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# **LOUDOUN COUNTY BOARD OF SUPERVISORS**

**1 Harrison Street, SE, Fifth Floor  
P.O. Box 7000, MSC #01  
Leesburg, Virginia 20177-7000**

**703-777-0204**

**Citizens Comment/Hotline: 703-777-0115**

**County Home Page: [www.loudoun.gov](http://www.loudoun.gov)**

**E-mail: [bos@loudoun.gov](mailto:bos@loudoun.gov)**



## **Board of Supervisors**

**Scott K. York**  
Chairman (At-Large)

Susan Klimek Buckley, Vice-Chairman  
Kelly Burk  
James G. Burton  
Eugene A. Delgaudio

Sally R. Kurtz  
Andrea McGimsey  
Stevens Miller  
Lori L. Waters

Kirby M. Bowers  
County Administrator

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# LOUDOUN COUNTY

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PO Box 7000, MSC #41  
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703-777-0563  
[www.mgtsvc@loudoun.gov](http://www.mgtsvc@loudoun.gov)



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Benjamin W. Mays, Deputy Chief Financial Officer

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Jo Ellen Kerns, CPA, Sr. Budget Analyst  
Crystal Slade-Graybeal, Sr. Budget Analyst  
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Lyda Kiser, Grants Analyst  
Lori Griffin, Budget Analyst  
Nan Paek, Budget Analyst  
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### **Research Unit:**

Beth Hilkemeyer, AICP, Research Manager  
Jill Allmon, Demographer  
Jack Brown, Economist

### **Administrative Unit:**

Linda Flynn, Administrative Manager  
Terri Smithson, Administrative Assistant

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

- *County Government Departments: County Administration, Capital Construction, General Services, Management & Financial Services, and Planning Services.*
  - *Loudoun County Public Schools*
  - *The GovMax Team, Sarasota, Florida*
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## Distinguished Budget Presentation Award

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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, 2007, the 24<sup>th</sup> consecutive year that the County has received the award. 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**

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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.



# Map of Loudoun County





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## 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.

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## County Profile

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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 one of the fastest growing counties 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.

<b>County Population*</b>	285,674	<b>Land Area (square miles)</b>	517
<b>Adjusted Gross Income****</b>	\$109,120	<b>Unemployment Rate***</b>	2.2%
<b>Median Household Income**</b>	\$99,371	<b>Total Employment*</b>	158,070
<b>Public School Enrollment*</b>	57,317	<b>New Commercial Permits***</b>	4,346,310 sf.
<b>Cost Per Pupil*</b>	\$13,183	<b>New Residential Permits***</b>	2,739 units
<b>County &amp; School Employees*</b>	12,351	<b>Office/Industrial Vacancy Rate***</b>	13.9%

\* Forecast FY 09

\*\*Calendar Year 2006

\*\*\*Calendar Year 2007

\*\*\*\*Calendar Year 2005

### Top 10 Real Property Tax Payers (2008 Value)

	<b>% of Tax Base</b>
Verizon Business (formerly MCI WorldCom)	0.76%
America Online/Time Warner	0.60%
Dulles Town Center Mall, LLC	0.46%
Virginia Electric & Power Company	0.36%
Toll Road Investors Partnership II, LP	0.34%
Smith, Verlin W et al. Trustees	0.28%
Pulte Home Corporation	0.27%
Brambleton Group, LLC	0.27%
Verizon Virginia, Inc.	0.20%
Chelsea GCA Realty Partnership, LP	0.19%

### Top 10 Employers (second quarter 2007)

	<b># of Employees</b>
Loudoun County Public Schools	5,000+
AOL, LLC	1,000-4,999
Loudoun County	1,000-4,999
Homeland Security	1,000-4,999
Loudoun Hospital Center	1,000-4,999
M.C. Dean, Inc.	1,000-4,999
Orbital Sciences Corporation	1,000-4,999
Toll Brothers, Inc.	1,000-4,999
U.S. Postal Service	1,000-4,999
United Airlines, Inc.	1,000-4,999

## Major FY 2009 Indicators

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Function	Indicator
<b>General Government Administration</b>	
County's Bond ratings	
Moody's	Aaa
Standard and Poor's	AAA
Fitch	AAA
Energy cost per square foot of owned space	\$2.72
Major computer availability	99%
<b>Public Safety</b>	
Sheriff's Office	
Average response time for emergency calls	9:00 min.
Average response time for non-emergency calls	11:15 min.
Fire and Rescue Services	
Number of emergency medical incidents reported	17,094
<b>Health and Welfare</b>	
Number of senior meals provided	117,300
Number of age appropriate vaccinations provided	11,210
Number of Loudoun residents in the Medical Reserve Corps	850
<b>Parks, Recreation and Culture</b>	
Annual park visits	743,000
Number of adults participating in adult sport leagues	10,000
Number of children participating in youth sports	60,000
<b>Community &amp; Economic Development</b>	
Number of plans submitted for review	13,800
Square feet of commercial and industrial permits	3,250,000
Number of subdivision applications submitted	400
<b>Education</b>	
LCPS per pupil expenditures	\$13,183



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## Executive Summary

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## **Loudoun County, Virginia**

[www.loudoun.gov](http://www.loudoun.gov)

### **Board of Supervisors**

1 Harrison Street, S.E., MSC #1, 5<sup>th</sup> Floor, P.O. Box 7000, Leesburg, VA 20177-7000  
703/777-0204 Fax: 703/777-0421 Email: [bos@loudoun.gov](mailto:bos@loudoun.gov)

July 1, 2008

To the Citizens of Loudoun County:

As the representative of the Loudoun County Board of Supervisors, I hereby present to you the FY 09 budget for the operation of your County government. The budget sets forth a plan for funding County government operations and the school system.

The public process of developing the budget began in February 2008, when the County Administrator presented the FY 09 Proposed Fiscal Plan to the Board of Supervisors. The Board of Supervisors held a public hearing on February 27 to give members of the public the opportunity to express their budget priorities. After the public hearing, the Board met during March to deliberate on the budget. Throughout the budget review process, the Board received comments from thousands of citizens through the County's e-mail system, the Citizen Comment Line, and from residents who spoke at the public hearing and other public meetings.

In our deliberations, the Board had to make difficult decisions to balance service responsibilities and issues of affordability. In recognition of the uniquely challenging fiscal climate, the Board worked diligently to reduce the impact of real property taxes on Loudoun homeowners and required both the general government and the School Board to develop financial plans that substantially reduced the proposed increase in expenditures. The Board of Supervisors voted on April 1 to approve a real property tax rate of \$1.14 for FY 09. This rate represents an increase of about 6.5% in the residential homeowner's average tax bill. In addition, the Board has begun working on a process to ensure that next year's budget process includes the constraints needed to respond to the anticipated economic environment.

### **Economic and Demographic Environment**

Like the rest of the country, Loudoun County is in the midst of one of the most challenging economic environments in recent memory. Significant national trends with real and immediate local impacts play a significant role in the decisions of Loudoun residents, businesses and the county government, including rising energy and health care costs, an international credit crunch, declining property values and weakening employment growth. These trends have combined to limit the resources available to the County to finance the services that Loudoun residents have come to expect from their government, even though there is a continuing need for public facilities, schools and services to support the County's growing population.



The FY 09 Fiscal Plan was developed with a primary focus on these factors. Sufficient funding was included to allow the general government and school system to respond to core service needs. At the same time, the Board of Supervisors made substantial strides toward reducing the impact of the FY 09 budget on residents' tax bills, by adopting a 2009 real property tax rate that was 7.6¢ below the rate proposed by the County Administrator, and maintaining the prudent fiscal practices that allowed the County to achieve Triple-A status with the three major bond rating agencies in 2005.

## **Fiscal Trends**

### **Debt Load and Capacity**

One of the main factors impacting the development of the FY 09 budget is debt. The County will carry a debt load of about \$1.3 billion in FY 09, mainly attributable to new school construction. Despite committing a significant amount of funding to pay-as-you-go project financing, the County's outstanding debt will increase dramatically over the next several years. By the end of FY 14, the level of outstanding debt could exceed \$1.8 billion.

Loudoun's ambitious Capital Improvement Program will also have a significant impact on operating expenses after these projects are complete and become operational. The FY 09 budget includes additional expenditures for both the County and the School system. With three new schools scheduled for completion in FY 09, the adopted School Board budget included \$37.6 million to open new facilities and accommodate increases in enrollment. The budget for the general county government includes about \$1.7 million in lease, utilities and maintenance costs to maintain new owned and leased facilities added after last year's budget was adopted.

### **Insufficient Funding from State**

Loudoun County continues to receive a diminishing share of funding from the State for many needed services. Aid from the Commonwealth now constitutes less than 8% of all General Fund revenue, down from 10.3% in FY 05. This situation has been a continuing trend and is not likely to improve in the near future.

## **Budget Overview**

The FY 09 budget includes about \$1.58 billion in total appropriations. Of this amount, \$900 million will be supported by local tax funding. Acknowledging the challenging financial environment, the Board of Supervisors significantly curtailed expenditures in the FY 09 fiscal plan. The FY 09 budget eliminated several existing positions, deferred most of the County Administrator's recommended enhancements, reduced local tax funding for several programs, and identified proffer funding to reduce FY 09 debt service payments.



The Board appropriated a \$48.7 million reduction to the School Board's FY 09 operating budget request. However, even with this reduction, the FY 09 School system operating budget still represents a \$55 million, or 8%, increase over FY 08.

The FY 09 budget includes \$1.02 billion for school operating costs, capital projects, asset replacement and debt service; \$539.7 million for county operations, capital projects, asset replacement and debt service; \$10.8 million to implement the Comprehensive Services Act for At-Risk Youth (CSA); and \$10.9 million for special tax districts, including the Rt. 28 Highway Improvement Fund.

About 72 percent of the \$900 million in revenues from local taxes will be used for school system operating expenses and debt service, while about 27 percent will fund county operating expenses and debt service. The remainder will be used to implement the CSA. Of the \$1.14 real property tax rate, 81.5¢ cents will support the school system.

### **Capital Improvements Program**

The Board adopted a Capital Improvement Program (CIP) totaling about \$1.6 billion for FY 09-FY 14. The CIP, which maintains compliance with the Board's limits on new debt issuance, includes plans for building 11 elementary schools, two middle schools, and three high schools, as well as renovations to two schools and a new advanced technology academy.

The county government portion of the CIP, including land purchases for county projects and transportation initiatives, totals \$700 million. Transportation projects, consisting principally of Loudoun's contribution toward the Dulles Metrorail project, total \$266 million. Additional projects include:

- Fire and Rescue stations in Aldie, Kirkpatrick Farm, Leesburg and western Loudoun, and funding for renovations to fire and rescue stations and additional apparatus;
- Expansion of the county courts complex and the Juvenile Detention Center, as well as a western Loudoun Sheriff's substation;
- Transitional and emergency homeless shelters;
- Townhouses, group homes and supported living residences for mental health and mental retardation clients;
- The second phase of the Dulles Multipurpose Center, Gum Spring Library in Dulles South, and renovations to county community centers; and
- Regional park and ride lots and capacity improvements to the county landfill.



**Loudoun County Government  
FY 2009 Adopted Fiscal Plan**

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As in past years, long-term debt is the major source of funding for the CIP, which will require borrowing about \$1.3 billion from FY 09 through FY 14. The Board has also made a significant commitment to pay-as-you-go financing for capital projects, with approximately \$234 million of the CIP provided through local tax funding, proffers, grants and fees.

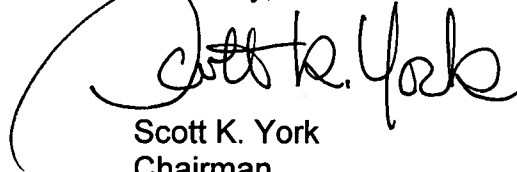
The FY 09 capital budget of \$232 million includes funding for \$86 million in general government projects, \$106 million in projects for the County Schools, and \$40 million for the Dulles Rail project. The capital budget relies on approximately \$19 million in local tax funding and proffers, \$5 million in State lottery aid, \$204 million in bonds and lease purchase financing and \$4 million in gasoline tax and fee revenue.

Debt service for FY 09 totals \$161 million, an increase of \$19.8 million over FY 08. Debt service associated with general county projects totals \$38.6 million, while debt service for school projects totals \$122.4 million.

**Conclusion**

The Board of Supervisors has adopted a budget for FY 09 that recognizes the challenging economic circumstances of many Loudoun residents. While it was not possible to address every service demand, the adopted fiscal plan does provide sufficient funding to address core service needs and maintain pace with increases in school system enrollment. The Board is also committed to providing guidance for next year's budget process to ensure that the general government and school system develop business plans that are compatible with the limited resource environment anticipated for the foreseeable future.

