects. Since FY 02, Loudoun County has increased the amount of local tax funding spent on transit and transportation projects as the County's involvement in transportation projects evolved from consulting with the Virginia Department of Transportation on its Six-Year Plan and reviewing land development applications for transportation and transit effects to actual design and construction of road and transit improvements. Prior to this, most road improvements were designed and constructed by the State or developers and little emphasis was placed on transit - aside from commuting assistance for residents working in Washington and the inner suburbs, and on-demand paratransit services for residents unable to drive.

The most significant transportation project in the FY 2011 – FY 2016 Capital Improvement Program is the Dulles Corridor Rapid Transit Project. (Existing County transit services and the regional park-and-ride lot system continue to be funded with State funds and Local Gasoline Tax funds.) This project brings Metrorail to Dulles International Airport, and to two additional stations in Loudoun County. A complete description of the Dulles Corridor Rapid Transit Project may be found in Volume 2 of this document. The financing source for this project is proposed to be pledge bonds or other appropriation-based financing.

The FY 11 balance in the Public Transportation Fund is projected to be \$365,417, representing revenues and expenditures from FY 02 through September 2009. The Fund began with appropriations of \$500,000 BPOL revenue and \$750,000 from the Local Gasoline Tax Fund. In later years, an additional \$1,355,044 in Local Gasoline Tax Funds were added, and \$632,453 from the sale of property. Transportation and transit expenditures from FY 02 through September 2009 total \$2,572,080, and \$300,000 was transferred out to fund the design of the Route 7 Traffic Operations Improvements project in FY 06.

Total debt service expenditures for the Dulles Corridor Rapid Transit Project are projected to be approximately \$384,300,000, beginning in FY 2013 and continuing through 2036 (details can be found in the Debt Service Fund section in Volume 2 of this document).

	<u>Prior FYs</u>	<u>FY 11</u>	<u>FY 12</u>	<u>FY 13</u>	<u>FY 14</u>	<u>FY 15</u>	<u>FY 16</u>
Revenues							
General Fund Transfer	\$ 0	\$ 0	\$ 0	\$4,000,000	\$9,100,000	\$12,870,000	\$18,540,000
BPOL Revenue	500,000	0	0	0	0	0	0
Local Gasoline Tax	2,105,044	0	0	0	0	0	0
Other	<u>632,453</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>
Total Revenues	\$3,237,497	\$ 0	\$ 0	\$4,000,000	\$9,100,000	\$12,870,000	\$18,540,000
Expenditures							
Capital Expenditures	\$2,572,080	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0
Debt Service	0	0	0	4,000,000	9,100,000	12,870,000	18,540,000
Transfer Out	<u>300,000</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>
Total Expenditures	\$2,872,080	\$ 0	\$ 0	\$4,000,000	\$9,100,000	\$12,870,000	\$18,540,000
Fund Balance	\$ 365,417	\$ 365,417	\$ 365,417	\$ 365,417	\$ 365,417	\$ 365,417	\$ 365,417



Restricted Use Transient Occupancy Tax Fund

Background: Loudoun County levies a Transient Occupancy Tax (TOT) on hotels, motels, boarding houses, travel campgrounds, and other facilities offering guest rooms rented out for continuous occupancy for fewer than thirty consecutive days. The customers of these establishments, such as traveling businesspersons and vacationers pay this tax, which is 5% of the lodging bill. The funds are collected by these establishments as customers pay their lodging bills and are remitted to the County on a quarterly basis. Of the revenue generated by the tax rate, 2% is unrestricted and is part of the General Fund, while 3% is restricted to be used only for promoting tourism, travel, or business that generates tourism or travel in the County.

The Board of Supervisors adopted a new TOT Funding Policy in July 2005 to effective for the FY 07 budget. The revised process provides the Board with an opportunity to strategically and proactively impact tourism in Loudoun County. Funding priorities for TOT revenues will be for Core Tourism Services to sustain Loudoun's tourism base and for Strategic Tourism Growth Initiatives to expand Loudoun's tourism base by implementing projects to sustain Loudoun County's Tourism Destination Strategy. Core Tourism Services, based upon standards recommended by the International Association of Convention and Visitors Bureaus, will be provided by the Loudoun Convention and Visitors Association (LCVA) which functions as the primary programmatic element of the County's travel and tourism promotion program. LVCA will be allocated 75% of the forecasted Restricted TOT revenues to implement these core services.

The Loudoun County Tourism Destination Strategy guides the marketing, promotion and product development of Loudoun's tourism sector. The strategy is reviewed annually by the Board of Supervisors in conjunction with the Economic Development Commission, LCVA and industry partners. The remaining 25% of the forecasted Restricted TOT revenues will be available to fund those uses as determined by the Board of Supervisors to best meet the goals of the Tourism Destination Strategy.

Due to the economic recession and reductions in spending across all sectors of the economy, revenues for the Transient Occupancy Tax in FY 10 are expected to fall approximately 15% below original projections. As such, the transfer to LCVA was reduced by 15% for FY 10, and the Board of Supervisors adopted a policy to hold a fiscal reserve of 10% of actual Restricted TOT revenues. At this time, the Restricted TOT fiscal reserve has been funded at an amount of \$200,000, approximately 6.7% of anticipated actual FY 10 Restricted TOT revenues. The fiscal reserve can be utilized at the discretion of the Board of Supervisors should revenues fall even lower than the revised projections and the County be unable meet its obligated expenses.



Restricted Use Transient Occupancy Tax Fund

<u>Description</u>	<u>FY 11 Proposed</u>
<u>FY 10 Restricted TOT Revenue Collections (3%):</u>	
Projected Beginning Fund Balance Available	\$1,343,844
Estimated Restricted Transient Occupancy Tax Revenue	<u>\$2,997,100¹</u>
Total Projected Restricted TOT Resources	\$4,340,944
<u>FY 10 Uses of Restricted TOT Revenue</u>	
Loudoun Convention and Visitors Association	\$2,644,000 ²
15% Reduction to LCVA	<u>(396,600)³</u>
BOS Approved Expenditures:	
Economic Development	\$232,768
Fire & Rescue	68,354
Parks & Recreation	517,000
Wayfinding Appropriation	1,000,000
Greater Loudoun Babe Ruth World Series	50,000
Round Hill Art Center reimbursement	<u>(10,000)</u>
Total Projected Restricted TOT Uses	\$4,505,522
Less Reserve for Restricted TOT	(\$200,000)
FY 10 Projected End Year Restricted TOT Balance	\$35,422
FY 10 Projected End Year TOT Fiscal Reserve Balance	\$200,000⁴
<u>FY 11 Restricted TOT Revenue Collections (3%):</u>	
Estimated Restricted Transient Occupancy Tax Revenue	\$3,055,000
Total Projected Restricted TOT Resources	\$3,090,422
<u>FY 11 Uses of Restricted TOT Revenue</u>	
Loudoun Convention and Visitors Association	\$2,291,000 ⁵
Proposed Expenditures:	
Economic Development	232,768
Fire & Rescue	68,354
Parks & Recreation	317,000
Sports Tournament Grants	50,000
Washington Airports Task Force	<u>50,000</u>
Total Projected Restricted TOT Uses	\$3,009,122
FY 11 Projected End Year Restricted TOT Balance	\$81,300
FY 11 Projected End Year TOT Fiscal Reserve Balance	\$200,000

¹ FY 10 projected revenues are not expected to meet the budgeted figure of \$3,526,000. The initial projection has been reduced by 15% based on current industry trends.

² LVCA's FY 10 budget includes a reimbursement to the Economic Development Department of \$334,000 for Rural Programs.

³ The FY 10 transfer to LCVA was reduced by 15% from the budgeted amount due to revised Restricted TOT Revenue projections.

⁴ Board policy set this Reserve Fund at 10% of actual Restricted TOT revenues, although the initial transfer into the Reserve Fund was only \$200,000.

⁵ LVCA's FY 11 budget includes a reimbursement to the Economic Development Department of \$296,000 for Rural Programs.



Restricted Use Transient Occupancy Tax Fund

Restricted Transient Occupancy Tax (TOT) Funding Policy

Adopted by the Loudoun County Board of Supervisors July 19, 2005

(Revised October 6, 2009)

I. Purpose:

- a. To provide the Loudoun County Board of Supervisors with the opportunity to strategically and proactively impact tourism in Loudoun County through the sustained investment in the provision of core tourism services.
- b. To enable targeted investment in high priority tourism projects that advance Loudoun's strategic tourism objectives.
- c. To maximize tax relief to the general fund by increasing Restricted Transient Occupancy Tax revenues.

II. Funding Guidelines:

- a. Use of funds must meet the purposes set out for the Restricted Transient Occupancy Tax as stated in Section 58.1-3819 of the Code of Virginia (1950), as amended, which is:

"The revenues collected from that portion of the tax over 2 percent shall be designated and spent for promoting tourism, travel or business that generates tourism or travel in the locality."

While it is recognized that this is a broad criteria, it will be incumbent on the entity requesting the funds to show how they meet this requirement.

III. Tourism Priorities:

- a. Priorities of funding for the revenues generated by the Restricted Transient Occupancy Tax will be as follows:
 1. **Core Tourism Services** to sustain Loudoun's tourism base and competitively position Loudoun County to attract visitors; and
 2. **Strategic Tourism Growth Initiatives** to expand Loudoun's tourism base by implementing high priority projects that are compatible with the programmatic elements of the Loudoun County Tourism Destination Strategy.

IV. Development of the Loudoun Tourism Destination Strategy:

- a. Loudoun County will develop and adopt a 5-year Tourism Destination Strategy that will guide the marketing, promotion and product development of Loudoun's tourism sector.
- b. The Loudoun Convention and Visitors Association (LCVA), as the primary programmatic element of Loudoun County's travel and tourism promotion, will coordinate the Tourism Destination Strategy development process.
- c. The development of the Tourism Destination Strategy will include broad participation from tourism industry sectors, citizens, advisory boards (Economic Development Commission, Rural Economic Development Council, Parks and Recreation Advisory Board, Main Street Loudoun), elected officials, and others.
- d. The Tourism Destination Strategy will be reviewed annually by the Board of Supervisors Economic Development Committee, with the Economic Development Commission, LCVA, and industry partners. This annual review will identify and prioritize Strategic Tourism Growth Initiatives. It will also determine how to assign and manage the allocation of funds for Strategic Tourism Growth Initiatives.

V. Funding Policy for Core Tourism Services:

- a. Core Tourism Services will be defined and measured based upon standards recommended by the International Association of Convention and Visitors Bureaus.
- b. Loudoun County will develop a 5-Year Memorandum of Understanding with the LCVA to provide those defined Core Tourism Services.
- c. 75 percent of the projected Restricted Tourism Occupancy Tax funds will be allocated annually to the LCVA to perform Core Tourism Services.
- d. The LCVA will report quarterly to the EDC and to the Board of Supervisors Economic Development Committee regarding its performance in the delivery of core tourism services.



Restricted Use Transient Occupancy Tax Fund

Restricted Transient Occupancy Tax (TOT) Funding Policy

Adopted by the Loudoun County Board of Supervisors July 19, 2005

(Revised October 6, 2009)

- e. The funding process for Core Tourism Services shall be as follows:
 - 1. Each year, by September 1, the Budget Office will meet with the LCVA and provide the LCVA with a preliminary projection of Restricted TOT revenues for the upcoming fiscal year.
 - 2. Each year by October 1, the LCVA shall provide to the Economic Development Commission a complete description of the Core Tourism Services that will be performed in the upcoming fiscal year by the LCVA based on the receipt of 75 percent of the forecasted Restricted TOT revenues.
 - 3. Each year, by November 15, the Economic Development Commission shall review the LCVA's proposed services as they relate to the strategic initiatives of the County's Economic Development Strategy, work with LCVA to modify as deemed appropriate, and make a recommendation to incorporate LCVA's proposal for Core Tourism Services into the County's budget document.
 - 4. The Budget Office will consider the Economic Development Commission's recommendations, modify as appropriate, and recommend its incorporation into the County Administrator's proposed budget document for the upcoming year.

VI. Funding Policy for Strategic Tourism Growth Initiatives:

- a. Projects to be funded as Strategic Tourism Growth Initiatives will be identified and prioritized by the annual review of the Tourism Destination Strategy.
- b. Specified projects may be funded by competitive procurement, grants to non-profit entities, or transfers to County agencies or LCVA.
- c. Unallocated funds may be carried over to the following year to use as a reserve or for multi-year projects. If the Restricted TOT revenues exceed projections, the overage will remain in the Restricted TOT fund for future allocation and for years in which revenues are less than projected.
- d. The Board will maintain a reserve of 10% of projected Restricted TOT Revenues for years in which revenues received are less than projected.
- e. It is the Board's policy that non-profit entities receiving public funds for a certain project through other means (such as through the LCVA, CDBG, Regional Organizations, or other such programs), will not be eligible for Restricted TOT grants.
- f. The funding process for Strategic Tourism Growth initiatives shall be as follows:
 - 1. Funding for Strategic Tourism Growth initiatives will be considered as part of the Countywide budget review
 - 2. Upon closing of the financial books for the previous fiscal year, staff will bring a year-end report of the Restricted TOT Fund to the Economic Development (ED) Committee for review. Staff will also update the Committee on the status of the Restricted TOT Reserve Fund and projected revenues for the following fiscal year. The County Administrator (or designee) will recommend potential uses of the Restricted TOT Fund for the upcoming fiscal year. (October/November)
 - 3. The annual review of the Tourism Destination Strategy will identify and prioritize the Strategic Tourism Growth Initiatives. The ED Committee will make a recommendation for use of the Restricted TOT Fund for consideration in the upcoming budget process. (December/January)
 - 4. Should the Committee recommend funding Strategic Tourism Growth initiatives, applications will be due to the LCVA by April 1. Applicants will be expected to complete the TOT Funding Application provided by the County and any additional materials requested by the LCVA.
 - 5. Proposals and applications will be reviewed by the LCVA and recommendations provided to the ED Committee at its May meeting.
 - 6. TOT funds for strategic tourism growth projects will be reviewed by the ED Committee at its May meeting and allocated by the Board of Supervisors prior to July 1.



**Loudoun County Government
FY 2011 Adopted Fiscal Plan**

Revolving Loan Fund

The Board of Supervisors created the Revolving Loan Fund (RLF) on July 21, 1992. The Fund provided a financing mechanism for capital project and equipment needs of General Government, the Schools, and Volunteer Fire/Rescue Companies. During the CIP deliberation process on March 21, 1996, the Board of Supervisors redefined the scope of the Revolving Loan Fund by limiting those entities that may receive these funds. As a result, General Government and School capital projects no longer receive any financing from the Revolving Loan Fund. The Fund remains a source of capital for future non-General Government and non-School requests related to wastewater treatment projects or Volunteer/Fire Rescue requests. The FY 10 estimated year-end balance for the Revolving Loan Fund is \$2,506,410.

FY 11 Revolving Loan Fund Requests

While there were no requests submitted for the FY 11 budget process, a request for use of the Revolving Loan Fund can come at any time during the year. An estimated \$2,761,113 will be available in FY 11 for loans meeting the Board of Supervisors' criteria.

Revolving Loan Fund (amounts in dollars)

BEGINNING BALANCE			\$2,506,410
Interest Income			<u>6,000</u>
TOTAL			\$2,512,410
 FY 11 REVENUE	<u>Principal</u>	<u>Interest</u>	<u>Total</u>
Ashburn Volunteer Fire Company	\$31,500	\$4,678	\$36,178
Round Hill Volunteer Fire Company	25,000	3,362	\$28,363
Arcola-Pleasant Volunteer Fire Company	20,969	3,686	\$24,655
Loudoun Volunteer Rescue Squad	17,500	9,758	\$27,258
Leesburg Volunteer Fire Company	67,908	30,559	\$98,466
Lucketts Volunteer Fire Company	<u>32,857</u>	<u>927</u>	<u>\$33,784</u>
TOTAL FY 11 REVENUE:	\$195,734	\$52,970	\$248,704
 FY 11 AVAILABLE BALANCE:			\$2,761,114



Route 28 Transportation Improvement District

Background: Loudoun County, in partnership with Fairfax County, formed the Route 28 Highway Transportation Improvement District on December 21, 1987. Under Virginia law, such a district may be formed only upon the joint petition of owners of at least 51 percent of the land area in each County located within the boundaries of the district, and which has been zoned or is used for commercial or industrial purposes. The District was formed to provide improvements to State Route 28, which connects State Route 7 in eastern Loudoun County to U.S. Route 50 and Interstate Highway 66 in western Fairfax County, running approximately parallel to the County's eastern border. State Route 28 provides access to Dulles International Airport, along with the Dulles Access Road, which connects the Capital Beltway to Dulles Airport, and the Dulles Greenway, which provides highway access into central Loudoun County. This District was formed upon landowner petition to accelerate planned highway improvements which relied primarily on slower pay-as-you-go financing from the Northern Virginia region's share of the State primary road fund allocation.

The District, administered by a Commission appointed by the Boards of Supervisors of both Counties, may subject the owners of industrial and commercial property within the District to a maximum additional tax assessment of 20 cents per \$100 of assessed value. These funds, in addition to funds received through the State Primary Road Fund allocation formula, are to be used for the road improvements and debt service on bonds issued by the State. The initial debt issue for this project consisted of \$138.5 million in revenue bonds issued by the State in September 1988. In 2002, the County entered into an agreement with the State and Fairfax County to refund the existing debt and issue new bonds to construct six additional interchanges. The total cost of this additional project is estimated at \$190 million and will be completed under the auspices of the State Public Private Transportation Act.

Loudoun County and Fairfax County entered into a contract with the District on September 1, 1988, and agreed to levy additional tax assessments as requested by the District, collect the tax and pay all tax revenues to the Commonwealth Transportation Board. The contract specified that: (1) the County Administrator shall include in the budget all amounts to be paid by the County under the District Contract for the fiscal year; (2) the County shall provide by February of each year the total assessed fair market value of the District as of January 1 of that year; and (3) the District in turn shall notify the County of the required payment and request a rate sufficient to collect that amount, up to a maximum of 20 cents per \$100 of assessed value. Initially, tax collections at the maximum amount were not sufficient to pay the debt obligation in full. Consequently, the difference has been made up from the Northern Virginia State Highway allocation. The interjurisdictional agreement was subsequently amended to incorporate the revised financing plan for the new work program. Under the revised agreement, Fairfax and Loudoun counties agreed to transfer funds necessary to pay debt service on the existing debt. The remaining amount will be held in a revenue stabilization fund to protect the counties against any fluctuations in revenue. Expected expenditures can be met in FY 11 with a rate of 18 cents per \$100 of assessed value. For FY 11, the Route 28 Transportation Improvement District is projected to generate \$8,501,000 in current and delinquent tax revenue to offset its estimated \$8,501,000 in expenditures.



Loudoun County Government
FY 2011 Adopted Fiscal Plan

Route 28 Transportation Improvement District

ROUTE 28 TRANSPORTATION IMPROVEMENT DISTRICT PROJECTED BUDGET SCHEDULE

	<u>FY 11 Adopted</u>
Revenue	\$8,501,000
Expenditures	<u>\$8,501,000</u>
Surplus (+)/Deficit (-)	\$0

ROUTE 28 TRANSPORTATION IMPROVEMENT DISTRICT FY 11 Forecasted Real Property Taxable Base (Forecasted as of January 2010)

2010 Estimated fair market value of real taxable property ¹	\$4,984,738,000
PLUS: Reassessment due to equalization	(299,237,000)
PLUS: Actual full value of new construction	<u>50,000,000</u>
2011 Forecasted fair market value of real taxable property	\$4,735,501,000
 FY 2011 Real property tax base subtotal	 \$4,860,120,000
LESS: Potential administrative and/or Board of Equalization adjustments ²	(48,601,000) ³
LESS: Land use deferrals	<u>0</u>
FY 2011 Forecasted real property taxable base total	<u>\$4,811,519,000</u>

ROUTE 28 TRANSPORTATION IMPROVEMENT DISTRICT FY 11 Forecasted Real Property Tax Revenue

	Forecasted	Net Revenue	Revenue
	<u>Taxable Base</u>	<u>Per Penny⁴</u>	<u>(\$0.18/\$100 Tax Base)</u>
Real property	\$4,811,519,000	\$472,250	\$8,501,000

Notes:

1. Excludes residential properties.
2. Resulting from hearings and appeals.
3. Estimated at 1% of fair market value.
4. Excludes estimate of 0.05% of uncollectible revenue and 1.5% of deferred revenue and 0.30% for refunds pursuant to Virginia Code 58.1-3980 through 3984 projected to be unavailable for funding expenditures in FY 11.

Source: Office of the County Assessor and Department of Management and Financial Services



**Loudoun County Government
FY 2011 Adopted Fiscal Plan**

School Revenue Fund

The first decade of the 21st Century has been a period of explosive growth in the County schools system. Since 2000, Loudoun County has opened 34 schools to accommodate 34,566 additional students. Continued construction and opening of new schools is expected into the foreseeable future.

Revenue Category	FY 07	FY 08	FY 09	FY 10	FY 11
Local Funding	Actual	Actual	Actual	Adopted	Adopted
General Fund Transfer	\$443,391,452	\$513,204,485	\$536,847,810	\$502,601,117	\$452,331,173
Rebates & refunds	310,085	188,264	827,931	235,000	240,000
Rents	0	0	0	0	0
Sales of textbooks	27,195	0	7,667	30,000	30,000
SAT course fees	0	0	0	0	0
E-Rate reimbursement	569,886	746,882	828,389	500,000	500,000
Tuition	1,121,589	1,260,635	954,733	1,686,000	1,173,000
Use of buildings	1,004,770	1,237,782	1,088,718	1,100,000	1,100,000
Athletic, parking and AP test fees	0	0	4,293	1,650,491	2,175,000
Hughes Foundation	898,355	955,450	805,036	1,000,000	1,000,000
PAVAN ¹	73,092	0	55,826	123,509	108,690
Local grants and contributions	136,011	469,599	214,399	500,000	493,210
Sales of equipment & supplies	236,263	160,989	54,935	200,000	205,100
Miscellaneous	266,086	484,326	952,016	150,000	173,100
Total Local Funding	\$448,034,784	\$518,708,412	\$542,641,754	\$509,776,117	\$459,529,273
Commonwealth Funding					
Sales tax	\$48,599,342	\$46,126,588	44,866,418	\$50,938,623	\$48,911,710
Basic aid	72,625,196	78,844,603	103,814,022	94,091,258	114,535,135
Fringe benefits	8,490,840	9,963,305	11,164,841	11,591,867	11,008,499
Textbooks	1,534,165	1,643,290	2,172,836	2,267,109	1,348,221
Special education	7,234,366	7,747,696	8,642,744	9,027,401	13,584,016
Vocation education	1,051,147	1,125,734	1,313,993	1,372,474	1,659,116
Salary supplement	1,759,363	0	0	0	0
SOL ² materials/training	63,308	67,099	88,372	95,170	117,654
Technology plan	1,780,702	1,855,298	1,922,000	2,000,000	0
Other	3,974,301	9,828,901	5,458,650	6,414,691	8,912,026
Total Commonwealth Funding	\$147,112,730	\$157,202,514	\$179,443,876	\$177,798,593	\$200,076,377
Federal Funding					
Title I	\$975,250	\$1,139,296	1,480,109	\$1,308,126	\$1,185,189
Head Start	792,407	784,851	796,033	800,000	740,000
Handicapped Education	2,524,236	9,764,090	9,562,902	9,912,831	8,748,690
Federal Stabilization	0	0	0	11,800,000	4,115,762
Other	2,510,938	2,477,942	2,380,037	1,203,293	2,550,371
Total Federal Funding	\$6,802,831	\$14,166,179	\$14,219,081	\$25,024,250	\$17,340,012
Other Financing Sources ³	\$2,958,453	\$9,959,818	\$10,000,000	\$26,400,000	\$41,544,000
Total School Fund⁴	\$604,908,798	\$700,036,923	\$746,304,712	\$738,998,960	\$718,489,662
General Fund Transfer as a % of School Fund Revenue	73.3%	73.3%	71.9%	68.0%	63.0%

¹ PAVAN (Performing and Visual Arts Northeast) is a consortium for which LCPS functions as a fiscal agent.