Sincerely,



Scott K. York  
Chairman  
Loudoun County Board of Supervisors



# Loudoun County FY 09 Organization Chart

**Loudoun Residents**

**Board of Supervisors**

*Standing Committees:*

- Economic Development
- Finance/Government Services and Operations
- Public Safety & Human Services
- Transportation & Land Use
- Joint Board & School Board

**Court System**

**School Board**

*Policy Boards:*

- Community Services Board (MH/MR/SAS)
- Library Board of Trustees
- Family Services Board

**County Attorney**

**County Administrator**

**Public  
Safety**

**Community  
Development**

**Finance**

**Community  
Services**

**Internal  
Operations**

- \* Animal Care & Control
- \* Clerk of Circuit Court
- \* Commonwealth Attorney
- \* Community Corrections
- \* Fire, Rescue & Emergency Management
- \* Juvenile Court Service Unit
- \* Sheriff's Office

- \* Building & Development
- \* Economic Development
- \* Health Services
- \* Planning Services
- \* Solid Waste Management
- \* Transportation Services

- \* County Assessor
- \* Clerk of Circuit Court
- \* Commissioner of Revenue
- \* Management & Financial Services
- \* Treasurer

- \* Extension Services
- \* Family Services
- \* Health Services
- \* Library Services
- \* Mental Health, Mental Retardation & Substance Abuse Services
- \* Parks, Recreation and Community Services

- \* Capital Construction
- \* General Services
- \* Information Technology
- \* Management & Financial Services
- \* Mapping & Geographic Information
- \* Public Information



## User's Guide

The *FY 2009 Fiscal Plan* is divided into eight sections to explain the County's planned expenditures and supporting revenues.

### **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.

### **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 explains 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 their operations, revenues and expenditures in detail. The program areas are *General Government Administration, Public Safety and Judicial Administration, Health & Welfare, Parks, Recreation & Culture, Community Development, and Miscellaneous*.

### **Department History**

Provides a brief description of enhancements provided to each department over the past five fiscal years. Enhancements include changes to revenues, expenditures, and employees (FTE's).

### **Capital Improvement Program (CIP)**

Provides detailed information regarding the County's proposed 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, operating impact and the costs of land acquisition, engineering, design and construction.

### **Debt Service**

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**

Provides a description of funds that do not fall into any of the *Fiscal Plan's* major program areas.

### **Fiscal Trends**

Provides charts, graphs and narratives that describe economic and demographic trends occurring within the County.



**Loudoun County Government  
FY 2009 Adopted Fiscal Plan**

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**Fiscal Year 2009 Budget Process**

Loudoun County's Fiscal Year 2009 begins on July 1, 2008, and ends on June 30, 2009. The County initiated its budget process in August 2008 to ensure the *Fiscal Plan* was adopted on time. Between September and November, the Departments submit their budget requests to the Budget Office, which then support the County Administrator in his development of the *FY 2009 Proposed Fiscal Plan*. The Board of Supervisors organized budget worksessions, committee meetings and public hearings to review and revise the *Proposed Fiscal Plan*, which was presented by the County Administrator on February 11, 2008. The Board of Supervisors adopted the County *FY 2009 Adopted Fiscal Plan* on April 1, 2008, following the completion of its review process.

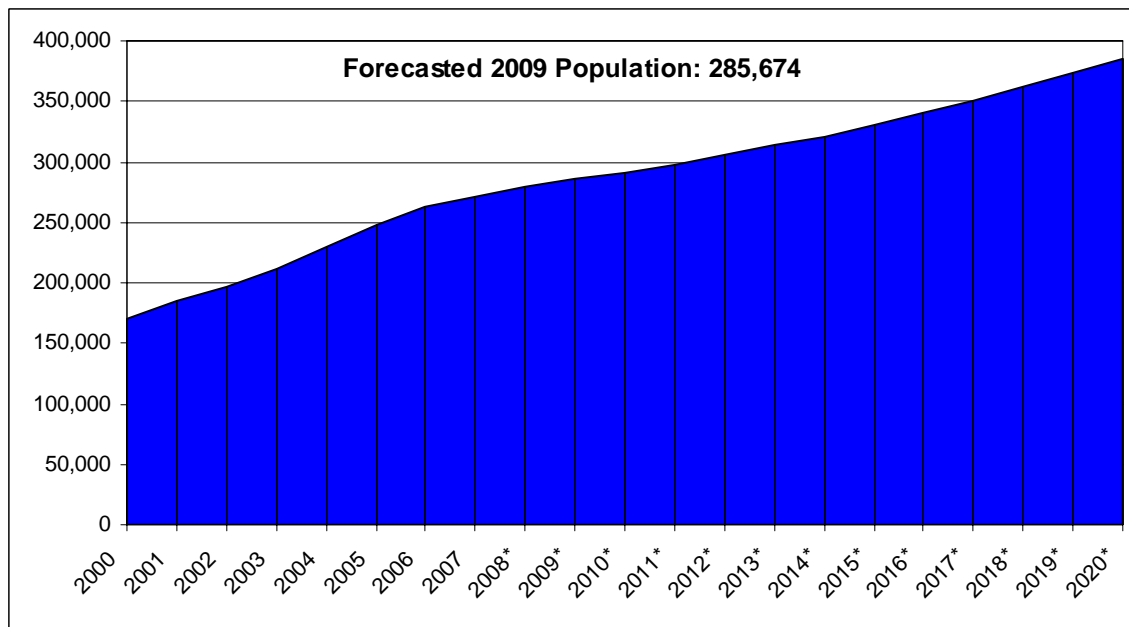
<b>Date</b>	<b>Action</b>	<b>Description</b>
September 10, 2007	Budget Kickoff Meeting	The County Administrator provided departments with instructions for the upcoming budget process. Department heads compiled unmet needs lists and prioritized program enhancements.
October 1, 2007 – November 1, 2007	Department Meetings with the County Administrator	Each department met individually with the County Administrator to review their unmet needs and request enhancements. The County Administrator provided general direction to department heads regarding which initiatives and adjustments to include in their budget requests.
November 9, 2007	CIP Forms, Department Base Budgets & Revenue Projections	Departments were asked to submit their base budget projections to begin compiling the overall fiscal plan. Departments submitted narratives, performance measures & authorized enhancement forms.
November 28, 2007-January 9, 2008	Proposed Fiscal Plan Development	The County Administrator's senior staff and financial management incorporated projected fiscal data to develop the <i>FY 09 Proposed Fiscal Plan</i> . The Budget Office, working with agency staff and County Administration, reviewed the existing budget to identify non-service related reductions.
January 2008	Draft Fiscal Plan Production	Budget staff organized, edited and compiled the final draft of the <i>FY 09 Proposed Fiscal Plan</i> to present to the Board of Supervisors.
February 11, 2008	<i>FY 2009 Proposed Fiscal Plan</i> presented to the Board of Supervisors	The County Administrator officially presented the <i>FY 09 Proposed Fiscal Plan</i> to the Board of Supervisors.
February 27, 2008	Public Hearing	The Board of Supervisors held a hearing to gather public input on the <i>FY 09 Proposed Fiscal Plan</i> .
March 1 – March 26, 2008	Board of Supervisors' Budget Worksessions	The Board held budget worksessions to review the <i>FY 09 Proposed Fiscal Plan</i> and made changes to appropriations, revenue and tax rates.
April 1, 2008	Board of Supervisors adopted tax rates and the FY 2009 Adopted Fiscal Plan	The Board set tax rates for Tax Year 2008 and adopted the FY 09 Appropriations Resolution, creating the <i>FY 09 Adopted Fiscal Plan</i> . Staff completed final edits and sent the budget document to the printer.
July 1, 2008	Beginning of FY 2009	<i>FY 09 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 60% between 2000 and 2007, making it the fifth fastest growing county in the nation and number two among counties with populations over 100,000. The County's forecasted 2009 population is 285,674; a population increase of 68% since 2000. In 2020, the County's population is forecasted to be 384,377, which is an increase of 35% from 2009.

### Population in Loudoun County



\*Forecast

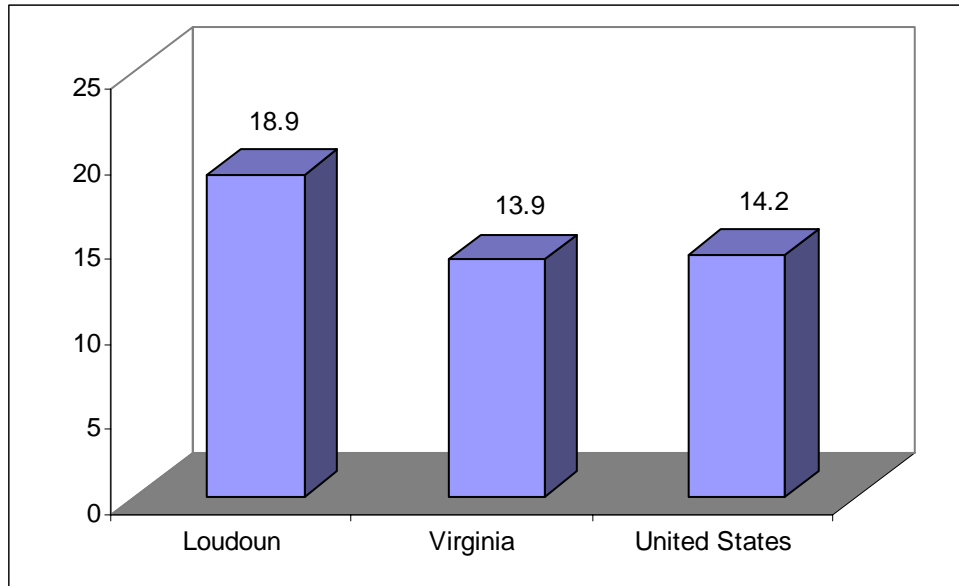
The majority of the County's population growth is due to the in-migration of new residents. The U.S. Census Bureau estimates that about 76% of Loudoun's population growth since 1990 resulted from migration. Recent IRS data show that from 42% to 45% of those migrating into the County from 2002 through 2006 moved here from Fairfax County. 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.

Population growth can also be attributed to the County's high birthrate, which is roughly 36% higher than the Commonwealth of Virginia's and 33% higher than the national rate. This is due to the fact that young families dominate the County's population. In 2006, 37% of the County's residents were between the ages of 25 and 44.



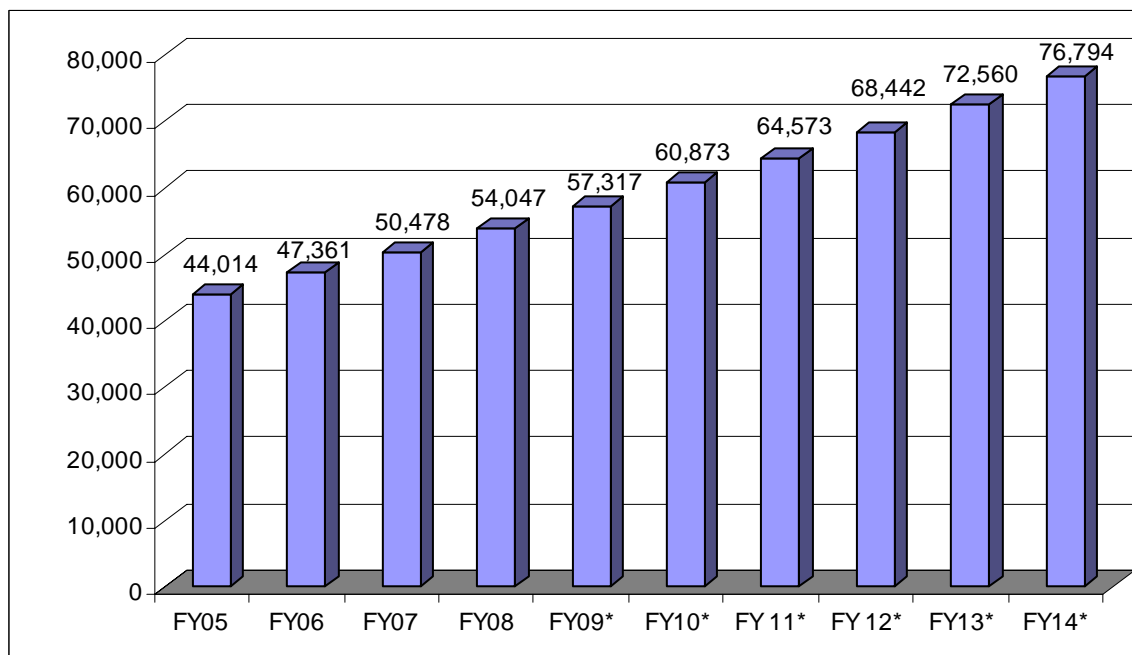
## Demographic Environment

Birthrate Per 1,000 – 2006



The high percentage of young families is responsible for the County's large population of school children. Twenty-one percent of the total population is between 5-19 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 70% since then. Public school enrollment in FY 09 is forecasted to total 57,317.

Public School Enrollment



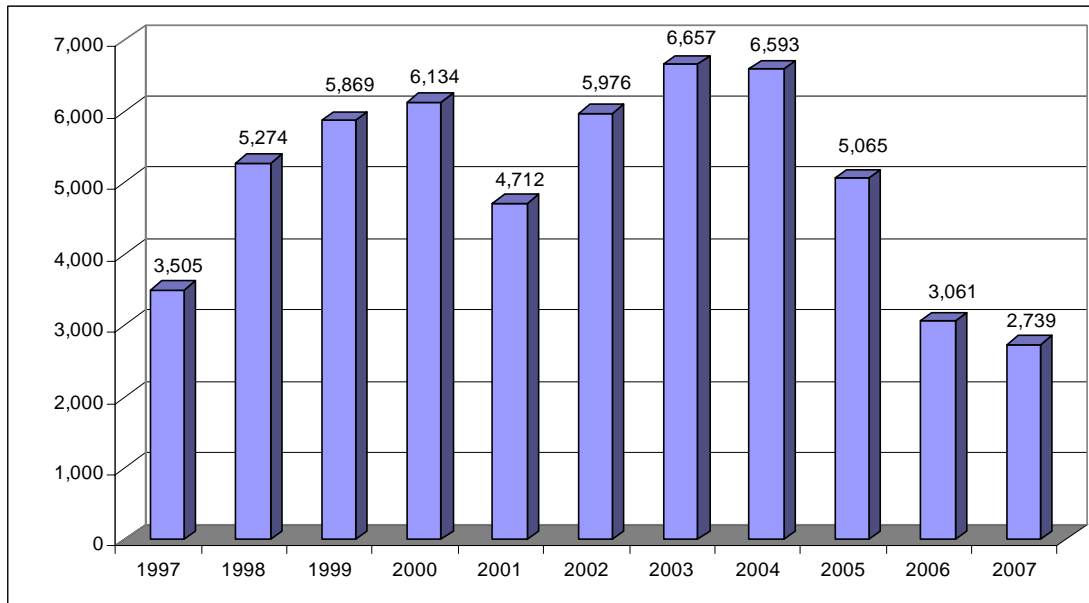
\*Forecast



## Demographic Environment

In 2007, 2,739 building permits for new residential units were issued, a decline from recent years. The Washington, D.C. region, and the nation as a whole, also experienced declines in building permits in 2007. In 2007, 53% of housing units in the County were single-family detached units, 36% were single-family attached units and 11% were multi-family units.

**Residential Building Permits Issued for New Construction**





## Economic Environment

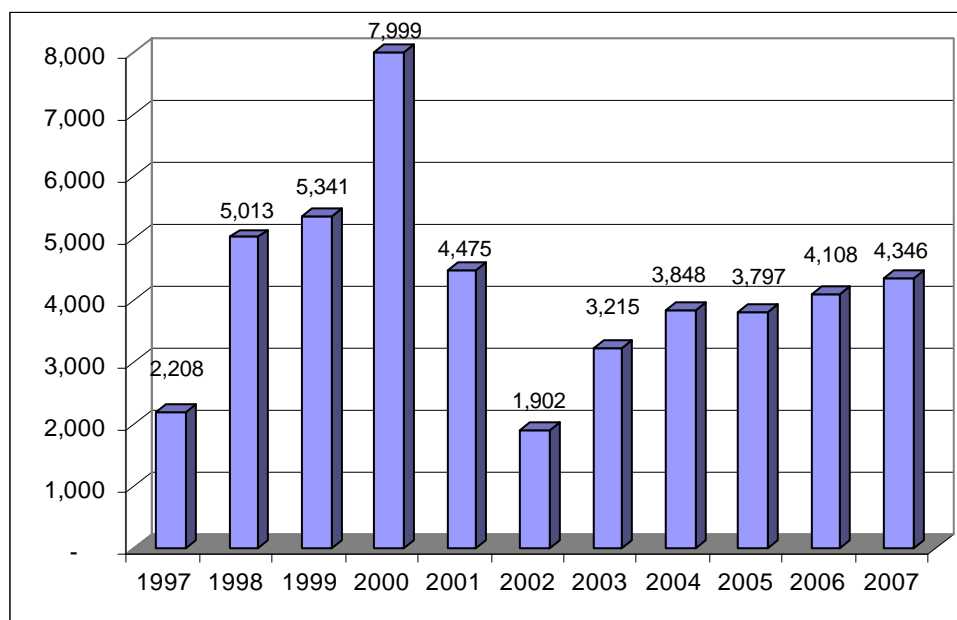
While the current cycle of rapid growth has slowed, the Washington region remains one of the few high growth regions in the northeastern United States. The County created 42,699 new jobs between 2000 and 2007, and continued to grow by 3.1% between 2006 and 2007. The County's total employment is forecast to increase 75% between 2000 and 2010. The County's unemployment rate of 2.2% remains one of the lowest in Virginia.

The increase in employment is the result of a dynamic mix among the key industries that comprise Loudoun's economy. Employment in service industries, accounting for 37% of Loudoun's employment, has steadily grown with only a brief interruption for the national recession in 2002. Government, at 15% of total employment, and retail, at 12%, continue to grow. Construction, at 12%, grew rapidly until 2007, when it leveled off due to the effects of the residential housing downturn. The 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 second highest median household income in 2006, at \$99,371. The margin of error in the Census survey makes Loudoun statistically equivalent to top ranked Fairfax County. Another comprehensive measure of Loudoun's economic position is 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 \$109,120 in 2005, the most recent period available. Loudoun ranked second among Northern Virginia jurisdictions in 2005, trailing only City of Falls Church.

High levels of new non-residential construction occurred from 1998-2001 due to the construction of major retail centers and large office complexes. Construction dipped due to the recession in 2002, and has remained high since 2004. This construction has recently supported the rapid growth in the service, government, and retail industries.

**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 achieving this vision. Loudoun has earned a reputation as one of the most desirable places to live and work in the United States.

The County's population growth, highly educated workforce, proximity to Washington, D.C. and connectivity (Washington Dulles International Airport and fiber) will continue to make Loudoun a desirable business location. Current expansion projects include Washington-Dulles International Airport, Orbital Sciences Corporation and Equinix, along with other highly secured data center facilities. The opening of the Janelia Farm Research Campus has spurred international interest from the life science community. The County's list of major employers includes AOL, the Department of Homeland Security, Inova Loudoun Hospital, M.C. Dean, Orbital Sciences Corporation, United Airlines and Verizon Business.

## **Real Property Assessments**

The estimated fair market value of taxable real property declined slightly from \$63.6 billion on January 1, 2007 to \$63.2 billion on January 1, 2008. It is expected to stabilize by January 1, 2009. The stagnation in the County's real property tax base represents a significant departure from recent historical trends, and reflects the weak real estate market.

Residential property values, including new construction, declined by \$2.8 billion from January 1, 2007 to January 1, 2008. The decline in assessments was partially offset by nearly \$1.4 billion in new construction and growth. The 2007 decline is projected to continue in 2008, with the residential tax base declining by an additional \$1.0 billion, to \$43.3 billion, by January 1, 2009. The average assessed value of a home in Loudoun decreased for the second consecutive year, from \$511,420 in 2007 to \$464,940 in 2008, and is anticipated to decline further to \$444,168 by 2009, a 13.2% decrease over that period.

Commercial and industrial values increased by \$569 million from new construction and growth and by \$911.5 million from revaluation, or by about \$1.4 billion in total. This represents a 14% increase from January 1, 2007 to January 1, 2008, and a further 8% increase is forecast from 2008 to 2009. Agricultural property values increased by about \$651 million, or 16%, from 2007 to 2008.



## Service Delivery Environment

The rapid population growth in Loudoun County continues to be the 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, with growth moderating to about 8,400 in 2007. Even with the recent slowdown in residential construction, the County's population is forecast to continue growing by about 6,000 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 09 fiscal plan that balanced residents' service requirements and tax burdens a singular challenge for the Board of Supervisors.

Recent data show that over 40% of those migrating into the County from 2002 through 2006 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.

**Service Overview:** The FY 09 budget process presented a unique challenge to the Board of Supervisors, which was presented a guarded fiscal outlook characterized by declining residential property values and land development revenue. The County Administrator's proposed fiscal plan identified additional staffing needs for two public safety centers, the adult detention center and additional courtrooms scheduled to open in FY 09. In addition, increased expenditures were anticipated as a result of rising energy costs, employee benefits and for positions added by the Board during the course of FY 08. These needs, combined with rising debt service expenses and the weak revenue outlook, resulted in substantial upward pressure on the real estate tax rate for FY 09.

During its budget worksessions, the Board directed the County Administrator to reduce expenses by directing the organization to address service needs by reassigning existing positions. The Board eliminated 10 vacant positions and reduced proposed expenditures for the County government by \$12.5 million from the proposed fiscal plan.

Reductions to the County government have a minimal effect on the County's overall financial outlook without a serious consideration of the operating budget for the school system. 65% of the County's total appropriations, and 71% of local tax funding, are designated for the public school system. Increases in public school enrollment will continue to affect the County's tax rate and future financial flexibility.

The top priorities of Loudoun County Public Schools are to improve class size, broaden course offerings and maintain teacher quality. These priorities require a robust school construction program to keep up with the increasing number of schoolchildren and variety of classroom requirements. For FY 09, the School Board requested a \$103.8 million increase in local tax funding. The FY 09 adopted fiscal plan, while providing 94% of the School Board's request and maintaining per student expenditures, reduced that increase by \$48.7 million.



**Loudoun County Government  
FY 2009 Adopted Fiscal Plan**

**Enhancements:** Enhancements are defined as increases in authorized personnel, or FTEs (Full-Time Equivalents), programmatic expansions, or replacements of expiring grant funding with local tax funds. As previously discussed, the Board of Supervisors adopted an extremely stringent approach toward enhancements in response to the challenging FY 09 fiscal situation,.

The cost of the approved enhancements is assessed according to additional local tax funding (LTF) requirements. Any position or program enhancements without corresponding local tax funding amounts are paid for through the use of grant money, fee revenue, or other sources of outside income.

Department	Description	FY 09 LTF	FY 09 FTE
Animal Care & Control	Mobile Animal Adoption Unit	\$0	0.53
Animal Care & Control	Animal Control Dispatcher	0	1.07
Commonwealth's Attorney, Comm. Corrections, JCSU, Sheriff	Replace Expiring Grant Revenue	67,000	0.00
Economic Development	Marketing Clusters	90,000	1.00
Fire, Rescue & Emer. Mgmt. Parks, Rec. & Community Services	Brambleton Station Staffing	544,000	11.20
	<u>Fee Offset Programs</u>	<u>0</u>	<u>7.10</u>
Total Adopted Enhancements:		\$701,000	20.90

**New Facilities:** The Board's actions during its FY 09 budget worksessions required the organization to address most new facility needs by reassigning existing positions. New facilities that are scheduled to become operational during FY 09 include:

- Dulles Multipurpose Center, Phase 1;
- Purcellville Fire & Rescue Station;
- Rust Library Renovation & Addition;
- Eastern Loudoun Sheriff's Station, and;
- Loudoun Valley Community Center renovation.

The adopted fiscal plan includes funding for \$1.7 million in lease, utilities and maintenance costs to maintain new owned and leased facilities added after last year's budget was adopted.

**Capital Improvement and Debt Service:** The FY 09-14 Capital Improvement Program totals about \$1.6 billion in combined General Government and School expenditures. The Board of Supervisors' adopted CIP maintains compliance with its debt issuance policy of no more than \$200 million per year, and provides a long-range plan to address current and anticipated service needs.

The CIP includes funding to construct seventeen additional schools from FY 09 through FY 14. These capital improvements will serve a student population that is forecast to grow from 54,047 to 76,794 students from FY 07 through FY 13, a 22,747, or 42%, increase in enrollment over the course of the CIP.

The CIP also includes \$700 million from FY 09 through FY 14 for transportation projects, principally the County's contribution toward the Dulles Metrorail project, fire and rescue stations and additional apparatus to support the expanding fire and rescue system, courts and detention facilities, group and supported living residences for mental health and retardation clients, parks, libraries and transitional and emergency homeless shelters.



**Loudoun County Government  
FY 2009 Adopted Fiscal Plan**

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The Board examined the schedule of previously approved projects in light of the slowdown in housing construction. The construction program for several projects was deferred to later years as a result. In addition, the Capital Asset Preservation Plan (CAPP) for the County and Schools was reduced from previous levels as part of the Board's deliberations.

Debt service costs continue to grow as the County develops new facilities to extend services to its growing population. FY 09 debt service totals \$161 million, an increase of \$19.8 million over FY 08. Debt service associated with general county projects totals \$38.6 million, while debt service for school projects totals \$122.4 million. Annual debt service expenses are projected to increase to nearly \$236 million by FY 14, a \$75 million, or 47%, increase over the course of the CIP. The Board directed Staff to expedite the use of existing cash proffer funds to mitigate FY 09 and future debt service payments.