² SOL = Standard of Learning.

³ Other Financing Sources including funding for school bus and vehicle leases (8.1M) and the use of fund balance (\$33.4M).

⁴ The sum of the school funding components may not equal the Total School Fund because of rounding.



Fiscal Trends

FISCAL TRENDS

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Revenue & Expenditures Page 12 – 21

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Debt & Debt Service Page 12 – 36

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DEMOGRAPHIC & ECONOMIC TRENDS



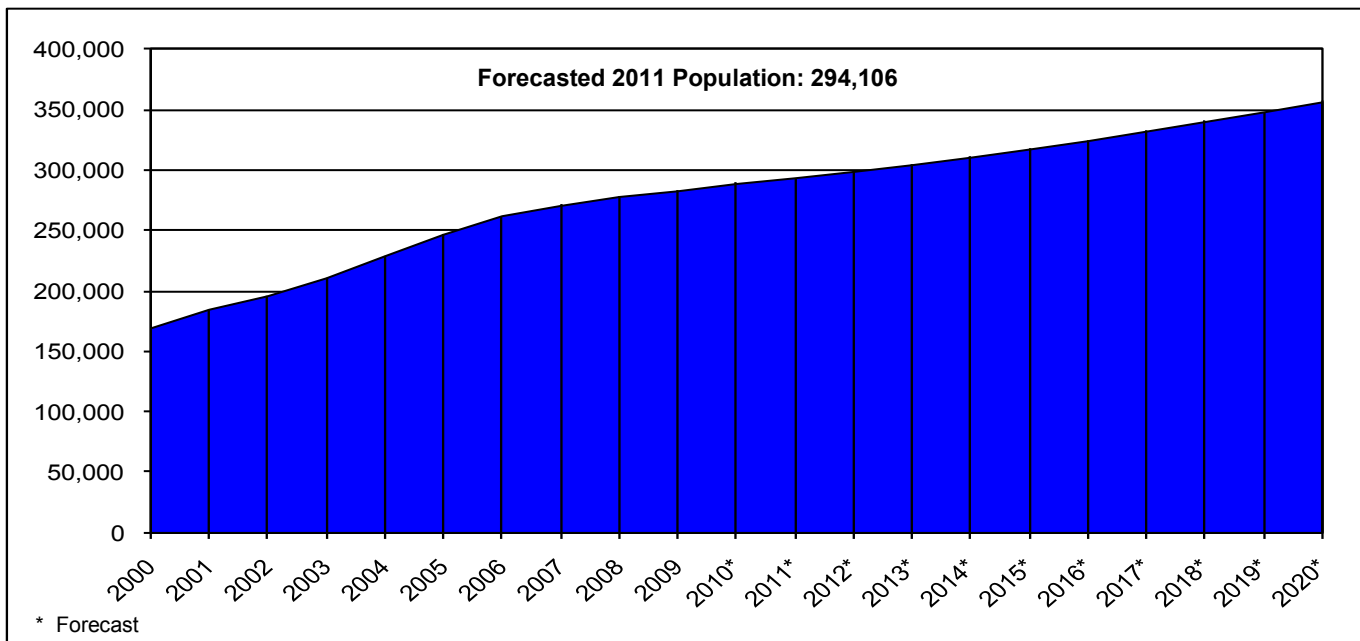
**Loudoun County Government
FY 2011 Adopted Fiscal Plan**

Population

Loudoun County is one of the fastest growing counties in the United States. Between 1990 and 2000 the County nearly doubled its population with a 97% growth rate. Loudoun's population increased by about 67% between 2000 and 2009. According to the Census Bureau Loudoun is the fifth fastest growing county in the nation and number three among counties with populations over 100,000. The County's forecasted 2011 population is 294,106; a population increase of 73% since 2000. In 2020, the County's population is forecasted to be 357,049, which is an increase of 23% from 2010.

Population in Loudoun County

<u>Year</u>		<u>Population</u>	<u>Average Annual Percentage Change in Population</u>
1960	U.S. Census Bureau figure	24,549	n/a
1970	U.S. Census Bureau figure	37,150	4.2%
1980	U.S. Census Bureau figure	57,427	4.5%
1990	U.S. Census Bureau figure	86,129	4.1%
2000	U.S. Census Bureau figure	169,599	7.8%
2005	Estimate	247,311	7.8%
2006	Estimate	262,647	6.2%
2007	Estimate	271,177	3.2%
2008	Estimate	278,591	2.7%
2009	Estimate	283,315	1.7%
2010*	Forecast	289,362	2.1%
2011*	Forecast	294,106	1.6%
2012*	Forecast	299,366	1.8%
2013*	Forecast	304,956	1.9%
2014*	Forecast	311,189	2.0%
2015*	Forecast	317,911	2.2%
2020*	Forecast	357,049	2.3%



Source: U.S. Census Bureau, Census 2000; Loudoun County Department of Management and Financial Services, October 2009.



Loudoun County Government FY 2011 Adopted Fiscal Plan

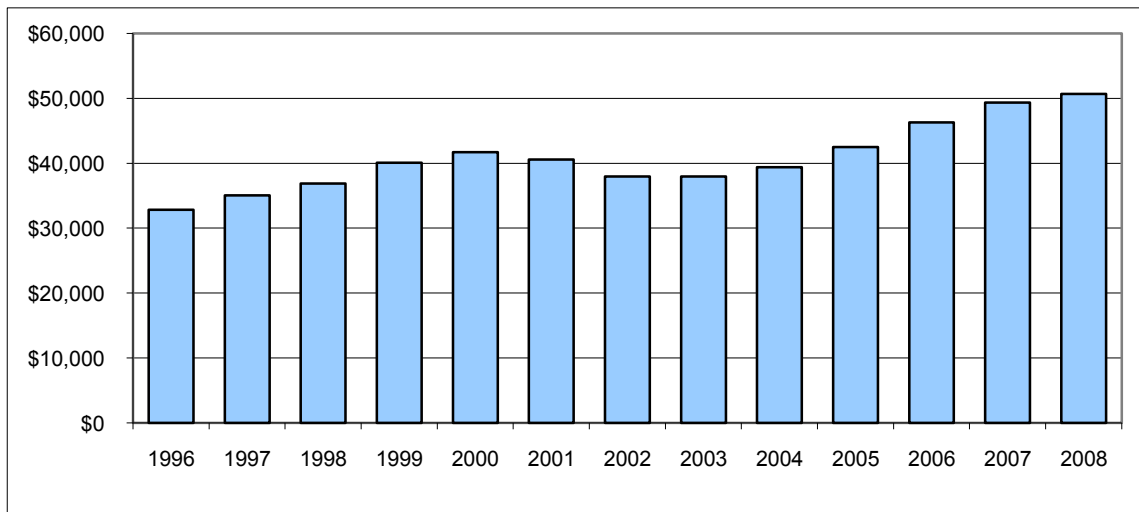
Per Capita Income

Loudoun County's per capita income increased considerably from 1996 through 2007. During that period, Loudoun's average annual increase in per capita income was 3.7% per year.

Incomes in Loudoun County are among the highest in the nation. Loudoun County's 2008 per capita income ranked in the top 4% in the United States, placing 115th out of 3,112 U.S. counties according to the U.S. Bureau of Economic Analysis. Median household income in Loudoun County at \$111,925, was ranked 1st in the U.S. according to the U.S. Census Bureau's 2008 American Community Survey.

<u>Year</u>	<u>Per Capita Income</u>	<u>Year</u>	<u>Per Capita Income</u>
1996	\$32,811	2002	\$37,937
1997	35,046	2003	37,978
1998	36,873	2004	39,402
1999	40,055	2005	42,499
2000	41,716	2006	46,290
2001	40,654	2007	49,342
		2008	50,674

Per Capita Personal Income 1996 – 2007



Source: U.S. Bureau of Economic Analysis

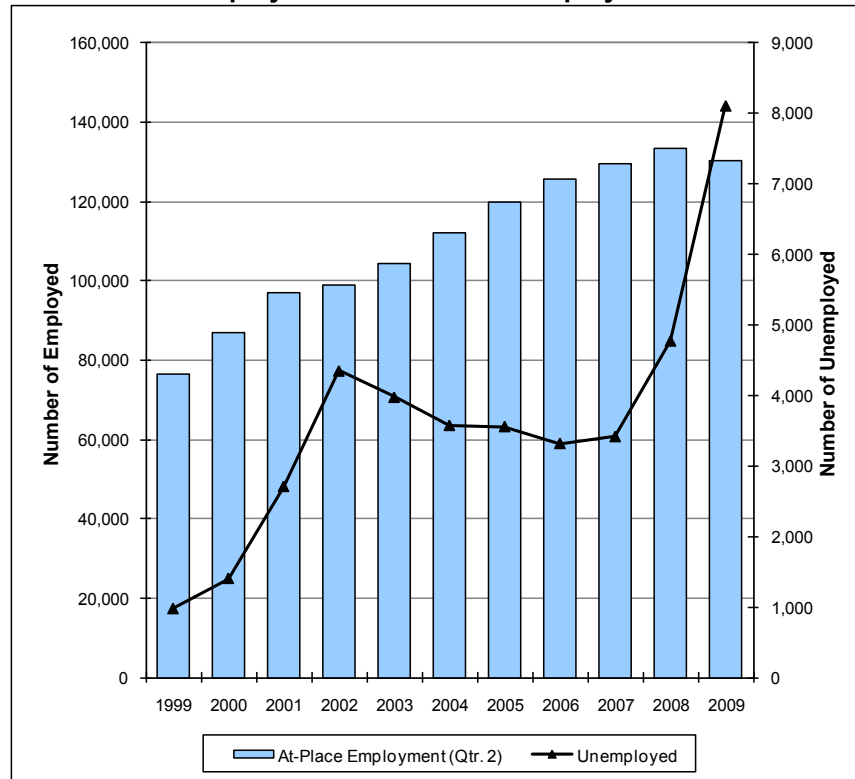


**Loudoun County Government
FY 2011 Adopted Fiscal Plan**

At-Place Employment & Unemployed

At-place employment is the number of persons working at businesses and other organizations within the County. Loudoun's at-place employment increased 102% between 1998 and 2008. The number of unemployed increased significantly in 2001 and 2002 due to a national economic recession. In 2003, Loudoun County led the nation in job growth. This job growth sharply decreased unemployment. The current recession, which began in 2007, has reversed employment growth and lead to sharp increases in unemployment in 2008 and 2009.

At-Place Employment & Number Unemployed 1999 – 2009



Note: The at-place employment data are for the second quarter of each calendar year. Unemployment data are annual values, based on residence in Loudoun County, not place of employment.

Source: Virginia Employment Commission

The number of employees in the County for each industry sector as of the 2nd quarter of 2008 is:

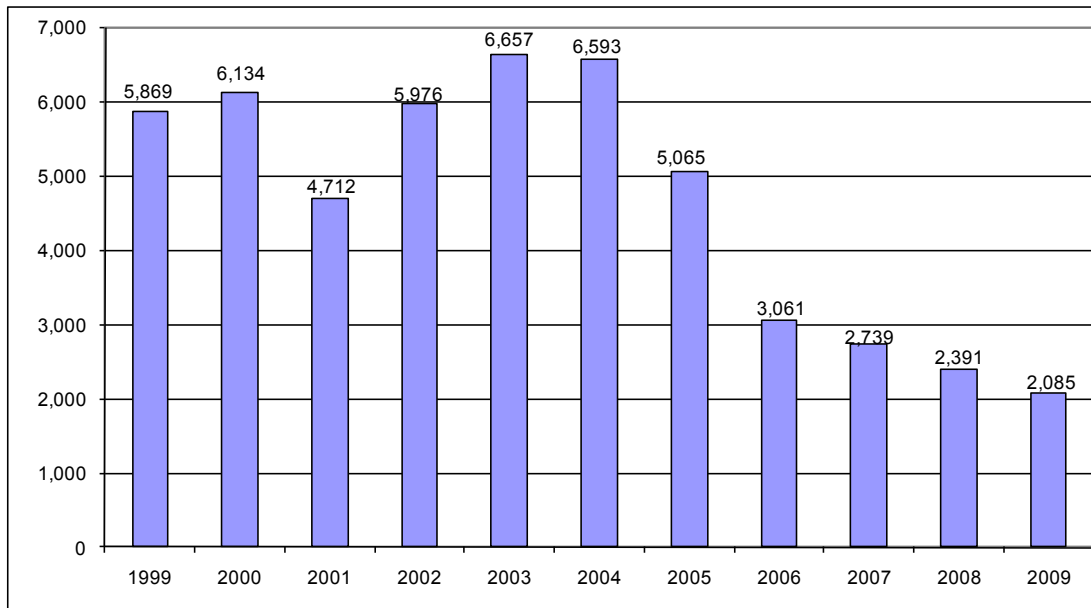
<u>Industry Sector</u>	<u>Number of Employees</u>	<u>Percentage</u>
Agriculture	437	0.34
Mining	182	0.14
Utilities	85	0.07
Construction	12,973	9.97
Manufacturing	4,392	3.37
Transportation	9,253	7.11
Wholesale Trade	3,164	2.43
Retail Trade	15,517	11.92
Information	7,897	6.07
Finance, Insurance and Real Estate	4,229	3.25
Services	50,909	39.11
Government	<u>21,142</u>	<u>16.24</u>
Total	130,180	100.00



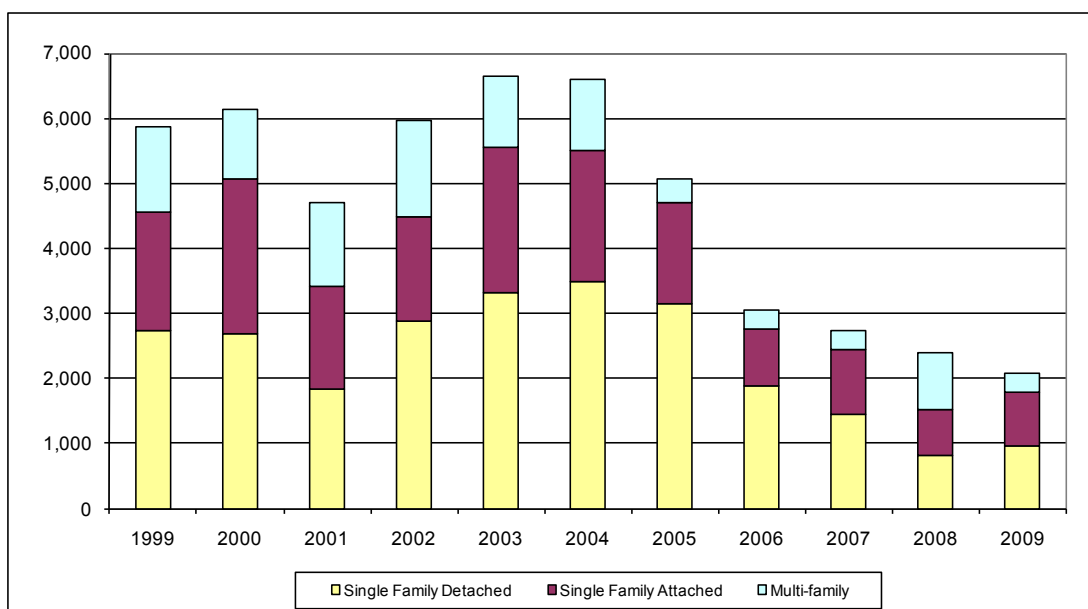
Residential Building Permits Issued

Residential construction was at a high level from 1999 through 2005. In 2009, 2,085 building permits for new residential units were issued, continuing a decline that started in 2005. The Washington, D.C. region, and the nation as a whole, also experienced declines in building permits in 2009. In 2009, 46% of Loudoun's permits were for single-family detached units, followed by 39% were for single-family attached units, and 15% for multi-family units. The County's relatively large amount of residential construction (more residents) has created increased service demands.

Residential Building Permits Issued for New Construction



Residential Building Permits Issued for New Construction by Type



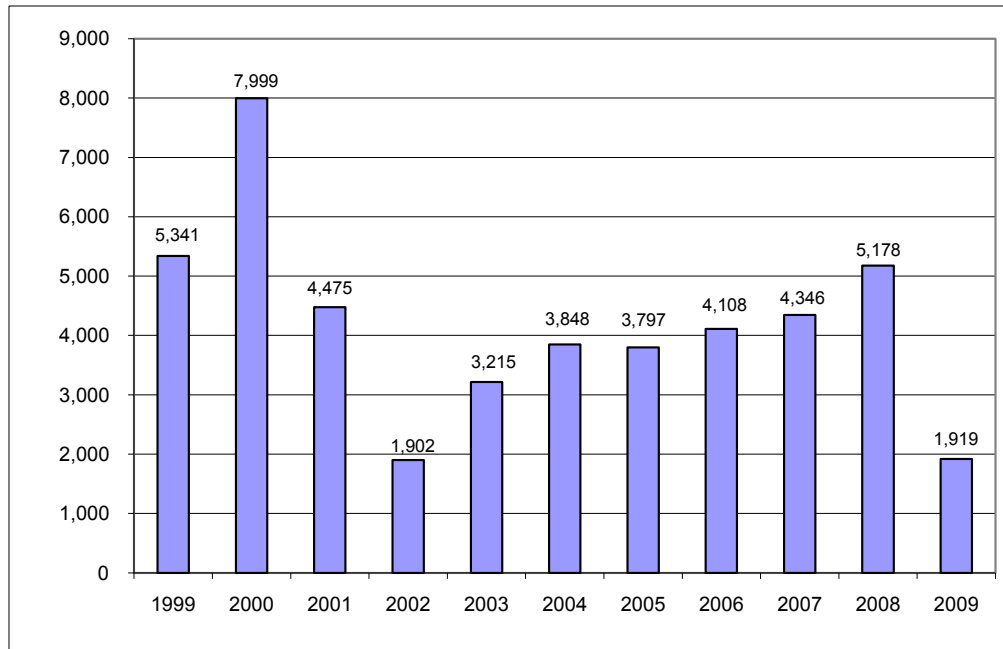
Source: Loudoun County Department of Building and Development; Compiled by: Loudoun County Department of Management and Financial Services



Non-Residential Construction and Vacancy Rate

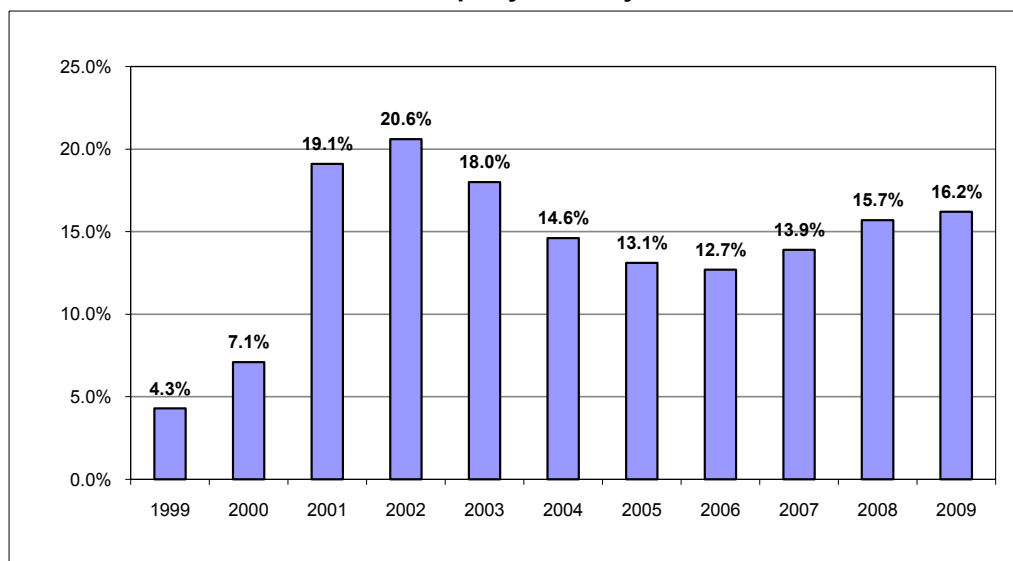
High levels of new non-residential construction occurred from 1998-2001 due to the construction of the Dulles Town Center Regional Mall, the Leesburg Outlet Center, America Online, the MCI office buildings complex (now Verizon Business), and other office projects by existing businesses. After a sharp downturn in 2002 due to the economic recession, the market has rebounded locally. The substantial increase in 2008 was largely due to the parking facilities associated with the Villages at Leesburg mixed commercial-residential development. The reduced level in 2009 is due to the current recession.