**Loudoun County Government  
FY 2009 Adopted Fiscal Plan**

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Loudoun County Government  
FY 2009 Adopted Fiscal Plan

## FY 09 Appropriations Schedule

Category	Expenditures	Revenue/ Carryover	Local Tax Funding
<b><u>Operating Appropriations</u></b>			
County General Fund	\$359,693,211	\$153,310,969	\$206,382,242
School Fund	755,600,922	218,753,112	536,847,810
Schools Cafeteria Fund	21,363,191	20,463,191	900,000
Comprehensive Services Act Fund	10,804,932	6,033,390	4,771,542
Legal Resource Center (Law Library)	85,702	85,702	0
Restricted Use TOT Fund	3,531,000	3,531,000	0
Housing Choice Voucher Fund	7,668,299	7,668,299	0
Post-Retirement Benefits (County)	3,000,000	0	3,000,000
Post-Retirement Benefits (Schools)	7,000,000	0	7,000,000
<b><u>Operating Appropriations:</u></b>	<b><u>\$1,168,747,257</u></b>	<b><u>\$409,845,663</u></b>	<b><u>\$758,901,594</u></b>
<b><u>Debt Service Appropriations</u></b>			
County Government/Transportation	\$38,637,132	\$12,695,310	\$25,941,822
School System	122,366,336	27,186,800	95,179,536
Route 28 Special Tax District	10,505,000	10,505,000	0
Aldie Sewer Service District	31,000	31,000	0
Hamilton Sewer Service District	231,000	143,000	88,000
Dulles Industrial Park Tax District	217,000	217,000	0
<b><u>Debt Service Appropriations:</u></b>	<b><u>\$171,987,468</u></b>	<b><u>\$50,778,110</u></b>	<b><u>\$121,209,358</u></b>
<b>Operating &amp; Debt Service:</b>	<b>\$1,340,734,725</b>	<b>\$460,623,773</b>	<b>\$880,110,952</b>
<b><u>Capital Appropriations</u></b>			
County & Transportation Capital	\$119,490,000	\$103,971,000	\$13,657,000
County Asset Preservation	1,080,000	80,000	1,000,000
School System Capital Projects	112,734,000	104,183,000	2,169,000
School System Asset Preservation	1,404,000	0	1,404,000
Computer System Replacement	6,554,000	5,054,000	1,500,000
<b><u>Capital Appropriations:</u></b>	<b><u>\$241,262,000</u></b>	<b><u>\$213,288,000</u></b>	<b><u>\$19,730,000</u></b>
<b>Total Appropriations</b>	<b>\$1,581,996,725</b>	<b>\$673,911,773</b>	<b>\$899,840,952</b>



Loudoun County Government  
FY 2009 Adopted Fiscal Plan

## FY 08/09 Appropriations Schedule

Category	FY 08 Adopted	FY 09 Adopted	Difference
<b><u>Operating Appropriations</u></b>			
County General Fund	\$340,164,803	\$359,693,211	\$19,528,408
School Fund	700,564,208	755,600,922	55,036,714
Schools Cafeteria Fund	19,538,655	21,363,191	1,824,536
Comprehensive Services Act Fund	9,450,482	10,804,932	1,354,450
Legal Resource Center (Law Library)	74,552	85,702	11,150
Restricted Use TOT Fund	2,510,000	3,531,000	1,021,000
Housing Choice Voucher Fund	7,755,359	7,668,299	(87,060)
Post-Retirement Benefits (County)	0	3,000,000	3,000,000
Post-Retirement Benefits (Schools)	0	7,000,000	7,000,000
<b><u>Operating Appropriations:</u></b>	<b><u>\$1,080,058,059</u></b>	<b><u>\$1,168,747,257</u></b>	<b><u>\$88,689,198</u></b>
<b><u>Debt Service Appropriations</u></b>			
County Government/Transportation	\$23,249,015	\$38,637,132	\$15,388,117
School System	118,454,617	122,366,336	3,911,719
Route 28 Special Tax District	9,420,000	10,505,000	1,085,000
Aldie Sewer Service District	33,000	31,000	(2,000)
Hamilton Sewer Service District	249,000	231,000	(18,000)
Dulles Industrial Park Tax District	106,840	217,000	110,160
<b><u>Debt Service Appropriations:</u></b>	<b><u>\$151,512,472</u></b>	<b><u>\$171,987,468</u></b>	<b><u>\$20,474,996</u></b>
<b>Operating &amp; Debt Service:</b>	<b>\$1,231,570,531</b>	<b>\$1,340,734,725</b>	<b>\$109,164,194</b>
<b><u>Capital Appropriations</u></b>			
County/Transportation Capital	\$87,250,000	\$119,490,000	\$32,240,000
County Asset Preservation	3,023,000	1,080,000	(1,943,000)
School System Capital Projects	54,861,257	112,734,000	57,872,743
School System Asset Preservation	4,129,000	1,404,000	(2,725,000)
Computer System Replacement	4,725,000	6,554,000	1,829,000
<b><u>Capital Appropriations:</u></b>	<b><u>\$153,988,257</u></b>	<b><u>\$241,262,000</u></b>	<b><u>\$87,273,743</u></b>
<b>Total Appropriations:</b>	<b>\$1,385,558,788</b>	<b>\$1,581,996,725</b>	<b>\$196,437,937</b>



Loudoun County Government  
FY 2009 Adopted Fiscal Plan

**FY 08/09 Use of Local Tax Funding/General Fund Balance**

Category	FY 08 Adopted	FY 09 Adopted	Difference
<b><u>Operating Local Tax Funding</u></b>			
County General Fund	\$192,623,936	\$206,382,242	\$13,758,306
School Fund	513,204,485	536,847,810	23,643,325
Schools Cafeteria Fund	900,000	900,000	0
Comprehensive Services Act Fund	4,500,000	4,771,542	271,542
Legal Resource Center (Law Library)	0	0	0
Restricted Use TOT Fund	0	0	0
Housing Choice Voucher Fund	0	0	0
Post-Retirement Benefits (County)	0	3,000,000	3,000,000
Post-Retirement Benefits (Schools)	0	7,000,000	7,000,000
<b><i>Operating Local Tax Funding:</i></b>	<b><u>\$711,228,421</u></b>	<b><u>\$758,901,594</u></b>	<b><u>\$47,673,173</u></b>
<b><u>Debt Service Local Tax Funding</u></b>			
County Government/Transportation	\$16,798,030	\$25,941,822	\$9,143,792
School System	104,184,617	95,179,536	(9,005,081)
Route 28 Special Tax District	0	0	0
Aldie Sewer Service District	0	0	0
Hamilton Sewer Service District	88,000	88,000	0
Dulles Industrial Park Tax District	0	0	0
<b><i>Debt Service Local Tax Funding:</i></b>	<b><u>\$121,070,647</u></b>	<b><u>\$121,209,358</u></b>	<b><u>\$138,711</u></b>
<b>Operating &amp; Debt Service:</b>	<b>\$832,299,068</b>	<b>\$880,110,952</b>	<b>\$47,811,884</b>
<b><u>Capital Local Tax Funding</u></b>			
County/Transportation Capital	\$17,380,000	\$13,657,000	(\$3,723,000)
County Asset Preservation	2,948,000	1,000,000	(1,948,000)
School System Capital Projects	1,625,000	2,169,000	544,000
School System Asset Preservation	4,129,000	1,404,000	(2,725,000)
Computer System Replacement	1,500,000	1,500,000	0
<b><i>Capital Local Tax Funding:</i></b>	<b><u>\$27,582,000</u></b>	<b><u>\$19,730,000</u></b>	<b><u>(\$7,852,000)</u></b>
<b>Total Local Tax Funding:</b>	<b>\$859,881,068</b>	<b>\$899,840,952</b>	<b>\$39,959,884</b>



**Loudoun County Government  
FY 2009 Adopted Fiscal Plan**

## FY 09 Local Tax Funding

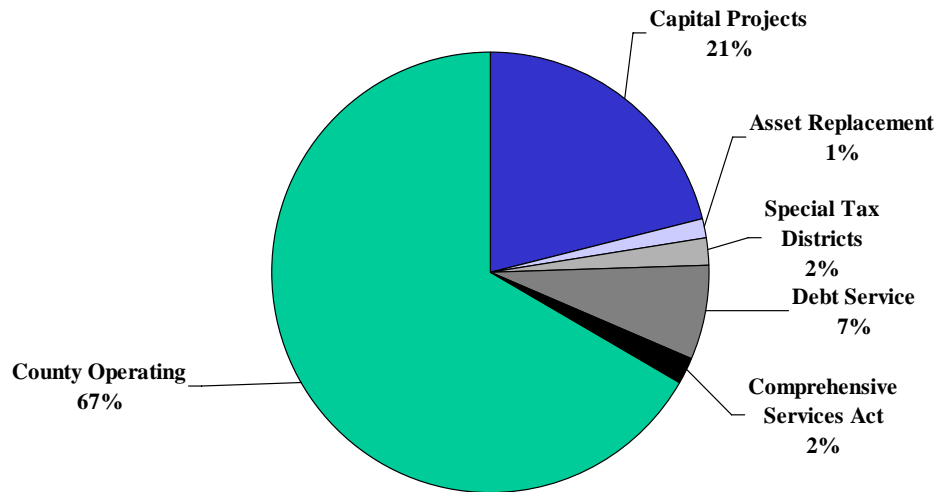
The following table details the line items that constitute local tax funding. Real and personal property taxes represent the largest components of local tax funding. The revenue budget for FY 09 reflects revenues at the Board's adopted \$1.14 real property tax rate. Each additional cent on the real property tax rate equals about \$8.7 million in revenue and carryover.

<b>Revenue Source</b>	<b>FY 08 Adopted</b>	<b>FY 09 Adopted</b>	<b>Change</b>
<b><u>Revenue</u></b>			
Real Property Taxes (General)	\$567,399,417	\$648,476,992	\$81,077,575
Public Service Property Taxes	13,668,541	18,488,440	4,819,899
Fire/EMS District Revenue <sup>1</sup>	27,246,056	0	(27,246,056)
Delinquent Real Property Taxes	3,500,000	4,150,000	650,000
Penalties and Interest	3,388,000	4,388,000	1,000,000
Personal Property	120,731,701	123,292,701	2,561,000
Delinquent Personal Property	2,500,000	2,800,000	300,000
Mobile Homes	15,101	13,376	(1,725)
Aircraft	52,000	38,000	(14,000)
Heavy Equipment	1,600,000	1,800,000	200,000
Machinery and Tools	1,151,000	1,252,400	101,400
Sales Tax	44,500,000	47,400,000	2,900,000
Consumer Utility/Franchise Taxes	7,471,406	7,110,000	(361,406)
Short-Term Rental Tax	290,000	290,000	0
<u>Transient Occupancy Tax</u>	<u>2,231,000</u>	<u>2,355,000</u>	<u>124,000</u>
<b><u>Revenue</u></b>	<b><u>\$795,744,222</u></b>	<b><u>\$861,854,909</u></b>	<b><u>\$66,110,687</u></b>
<b><u>Use of Fund Balance</u></b>			
General Fund	\$52,353,994	\$38,163,527	(\$14,190,467)
<u>Fire/EMS Tax District<sup>1</sup></u>	<u>13,623,028</u>	<u>0</u>	<u>(13,623,028)</u>
<b><u>Use of Fund Balance</u></b>	<b><u>\$65,977,022</u></b>	<b><u>\$38,163,527</u></b>	<b><u>(\$27,813,495)</u></b>
<b>Available Local Tax Funding</b>	<b>\$861,721,244</b>	<b>\$900,018,436</b>	<b>\$38,297,192</b>

<sup>1</sup>The Board of Supervisors eliminated the Fire/EMS Tax District effective FY 09 and combined the special taxing district with the general tax rate.