**Non-Residential Square Footage Permitted for New Construction
Calendar Years 1999 - 2009 (in thousands)**



Source: Loudoun County Department of Building and Development; Compiled by: Loudoun County Department of Economic Development

Commercial and Industrial Property Vacancy Rate as of December 31st



Source: CoStar Realty Information, Inc.; Compiled by: Loudoun County Department of Economic Development



**Loudoun County Government
FY 2011 Adopted Fiscal Plan**

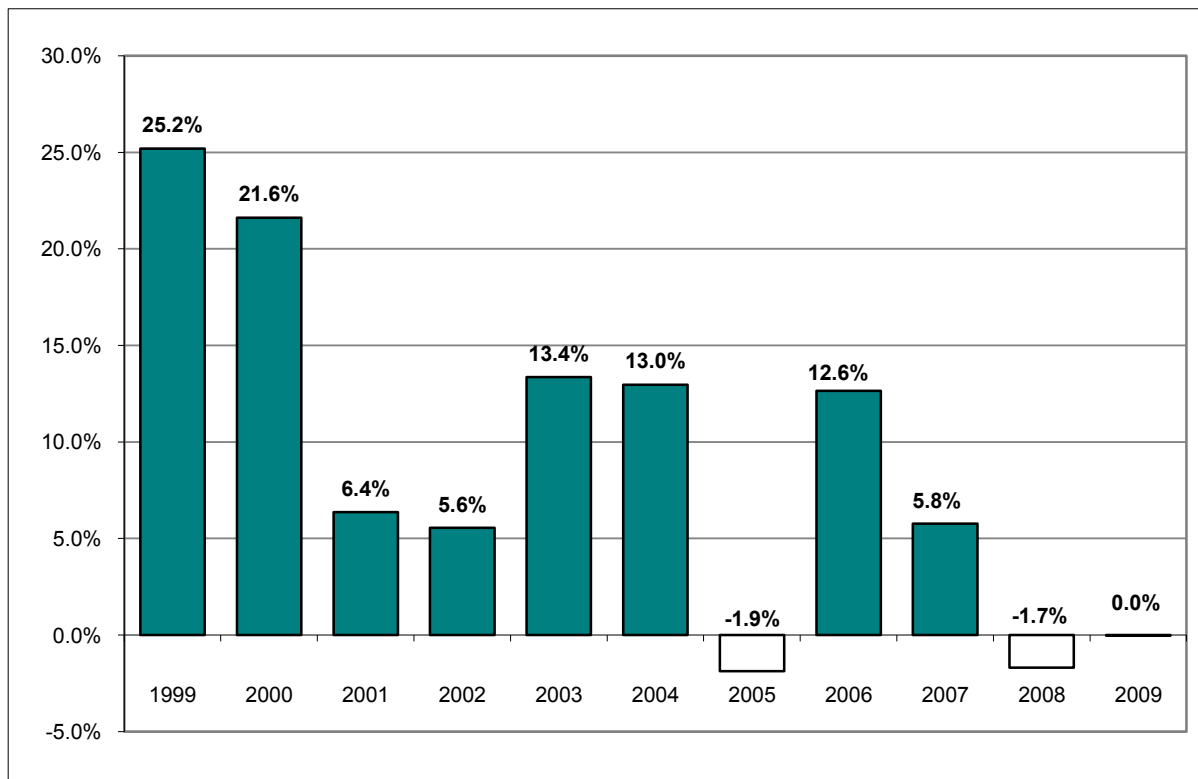
Retail Sales

Loudoun County's retail sales have grown annually most years due to population growth and new retail development. The apparent decline in 2005 was the result of the Virginia Department of Taxation implementing a new accounting system which in turn caused substantial under reporting of taxable sales for the year. The decline in 2008 and 2009 was due to the current recession.

Actual Retail Sales (in millions of dollars)

<u>Year</u>	<u>Sales</u>	<u>Year</u>	<u>Sales</u>
1996	\$1,253	2003	\$3,169
1997	1,409	2004	3,580
1998	1,635	2005	3,513
1999	2,047	2006	3,957
2000	2,490	2007	4,185
2001	2,648	2008	4,115
2002	2,795	2009	4,113

Annual Percentage Change in Actual Retail Sales Calendar Years 1999 – 2009



Source: Virginia Department of Taxation

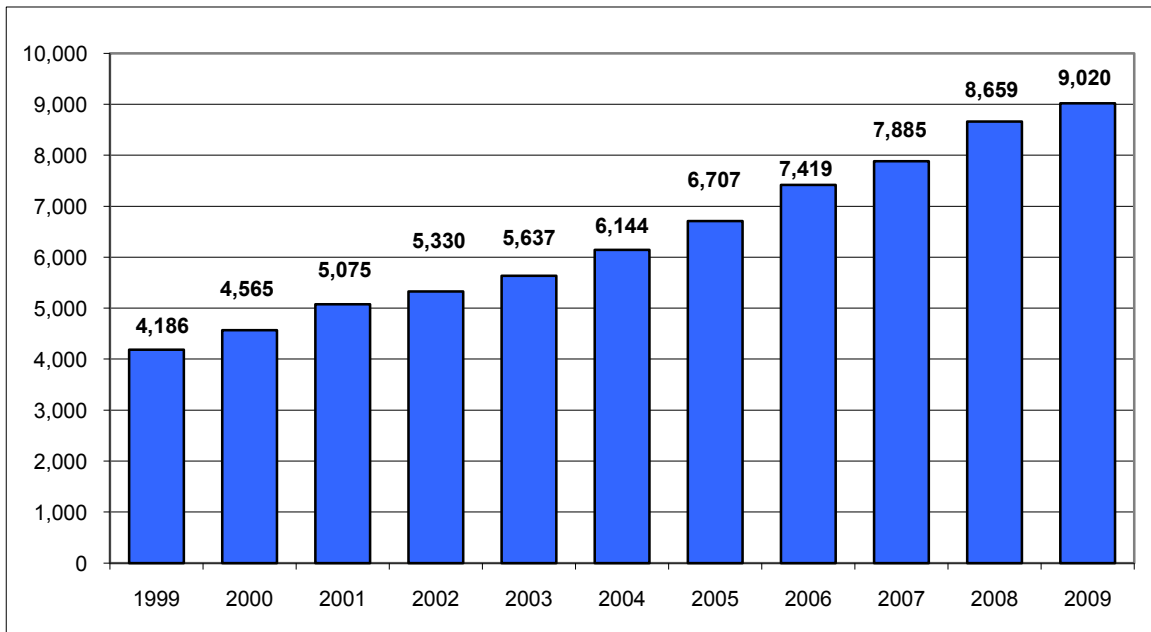
Note: Due to the implementation of a new accounting system at the Virginia Department of Taxation, retail sales for 2005 were underreported.



Business Establishments

Since 1998, the number of business establishments has grown, reflecting a growing economy. The number of establishments can be used as a proxy for the number of businesses. An establishment is usually at a single location and engaged in one predominant activity. However, a company may be comprised of more than one establishment if they are in more than one location, or are engaged in multiple services or products that fall under different classifications. Annual growth in business establishments averaged 8% per year in the post-recession period since 2003. While somewhat reduced, establishment growth continued during the current recession.

**Number of Business Establishments
Calendar Years 1999 – 2009**



Source: Virginia Employment Commission, 2nd Quarter Data



**Loudoun County Government
FY 2011 Adopted Fiscal Plan**

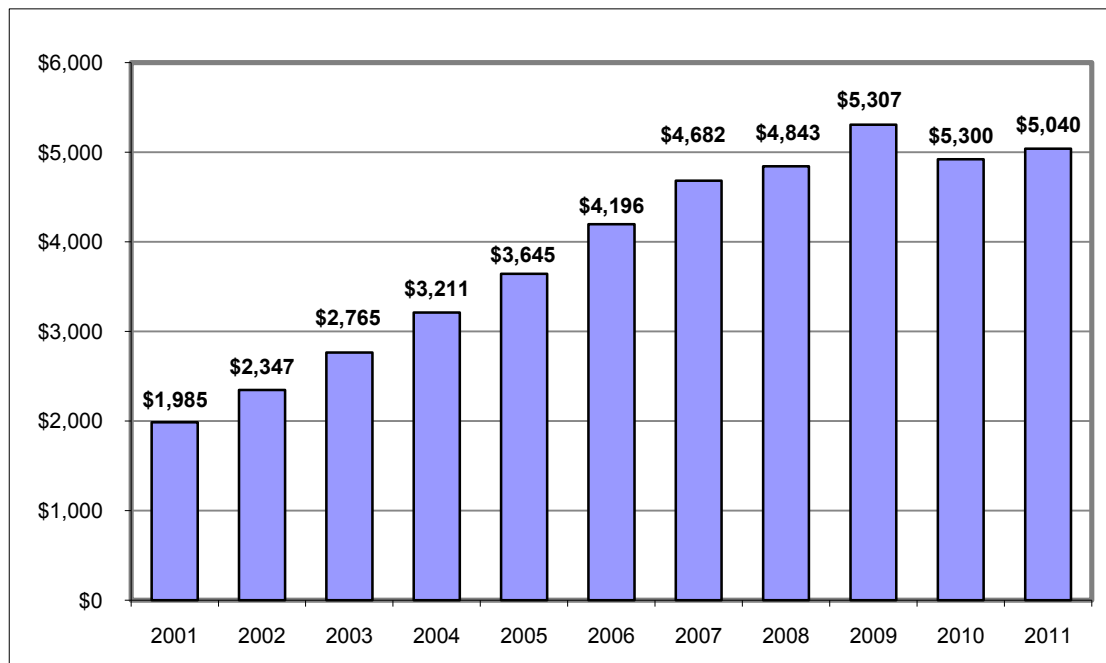
Average Homeowner Tax Bill

The average homeowner tax bill is computed by applying the County's real estate tax rate to the average assessed value of a Loudoun home. The following is a summary of the average assessed value of a home in Loudoun:

<u>Calendar Year</u>	<u>Fiscal Year</u>	<u>Tax Rate</u>	<u>Average Assessed Value of Home</u>	<u>Average Tax Bill</u>
1996	1997	\$1.03	\$160,710	\$1,655
1997	1998	1.06	163,145	1,729
1998	1999	1.11	166,681	1,850
1999	2000	1.11	170,654	1,894
2000	2001	1.08	183,765	1,985
2001	2002	1.08	217,317	2,347
2002	2003	1.05	263,290	2,765
2003	2004	1.11	289,300	3,211
2004	2005	1.1075	329,120	3,645
2005	2006	1.04	403,430	4,196
2006	2007	0.89	526,111	4,682
2007	2008	0.96*	504,490	4,843
2008	2009	1.14	464,940	5,300
2009	2010	1.245	395,480	4,924
2010	2011	1.30	387,720	5,040

* Combined rate for General Fund and Fire & EMS Fund

Average Annual Homeowner Tax Bill



Source: Loudoun County Office of the County Assessor

Note: The purpose of this table is to provide consistent data, reflecting the average assessed value calculated at the time of each budget process. For example, the 2008 figure reflects the average value calculated for the FY 09 budget process. While this data series gives some indication of the change in house values over time, because the number of housing units changes each year as new units are completed, some of the change in value results from the overall change in Loudoun's housing stock. For this reason, the average change in price over time for existing units will be different from what is shown by this series.



**Loudoun County Government
FY 2011 Adopted Fiscal Plan**

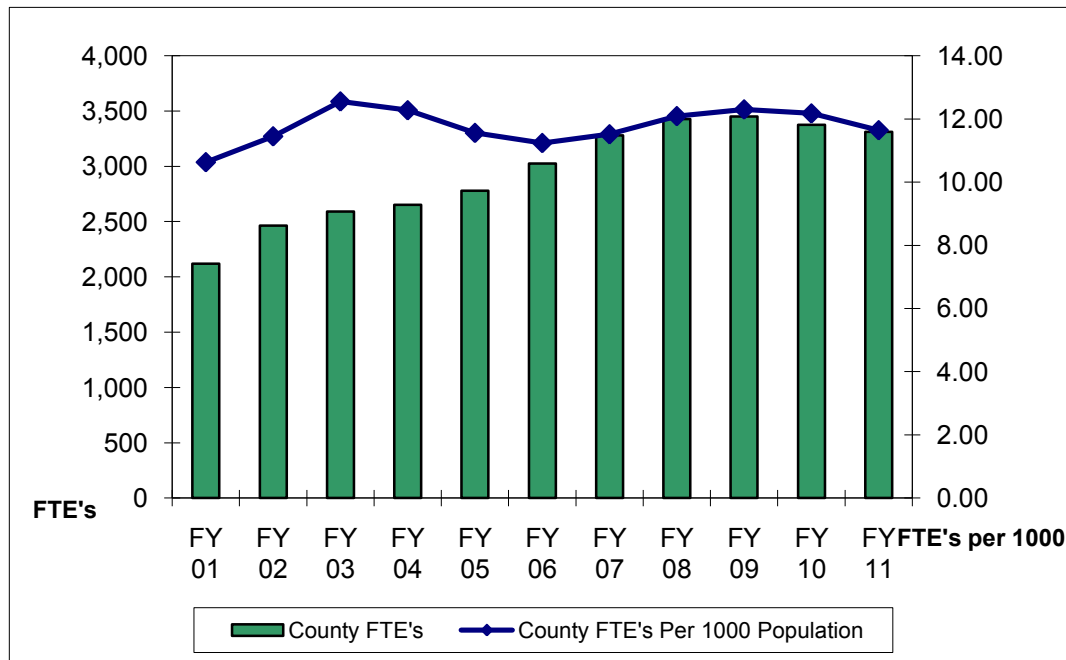
County Government FTE's Per 1,000 Population

One full-time equivalent employee (FTE) equates to one employee who is authorized to work the normal 1,950 hours per year. The number of FTE's per 1,000 residents had been increasing to address increased service demands. The impact of the recession reversed the longstanding trend and FY 10 and the reduction has continued for the FY 11 budget. The number of County FTE's decreases -2.1% in FY 11, and the number of FTE's per 1,000 residents decreases by -3.5%.

County Government FTE's Per 1,000 Population

<u>Year</u>	<u>FTE's Per 1,000 Population</u>	<u>Year</u>	<u>FTE's Per 1,000 Population</u>
1996	11.28	2004	11.56
1997	10.79	2005	11.24
1998	10.86	2006	11.51
1999	10.38	2007	12.09
2000	10.63	2008	12.30
2001	11.45	2009	12.17
2002	12.55	2010	11.70
2003	12.28	2011	11.23

FTE's per Capita (per 1,000 Population) FY 01 - FY 11



Source: Loudoun County Department of Management and Financial Services

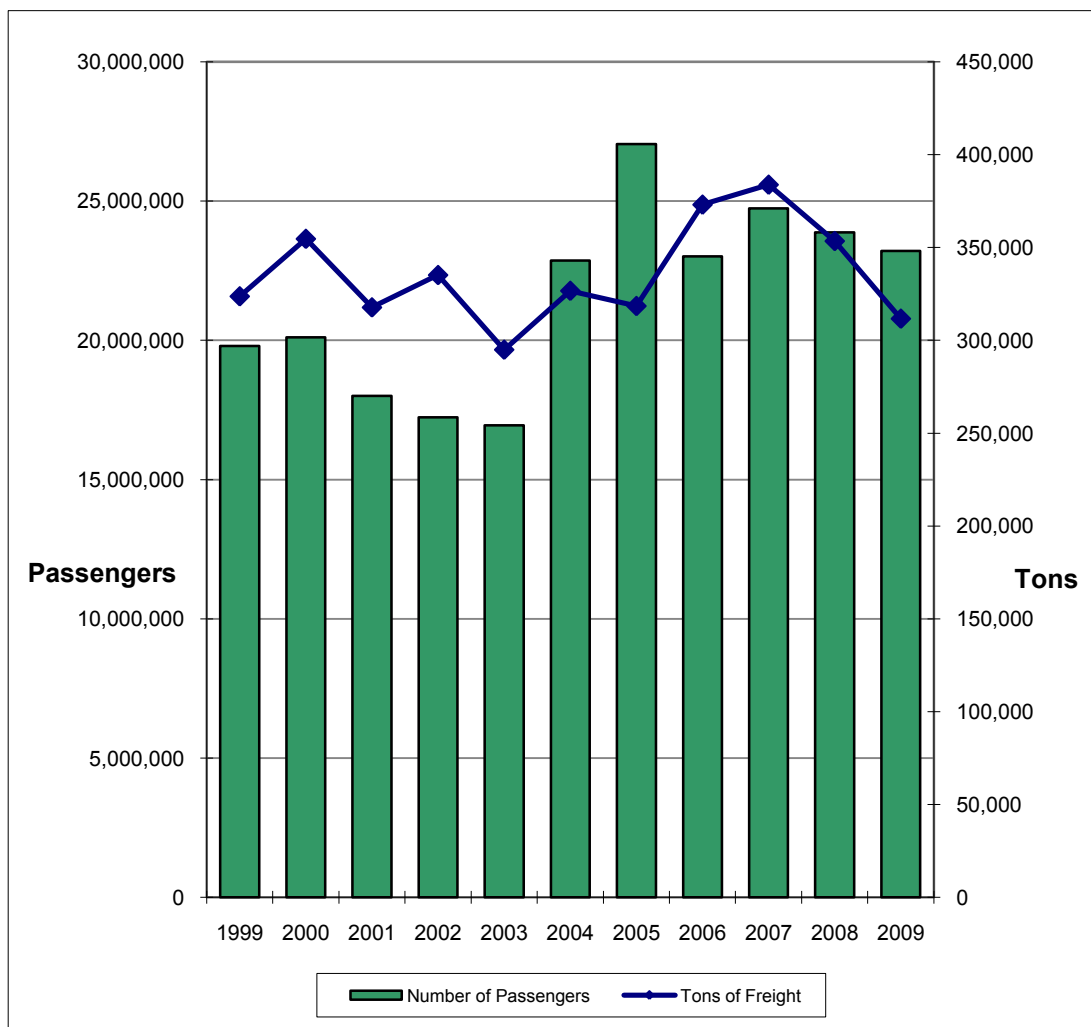


Passengers at Washington Dulles Airport

The number of passengers at Washington Dulles International Airport, which is a critically important part of the County's economy, decreased in the early 2000s due to the terrorist attacks of September 11, 2001 and economic recession. Both passenger and freight traffic rebounded in 2004 and freight traffic continued to increase through 2007. The rise and fall of Independence Air in 2005-2006 led to a drop in passenger traffic in 2006. The advent of the current recession in late 2007 depressed both passenger and freight traffic in 2008 and 2009.

A major construction project was completed in 2010. This will continue to help the airport to attract businesses to the County and to have a positive impact on the County's future economic growth.

Actual Number of Passengers and Tons of Freight at Washington Dulles International Airport CY 1999 - CY 2009



Source: Metropolitan Washington Airports Authority



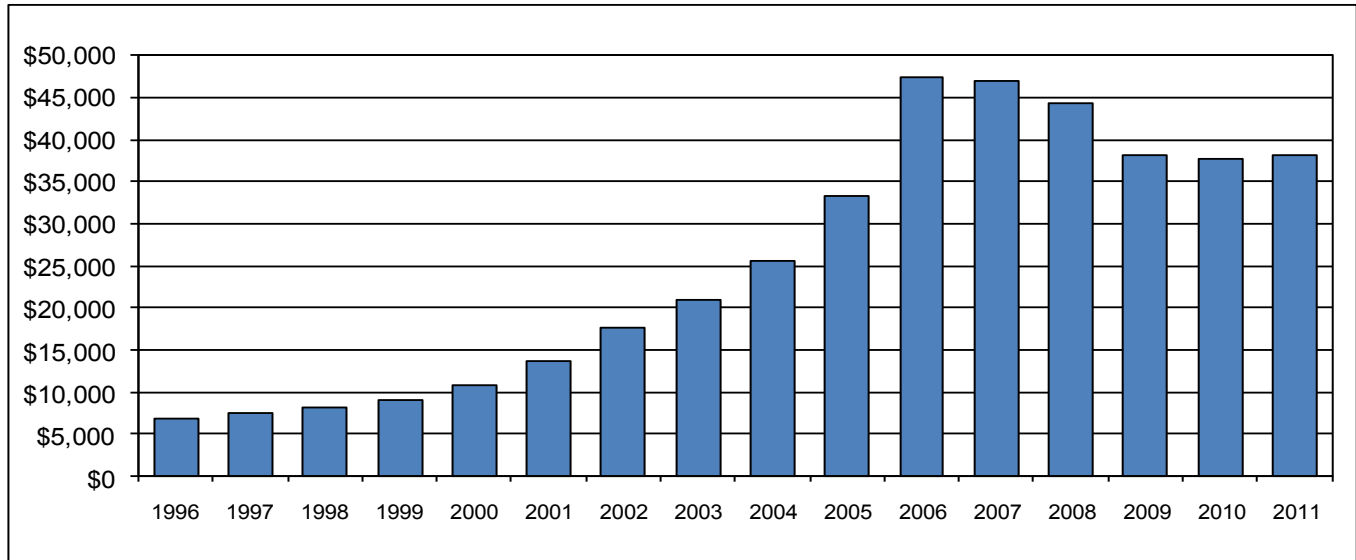
ASSESSED VALUE & TAX RATES



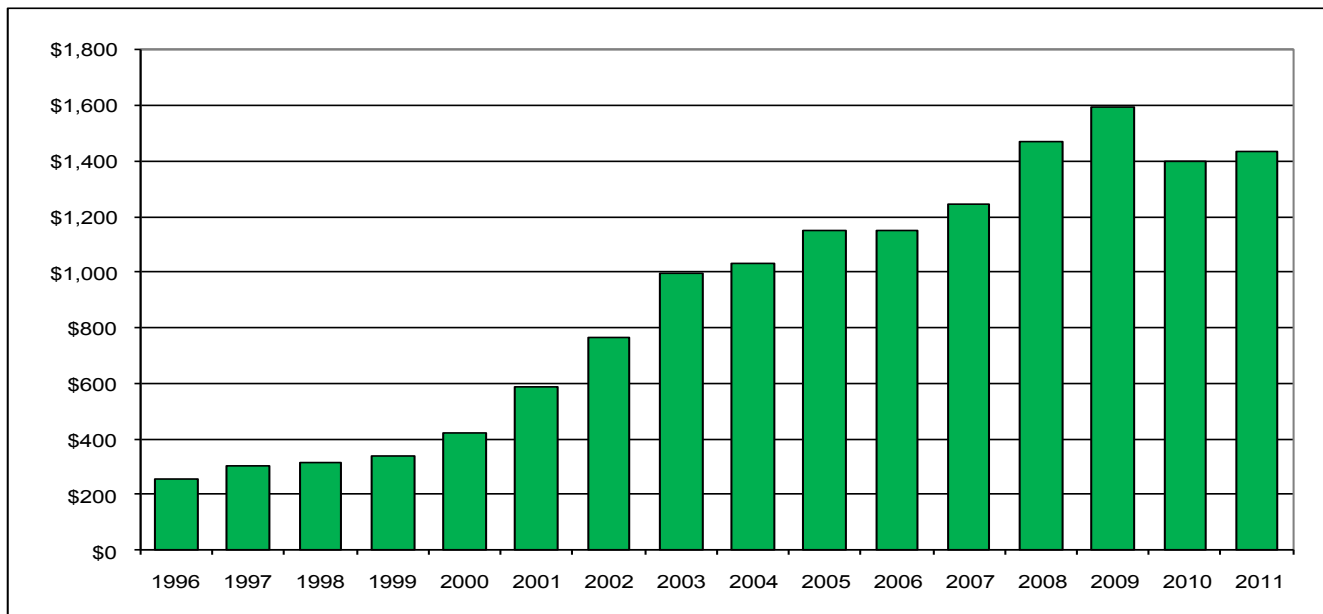
Assessed Valuation of Residential Real Property

Growth in residential property assessed values ended in 2006 after sustained increases since 1994. Existing values for single-family and condo properties declined from 2006 to 2010 and are now forecast to increase by 2011. The rate of new construction also fell substantially. Values for multi-family rental property grew strongly in the early part of this decade but also were reduced in 2010.

Assessed Valuation of Residential Property
(in millions of dollars)



Assessed Valuation of Multi-Family Residential Property
(in millions of dollars)



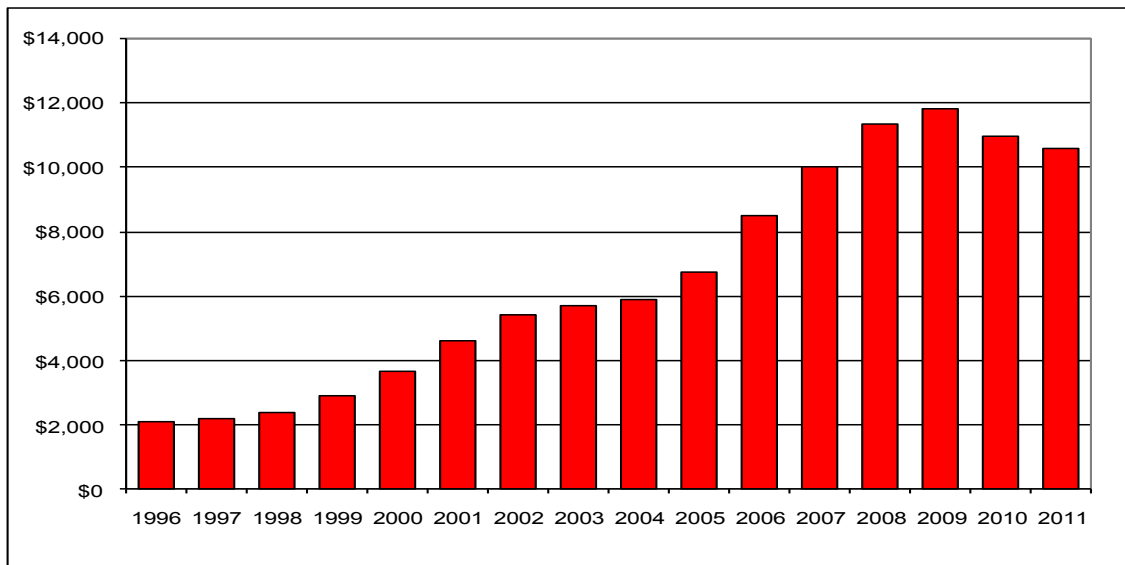
*Forecast
Source: Loudoun County Office of the County Assessor



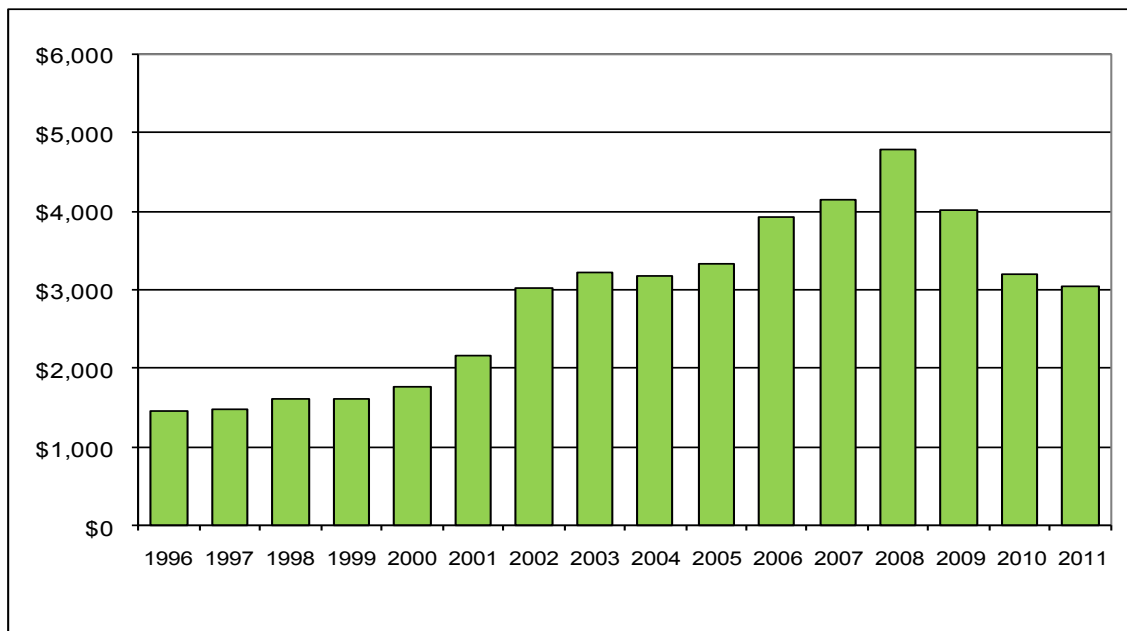
Assessed Valuation of Other Real Property

Commercial and industrial property began to decline in 2010 and this decline is forecast to continue for 2011. Agricultural property values experienced a sharp decline in 2009, which is expected to continue in 2011.

Assessed Valuation of Commercial & Industrial Property (in millions of dollars)



Assessed Valuation of Agricultural Property (in millions of dollars)



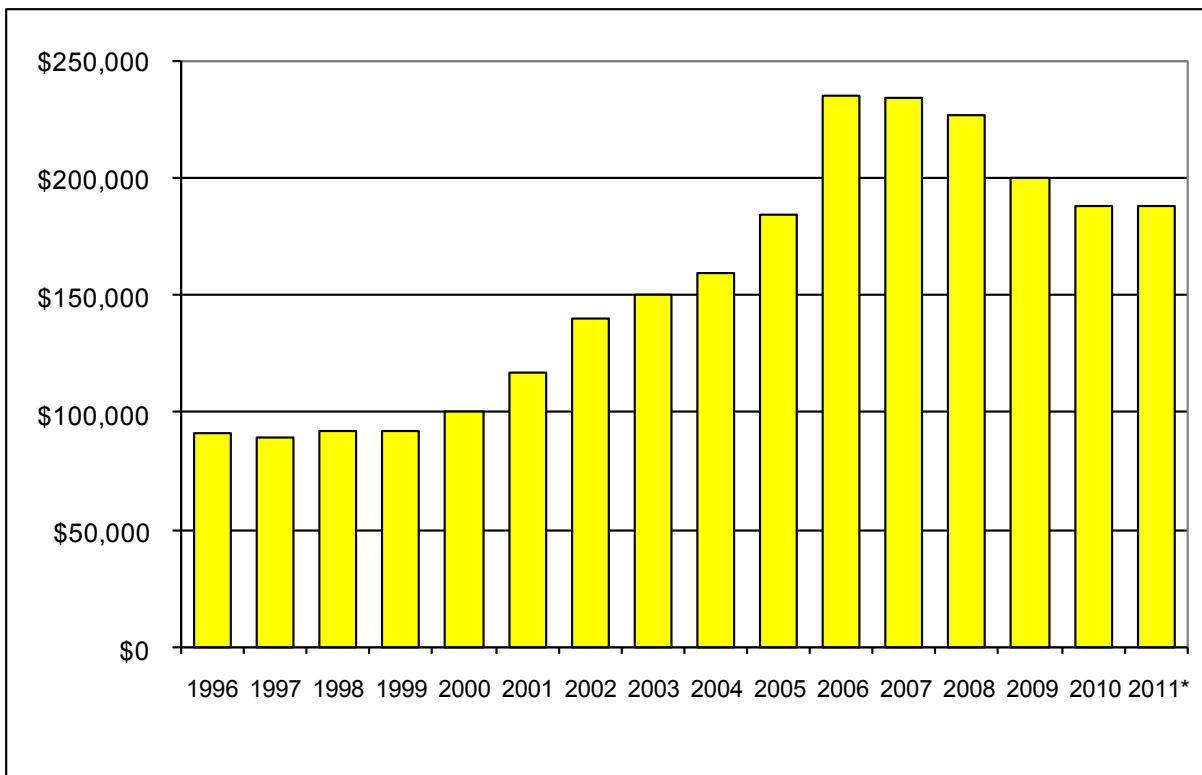
*Forecast
Source: Loudoun County Office of the County Assessor



Assessed Value Per Capita

Per capita real property assessed values increased sharply from 2001 through 2006, reflecting higher growth in the County's real property assessed valuation than in the County's population growth rate. This trend changed in 2008, and saw a sharp drop in 2009, but is now forecast to level off by 2011.

Assessed Value per Capita 1996 – 2011*



*Forecast

Source: U.S. Census Bureau (2000), Loudoun County Department of Management and Financial Services, and Loudoun County Office of the County Assessor

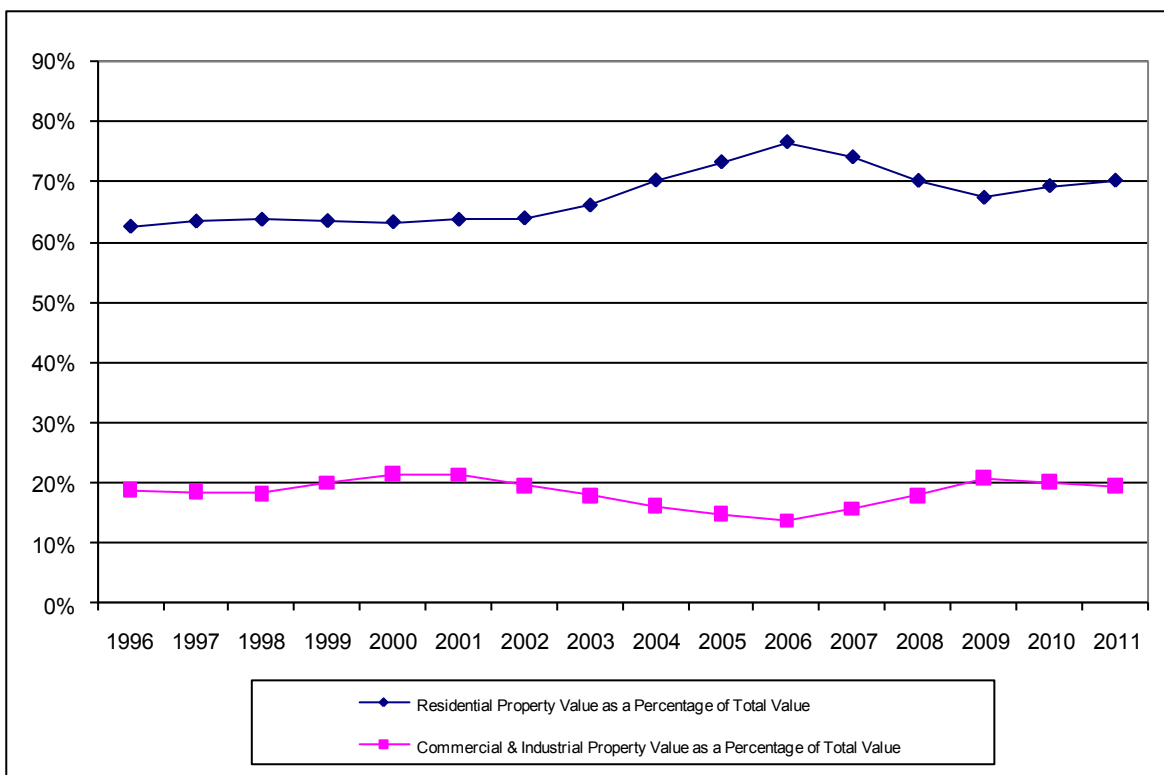


Residential & Business Property - Share of Real Property Valuation

From 2002 through 2006 residential property accounted for an increasing share of property valuation while commercial & industrial shares declined. Beginning in 2007, this trend reversed, reflecting declines in residential valuation and construction while commercial and industrial development has continued.

<u>Year</u>	<u>Residential Property Valuation as a Percentage of Total</u>	<u>Year</u>	<u>Commercial & Industrial Property Valuation as a Percentage of Total</u>
1996	63%	1996	19%
1997	63%	1997	18%
1998	64%	1998	18%
1999	63%	1999	20%
2000	63%	2000	21%
2001	64%	2001	21%
2002	64%	2002	20%
2003	66%	2003	18%
2004	70%	2004	16%
2005	73%	2005	15%
2006	77%	2006	14%
2007	74%	2007	16%
2008	70%	2008	18%
2009	67%	2009	21%
2010	69%	2010	20%
2011*	70%	2011*	19%

Residential Property Valuation and Commercial & Industrial Property Valuation as a Percentage of All Real Property Valuation 1996 – 2011*



*Forecast

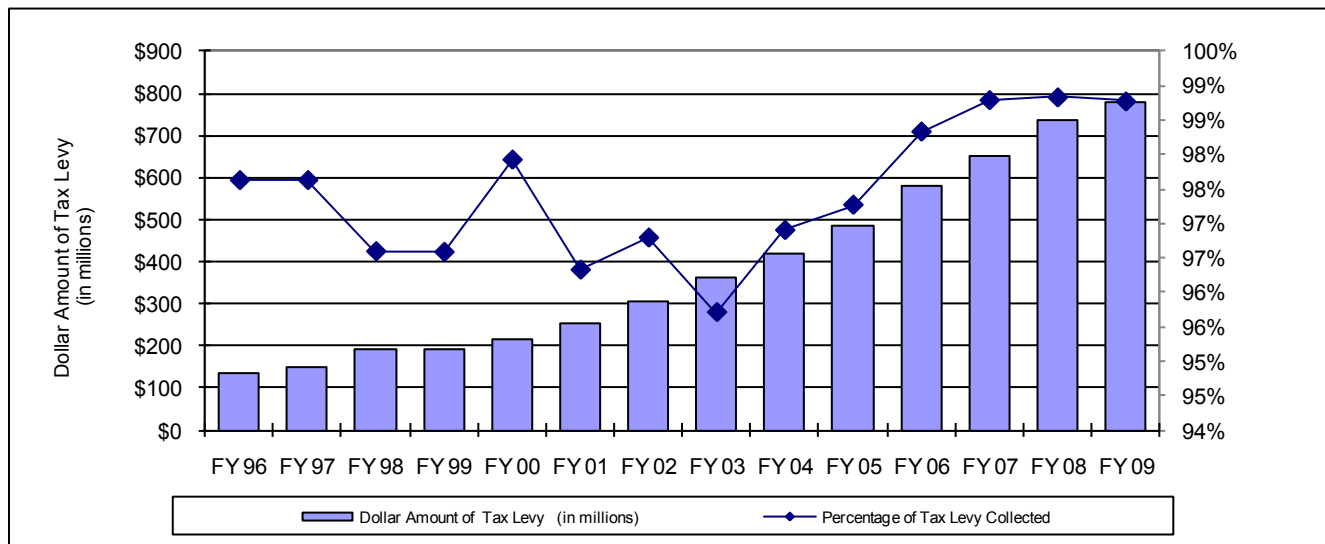
Source: Loudoun County Office of the County Assessor



Property Tax Levy and Percentage of Tax Levy Collected

The general property tax levy, which includes real and personal property, has increased as the County has grown. In FY 08, the percentage of the tax levy actually collected almost reached 99%, but fell off slightly in FY 09.

**Total Property Tax Levy and Rate of Collection of Tax Levy
Fiscal Years 1996 – 2009**



Source: Comprehensive Annual Financial Report

Note: Both real property and personal property taxes are collected semiannually, with real property taxes due on December 5th and June 5th. Personal property taxes are due on October 5th and then May 5th (for residents) or June 5th (for businesses). The Collection Department of the Treasurer's Office does not pursue actions on delinquencies until 60 days after the due date.



**Loudoun County Government
FY 2011 Adopted Fiscal Plan**

Loudoun County Real Property Assessed Values

There were large increases in valuation from 2000 through 2006, reaching a peak growth of 36% from January 1, 2005 to January 1, 2006. This increase was primarily the result of increased residential and commercial/industrial valuation. Residential valuation began to decrease in 2007 and is forecasted to stabilize in 2011. The decline commercial/industrial property valuation began in 2010 and is expected to continue through 2011.

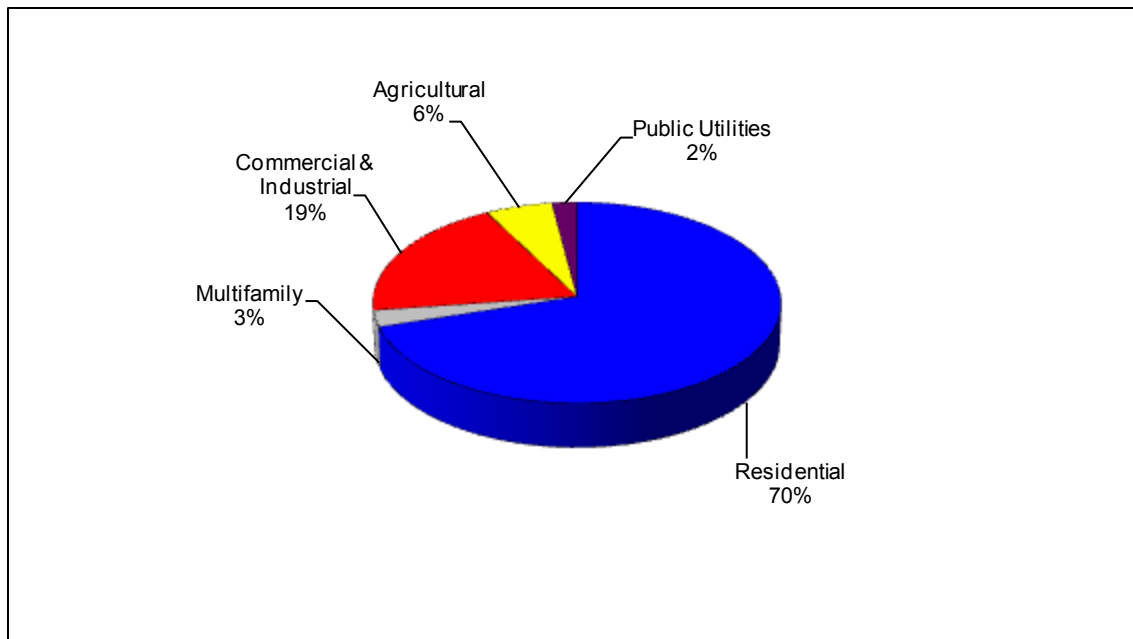
Real Property Assessed Values by Land Use Category for Loudoun County: January 1, 1996 - 2011

	<u>Residential</u>	<u>Multifamily</u>	<u>Commercial & Industrial</u>	<u>Agricultural</u>	<u>Public Utilities</u>	<u>Total</u>
1996	\$6,959,037,400	\$257,804,300	\$2,098,954,600	\$1,454,946,700	\$359,934,000	\$11,130,677,000
1997	7,526,351,900	301,356,300	2,193,319,200	1,470,797,700	382,070,312	11,873,895,412
1998	8,271,028,500	314,589,400	2,379,126,100	1,611,620,700	411,209,000	12,987,573,700
1999	9,149,117,125	337,589,400	2,895,143,100	1,603,144,812	431,769,450	14,416,763,887
2000	10,799,020,800	422,620,700	3,664,607,200	1,759,495,700	421,406,500	17,067,150,900
2001	13,760,670,200	589,755,000	4,611,938,480	2,165,657,200	482,857,000	21,610,877,880
2002	17,592,389,440	765,191,700	5,410,528,600	3,031,158,500	725,955,100	27,525,223,340
2003	20,920,271,380	993,684,700	5,686,348,200	3,228,696,400	842,988,200	31,671,988,880
2004	25,653,513,650	1,032,548,200	5,901,616,500	3,179,350,500	766,808,100	36,533,836,950
2005	33,335,779,590	1,150,523,500	6,750,873,200	3,335,204,000	936,335,300	45,508,715,590
2006	47,318,885,230	1,151,456,200	8,487,078,200	3,937,053,100	890,762,900	61,785,235,630
2007	47,075,197,202	1,247,033,880	10,009,819,600	4,143,962,100	1,074,847,800	63,551,012,782
2008	44,319,772,669	1,472,169,580	11,362,447,600	4,794,833,700	1,230,597,200	63,179,820,749
2009	38,238,407,900	1,592,117,080	11,839,195,900	4,009,280,100	1,114,070,600	56,793,071,580
2010	37,617,284,300	1,400,033,500	10,945,844,400	3,195,328,500	1,139,802,800	54,298,293,500
2011*	38,172,798,285	1,432,945,878	10,593,585,275	3,051,128,870	1,139,802,800	54,390,261,108

*Forecast

Source: Loudoun County Office of the County Assessor

Loudoun County Real Property Assessed Values for Calendar Year 2011*





Loudoun County Real Estate, Personal Property, Machinery and Tools, and Heavy Construction Machinery Tax Rates

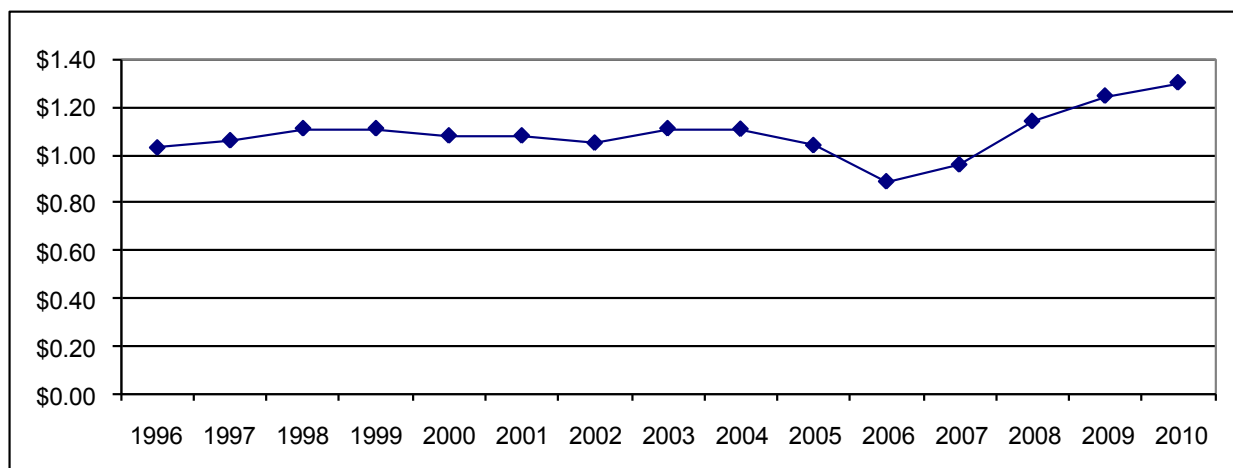
Tax rates for personal property, machinery & tools, and heavy construction machinery have remained stable for several years. The real estate tax rate has changed more frequently. The tax rates below are per \$100 of assessed value. Tax rates are set on a calendar year basis.

<u>Calendar</u>	<u>Real Estate Tax</u>	<u>Personal Property</u>	<u>Machinery & Tools</u>	<u>Heavy Equipment</u>
<u>Year</u>	<u>Rate</u>	<u>Tax Rate</u>	<u>Tax Rate</u>	<u>Tax Rate</u>
2010	\$1.30	\$4.20	\$2.75	\$4.00
2009	1.245	\$4.20	\$2.75	\$4.00
2008	1.14	4.20	2.75	4.00
2007	0.96*	4.20	2.75	4.00
2006	0.89	4.20	2.75	4.00
2005	1.04	4.20	2.75	4.00
2004	1.1075	4.20	2.75	4.00
2003	1.11	4.20	2.75	4.00
2002	1.05	4.20	2.75	4.00
2001	1.08	4.20	2.75	4.00
2000	1.08	4.20	2.75	4.00
1999	1.11	4.20	2.75	4.00
1998	1.11	4.20	2.75	4.00
1997	1.06	4.20	2.75	4.00
1996	1.03	4.20	2.75	4.00

* Combined rate for General Fund and Fire & EMS Fund

Note: The tax rate on the real estate and on most personal property of public utilities is the same as the real estate tax rate. Public utility vehicles are taxed at the personal property tax rate.