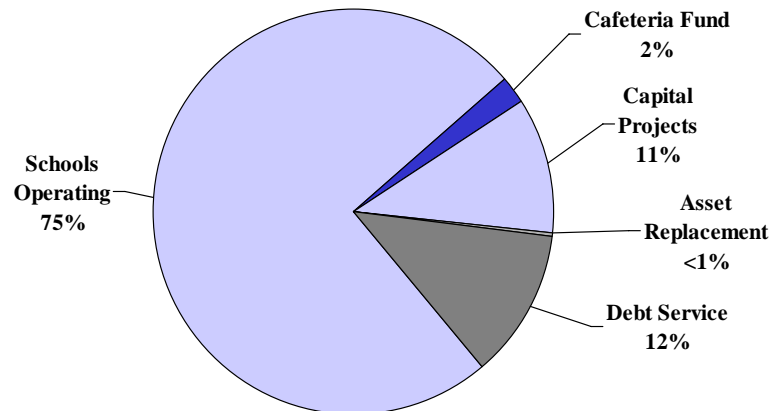


## FY 2009 Adopted Fiscal Plan *General Government Appropriations*



Total Appropriation: \$561,528,276

## FY 2009 Adopted Fiscal Plan *Loudoun County Schools Appropriations*

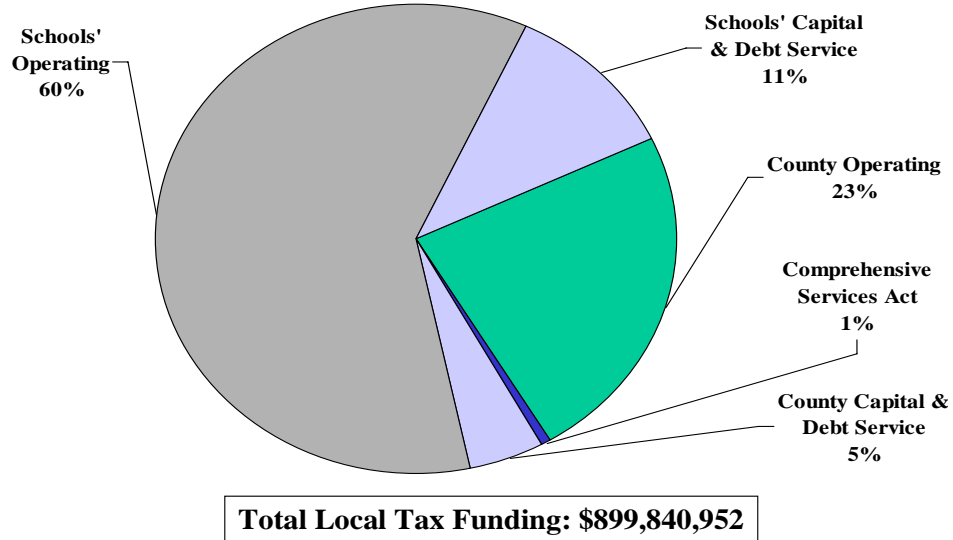


Total Appropriation: \$1,020,468,449



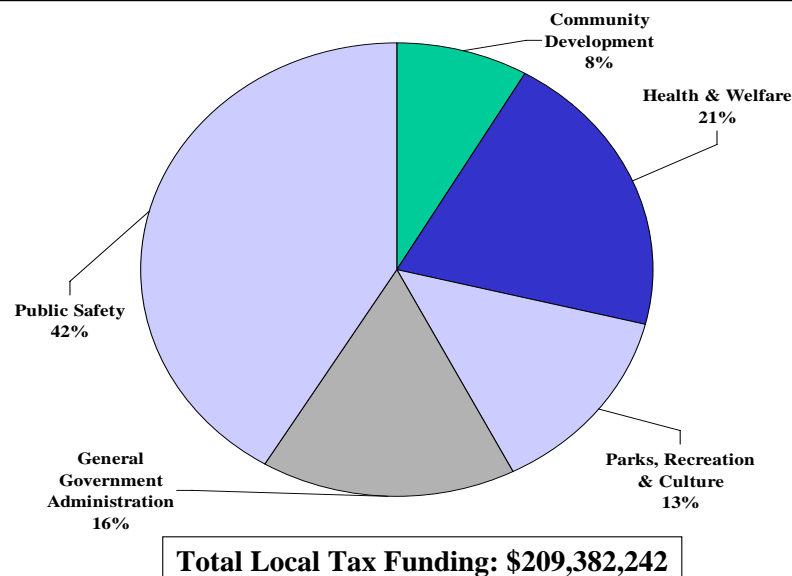
## FY 2009 Adopted Fiscal Plan

### *Allocation of Local Tax Funding*



## FY 2009 Adopted Fiscal Plan

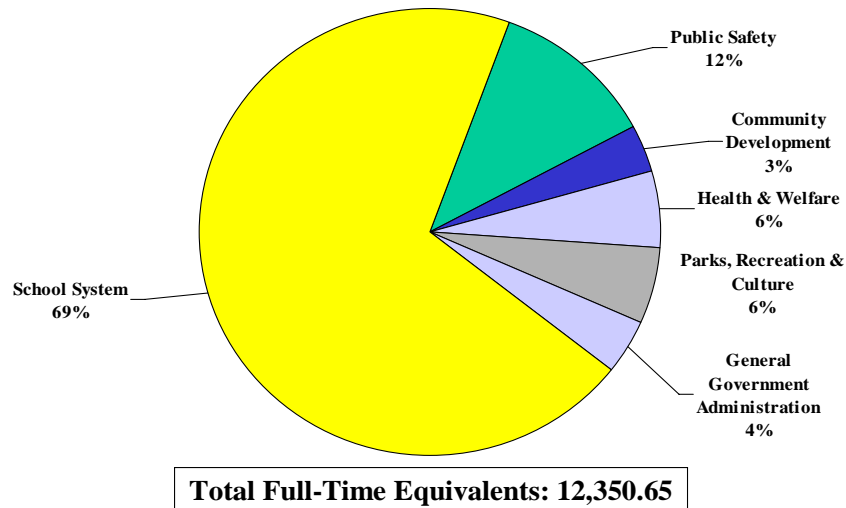
### *County Operating Local Tax Funding*





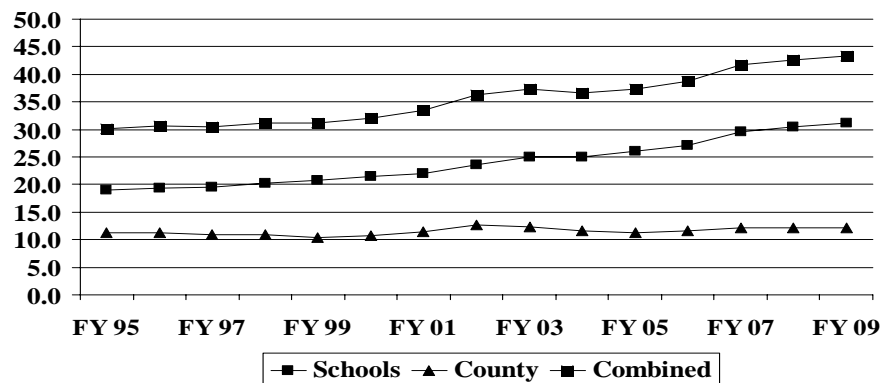
## FY 2009 Adopted Fiscal Plan

### *Allocation of Positions*



## Historical Trends

### *Positions Per 1,000 Population, FY 95-FY 09*





**Loudoun County Government  
FY 2009 Adopted Fiscal Plan**

## FY 2007-2009 Summary of Financial Sources and Uses of Fund Balance

Category	General Fund			School Fund		
	2007 Actual	2008 Estimate	2009 Budget*	2007 Actual	2008 Estimate	2009 Budget
<b>Revenue</b>						
General Property Taxes	\$629,815,838	\$662,547,059	\$756,629,208	\$0	\$0	\$0
Other Local Taxes	108,870,542	87,189,106	111,154,700	0	0	0
Licenses and Permits	15,301,258	36,833,156	19,177,986	0	0	0
Fines and Forfeits	1,938,316	1,924,000	1,888,750	0	0	0
Use of money	16,462,050	7,816,336	7,994,272	\$1,185,908	0	0
Charges for Services	19,420,084	23,028,837	23,168,859	13,069,926	18,768,907	20,781,324
Miscellaneous Revenues	1,040,101	284,796	330,871	1,411,173	0	0
Recovered Costs	5,650,722	6,838,774	6,531,798	767,119	0	0
Intergovernmental Revenues	93,139,726	86,574,432	89,640,125	158,481,300	171,274,471	199,434,979
Other Financing Sources	3,833,635	2,452,435	4,145,851	451,894,394	524,104,485	547,747,810
<b>Total Revenues:</b>	<b>\$895,472,272</b>	<b>\$915,488,931</b>	<b>\$1,020,662,420</b>	<b>\$626,809,820</b>	<b>\$714,147,863</b>	<b>\$767,964,113</b>
<b>Expenditures</b>						
Personnel	\$207,542,969	\$197,575,683	\$243,397,798	\$547,310,390	\$629,317,062	\$706,392,269
Operating	91,629,250	89,081,453	109,556,637	77,941,287	74,410,081	67,013,485
Capital	2,429,661	2,602,385	2,938,776	938,054	16,420,720	3,558,359
Other	0	1,500,000	1,500,000	0	0	0
Education	475,203,796	514,104,485	537,747,810	0	0	0
Transfers Out	126,704,058	162,841,119	163,507,442	0	0	0
Debt Service	0	0	0	0	0	0
<b>Total Expenditures:</b>	<b>\$903,509,734</b>	<b>\$966,705,125</b>	<b>\$1,058,648,463</b>	<b>\$624,189,731</b>	<b>\$720,147,863</b>	<b>\$776,964,113</b>
<b>Net Increase (Decrease) in Fund Balance:</b>	<b>(\$8,307,462)</b>	<b>(\$51,216,194)</b>	<b>(\$37,986,043)</b>	<b>\$2,620,089</b>	<b>(\$6,000,000)</b>	<b>(\$9,000,000)</b>
<b>Fund Balance, July 1:</b>	<b>\$171,651,615</b>	<b>\$163,614,153</b>	<b>\$112,397,959</b>	<b>\$33,879,291</b>	<b>\$36,499,380</b>	<b>\$30,499,380</b>
<b>Fund Balance, June 30:</b>	<b>\$163,614,153</b>	<b>\$112,397,959</b>	<b>\$74,411,916</b>	<b>\$36,499,380</b>	<b>\$30,499,380</b>	<b>\$21,499,380</b>

\*The FY 09 General Fund budget includes revenues and expenditures that were previously associated with the Fire/Emergency Medical Services Tax District, which was eliminated by the Board of Supervisors for FY 09.



**Loudoun County Government  
FY 2009 Adopted Fiscal Plan**

## FY 2007-2009 Summary of Financial Sources and Uses of Fund Balance

Category	Capital Improvement Program			Debt Service Fund		
	2007 Actual	2008 Estimate	2009 Budget*	2007 Actual	2008 Estimate	2009 Budget
<b><u>Revenue</u></b>						
General Property Taxes	\$0	\$0	\$0	\$0	\$0	\$0
Other Local Taxes	85,593	75,000	75,000	0	0	0
Licenses and Permits	0	0	0	0	0	0
Fines and Forfeits	0	0	0	0	0	0
Use of money	0	0	0	7,978,464	15,500,000	6,000,000
Charges for Services	3,763,740	8,850,000	8,398,000	0	0	0
Miscellaneous Revenues	42,119	0	0	0	0	0
Recovered Costs	52,166	0	0	0	0	0
Intergovernmental Revenues	2,931,023	4,235,000	4,894,000	0	0	0
<u>Other Financing Sources</u>	<u>88,632,184</u>	<u>140,828,257</u>	<u>225,587,000</u>	<u>295,998,949</u>	<u>136,671,522</u>	<u>130,019,968</u>
<b>Total Revenues:</b>	<b>\$95,506,825</b>	<b>\$153,988,257</b>	<b>\$238,954,000</b>	<b>\$303,977,413</b>	<b>\$152,171,522</b>	<b>\$136,019,968</b>
<b><u>Expenditures</u></b>						
Personnel	\$2,716,416	\$3,067,538	\$3,242,869	\$0	\$0	\$0
Operating	8,542,798	11,799,270	7,878,708	0	0	0
Capital	32,697,883	139,121,449	230,140,423	0	0	0
Other	0	0	0	0	0	0
Education	0	0	0	0	0	0
Transfers Out	2,554,629	0	0	57,845,000	0	0
<u>Debt Service</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>252,189,500</u>	<u>139,926,522</u>	<u>161,003,468</u>
<b>Total Expenditures:</b>	<b>\$46,511,726</b>	<b>\$153,988,257</b>	<b>\$241,262,000</b>	<b>\$310,034,500</b>	<b>\$139,926,522</b>	<b>\$161,003,468</b>
<b>Net Increase (Decrease) in Fund Balance:</b>	<b>\$48,995,099</b>	<b>\$0</b>	<b>(\$2,308,000)</b>	<b>(\$6,057,087)</b>	<b>\$12,245,000</b>	<b>(\$24,983,500)</b>
<b>Fund Balance, July 1:</b>	<b>\$117,533,355</b>	<b>\$166,528,454</b>	<b>\$166,528,454</b>	<b>\$33,378,305</b>	<b>\$27,321,218</b>	<b>\$39,566,218</b>
<b>Fund Balance, June 30:</b>	<b>\$166,528,454</b>	<b>\$166,528,454</b>	<b>\$164,220,454</b>	<b>\$27,321,218</b>	<b>\$39,566,218</b>	<b>\$14,582,718</b>



**Loudoun County Government  
FY 2009 Adopted Fiscal Plan**

## FY 2007-2009 Summary of Financial Sources and Uses of Fund Balances

Category	Fire/Emergency Medical Services Tax District*			Capital Projects Financing Fund*		
	2007 Actual	2008 Estimate	2009 Budget	2007 Actual	2008 Estimate	2009 Budget
<b>Revenue</b>						
General Property Taxes	\$12,444,686	\$27,246,056	\$0	\$0	\$0	\$0
Other Local Taxes	0	4,484,400	0	0	0	0
Licenses and Permits	0	87,919	0	0	0	0
Fines and Forfeits	0	6,650	0	0	0	0
Use of money	0	0	0	0	0	0
Charges for Services	0	0	0	0	0	0
Miscellaneous Revenues	0	0	0	0	0	0
Recovered Costs	0	0	0	0	0	0
Intergovernmental Revenues	0	456,000	0	0	0	0
Other Financing Sources	0	2,697,215	0	0	56,735,000	187,762,000
<b>Total Revenues:</b>	<b>\$12,444,686</b>	<b>\$34,978,240</b>	<b>\$0</b>	<b>\$0</b>	<b>\$56,735,000</b>	<b>\$187,762,000</b>
<b>Expenditures</b>						
Personnel	\$0	\$35,453,478	\$0	\$0	\$0	\$0
Operating	2,010	10,731,702	0	0	0	0
Capital	0	533,361	0	0	0	0
Other	0	0	0	0	0	0
Education	0	0	0	0	0	0
Transfers Out	0	702,375	0	0	56,735,000	187,762,000
Debt Service	0	0	0	0	0	0
<b>Total Expenditures:</b>	<b>\$2,010</b>	<b>\$47,420,916</b>	<b>\$0</b>	<b>\$0</b>	<b>\$56,735,000</b>	<b>\$187,762,000</b>
<b>Net Increase (Decrease) in Fund Balance:</b>	<b>\$12,442,676</b>	<b>(\$12,442,676)</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>
<b>Fund Balance, July 1:</b>	<b>\$0</b>	<b>\$12,442,676</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>
<b>Fund Balance, June 30:</b>	<b>\$12,442,676</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>

\* The Fire/Emergency Medical Tax District Fund and the Capital Project Financing Funds were established by the Board of Supervisors effective FY 08. The Board subsequently closed the Fire/Emergency Medical Services Tax District for FY 09.