Adopted Real Estate Tax Rate (per \$100 of value) Calendar Years 1996 – 2010





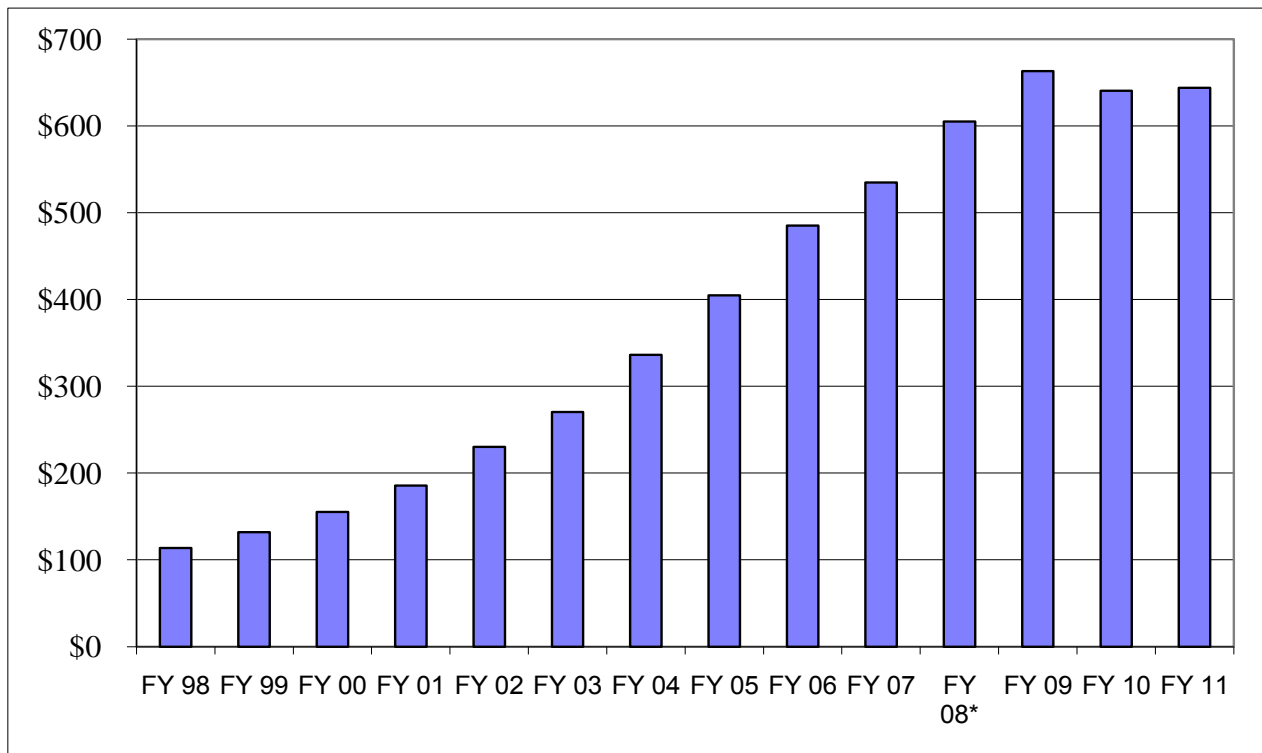
REVENUE & EXPENDITURES



Real Property Taxes

The FY 11 budgeted real property tax revenue is 1% higher than FY 10. The real property tax is the County's largest revenue source. Real property revenues declined in FY 10, but are expected to increase in FY 11. For FY 11, the budgeted real property tax revenue as a percentage of the total General Fund revenue is 64.2%, and budgeted real property tax revenue as a percentage of the total County Government and Schools budgeted operating expenditures is 61%.

Real Property Taxes
FY 1998 - FY 2011
(in millions of dollars)



*The FY 08 budget includes the Fire and Emergency Medical Services Tax District which is supported by a levy on real property located within Loudoun County. The Board of Supervisors eliminated the Fire and Emergency Medical Services Tax District during the FY 09 budget process and included it in the General Fund where it had been previously.



Personal Property Taxes

The budgeted personal property tax revenue for FY 11 is 6% higher than budgeted amount for FY 10. In FY 98, personal property tax revenue increased 79% due to the implementation of semi-annual personal property tax billing and collection, such that CY 1997 taxes were collected in November 1997 and an extra FY 98 collection for one-half of CY 1998 taxes was collected in May 1998. Over the past several years, the personal property tax rate has remained at \$4.20 per \$100 of assessed value.

**Personal Property Taxes
FY 1998 – FY 2011**



Note 1: The budgeted FY 1998 personal property tax revenue reflects the extra one-half year's collection related to the implementation of the semi-annual collection of personal property taxes, which began in May of 1998.

Note 2: The State began providing a partial reimbursement for the personal property tax on automobiles beginning in 1999. The Personal Property Tax Reduction Act reduced the bill on the first \$20,000 assessed per residential vehicle by an increasing amount through 2001, when the reimbursement rate was capped at 70%. The County continues to collect 100% of the personal property tax on the assessed value of a vehicle that is above \$20,000.

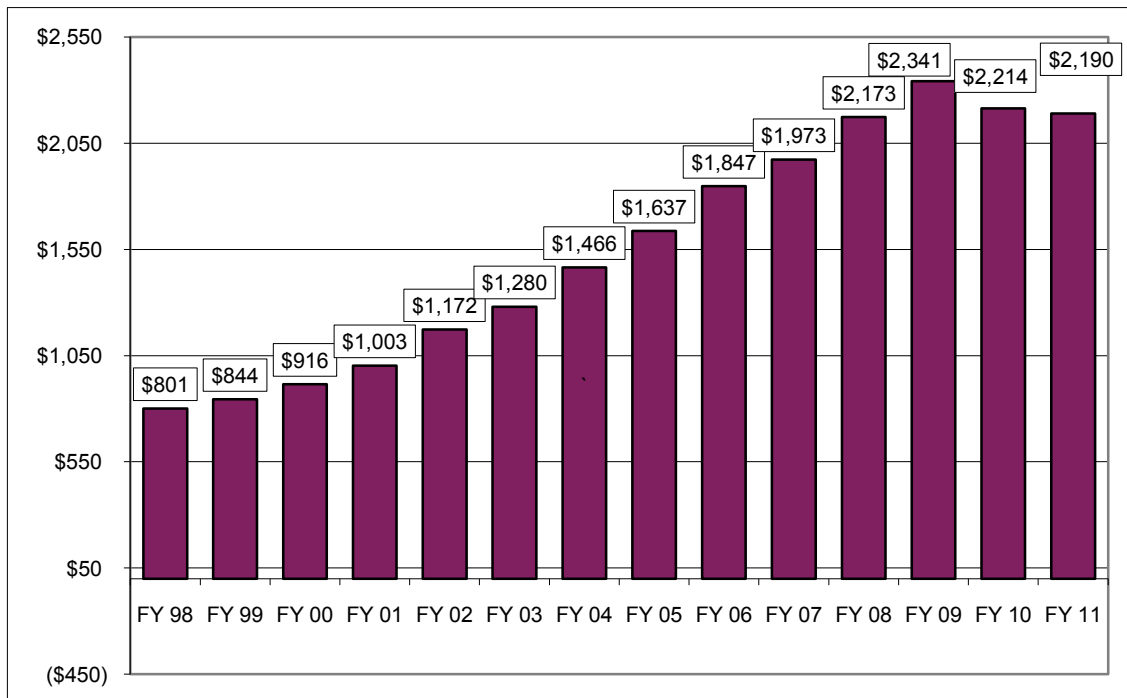
Note 3: Through calendar year 2005, the State will reimburse the County for the revenue lost by the personal property tax reduction. The 2004 State General Assembly set a firm monetary limit on the total reimbursement provided to localities beginning in 2006.



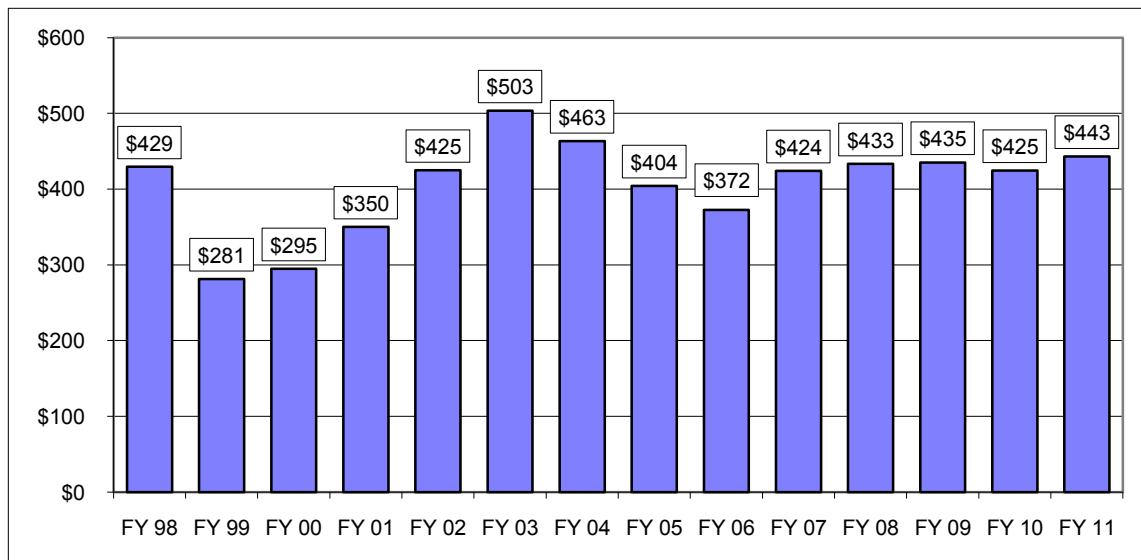
Personal Property and Real Property Taxes Per Capita

Real property tax revenue per capita decreased 1% in FY 11. Personal property tax revenue per capita increased by \$18.00 from FY 10. The personal property tax revenue per capita amount includes the reimbursement of funds from the Commonwealth of Virginia to Loudoun County to replace revenue lost due to the State's reduction in the personal property tax on the first \$20,000 of the value of vehicles. The County's budgeted State reimbursement figure for FY 11 is \$48,071,000.

Real Property Tax Revenue per Capita
FY 1998 – FY 2011



Personal Property Tax Revenue per Capita FY 1998-FY 2011

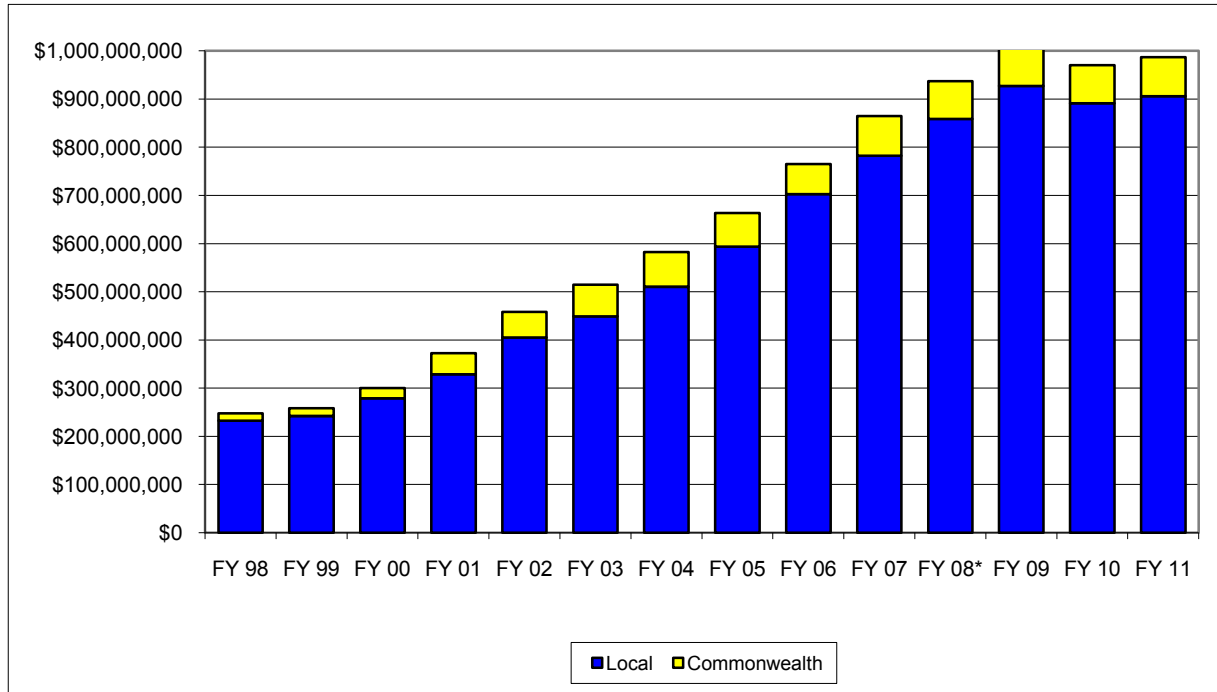




Local and Commonwealth Revenues

Budgeted local revenue is projected to increase by 1.6% in FY 11. Revenue from the Commonwealth increases 2.5% in FY 11, from \$78,765,084 to \$80,709,202. For the FY 01 – FY 11 budgets, Commonwealth revenue includes the State's property tax reimbursement to Loudoun County for tax revenue lost due to the State's reduction in the personal property tax for the first \$20,000 of assessed value of a vehicle. This represents the conversion of a local revenue source to a Commonwealth revenue source. The budgeted Commonwealth revenue for FY 10, exclusive of the State's personal property tax reimbursement, increased 1.3% compared with FY 10.

Revenue from Local Sources and the Commonwealth
FY 1998 – FY 2011



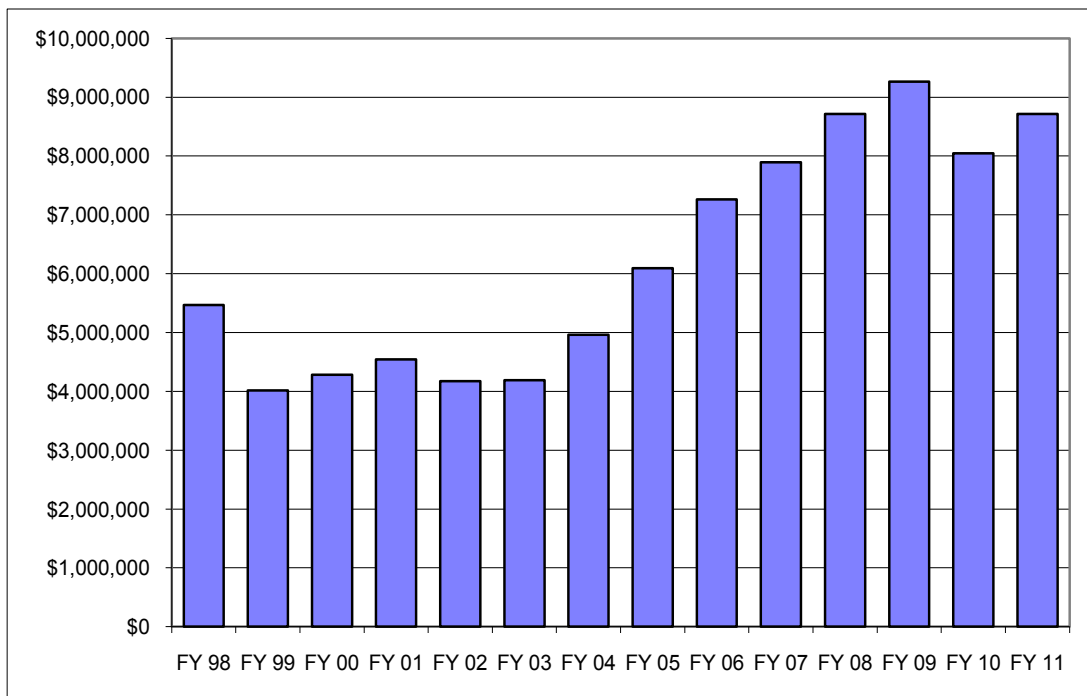
¹The FY 08 budget includes the Fire and Emergency Medical Services Tax District which is supported by a levy on real property located within Loudoun County. The Board of Supervisors eliminated the Fire and Emergency Medical Services Tax District during the FY 09 budget process and included it in the General Fund where it had been previously.



Federal Revenue

Federal revenue, mostly in the form of program specific grants in a variety of different categories, increased significantly from FY 04 through FY 09 and the amount more than doubled from FY 99 through FY 09, but decreased by 13% in FY 10 for the first time since FY 03 for federal revenues and was mainly in Human Services. There is an increase of 8% for FY 11. Per capita federal revenue had increased the past six years, to correspond with an increase in overall federal aid to the County, increasing 9% in FY 04, 14% in FY 05, 12% in FY 06, 9% in FY 07, 7% in FY 08 and 4% in FY 09 but decreased to \$28 per capita in FY 10. The per capita federal revenue for FY 11 is \$30, an increase of 7% over FY 10.

**Federal Revenue
FY 1998 - FY 2011**





**Loudoun County Government
FY 2011 Adopted Fiscal Plan**

General Fund Revenue Sources

Since FY 96, local revenue has accounted for around 90% of the County's total General Fund revenue. Commonwealth revenue increased significantly since the FY 01 budget due to the inclusion of the state's personal property tax reimbursement. Excluding the personal property tax reimbursement, Commonwealth revenue from FY 03 to FY 09 had increased by an average of 3.6% but as a portion of the General Fund Revenues had declined to 3% in FY 09. This portion of the General Fund revenue is 3.28% in FY 11. The State is failing to adequately fund the County's operations from year to year. After six years of increases in Federal revenue, FY 10 decreased by 13%, but FY 11 is projected to increase by 8% in this revenue.

Revenue Sources

<u>Fiscal Year</u>	<u>Local Revenue</u>	<u>Commonwealth Revenue</u>	<u>Federal Revenue</u>
1996	\$169,246,357	\$11,950,957	\$5,084,842
1997	190,622,785	12,559,414	5,077,355
1998	232,232,861	15,126,238	5,469,084
1999	241,832,327	15,911,107	4,013,599
2000	278,810,282	21,081,305	4,279,557
2001	328,631,345	43,840,358	4,543,149
2002	404,868,902	52,813,724	4,173,591
2003	448,585,015	65,992,809	4,187,092
2004	510,126,309	71,728,899	4,964,401
2005	593,511,360	69,870,335	6,091,469
2006	702,137,875	62,465,079	7,262,132
2007	781,949,137	82,299,765	7,891,511
2008 ¹	858,286,689	78,313,164	8,717,268
2009	926,876,444	80,374,319	9,265,806
2010	891,319,419	78,765,084	8,044,202
2011	905,929,802	80,709,202	8,713,442

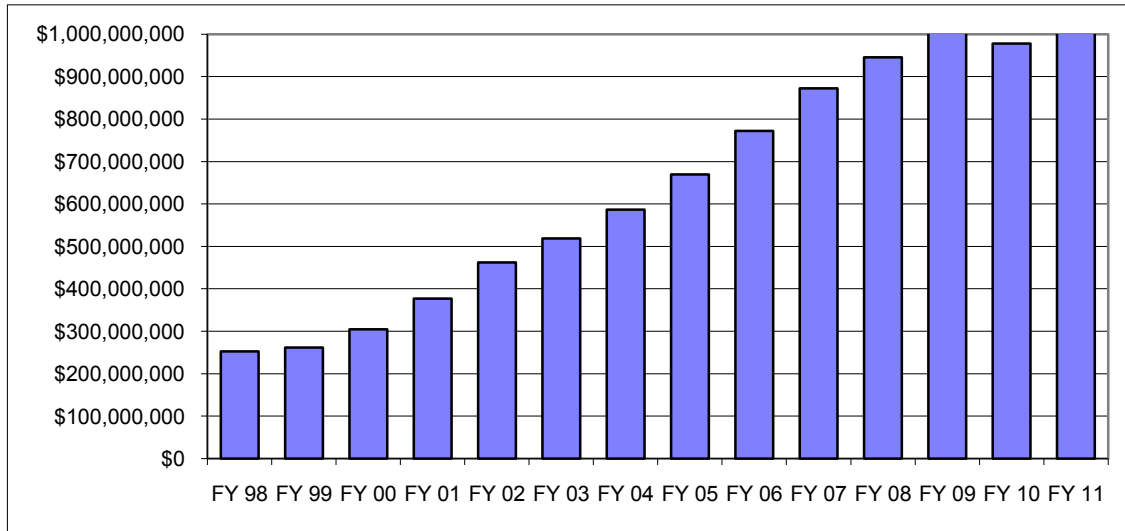
¹The FY 08 budget includes the Fire and Emergency Medical Services Tax District which is supported by a levy on real property located within Loudoun County. The Board of Supervisors eliminated the Fire and Emergency Medical Services Tax District during the FY 09 budget process and included it in the General Fund where it had been previously.



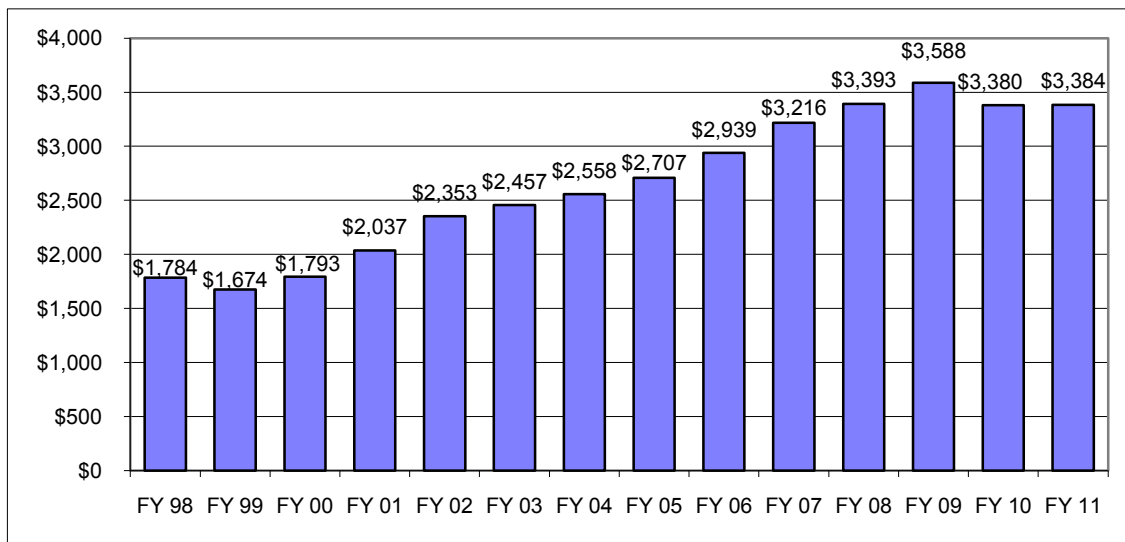
Total General Fund Revenue

FY 11 revenue is projected to be 2.6% more than the FY 10 budget. The budgeted General Fund revenue and revenue per capita had been on an escalating trend since the early 1990s. In FY 98, revenue increased significantly because it included the additional tax revenue that was generated by the implementation of the semi-annual collection of personal property taxes in May 1998.

**Total Revenue
FY 1998 - FY 2011**



**Total Revenue per Capita
FY 1998 - FY 2011**



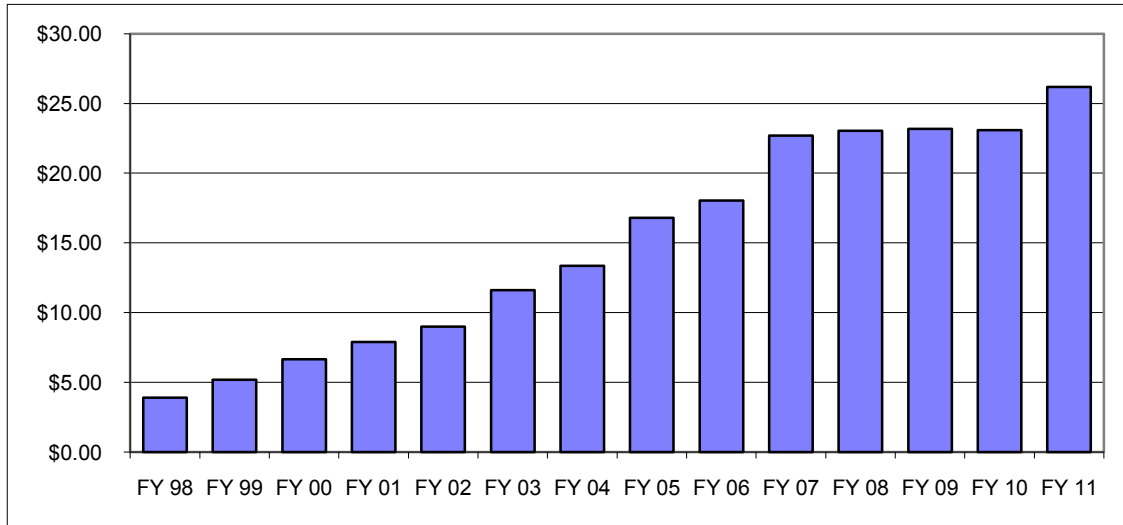
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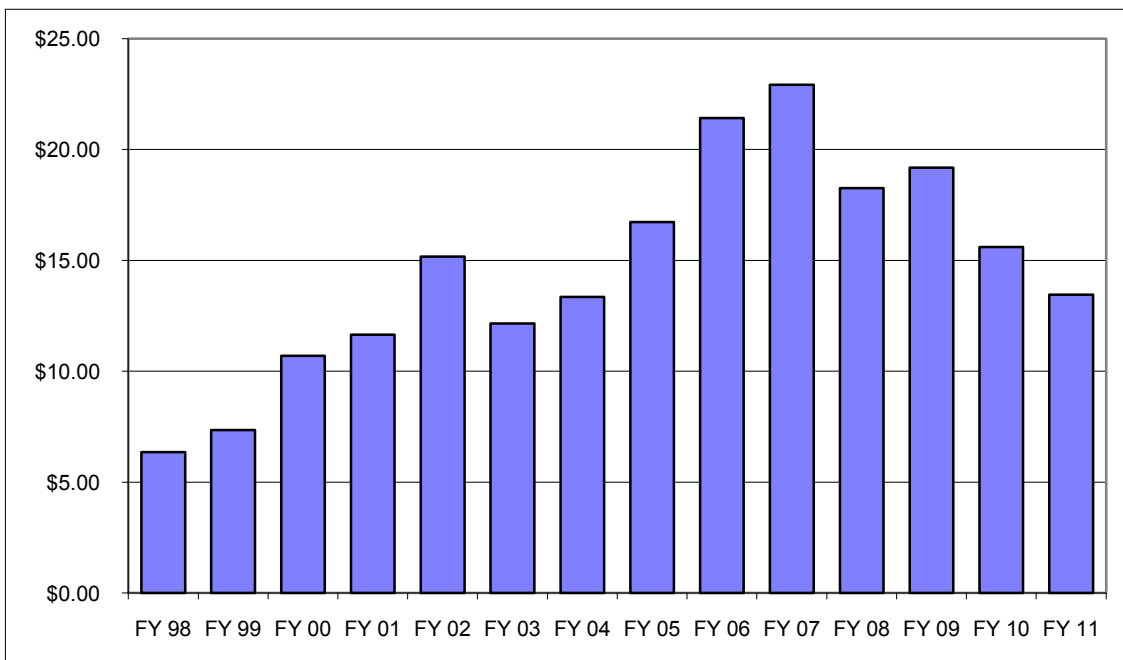
Charges for Services and Permits & Privilege Fees (Revenue)

Budgeted revenues from charges for services and for permits and privilege fees decreased an average of 0.1% in FY 11. Revenue from permits and privilege fees, some of which are for building permits, zoning permits, and dog licenses is project to decrease to below FY 05 levels due to the national slowdown in the housing and regional development. Charges for services increased by 13.5% over FY 10.

Charges for Services
FY 1998 – FY 2011
(in millions of dollars)



Permits and Privilege Fees
FY 1998 – FY 2011
(in millions of dollars)





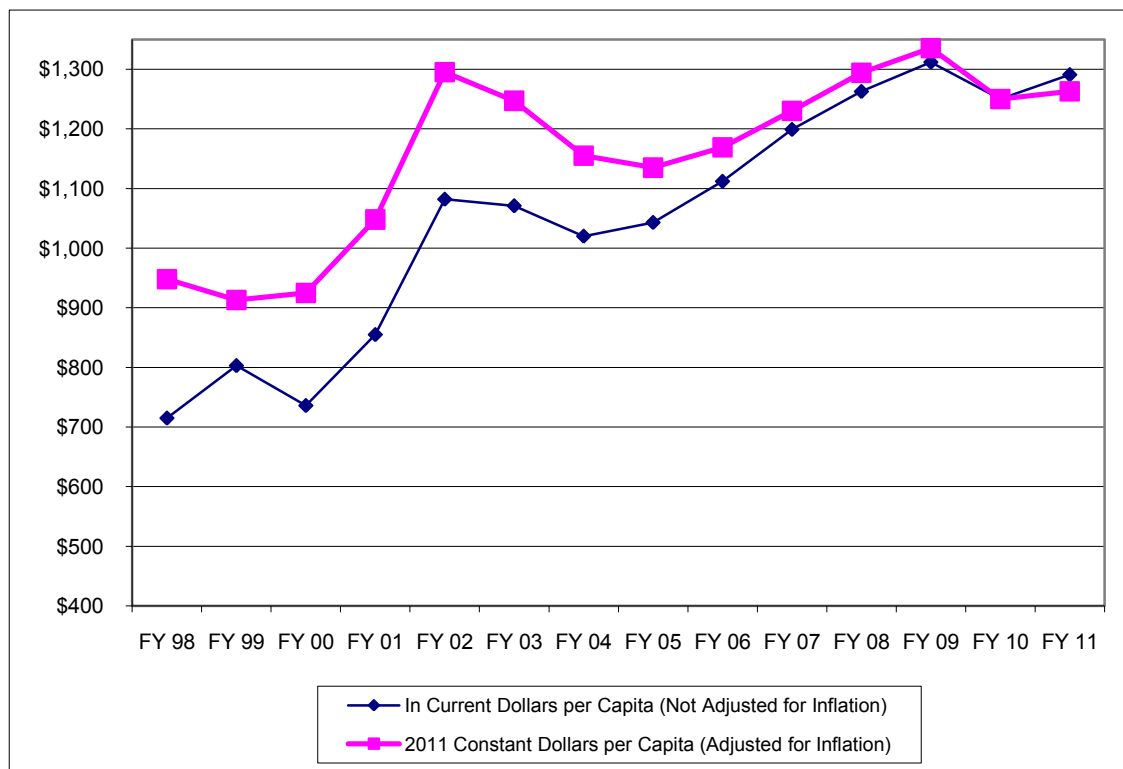
General Government Expenditures Per Capita

Per capita spending in constant dollars increased from \$1,256 in FY 10 to \$1,263 in FY 11, which represents a 5.6% increase. It had increased in constant dollars 41% between 2000 and 2009, but decreased by 6.38% in FY 10. Spending between FY 00 and FY 02 increased an average of 11.8% per year reflecting the increased need for public services and facilities due to the tremendous population increases of the late 1990's and early 2000's.

General Government Expenditures per Capita

<u>Fiscal Year</u>	<u>Current \$'s</u>	<u>2011 Constant \$'s</u>	<u>Percentage Change in 2011 Constant \$'s</u>
1996	\$ 712	\$ 973	\$ -0.93
1997	719	966	-0.73
1998	715	948	-1.87
1999	703	913	-3.69
2000	736	925	1.31
2001	855	1,048	13.30
2002	1,082	1,295	23.57
2003	1,071	1,247	-3.71
2004	1,020	1,155	-7.38
2005	1,043	1,135	-1.73
2006	1,112	1,169	3.00
2007	1,199	1,230	5.22
2008	1,260	1,322	5.20
2009	1,301	1,332	3.20
2010	1,256	1,256	-6.38
2011	1,291	1,263	1.02

Expenditures Per Capita in Current Dollars and in 2010 Dollars: FY 1998 - FY 2011

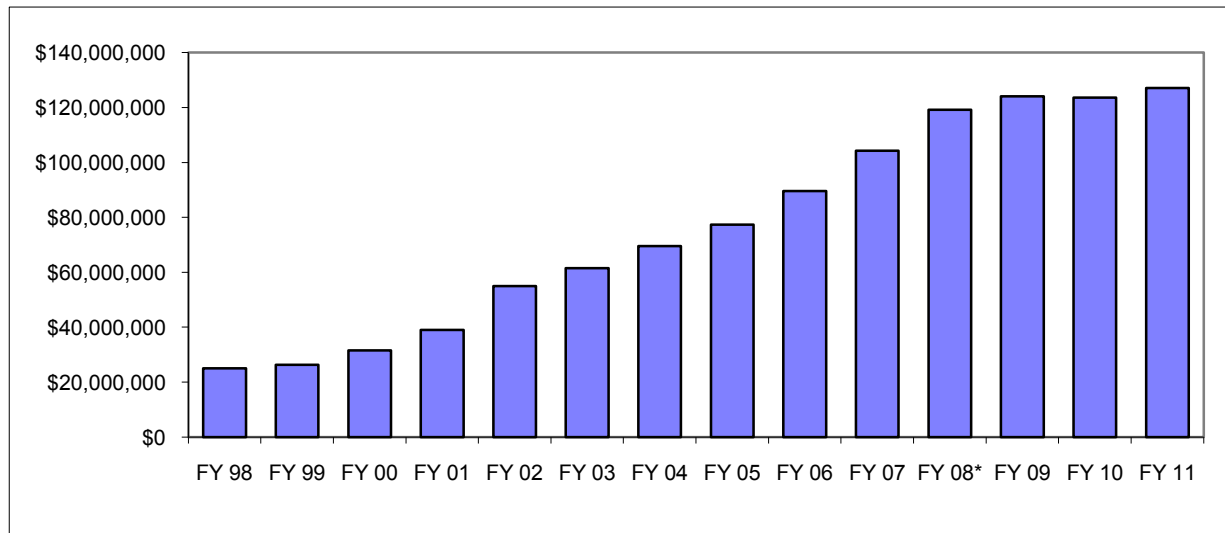




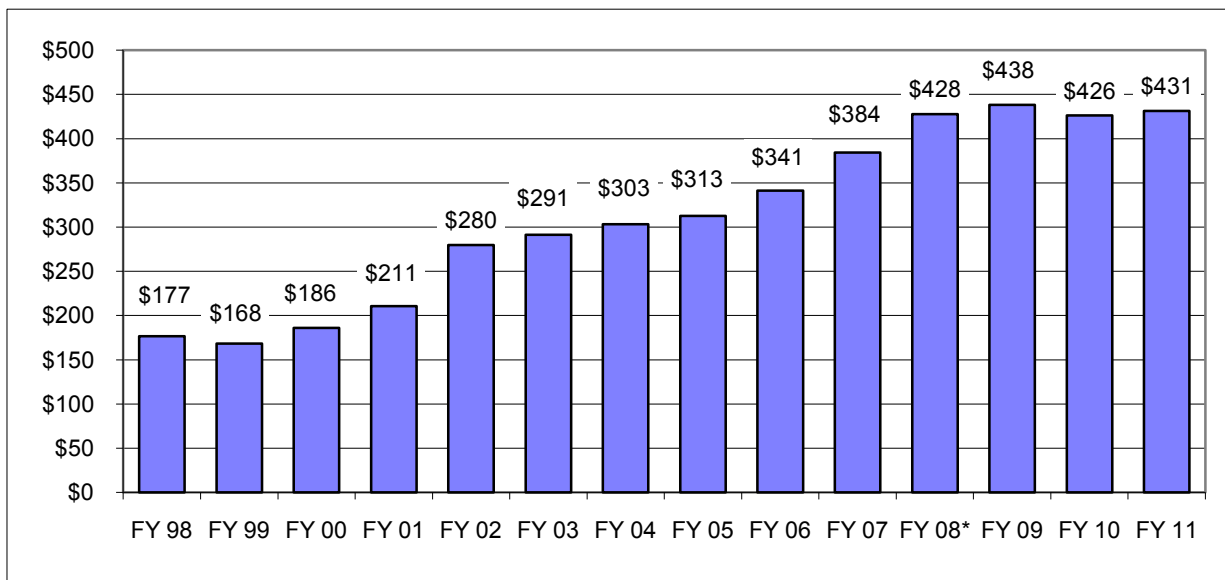
Public Safety Expenditures

Expenditures increased in FY 11 by 2.9% after having decreased 0.4% in FY 10. Per capita public safety expenditures increased in FY 11 by 1.2% after having decreased by 1.4% in FY 10. The following departmental expenditures for public safety will increase in FY 11: Sheriff's Office by 4.6%, Community Corrections by 2.3% and Fire, Rescue and Emergency Management by 1.1%.

**Public Safety Expenditures
FY 1998 - FY 2011**



**Public Safety Expenditures per Capita
FY 1998 - FY 2011**



*The FY 08 budget includes the Fire and Emergency Medical Services Tax District which is supported by a levy on real property located within Loudoun County. The Board of Supervisors eliminated the Fire and Emergency Medical Services Tax District during the FY 09 budget process and included it in the General Fund where it had been previously.

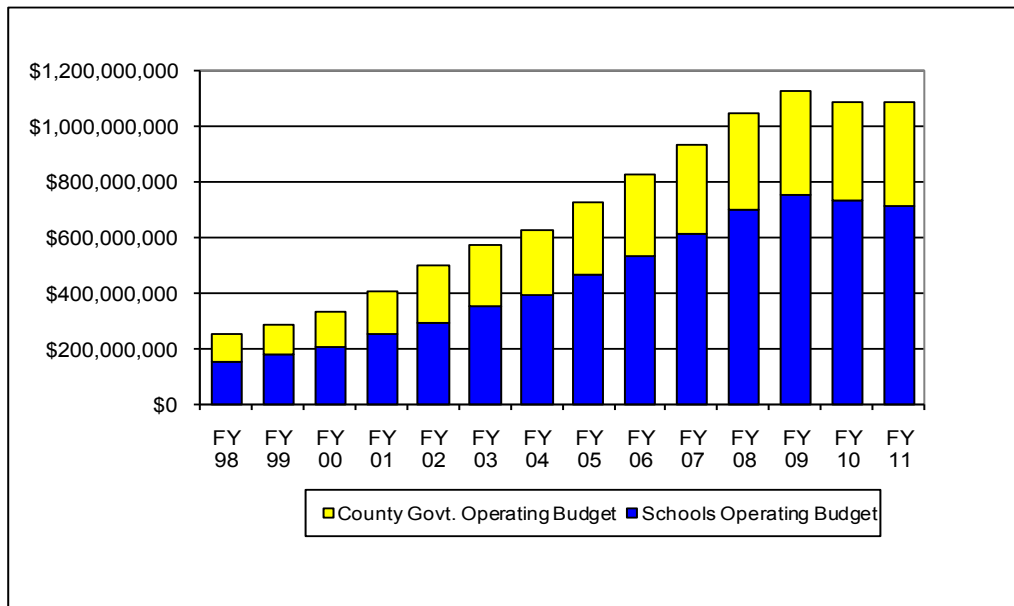


County Government and Schools Operating Budgets

The county government's operating budget for FY 11 increased by 6.2%, while the school system's operating budget decreased by 2.78%. During the past several years, the county government's operating budget increased at a slower pace than the operating budget for the school system. For the period from FY 94 through FY 09, the county government's operating budget increased at an average annual rate of 11.2%, while the school system's operating budget increased at an average annual rate of 14.17%. The county's high growth rate in the school age population has been a factor in the school system's increased expenditures.

<u>Fiscal Year</u>	<u>County Government</u>	<u>School Operating Fund</u>	<u>Total</u>
1995	\$78,929,732	\$104,292,265	\$183,221,997
1996	86,525,351	116,289,089	202,814,440
1997	95,195,643	135,414,312	230,609,955
1998	103,691,724	152,788,376	256,480,100
1999	109,724,319	179,357,161	289,081,480
2000	125,067,865	209,141,515	334,209,380
2001	159,324,936	251,584,478	410,909,414
2002	207,566,825	297,093,646	499,557,277
2003	217,333,229	355,764,893	567,907,402
2004	231,440,757	395,611,766	620,321,913
2005	252,192,778	469,011,715	721,204,493
2006	281,988,480	537,542,494	819,530,974
2007	311,462,073	613,856,662	925,318,735
2008	351,761,297	700,564,208	1,052,325,505
2009	371,663,510	755,600,922	1,127,264,432
2010	347,469,536	738,998,960	1,086,468,496
2011	369,029,698	718,489,662	1,087,519,360

Adopted County Government and School Operating Budgets: FY 1998 - FY 2011



Note 1: The general government budgeted expenditures for FY 01 include a transfer to the Self Insurance Fund.

Note 2: The general government budgeted expenditures for FY 02 – FY 08 include transfers to the Self Insurance Fund, Public Safety Communications Fund, the Federal Foster Care Reimbursement Fund, the Fire/Emergency Medical Services Tax District, the Rental Assistance Fund and the Office of Capital Construction.



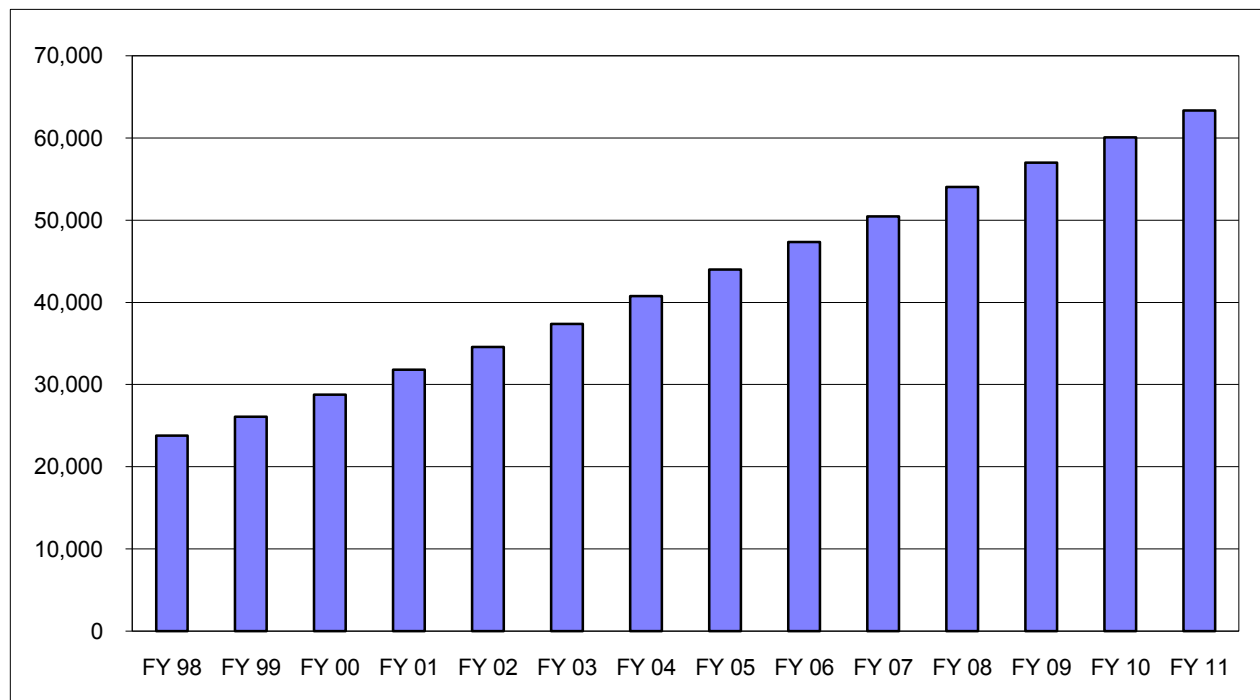
Loudoun County School System Enrollment

Public school enrollment has been increasing rapidly. School enrollment is projected to increase 4% in FY 10, having already increased 5% in FY 09. Projected school enrollment growth exceeds the County's 2010 projected population growth rate of 2%.