**Loudoun County Government  
FY 2009 Adopted Fiscal Plan**

## FY 2007-2009 Summary of Financial Sources and Uses of Fund Balances

Category	Nonmajor Governmental Funds			Total Funds		
	2007 Actual	2008 Estimate	2009 Budget	2007 Actual	2008 Estimate	2009 Budget
<b>Revenue:</b>						
General Property Taxes	\$12,379,099	\$13,067,840	\$10,896,000	\$654,639,623	\$702,860,955	\$767,525,208
Other Local Taxes	12,729,354	7,918,564	13,263,570	\$121,685,489	99,667,070	124,493,270
Licenses and Permits	0	0	0	15,301,258	36,921,075	19,177,986
Fines and Forfeits	0	0	0	1,938,316	1,930,650	1,888,750
Use of money	0	0	0	25,626,422	23,316,336	13,994,272
Charges for Services	48,443	74,552	85,702	36,302,193	50,722,296	52,433,885
Miscellaneous Revenues	18,368,936	12,275,000	8,779,246	20,862,329	12,559,796	9,110,117
Recovered Costs	1,568,409	1,152,760	1,742,760	8,038,416	7,991,534	8,274,558
Intergovernmental Revenues	11,634,121	11,553,081	11,958,929	266,186,170	274,092,984	305,928,033
<u>Other Financing Sources</u>	<u>3,360,489</u>	<u>4,588,000</u>	<u>14,859,542</u>	<u>843,719,651</u>	<u>868,076,914</u>	<u>1,110,122,171</u>
<b>Total Revenues:</b>	<b>\$60,088,851</b>	<b>\$50,629,797</b>	<b>\$61,585,749</b>	<b>\$1,994,299,867</b>	<b>\$2,078,139,610</b>	<b>\$2,052,108,110</b>
<b>Expenditures:</b>						
Personnel	\$5,933,814	\$807,722	\$848,367	\$761,503,589	\$866,221,483	\$953,881,303
Operating	21,656,507	32,858,543	37,149,202	199,771,852	218,881,049	221,598,032
Capital	18,741,937	1,475,000	260,080	54,807,535	160,152,915	236,897,638
Other	0	0	0	0	1,500,000	1,500,000
Education	0	0	0	475,203,796	513,204,485	537,747,810
Transfers Out	5,383,791	14,651,532	12,142,343	192,487,478	234,830,026	363,411,785
<u>Debt Service</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>252,189,500</u>	<u>139,926,522</u>	<u>161,003,468</u>
<b>Total Expenditures:</b>	<b>\$51,716,049</b>	<b>\$49,792,797</b>	<b>\$50,399,992</b>	<b>\$1,935,963,750</b>	<b>\$2,134,716,480</b>	<b>\$2,476,040,036</b>
<b>Net Increase (Decrease) in Fund Balance:</b>	<b>\$8,372,802</b>	<b>\$837,000</b>	<b>\$11,185,757</b>	<b>\$58,336,117</b>	<b>(\$56,576,870)</b>	<b>(\$63,091,786)</b>
<b>Fund Balance, July 1:</b>	<b>\$82,538,734</b>	<b>\$90,911,536</b>	<b>\$91,748,536</b>	<b>\$703,167,472</b>	<b>\$761,503,589</b>	<b>\$704,926,719</b>
<b>Fund Balance, June 30:</b>	<b>\$90,911,536</b>	<b>\$91,748,536</b>	<b>\$102,934,293</b>	<b>\$761,503,589</b>	<b>\$704,926,719</b>	<b>\$641,834,933</b>



**Loudoun County Government  
FY 2009 Adopted Fiscal Plan**

## History of Expenditures by Department

Department	FY 05 Adopted	FY 05 Actual	FY 06 Adopted	FY 06 Actual
Boards, Commissions and Committees	\$2,155,000	\$2,404,671	\$2,272,000	\$2,620,902
County Administrator	2,136,000	2,178,177	2,599,000	2,673,942
Public Information	559,000	637,461	644,000	801,911
General Registrar	352,000	380,910	459,000	333,186
Regional Organizations & Contributions	3,481,000	3,466,769	4,308,000	4,294,678
County Attorney	1,661,000	2,175,616	1,906,000	2,264,125
Office of the County Assessor**	2,007,000	2,021,538	2,285,000	2,045,254
Treasurer	2,983,000	2,993,689	3,235,000	3,120,106
Commissioner of the Revenue	2,102,000	1,841,247	2,296,000	1,794,308
Clerk of the Circuit Court	2,422,000	2,539,038	2,739,000	2,851,725
Commonwealth's Attorney	2,506,000	2,305,681	2,601,000	2,536,930
Sheriff	43,628,000	42,292,245	50,383,000	49,066,927
Management & Financial Services	7,666,000	8,666,231	9,855,000	9,902,285
Information Technology	12,195,000	13,581,301	14,822,000	16,563,122
General Services	16,453,000	18,760,998	20,199,000	21,890,386
Office of Capital Construction*	N/A	N/A	N/A	N/A
Courts	862,000	772,820	900,000	828,630
Building and Development	16,717,000	15,545,950	19,027,000	18,281,995
Fire and Rescue Services	29,582,000	29,582,933	34,414,000	38,454,743
Planning Services	2,328,000	2,001,846	2,487,000	2,460,399
Economic Development	1,605,000	1,818,849	1,840,000	2,001,283
Solid Waste Management	3,440,000	5,873,693	3,694,000	4,513,681
Mapping & Geographic Information	1,653,000	1,824,308	1,802,000	1,776,390
Animal Care and Control	1,909,000	1,764,153	2,000,000	2,063,288
Health Services	3,653,000	3,512,415	3,855,000	3,886,190
Transportation Services	4,810,000	4,859,882	5,379,000	5,823,475
Library Services	9,533,000	9,433,194	10,360,000	10,200,285
Community Corrections	958,000	971,325	1,229,000	1,129,282
Mental Health & Mental Retardation	24,851,000	21,943,378	26,769,000	24,705,253
Parks, Recreation & Community Services	22,278,000	22,884,573	25,268,000	24,962,105
Juvenile Court Services Unit	1,282,000	1,364,465	1,602,000	1,648,636
Family Services	26,924,000	27,112,041	28,539,000	29,124,409
Extension Services	487,000	465,984	503,000	471,898
Miscellaneous	4,044,000	5,362,136	1,236,000	5,389,267
<b>General Government Subtotal</b>	<b>\$259,222,000</b>	<b>\$263,317,717</b>	<b>\$291,507,000</b>	<b>\$300,480,996</b>
<b>Schools</b>	<b>\$462,217,000</b>	<b>\$484,015,461</b>	<b>\$537,542,000</b>	<b>\$555,633,524</b>
<b>Total</b>	<b>\$721,439,000</b>	<b>\$747,333,179</b>	<b>\$829,049,000</b>	<b>\$856,114,520</b>

\* The Office of Capital Construction was established effective FY 07 with a combination of new resources and existing staff from the Departments of General Services and Parks, Recreation and Community Services.

\*\* The Assessor's Office was established effective FY 07. Prior to FY 07, this office was included in Management and Financial Services. Prior year history is shown for comparative purposes.



**Loudoun County Government  
FY 2009 Adopted Fiscal Plan**

## History of Expenditures by Department – Continued

Department	FY 07 Adopted	FY 07 Actual	FY 08 Adopted	FY 09 Adopted
Boards, Commissions and Committees	\$2,619,000	\$2,777,863	\$3,199,000	\$3,408,000
County Administrator	3,105,000	3,389,934	3,274,000	3,154,000
Public Information.	606,000	757,408	644,000	785,000
General Registrar	546,000	499,113	647,000	669,000
Regional Organizations & Contributions	4,446,000	4,446,381	4,569,000	4,411,000
County Attorney	2,214,000	2,760,052	2,251,000	2,382,000
Office of County Assessor**	2,526,000	2,532,338	2,950,000	3,404,000
Treasurer	3,608,000	3,391,021	3,814,000	3,909,000
Commissioner of the Revenue	2,368,000	2,397,198	2,695,000	2,801,000
Clerk of the Circuit Court	3,038,000	3,093,013	3,391,000	3,562,000
Commonwealth's Attorney	2,790,000	2,848,805	3,074,000	3,135,000
Sheriff	58,501,000	57,744,306	65,153,000	68,204,000
Management & Financial Services	10,439,000	10,923,750	10,977,000	11,696,000
Information Technology	16,539,000	20,883,127	16,679,000	16,881,000
General Services	22,807,000	26,106,163	23,849,000	26,043,000
Office of Capital Construction*	2,806,000	2,716,416	4,195,000	4,302,000
Courts	955,000	940,916	1,091,000	1,152,000
Building and Development	21,309,000	20,488,119	23,000,000	23,440,000
Fire and Rescue Services	40,256,000	42,514,705	47,899,000	49,322,000
Planning Services	2,965,000	2,809,374	3,138,000	3,274,000
Economic Development	1,893,000	1,895,782	1,894,000	2,234,000
Solid Waste Management	4,625,000	4,637,749	5,075,000	5,187,000
Mapping & Geographic Information	1,997,000	2,069,769	2,247,000	2,250,000
Animal Care and Control	2,174,000	2,305,734	2,419,000	2,863,000
Health Services	3,837,000	4,013,121	4,219,000	4,697,000
Transportation Services	7,797,000	7,510,080	8,313,000	9,266,000
Library Services	10,981,000	10,903,123	11,641,000	11,953,000
Community Corrections	1,404,000	1,225,545	1,523,000	1,697,000
Mental Health & Mental Retardation	28,384,000	27,571,867	30,091,000	31,359,000
Parks, Recreation & Community Services	28,945,000	27,603,459	32,792,000	33,291,000
Juvenile Court Services Unit	1,900,000	1,839,982	2,019,000	2,047,000
Family Services	30,637,000	30,770,934	31,798,000	32,639,000
Extension Services	542,000	516,962	584,000	586,000
Miscellaneous	(5,950,000)	1,609,665	(7,506,000)	(3,303,000)
<b>General Government Subtotal</b>	<b>\$323,609,000</b>	<b>\$338,493,774</b>	<b>\$353,598,000</b>	<b>\$372,700,000</b>
<b>Schools</b>	<b>\$613,857,000</b>	<b>\$606,465,800</b>	<b>\$700,564,000</b>	<b>\$776,964,000</b>
<b>Total</b>	<b>\$937,466,000</b>	<b>\$944,959,574</b>	<b>\$1,054,162,000</b>	<b>\$1,149,664,000</b>

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

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\*\* The Assessor's Office was established effective FY 07. Prior to FY 07, this office was included in Management and Financial Services. Prior year history is shown for comparative purposes.



**Loudoun County Government  
FY 2009 Adopted Fiscal Plan**

## FTE (Full-Time Equivalent) History by Department

Department	FY 05	FY 06	FY 07	FY 08	FY 09
Boards, Commissions and Committees	0.75	0.75	0.75	1.75	0.75
County Administrator	19.80	21.53	24.53	24.80	24.53
Public Information	5.00	4.80	4.80	4.80	6.80
General Registrar	6.77	7.77	7.77	8.77	8.77
Regional Organizations & Contributions	0.00	0.00	0.00	0.00	0.00
County Attorney	17.00	19.00	20.00	20.00	20.00
Office of the County Assessor***	27.00	29.00	29.00	30.00	34.00
Treasurer	38.34	39.34	40.34	40.34	42.00
Commissioner of the Revenue	32.55	32.55	32.55	34.55	34.55
Clerk of the Circuit Court	38.00	40.00	41.00	43.53	43.53
Commonwealth's Attorney	31.00	32.00	33.00	34.00	34.00
Sheriff	520.24	588.72	624.18	663.63	663.63
Management & Financial Services	63.44	72.64	73.64	75.64	76.84
Information Technology	74.39	78.39	81.39	84.39	86.39
General Services	84.00	94.00	80.00	81.48	80.00
Office of Capital Construction*	N/A	N/A	25.00	31.00	32.00
Courts	6.00	6.00	6.00	7.00	7.00
Building and Development	235.60	255.40	256.90	258.80	254.80
Fire and Rescue Services	332.84	378.08	445.16	492.81	504.01
Planning Services	27.00	28.00	31.00	31.00	31.00
Economic Development	16.00	16.77	16.77	15.77	16.77
Solid Waste Management	25.10	25.10	28.10	28.10	28.10
Mapping & Geographic Information	23.80	23.80	23.80	23.80	23.80
Animal Care and Control	31.89	32.89	32.89	32.89	34.49
Health Services**	74.00	80.00	82.00	84.00	82.00
Transportation Services	15.00	15.00	18.00	18.77	18.77
Library Services	144.63	144.63	145.16	145.71	145.71
Community Corrections	15.06	16.33	17.33	18.86	19.86
MH, MR, & Substance Abuse Services	324.83	341.30	344.64	343.44	344.10
Parks, Recreation & Community Services	383.18	428.65	476.65	494.86	496.52
Juvenile Court Service Unit**	32.63	34.77	35.84	35.84	35.84
Family Services	177.73	185.45	189.05	193.25	194.80
Extension Services**	10.37	11.37	11.37	11.37	11.72
Miscellaneous	0.00	0.00	0.00	0.00	0.00
<b>General Fund Subtotal</b>	<b>2,833.94</b>	<b>3,084.03</b>	<b>3,278.61</b>	<b>3,414.95</b>	<b>3,437.08</b>
School Fund	6,429.40	7,143.50	7,998.90	8,563.80	8,901.30
Central Services Fund	12.27	13.27	13.27	11.27	11.27
Law Library Fund	0.53	0.53	0.53	1.00	1.00
<b>Total All Funds</b>	<b>9,276.14</b>	<b>10,241.33</b>	<b>11,291.31</b>	<b>11,953.56</b>	<b>12,350.65</b>

\* The Office of Capital Construction was established effective FY 07 with a combination of new resources and existing staff from the Departments of General Services and Parks, Recreation and Community Services.

\*\* Personnel counts in these departments include both State and County FTE.

\*\*\* The Assessor's Office was established effective FY 07. Prior to FY 07, this office was included in Management and Financial Services. Prior year history is shown for comparative purposes.