Public School Enrollment FY 1996 – FY 2010

1996	19,967
1997	21,733
1998	23,782
1999	26,091
2000	28,787
2001	31,804
2002	34,589
2003	37,532
2004	40,751
2005	44,014
2006	47,361
2007	50,478
2008	54,047
2009	57,009
2010	60,096
2011 ¹	63,353

Public School Enrollment FY 1998 - FY 2011



¹Projection

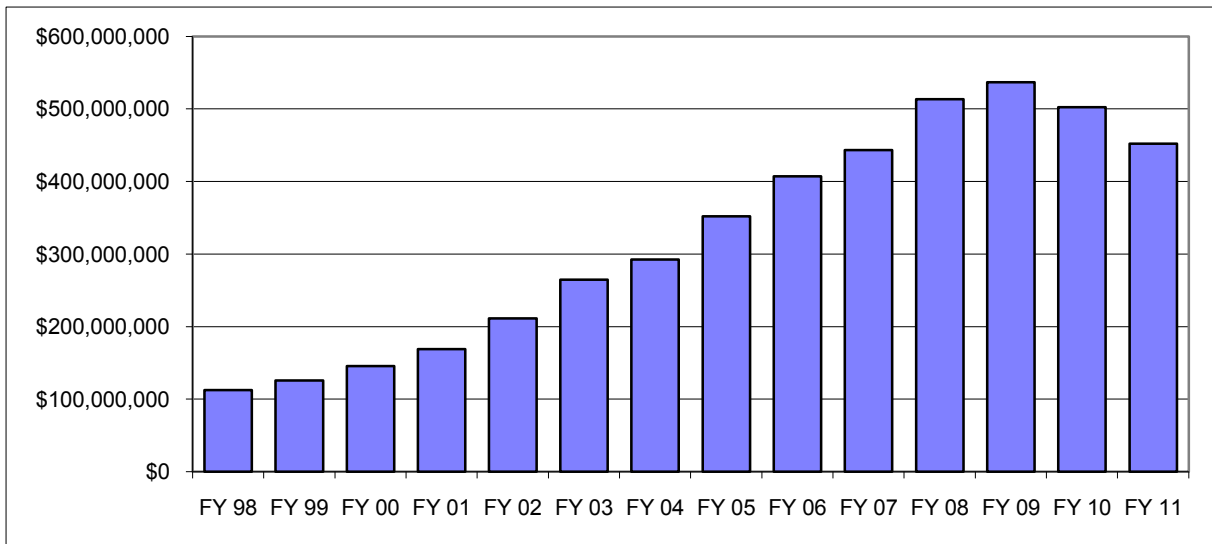
Source: School Board Adopted Capital Improvements Program



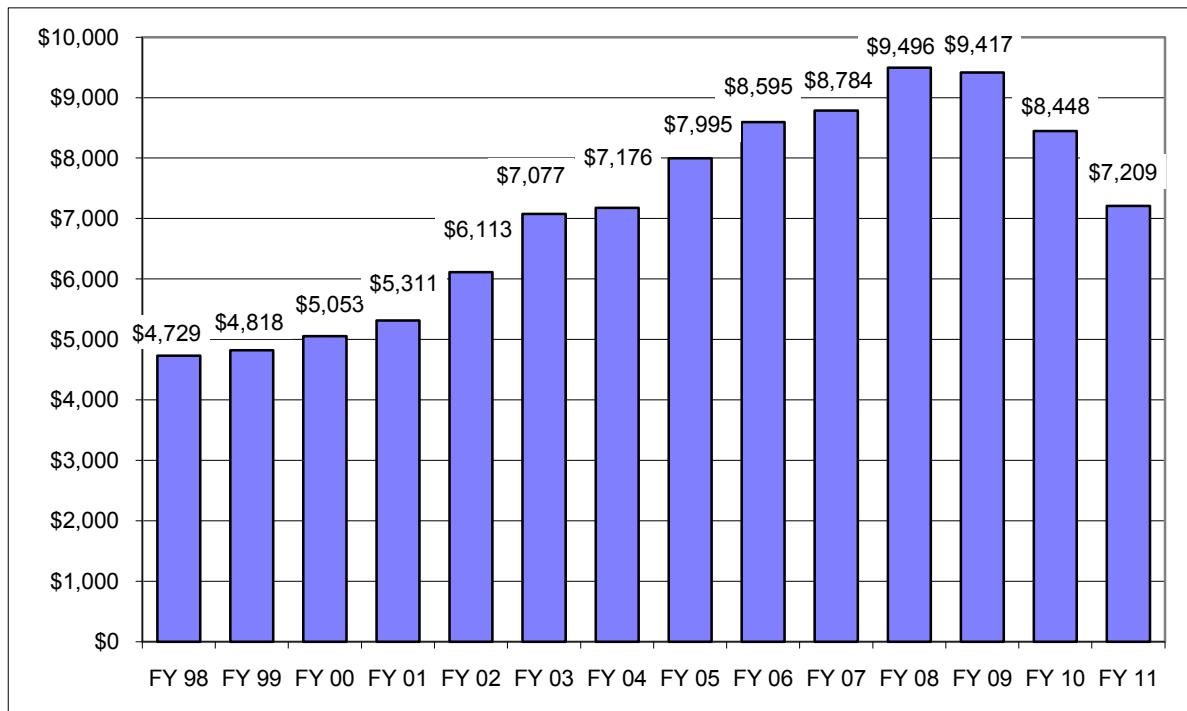
General Fund Transfer to Schools – Total & Per Pupil

As public school enrollment has grown, general fund transfers to the school system have increased, with significant annual increases from FY 95 through FY 09. The general fund transfer to the school system decreased 10% for the FY 11 budget, the second decrease since FY 93. School age enrollment has increased 118% since FY 2000. The general fund transfer per pupil declined in FY 10 by 10.3% and by 14.7% to \$7,209 in FY 11.

**General Fund Transfer to School System
FY 1998 - FY 2011**



**Per Pupil General Fund Transfer to School System
FY 1998 - FY 2011**

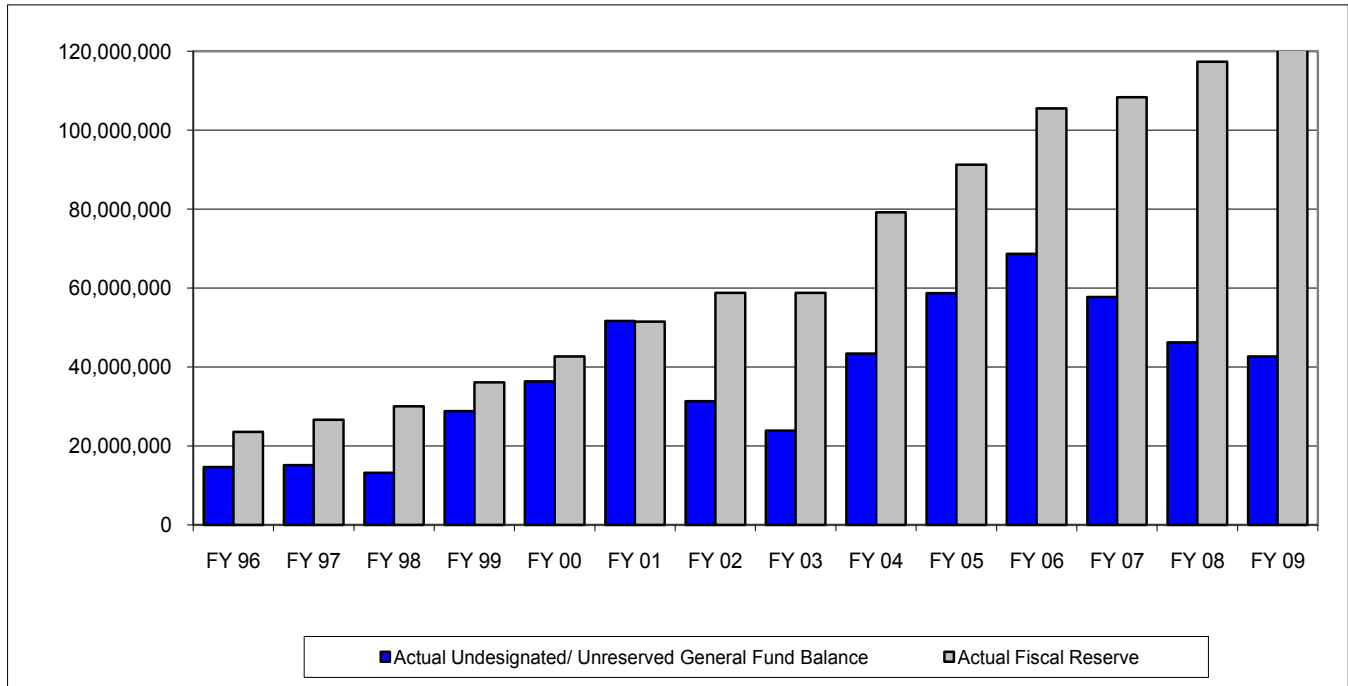




Actual Unrestricted/Undesignated General Fund Balance

Unrestricted/undesignated general fund balance is the amount in the general fund which is not reserved or designated for a specific purpose. The fiscal reserve has been on a marked increasing trend since FY 98. In FY 94, the Board of Supervisors established the County's fiscal reserve and adopted a policy that the reserve will always be maintained at 10% of total expenditures.

**Actual Fiscal Reserve and Unrestricted/Undesignated General Fund Balance
FY 1996 - FY 2009**



Note 1: Fund balances are as of the end of each fiscal year.

Source: Comprehensive Annual Financial Reports.



DEBT & DEBT SERVICE



Loudoun County Government FY 2011 Adopted Fiscal Plan

Pursuant to the Constitution of the Commonwealth of Virginia and the Public Finance Act, a county in Virginia is authorized to issue general obligation bonds secured by a pledge of its full faith and credit. The governing body of the County is authorized and required to levy on all taxable property within the County such *ad valorem* taxes as may be necessary for the payment of principal and interest on such bonds. The issuance of general obligation bonds must have been approved by public referendum, unless such bonds are issued to certain State authorities. In the Commonwealth of Virginia, there is no statutory limitation on the amount of debt the County may incur; however, the County is restricted by its own guidelines to borrowing no more than 3.0% of its assessed value of taxable real and personal property (see *Fiscal Policy* section in the Executive Summary in Volume 1 of this budget document).

Debt service constitutes an expense to the County for principal and interest payments on financing mechanisms which include general obligation bonds, revenue bonds issued through the Virginia Resource Authority, lease-purchase arrangements and lease revenue bonds. Debt service expenditures result from the total debt being used by the County for both School and General Government capital projects in the Capital Projects Fund, School Fund, and/or Capital Asset Replacement Fund. These expenditures are typically offset by interest earnings, proceeds from lease-purchase financing transferred from the School Fund or General Fund, and/or use of various fund balances.

The Board, through its fiscal policies and principles, establishes guidelines for a number of debt ratios in an effort to maintain fiscal restraint and control. The Board adopted its updated Fiscal Policy on May 6, 2008. As part of its review, the County refined its debt ratio guidelines, increasing the Debt per Capita Income guideline from 7.5% to 8.0% to reflect the changing economic environment. Also, following the lead of similarly highly-rated municipalities, the Board removed the \$2,500 Debt per Capita ratio from the County's watch list, as its significance is negligible. The County's recently adopted debt ratios and respective guidelines are provided below. More information regarding County debt may be found in the *Debt Service Fund* section of Volume 2 of this budget document.

Loudoun County Debt Ratio Guidelines

(Adopted May 6, 2008)

- Net debt as a percentage of estimated market value of taxable property should not exceed 3.0%.
- Net debt per capita as a percentage of income per capita should not exceed 8.0%.
- Debt service expenditures as a percentage of governmental fund expenditures should not exceed 10%.

Debt Service

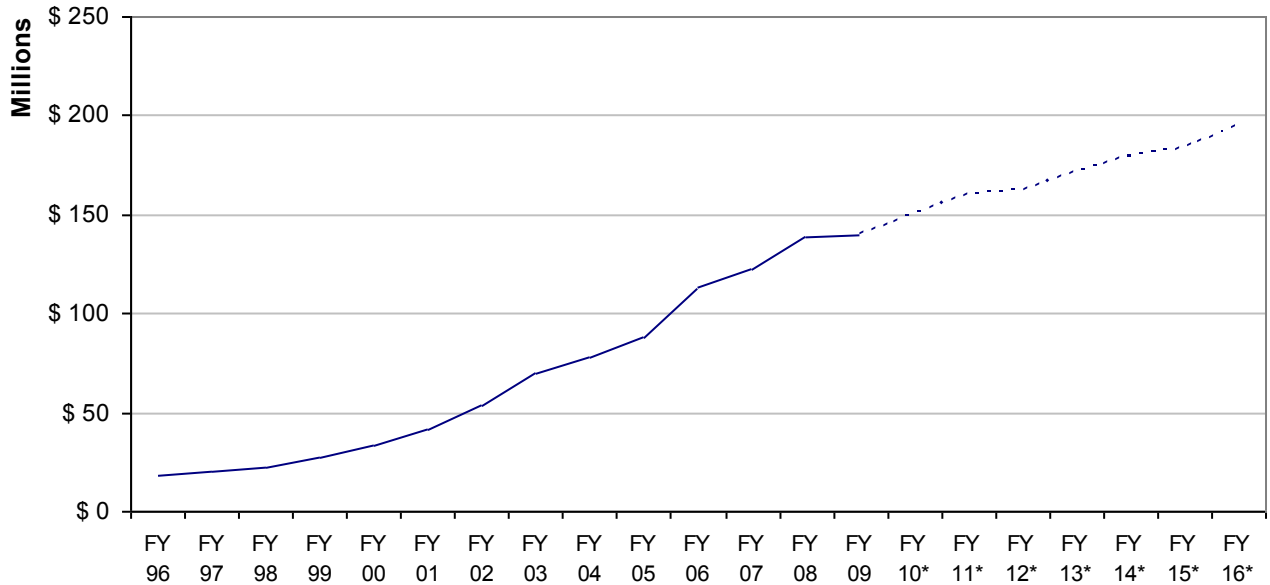
The County's debt service has been on a significant increasing trend due primarily to the County's financing of public school building construction, and has been much higher than the population growth rate. While FY 11 debt service is a slight reduction over projected FY 10 debt service due to (1) planned delays in bond issuances, (2) favorable rates realized for FY 10 issuances because of its AAA status and (3) returns achieved through FY 10 refunding. Estimated FY 11 debt service will climb approximately 7% from adopted FY 10 budget levels, but in the FY 12 – FY 16 period, debt service increases slow to an annual average of 3.49%.

Debt service expenditures for school projects are projected to decrease by an annual average of .03% in the FY 11 - FY 16 period, although it increases to the peak level of approximately \$121 million in FY 16 (an increase of 2.02% over FY 15). Debt expenditures for General Government including transportation projects increase by an annual average of 13.68% in the FY 11 – FY 16 period, with the largest annual expenditure occurring in FY16 at approximately \$73 million in FY 16. The following charts provide both a retrospective and a prospective view of the County's debt service expenditures as a result of financing approved by the Board of Supervisors.

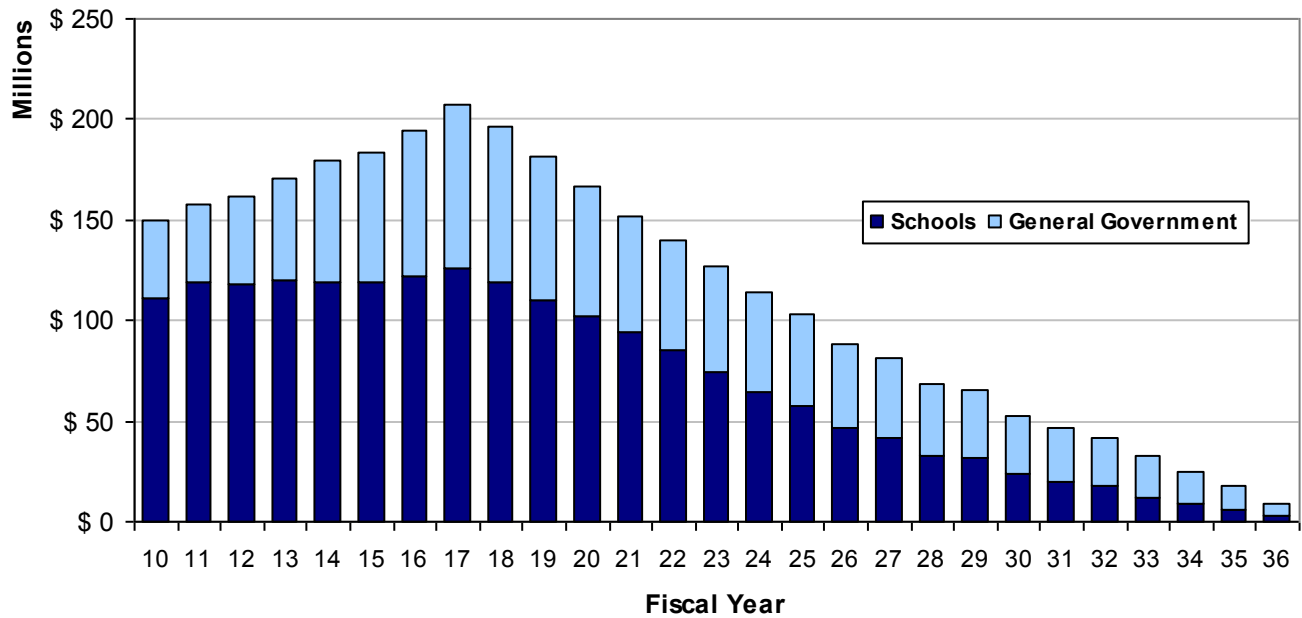


Loudoun County Government
FY 2011 Adopted Fiscal Plan

Debt Service¹ – Adopted Budget
FY 1996 - FY 2016



Total Debt Service Forecast¹
FY 2010 – FY 2036



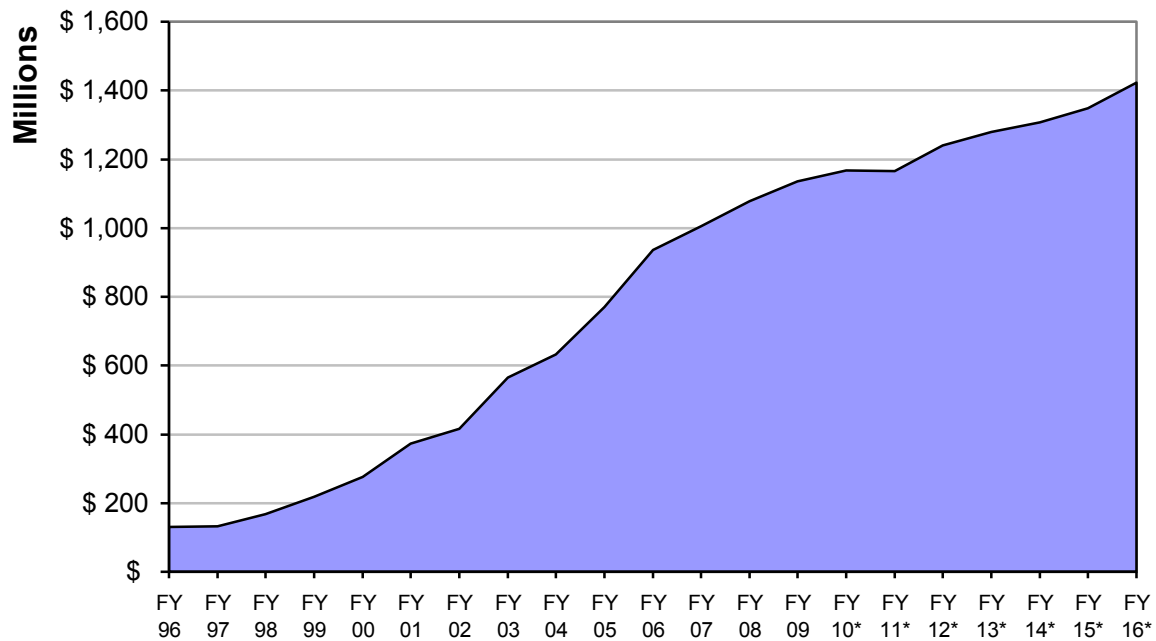
¹, * Estimated. Source: *Debt Service Fund* Section.



Net Debt Outstanding

The County continues to take on more debt to finance infrastructure improvements and construct new schools in response to capital resource demands created by the County's growing population. While the budgeted amount of FY 11 outstanding debt is slightly less than the estimated FY 10 amount, the County's outstanding debt is projected to increase steadily through FY 16 as the County finances school construction (as a result of increasing student enrollment), and the County's contribution to the Dulles Metrorail capital project.

**Total Net Bonded Debt¹ – Adopted Budget
FY 1996 - FY 2016**



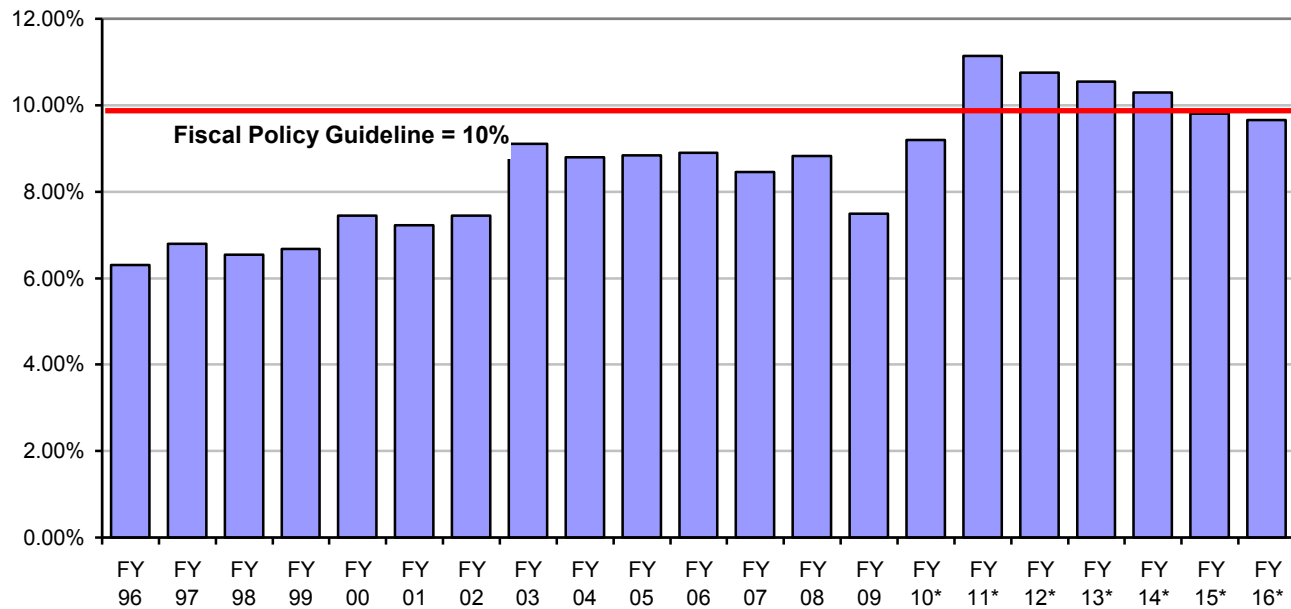
¹ Estimated. Source: *Debt Financing - Impact on Future Debt Ratios Table*, County Comprehensive Annual Financial Report.



Debt Service as a Percentage of Expenditures

From FY 96 through FY 08, the ratio of debt service to total expenditures remained well under the County's 10% guideline, as total expenditures increased in concert with debt service. However, as the County continues to economize in the face of difficult economic conditions, total governmental expenditures are projected to increase at a lower rate than in prior years. As a result, fixed expenses such as debt service on previously issued bonds will increase as a percentage of those expenditures. This trend, along with the County's need to add more debt to finance critical school construction and other critical capital projects, results in a forecast of debt service as a percentage of expenditures that is projected to breach the Board's Fiscal Policy debt guideline of 10% starting in FY 11, but then decrease each year until it is below 10% in FY 15 and FY 16.