**Loudoun County Government  
FY 2009 Adopted Fiscal Plan**

## History of Adopted Budgets by Fund

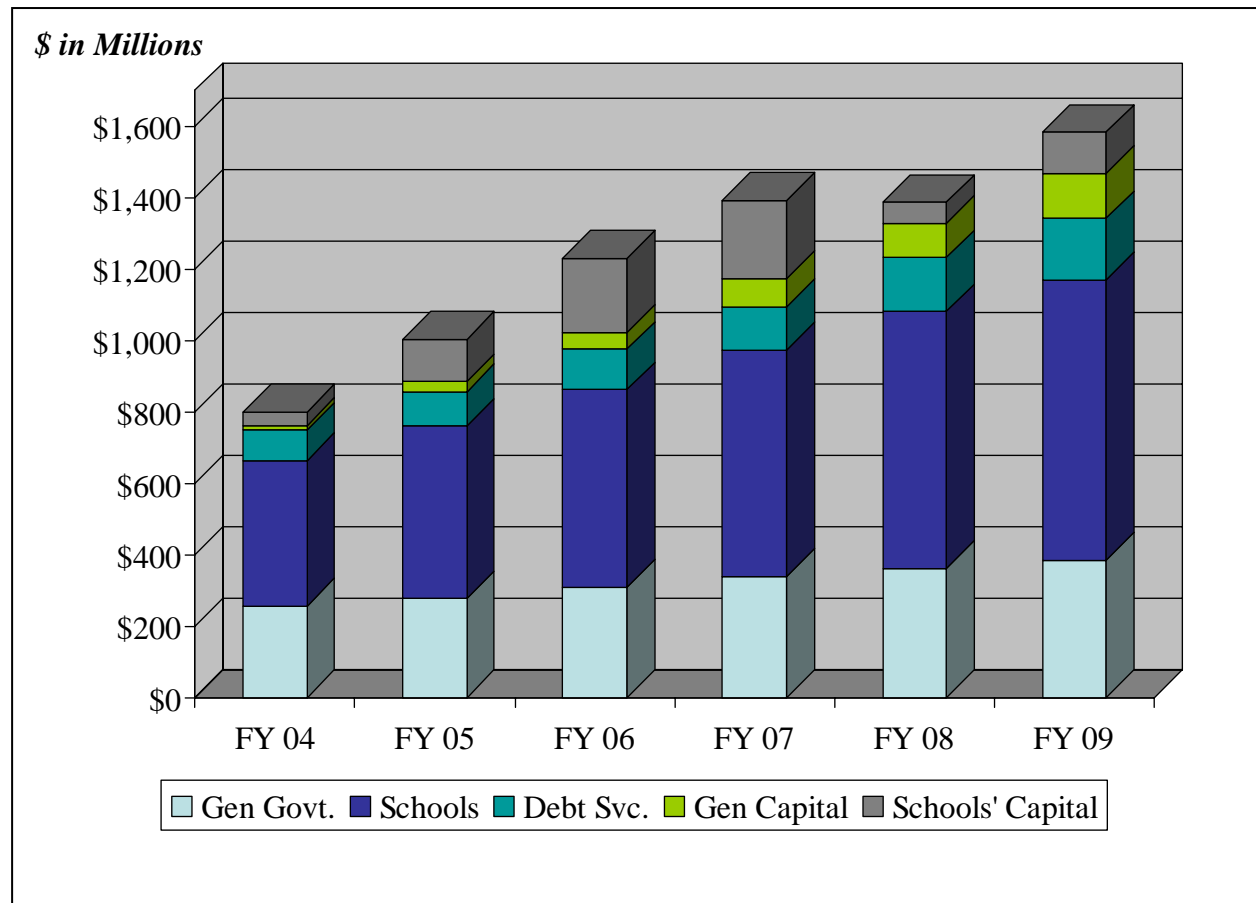
### Dollar Amounts - Adopted Budget Distribution

<u>FY</u>	<u>Total</u>	<u>General Government</u>	<u>Schools</u>	<u>Combined Debt Svc.</u>	<u>General Capital</u>	<u>School Capital</u>
2004	799,199,402	255,425,027	407,756,442	84,291,933	13,904,000	37,822,000
2005	1,003,699,946	275,763,752	483,924,656	96,306,538	28,257,000	119,448,000
2006	1,229,212,579	307,419,009	554,032,809	112,697,190	47,263,571	207,800,000
2007	1,392,150,976	339,698,045	632,385,248	121,940,440	79,716,243	218,411,000
2008	1,385,558,788	359,955,196	720,102,863	151,512,472	94,998,000	58,990,257
2009	1,581,996,725	384,783,144	783,964,113	171,987,468	127,124,000	114,138,000

Note: General Government includes General Fund, non-Capital and Comprehensive Services Act Fund expenditures.

### Percentage Distribution - Adopted Budget Distribution

<u>FY</u>	<u>General Government</u>	<u>Schools</u>	<u>Combined Debt</u>	<u>General Capital</u>	<u>School Capital</u>
2004	32.0%	51.0%	10.5%	1.7%	4.7%
2005	27.5%	48.2%	9.6%	2.8%	11.9%
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%	6.8%	4.3%
2009	24.3%	49.6%	10.9%	8.0%	7.2%





## County Funds, Fund Structure and Basis of Budgeting

The 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 amounts 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, 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, the payment of debt service, and the 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.



## County Funds, Fund Structure and Basis of Budgeting

### 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 (45%) and Aid from the Commonwealth (55%).

### 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.

### 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.

### 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.



## County Funds, Fund Structure and Basis of Budgeting

### 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 entirely funded through a combination of 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 Sanitation 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.



## **County Funds, Fund Structure and Basis of Budgeting**

### **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 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.



## **County Funds, Fund Structure and Basis of Budgeting**

### **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.

### **Fixed Assets, Capitalization and Depreciation**

The standard for capitalization of tangible property is \$2,500 or more per unit with an expected useful life greater than one year. 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 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 amounts, 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.

### 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 or 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 of 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 December 5, 2006, 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.

### Chapter 3 - 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 approved annually, when the Board also passes the operating budget. The adopted Fiscal Plan reflects the estimated and projected costs of providing County services for two fiscal years, with appropriations made for only the first year of the biennium.



## Long-Range Planning

As indicated in the table, Strategic Management of Loudoun's Growth: The Planning Tools on pg. 3-3, 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 20 percent of the cost of new facilities, thereby reducing the cost of long-term financing.

### 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.



## Long-Range Planning

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 May 6, 2008

**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.

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



## **Loudoun County Government FY 2009 Adopted Fiscal Plan**

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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 (in excess of proffers) from current financial resources.



## **Loudoun County Government FY 2009 Adopted Fiscal Plan**

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### **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., personal 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 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.



**Loudoun County Government  
FY 2009 Adopted Fiscal Plan**

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- 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:

<b><u>Tool</u></b>	<b><u>Review Process</u></b>	<b><u>Update Cycle</u></b>
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	Every Four Years (Fourth Adoption 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.

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.



**Loudoun County Government  
FY 2009 Adopted Fiscal Plan**

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><b>Total Cost of Project</b></u>	<u><b>General Government</b></u>	<u><b>School System</b></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.

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.



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- 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 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%); 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 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.



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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 to be used 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 April 2005 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 insure 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.

**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 Principals (GAAP) for governmental entities as promulgated by the Governmental Accounting Standards Board (GASB).



## **Loudoun County Government FY 2009 Adopted Fiscal Plan**

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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) 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.



## **Loudoun County Government FY 2009 Adopted Fiscal Plan**

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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 all 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.



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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 insure 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;



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- 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;
- 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.



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**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 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.



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**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.

**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.



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## General Fund Revenue

### GENERAL FUND REVENUE SUMMARY

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General Fund Revenue

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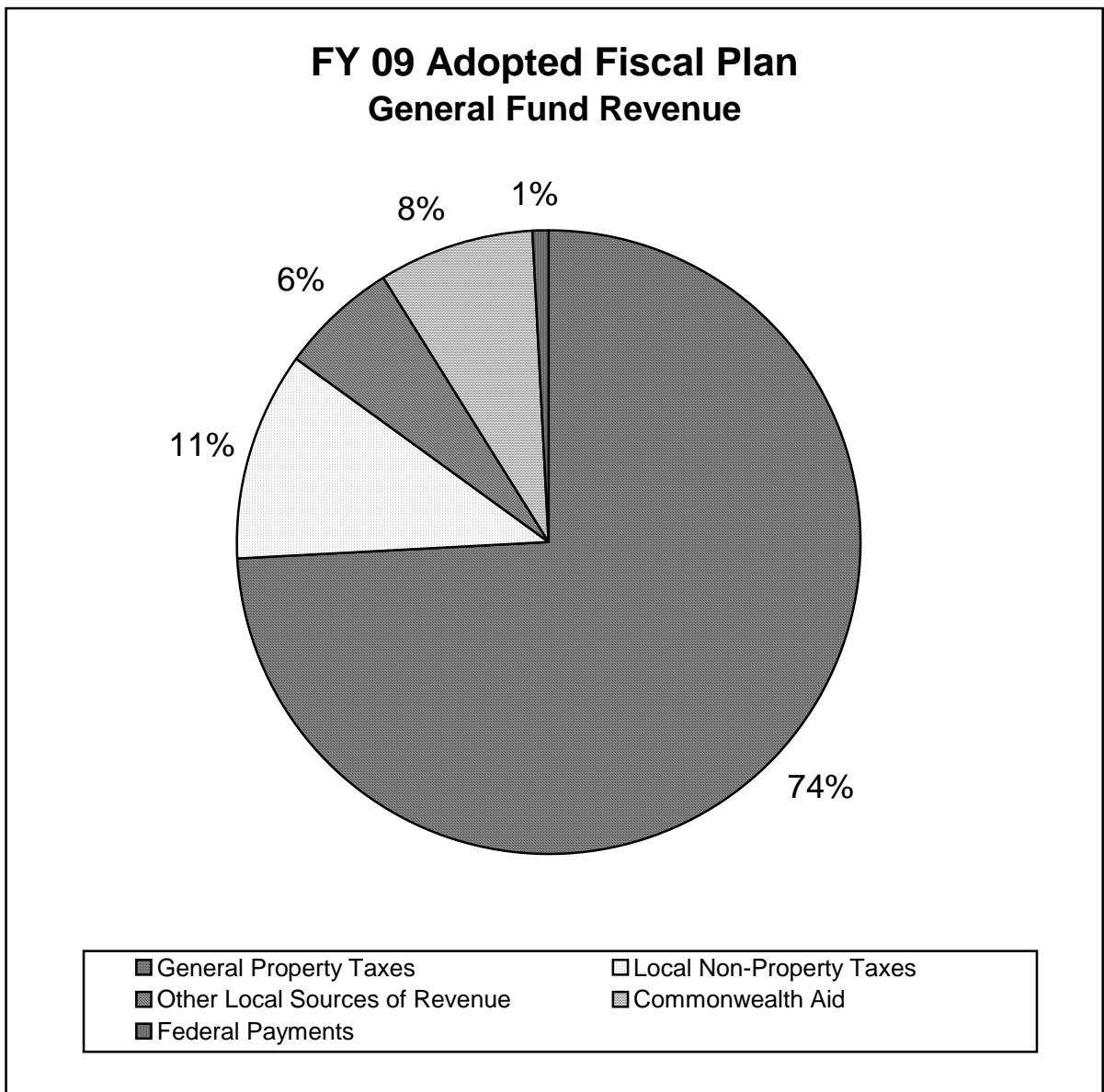
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## General Fund Revenue

General Fund revenue is divided into five major categories. These include (1) General Property Taxes, (2) Local Non-Property Taxes, (3) Other Local Sources of Revenue, (4) Commonwealth Aid and (5) Federal Payments.

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





**Loudoun County Government  
FY 2009 Adopted Fiscal Plan**

**General Fund Revenue Profile**

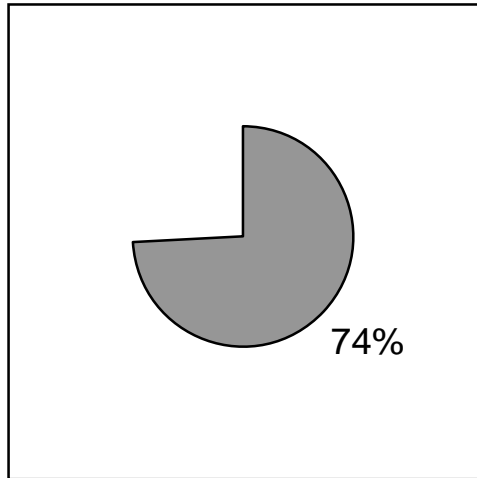
<u>Local Revenue<sup>1</sup></u>	<u>FY 05 Actual</u>	<u>FY 06 Actual</u>	<u>FY 07 Actual</u>	<u>FY 08 Adopted</u>	<u>FY 09 Adopted</u>
<b>Local Tax Revenue</b>					
General Property Taxes	\$490,378,640	\$576,468,150	\$629,815,838	\$665,935,000	\$756,629,000
Local Non-Property Taxes	94,284,376	107,090,484	108,870,542	102,380,000	111,155,000
<b>Total Local Tax Revenue</b>	<b>\$584,663,016</b>	<b>\$683,558,634</b>	<b>\$738,686,380</b>	<b>\$768,315,000</b>	<b>\$867,784,000</b>
<b>Other Local Sources of Revenue</b>					
Permits & Privilege Fees	\$23,102,301	\$20,885,155	\$15,301,258	\$18,254,000	\$19,178,000
Fines & Forfeitures	2,023,360	2,056,027	1,938,316	1,924,000	1,889,000
Use of Money & Property	5,126,790	11,333,324	16,462,050	7,816,000	7,994,000
Charges for Services	19,555,492	19,272,752	19,420,084	23,029,000	23,169,000
Miscellaneous Revenue	572,691	748,204	1,025,115	285,000	331,000
Recovered Costs	5,194,452	5,538,330	5,650,722	6,839,000	6,537,000
Other Financing Sources	2,824,471	1,731,720	3,848,622	2,452,000	4,146,000
<b>Total Other Local Sources of Revenue</b>	<b>\$58,399,556</b>	<b>\$61,565,512</b>	<b>\$63,646,166</b>	<b>\$60,599,000</b>	<b>\$63,244,000</b>
<b>Total Local Revenue</b>	<b>\$643,062,572</b>	<b>\$745,124,146</b>	<b>\$802,332,546</b>	<b>\$828,914,000</b>	<b>\$931,028,000</b>
<b>Commonwealth Aid:</b>					
State Non -Categorical Aid	\$55,952,338	\$59,418,512	\$56,805,237	\$56,330,000	\$55,647,000
State Shared Expenses	9,087,902	9,794,162	11,332,277	10,320,000	11,882,000
State Categorical Aid	10,345,274	11,283,628	12,064,463	11,228,000	12,825,000
<b>Total Commonwealth Aid</b>	<b>\$75,385,515</b>	<b>\$80,496,301</b>	<b>\$80,201,976</b>	<b>\$77,877,000</b>	<b>\$80,354,000</b>
<b>Federal Payments:</b>					
Payments in Lieu of Taxes	\$1,784	\$1,769	\$1,798	\$2,000	\$2,000
Federal Categorical Aid	10,184,329	15,683,817	12,938,468	8,695,000	9,279,000
<b>Total Federal Payments</b>	<b>\$10,186,113</b>	<b>\$15,685,586</b>	<b>\$12,940,266</b>	<b>\$8,697,000</b>	<b>\$9,280,000</b>
<b>Total General Fund Revenue</b>	<b>\$728,634,199</b>	<b>\$841,306,033</b>	<b>\$895,474,788</b>	<b>\$915,488,000</b>	<b>\$1,020,662,000</b>