Debt Service Expenditures as a Percentage of Total Expenditures¹
Adopted Budget
FY 1996 - FY 2016



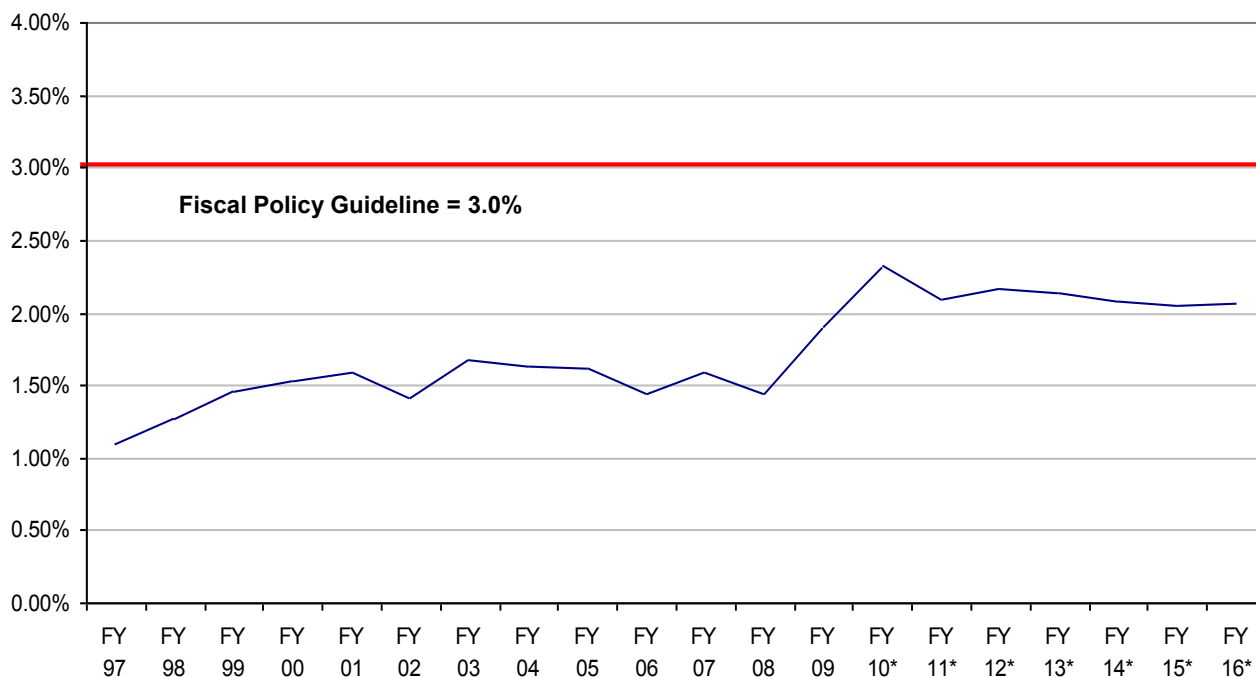
¹. * Estimated. Sources: *Debt Service Fund* Section, County Comprehensive Annual Financial Report.



Net Debt as a Percentage of Assessed Value

The ratio of outstanding net debt to assessed value of all property in the County rose sharply in the 1990s, and is forecast to rise again starting in FY 09, as assessed values continue their steep decline reflecting the slump in the nation's housing market. Even so, the ratio is forecast to remain below the 3.0% guideline through FY 16.

Total Net Debt as a Percentage of Total Assessed Value¹ – Adopted Budget FY 1996 - FY 2014



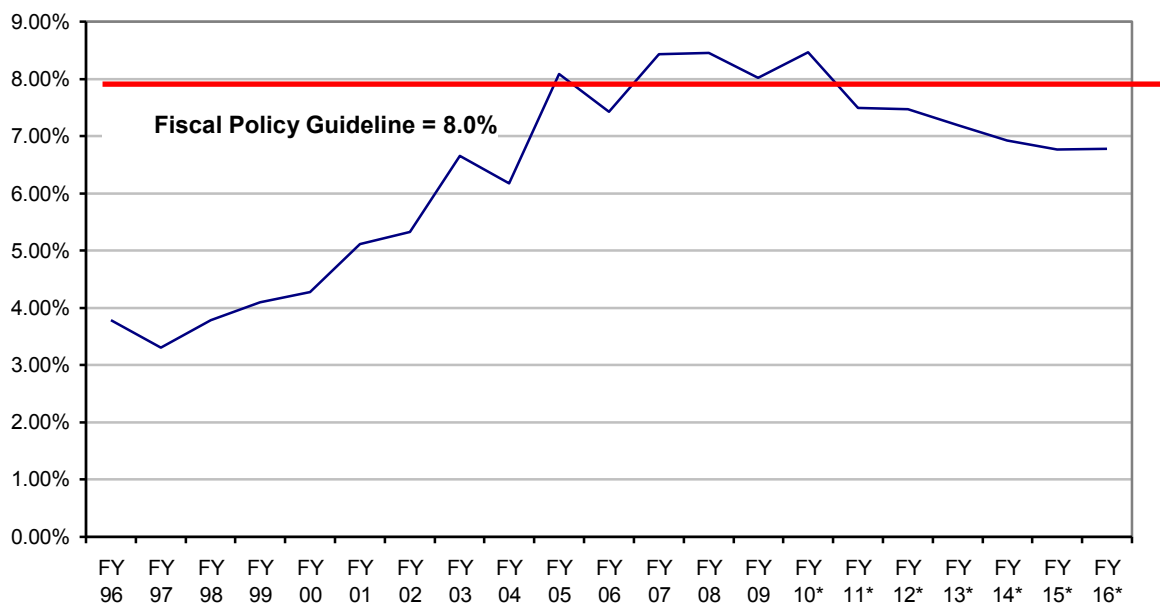
¹, * Estimated. Sources: *Debt Service Fund* Section, County Comprehensive Annual Financial Report.



Net Debt Per Capita as a Percentage of Per Capita Income

The ratio of debt per capita to per capita income continues to breach the 8.0% guideline over the FY 10-16 capital planning period. The ratio is projected to continue to exceed the fiscal policy guideline, as the County assumes additional debt to finance infrastructure improvements and construct new schools in response to capital resource demands created by the County's growing population.

Net Debt Per Capita as a Percentage of Per Capita Income¹
FY 1996 – FY 2014



¹, * Estimated. Sources: *Debt Service Fund* Section, County Comprehensive Annual Financial Report



**Loudoun County Government
FY 2011 Adopted Fiscal Plan**

Major Employers in Loudoun County

The following is a listing of the largest employers in the County as of the second quarter 2009¹.

Employers in Loudoun County with 500 or more employees:

Loudoun County Public Schools
America Online/Time Warner
Inova Loudoun Hospital
Loudoun County
MC Dean, Inc.
Orbital Sciences Corporation
U.S. Postal Service
United Air Lines, Inc.
Verizon Business
Wal Mart Associates, Inc.
Air Serv Corporation
Costco Wholesale
Federal Aviation Administration
Dobbs International Services
Giant Food Stores
Harris Teeter, Inc.
Homeland Security
Benchmark Conference Resorts (Lansdowne Resort)
Loudoun Medical Group
McDonald's Restaurant of Virginia
Metropolitan Washington Airports Authority
NeuStar, Inc.
NEW Customer Service Companies, Inc.
Northern Virginia Community College
Swissport USA, Inc.
Target Corporation
Home Depot USA, Inc.
Toll Brothers, Inc.
Town of Leesburg
U.S. Transportation Security Administration
U.S. Airways Express
Verisign Inc.
Wegman's Food Markets

¹ Source: *Virginia Employment Commission*. Compiled by Loudoun County Department of Economic Development.



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**Loudoun County Government
FY 2011 Adopted Fiscal Plan**

GLOSSARY OF TERMS

501(c)3	Exempt tax status afforded to nonprofit organizations meeting certain criteria.
Accrual Basis of Accounting	A method of accounting that recognizes the financial effect of transactions, events and interfund activities when they occur, regardless of the timing of related cash flows.
Actuals	Revenues and expenditures that occur in a prior fiscal year. Actuals differ from budgeted figures in that they represent the real disbursements and/or collections that take place subsequent to budget adoption.
Adjusted Gross Income	Adjusted Gross Income is the key before-tax definition of income used by the IRS to compute individual income tax liabilities and is defined as: "all income that is received in the form of money, property, and services and that is not explicitly exempt by law."
Adopted Fiscal Plan	A plan of financial operations approved by the Board of Supervisors highlighting major changes made to the County Administrator's Proposed Fiscal Plan. The Adopted Fiscal Plan reflects approved tax rates and estimates of revenues, expenditures, transfers and departmental goals, objectives, and performance/workload indicators. This document is commonly referred to as the Adopted Budget.
Annual Budget	An itemized listing of the amount of all estimated support and revenue which an organization anticipates receiving, along with a listing of all estimated costs and expenses that will be incurred in the operation of the organization over one fiscal year.
Appropriation	A legal authorization granted by the Board of Supervisors to a specified organization, such as a unit of the county government or an affiliated regional organization, to make expenditures and to incur obligations for specific purposes. An appropriation is limited in dollar amount and as to when it may be spent, usually expiring at the end of the fiscal year.
Appropriation Resolution	A legally binding document prepared by the Department of Management and Financial Services which delineates by fund and department all expenditures and revenues adopted by the Board of Supervisors which are reflected in the Adopted Fiscal Plan.
Assess	To place a value on property for tax purposes.
Assessed Valuation	The appraised value of property for purposes of property taxation. The assigned valuation covers real and personal property at 100% valuation.
Assessment	A charge of money collected by the government from people or businesses for public use.
Asset	Owned resources, possibly held by Loudoun County, which have a monetary value.
Audit	A formal examination of an organization's or individual's accounts or financial situation.
Balanced Budget	A financial plan in which total expenditures equal total revenue and/or fund balance.
Base Budget	The cost of continuing existing levels of service in the upcoming budget year.
Benchmark	A factor or standard used to assess the effectiveness of a service or program in comparison with other organizations or jurisdictions.



GLOSSARY OF TERMS

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. County debt, to which the full faith and credit of the County is pledged, is approved by voter referendum. The State Constitution mandates taxes on real property sufficient to pay the principal and interest of such bonds. The majority of bonds issued for County and School construction projects are known as general obligation bonds.
Bond Rating	The rating of bonds as a statement of a locality's economic, financial, and managerial condition. The bond rating represents the business community's assessment of the investment quality of a local government.
BPOL	Business, Professional, and Occupational License (BPOL) refers to the license tax that is levied upon the privilege of doing business or engaging in a profession, trade, or occupation in the County.
Budget	A specific plan which identifies a plan of operations for the fiscal year, states the expenditures required to meet that plan of operations, and identifies the revenue necessary to finance the plan. The annual County budget is established by the Board of Supervisors' Appropriation Resolution.
Budget Calendar	Schedule of key dates which a government follows in the preparation and adoption of the budget.
Capital Asset Replacement Fund	A fund established to ensure a consistent means of financing and planning for Countywide major maintenance efforts. This fund provides a mechanism for the replacement and rehabilitation of major components of the School and County physical plant including structural, mechanical, electrical, plumbing and site-related efforts.
Capital Expenditures	Expenditures on all fixed assets with a value greater than \$5,000 and an expected life of 3 years or more.
Capital Facilities	Fixed assets, primarily buildings, acquired or constructed by the County.
Capital Improvement Program	The County's plan for future capital project expenditures. The six-year plan covers public facilities, resulting in the construction or acquisition of fixed assets, primarily buildings, but also including parks, land, landfills, etc.
Capital Outlay	Expenditures for items of a substantial nature that are expected to have a useful life of more than one year. Examples include personal computers, vehicles, radios and furniture.
Carryover Funds	Unexpended funds from the previous fiscal year which may be used to make payments in the current fiscal year. This is also referred to as the beginning fund balance.
CDBG	Community Development Block Grant; a Federal grant program administered by the U.S. Department of Housing and Urban Development.
Code of Virginia	The titles, chapters, articles and sections of this Code contain the laws of the State.
Codified Ordinance	Regulation related to a specific code, such as the Code of the Commonwealth of Virginia.
Comprehensive Services Act for At-Risk Youth (CSA)	This is a joint project of the Departments of Family Services; Mental Health, Mental Retardation and Substance Abuse Services; Management and Financial Services; Juvenile Courts; the School System and community service providers and private citizens. CSA is funded jointly by the State and the County. The project goal is to maintain, strengthen and reunify at-risk youth and their families.



GLOSSARY OF TERMS

Constituent	A resident in an electoral district.
Constitutional Officers	Officers or agencies directed by elected officials (Clerk of the Circuit Court, Commissioner of the Revenue, Commonwealth's Attorney, Sheriff, and Treasurer) whose positions are established by the Constitution of the Commonwealth of Virginia or its statutes.
Contractual Services	Services rendered to a government by private firms, individuals, or other governmental agencies.
County Seat	An administrative center of a community. Leesburg is the County Seat of Loudoun County.
County Zoning Map	The unincorporated areas of Loudoun County are divided into districts indicated on the Zoning Map. It is the final authority as to the current zoning status of land and water areas, buildings, and other structures in the County.
County Zoning Ordinance	This zoning ordinance was adopted by the County in conformance with the provisions of Title 15.1, Chapter 11, Article 8, of the Code of the Commonwealth of Virginia. Its purpose is to promote the health, safety, and general welfare of the public. The zoning ordinance is a means of controlling land use. For example, zoning ordinances can help to prevent traffic congestion, protect historic areas, and control population density.
Debt	An obligation resulting from the borrowing of money.
Debt Service	Funding as defined by the State Auditor of Public Accounts that finances and accounts for the payment of principal and interest on bonds.
Department	Basic organizational unit of government which is functionally unique in its service delivery responsibilities.
Depreciation	Expiration in the service life of capital assets attributable to wear and tear, deterioration, action of the physical elements, inadequacy or obsolescence.
Division	Major organizational subunits.
Encumbrance	A reservation of funds for an anticipated expenditure prior to actual payment of an item. Funds are usually reserved or encumbered once a contract obligation has been signed, but prior to the actual disbursement of the cash payment.
Enhancement	"Enhancement" is a general term used for new initiatives that may consist of: (1) expansions or improvements to an existing program, (2) establishment of a new program, (3) a proposal to fund from local dollars a program which has previously been supported by non-local sources of revenue, or (4) an increase in revenue due to a new fee or an increase in fee rates.
Enterprise Funds	Funds used to account for operations (a) that are financed through dedicated user fees, or (b) where the Board of Supervisors has decided to appropriate funding for specific operations using a periodic determination of revenues earned, expenses incurred, and/or net income.
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.



**Loudoun County Government
FY 2011 Adopted Fiscal Plan**

GLOSSARY OF TERMS

Expenditures	Decreases in net financial resources not properly classified as other financing uses.
Facilities Standards Manual	A document by the Board of Supervisors which sets out specific regulations and design standards for such facilities as water/sewer service, roads and streets, soils review, etc.
Fiduciary Fund	Funding used to account for assets held by the County in a trustee capacity or as an agent for individuals, private organizations, other governments, and/or funds.
Fire/Emergency Services Tax District	A special revenue fund established by the Board of Supervisors in 2007 to provide a dedicated funding mechanism for career and volunteer fire and rescue operations in Loudoun County. The Fire/EMS District is primarily funded by a separate tax rate on real property.
Fiscal Impact Model	A 20-year model developed to help the County plan for future population growth. The fiscal impact model determines the financial impact of growth on the County Government, quantifying the need for services and projecting the related expenditures for providing these services.
Fiscal Policy	A statement of the guidelines and goals that will influence and guide financial management practices.
Fiscal Trends	The statistical section of the document that provides a broad range of trend data covering key financial indicators with historical and current data. The fiscal trends section also contains demographic and miscellaneous data useful in assessing the County's government's financial condition.
Fiscal Year	This is the period of time measurement used by the County for budgeting and accounting purposes. The fiscal year consists of the twelve months beginning on July 1st and ending June 30th.
FTE	Full-Time Equivalent, considering all full-time and part-time staff positions. One FTE consists of 1,950 work hours per year.
Fund	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 on specific activities or attaining certain objectives in accordance with special regulations, restrictions or limitations.
Fund Balance	The amount of money or other resources remaining unspent or unencumbered in a fund at a specific point in time. This term usually refers to funding available at the end of the fiscal year.
Fund Type	A group of funds that have similar activities, objectives or funding sources as defined by the State Auditor of Public Accounts.
GAAP	An acronym for Generally Accepted Accounting Principles, this term refers to uniform minimum standards for financial accounting and recording.
General Fund	The primary location of all financial activity associated with the ordinary operations of County Government. Most taxes are accrued into this fund and transfers are made to the School, Debt Service, and Capital Projects funds as appropriate.
General Obligation Bond Financing	G.O. bonds are approved by voter referendum and carry the full faith and credit of Loudoun County.



GLOSSARY OF TERMS

General Plan	An official public document, which is the product of citizen participation, the Planning Commission, the Board of Supervisors, County staff and consultants. The General Plan is a long-range guide for growth, land use and development decisions in the County and provides a framework for consistent future decision-making.
GIS	The Geographic Information System (GIS) is a computer system used to assemble, store, manipulate, and display information about land in the County. GIS is a multi departmental resource integrated with several of the County's other computer systems. It is used in part to manage and analyze land information and produce maps in support of the assessment process, in the management of zoning and health information, in the planning process, for addressing County residences, and in landfill management.
Goals	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 toward specific actions (e.g., "minimize unemployment among disadvantaged youth").
Grant	A contribution by one organization to another. The contribution is usually made to aid in the support of a specified function, such as health care, housing, crime prevention, etc.
Intergovernmental Revenue	Revenue from other governments, such as the State and Federal government, in the form of grants, entitlements, shared revenue, or payments in lieu of taxes.
Intergenerational Equity	This is one of the concepts that underlie the issuance of long-term debt for capital projects. If a facility has an expected useful life of 20-40 years, there is a rationale for linking the payment for the facility to the beneficiaries of the facility. In other words, future users of the facility will also pay their share of the construction cost of the facility through debt service payments.
Landfill Fee Waiver	The forgoing of the tipping fee charged for use of the County's landfill. Organizations which are granted fee waivers must meet the following criteria: (1) the organizations must apply for the exemption, (2) the organization must be a governmental or nonprofit entity with IRS 501 status, and (3) the organization must provide a service for the public good.
Lease Purchase	A method of financing that 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.
Levy	The imposition of taxes for the support of government activities.
Liabilities	Obligations incurred in past or current transactions requiring present or future settlement.
Liquidity	Funds consisting, or capable, of ready conversion into cash.
Local Gasoline Tax	This is a 2% tax on gasoline sold in the County. Local gasoline tax collections are directed to a special account maintained by the Northern Virginia Transportation Commission (NVTC).
Local Tax Funding	Represents funds that the Board of Supervisors may allocate from general tax revenues to supplement revenues received by a program.
Long-Term Debt	Debt with a maturity of more than one year after the date of issuance.
Mission Statement	A written description stating the purpose of an organizational unit (department or agency) and its function.



GLOSSARY OF TERMS

Modified Accrual Basis of Accounting	Basis of accounting according to which (a) revenues are recognized in the accounting period in which they become available and measurable and (b) expenditures are recognized in the accounting period in which the fund liability is incurred (if measurable). Under this approach, immature interest on general long-term debt and certain similar accrued obligations are recognized when due.
Non-Revenue Receipt	Assets received by the County which are not in the form of cash, such as Federal food commodities received at the Juvenile Detention Home and donated land from developers in the form of proffers. These are entered in the County records at their fair market value at the time of receipt.
Object Classification	A grouping of expenditures on the basis of goods or services purchased, such as personal services, materials, supplies, equipment, etc.
Objective	A statement of purpose defined more specifically than a goal. Objectives describe specific measurable outputs within a designated timeframe (e.g., "increase the number of children qualifying as Level I swimmers by 20%"). Program objectives are identified for each program description in the budget document.
Obligation	A future expenditure requirement incurred by voluntary agreement or legal action.
Overlapping Debt	The debt issuer's (County's) proportionate share of the debt of other local governmental units such that the issuer (the County) is located either wholly or partly within the geographic limits of the other units. The debt is generally apportioned based upon relative assessed value. For example, debt issued by a regional organization with which the County is affiliated would be overlapping debt of the County.
Overmatch	The amount of local tax funding over and above the amount required to leverage Federal and State grant revenue.
Parcel Mapping	The process of producing maps of land parcels in the County. These parcels serve as units for assessing taxes.
Pay-As-You-Go	A term used to describe the practice of financing certain capital expenditures using current revenue as opposed to borrowing.
Pay-For-Performance	An assessment system that provides a process for appraising the quality of work performed by County employees and linking potential pay increases with work performance. The Pay for Performance system is designed to establish a link between performance assessment and employee performance of job duties and responsibilities.
Performance Measures	Data collected to assess a program's progress toward achieving established objectives and goals.
Personal Property	A category of property other than real estate, identified for purposes of taxation, including personally owned items, corporate property, and business equipment. Examples include automobiles, motorcycles, trailers, boats, airplanes, business furnishing and manufacturing equipment. Goods held for sale by manufacturers, wholesalers, or retailers (i.e., inventory) are <u>not</u> included.
Policy	A high-level overall plan embracing the general goals and acceptable procedures of the governing body.
Private Contributions/Donations	These donations are usually from private citizens, typically one-time, non-recurring donations of cash or property.



GLOSSARY OF TERMS

Proffer	An offer of cash or property. This usually refers to property, cash or structural improvements, offered by contractors/developers to the County in land development projects. An example is a proffer of land from a developer to the County.
Program	This is a plan or unit under which action may be taken towards meeting an individual or set of goal(s) in the provision of a particular service. Examples of County Government programs include fleet management, field services, outpatient services and the Loudoun Youth Initiative.
Property Tax Rate	The rate of taxes levied against real or personal property expressed as dollars or \$100 of equalized assessed valuation of the property taxed.
Proposed Fiscal Plan	A plan of financial operations submitted by the County Administrator to the Board of Supervisors. This plan reflects estimated revenues, expenditures, transfers, and departmental goals, objectives, and performance/workload indicators. In addition, sections are included to show major budgetary/financial policies and guidelines used in the County's fiscal management. The document is commonly referred to as the proposed budget.
Proprietary Fund Types	Funds that account for County activities which are similar to private sector businesses. These funds measure net income, financial position and changes in financial position.
Prorate Tax System	A system in which taxes are assessed proportionally during the year.
Public Service Property	Property specifically designated for public service use, as determined by the State Corporation Commission. This category includes designated real property, such as land and buildings and other property, such as computers, copiers and cash registers.
Real Property	Real estate, including land and improvements (building, fencing, paving), classified for purposes of tax assessment.
Referendum	The principle or practice of submitting to popular vote a measure passed on or proposed by a legislative body or by popular initiative.
Regional Organization	Organizations to which the County is either a member or contributes as a funding source.
Resolution	A formal expression of opinion will, or intent voted by an official body or assembled group.
Revenue	An increase in assets or financial resources. Revenue types are from local sources, from the Commonwealth of Virginia, the Federal Government, and from Non-Revenue Receipts (other Financing Sources).
Revolving Loan Fund	A fund established by the Board of Supervisors for County Government, School, and Fire and Rescue company capital projects. Loans from the fund must be repaid back into the fund.
Rollback taxes	Amount of the difference between the taxes calculated for a property with and without the exemption for the previous five years.
Short-Term Debt	Debt with a maturity of less than one year after the date of issuance.
Special District	An independent unit of local government organized to perform a single governmental function or a restricted number of related functions. Special districts usually have the power to incur debt and levy taxes; however, certain types of special districts are entirely dependent upon enterprise earnings and cannot impose taxes. Examples of special districts are the Fire/EMS Tax District, the Route 28 Special Improvement District and the Dulles Industrial Park Waster and Sewer District.



GLOSSARY OF TERMS

Special Revenue Funds	A governmental fund type used to account for the proceeds of specific revenue sources (other than for major capital projects) that are legally restricted to expenditure for specified purposes.
State Compensation Board	A State Board that determines the rate of State funding toward the total cost of office operations for Constitutional Officers.
Task Force	A group of individuals organized to discuss and research a particular topic. Task forces are often used as advisory groups on a given topic.
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, 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.



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