<b>Real and Personal Property Tax Rates</b>					
<b>Rates per \$100 Assessed Value, Per Tax (Calendar) Year.</b>					
	<u>2004</u>	<u>2005</u>	<u>2006</u>	<u>2007</u>	<u>2008</u>
Real Property – General	\$1.1075	\$1.04	\$0.89	\$0.917	\$1.14
Personal Property	\$4.20	\$4.20	\$4.20	\$4.20	\$4.20
Real Property – Fire & EMS	-	-	-	\$0.043	-
Personal Property – Volunteer Fire & Rescue	\$0.01	\$0.01	\$0.01	\$0.01	\$0.01
Personal Property – Elderly & Disabled	\$2.10	\$2.10	\$2.10	\$2.10	\$2.10
Personal Property – Special Fuels	-	\$0.01	\$0.01	\$0.01	\$0.01
PSC Personal Property – Vehicles	\$4.20	\$4.20	\$4.20	\$4.20	\$4.20
PSC Personal Property – Other - General	\$1.1075	\$1.04	\$0.89	\$0.917	\$1.14
PSC Personal Property – Other - Fire & EMS	-	-	-	\$0.043	-
Heavy Equipment	\$4.00	\$4.00	\$4.00	\$4.00	\$4.00
Mobile Homes – General	\$1.1075	\$1.04	\$0.89	\$0.917	\$1.14
Mobile Homes – Fire & EMS	-	-	-	\$0.043	-
Machinery & Tools	\$2.75	\$2.75	\$2.75	\$2.75	\$2.75
Satellite Manufacturing Equipment	\$0.01	\$0.01	\$0.01	\$0.01	\$0.01
Aircraft & Flight Simulators	\$0.01	\$0.01	\$0.01	\$0.01	\$0.01
Route 28 Improvement District	\$0.20	\$0.20	\$0.20	\$0.20	\$0.20
Hamilton Improvement District	\$0.30	\$0.30	\$0.30	\$0.30	\$0.30
Aldie Improvement District	\$0.27	\$0.27	\$0.13	\$0.13	\$0.13

<sup>1</sup>Components may not equal sums because of rounding error.



## General Property Taxes



This category refers to real property taxes and personal property taxes, and is projected to constitute about 74% of all General Fund revenue in FY 09. 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, 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<sup>th</sup> and June 5<sup>th</sup>. Personal property taxes are due on October 5<sup>th</sup> and May 5<sup>th</sup> (June 5<sup>th</sup> for business personal property taxes). Personal property bills for prorated taxes (for vehicles and trailers new to the County on August 1 or later) are also due on December 5<sup>th</sup>.

<b>General Property Taxes<sup>1</sup></b>	<b>FY 05 Actual</b>	<b>FY 06 Actual</b>	<b>FY 07 Actual</b>	<b>FY 08 Adopted</b>	<b>FY 09 Adopted</b>
Current real property taxes	\$408,828,294	\$483,274,456	\$526,905,764	\$567,399,000	\$648,477,000
Current real property taxes-rollback	(240,451)	20,104	(20,281)	0	0
Delinquent real property taxes	4,794,326	3,031,823	3,961,044	3,500,000	4,150,000
Payments in lieu of taxes	155,400	161,200	166,300	0	0
PSC real property tax	8,035,007	10,768,169	10,530,428	10,608,000	14,730,000
PSC personal property - vehicles	26,553	25,401	47,357	30,000	82,000
PSC personal property taxes	1,934,737	2,054,457	2,714,561	3,031,000	3,677,000
Current personal property taxes	46,663,443	54,662,086	59,478,996	58,882,000	55,972,000
Delinquent personal property taxes	2,193,502	2,379,197	2,778,015	2,500,000	2,800,000
Mobile home taxes	14,274	12,809	11,034	15,000	13,000
Aircraft taxes	44,893	53,093	48,770	52,000	38,000
Heavy equipment taxes	1,589,827	1,848,929	1,922,181	1,600,000	1,800,000
Satellite manufacturing eqpt.	945	937	2,136	1,000	2,000
Computer equipment	11,693,602	13,097,185	16,059,261	13,779,000	19,250,000
Current machinery & tools taxes	1,153,474	1,149,826	1,217,756	1,150,000	1,250,000
Penalties (all property taxes)	2,122,058	2,541,618	2,717,346	2,200,000	2,992,000
Interest (all property taxes)	1,368,756	1,386,858	1,275,171	1,188,000	1,396,000
<b>Total - General Property Taxes</b>	<b>\$490,378,640</b>	<b>\$576,468,150</b>	<b>\$629,815,838</b>	<b>\$665,935,000</b>	<b>\$756,629,000</b>

<sup>1</sup>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 2009 Adopted Fiscal Plan**

### ***Real Property***

For FY 09, the Adopted Fiscal Plan includes a countywide real property tax rate of \$1.14. 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 residential communities.

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 2009.

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 Special Funds section of this document.

In FY 02, the real estate tax liability on qualifying elderly and disabled residents was reduced from 2% of gross household income to 0%. In December 2004, the program's thresholds for household income and net worth were increased (to \$72,000 gross combined income and \$340,000 net financial worth – excluding primary dwelling and associated land) as allowed by 2004 General Assembly action. 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.

<b>Real Property Tax Relief for the Elderly and Disabled</b>	<b>FY 05 Actual</b>	<b>FY 06 Actual</b>	<b>FY 07 Actual</b>	<b>FY 08 Estimate</b>	<b>FY 09 Forecast</b>
Foregone Revenue, Elderly & Disabled	\$3,410,516	\$4,822,176	\$4,874,934	\$6,200,000	\$6,700,000

### ***Personal Property***

Personal property taxes are levied at rates dependent upon the classification of property. Beginning in FY 1999, 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 2008, the percentage is 58%. Further information may be found in the State Non-Categorical Aid section on page R-18.

There are three special programs that reduce the personal property tax rate on vehicles: volunteer fire & rescue, elderly & disabled, and special fuels. 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 resident 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 special fuels tax rate of \$0.01.



### ***Public Service Corporation Real and Personal Property Taxes***

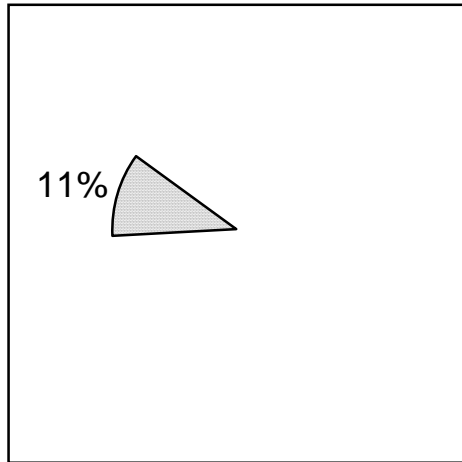
Public service corporations (PSC) are utilities. The State Corporation Commission assesses the real and personal property of utilities, except for vehicles. By State law, most PSC property (both personal and real) is taxed at the locality's real property tax rate. Aircraft, automobiles, and trucks are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

### ***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. 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.



## 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.

### ***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 \$47.4 million in FY 09.

For utilities taxes, recent changes in the Commonwealth's communications tax structure have an impact on the FY 09 budget. Effective January 1, 2007, a set of new statewide communications taxes replaced a number of state and local communications taxes and fees. The new 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 local taxes and fees that were repealed include: the local consumers utility tax on landline and wireless telephone services, the local E-911 tax on local telephone services, and cable franchise fees.

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. Beginning in FY 06, the County began accounting for the different sources of this tax (electric, natural gas, and – at the time – telephone) separately. Consumer utility tax rates vary based on the type of user, as follows:

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

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.



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<b>Local Non-Property Taxes - Sales &amp; Utilities</b>	<b>FY 05 Actual</b>	<b>FY 06 Actual</b>	<b>FY 07 Actual</b>	<b>FY 08 Adopted</b>	<b>FY 09 Adopted</b>
Local sales & use taxes	\$40,440,519	\$44,591,077	\$46,045,954	\$44,500,000	\$47,400,000
Consumer utility tax	7,905,377	0	0	0	0
Electric utility consumption tax	646,122	674,517	863,367	715,000	715,000
Natural gas utility consumption tax	165,436	137,534	157,562	140,000	140,000
Consumers utility tax-electric	0	3,964,214	4,183,682	3,960,000	4,434,000
Consumers utility tax-natural gas	0	1,327,300	1,717,838	1,330,000	1,821,000
Consumers utility tax-tele-landline	0	3,273,955	1,942,164	0	0
Communications tax	0	0	5,723,222	6,727,000	13,833,000
<b>Subtotal - Sales &amp; Utilities</b>	<b>\$49,157,453</b>	<b>\$53,968,596</b>	<b>\$60,633,788</b>	<b>\$57,372,000</b>	<b>\$68,343,000</b>

***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 \$26.2 million in FY 09. BPOL tax rates vary according to the category of business. An individual business' obligations are calculated by applying the applicable rate to its gross receipts from the preceding calendar year. Beginning in FY 00, those businesses with annual gross receipts less than \$200,000 became exempt from the gross receipts component of the BPOL tax, but these businesses still pay an annual fee of \$30. BPOL rates are listed with the categories' budgeted revenues. Beginning in FY 09, application fees are distributed to each BPOL business category rather than shown as a separate budget line.

<b>Local Non-Property Taxes – BPOL</b>	<b>BPOL Tax Rate</b>	<b>FY 05 Actual</b>	<b>FY 06 Actual</b>	<b>FY 07 Actual</b>	<b>FY 08 Adopted</b>	<b>FY 09 Adopted</b>
Amusements	\$0.21/\$100	\$54,178	\$49,882	\$36,727	\$53,000	\$35,000
Business service occupations	0.21/100*	3,880,628	4,454,773	5,608,012	4,500,000	6,499,000
Personal service occupations	0.23/100	622,144	707,973	837,470	710,000	800,000
Contractors & contracting	0.13/100	6,725,397	9,089,451	8,279,194	8,500,000	7,000,000
Hotels & motels	0.23/100	249,407	277,075	331,117	280,000	300,000
Professional & specialized	0.33/100	1,025,647	1,276,368	1,493,291	1,300,000	1,500,000
Renting by owner	0.21/100*	602,075	613,889	747,684	625,000	922,000
Repair service occupations	0.21/100*	239,516	285,996	289,627	290,000	378,000
Retail merchants	0.20/100*	4,929,447	5,116,950	5,817,719	5,250,000	6,222,000
Wholesale merchants	0.05/100	325,418	872,745	778,757	600,000	750,000
Money lenders	0.21/100*	32,125	46,545	37,259	50,000	50,000
Coin operated machines	150 <sup>1</sup>	350	500	350	1,000	400
Itinerant merchants	500/year	28,586	22,245	16,416	25,000	25,000
Professional bondsmen	50/year	100	50	50	100	100
Short-term rentals	0.20/100	273,552	281,253	267,128	290,000	290,000
Retail merchants/cert str	0.20/100	89,125	99,154	88,392	100,000	90,000
Business svcs./aircraft leases	0.10/100*	51,043	46,093	37,959	48,000	75,000
Precious metals dealers	0.17/100	800	400	0	1,000	0
Consumer utility licenses	0.50/100	714,477	684,067	798,849	700,000	750,000
Computer services	0.15/100	955,722	1,309,046	1,008,744	1,250,000	250,000
Research & development	0.03/100	10,192	5,328	6,035	8,000	7,000
Satellite imaging services	0.15/100	39,992	110,093	100,384	100,000	100,000
Application fees	30	273,840	259,980	5,820	275,000	0
Penalties, interest & cost	---	107,118	432,429	137,400	150,000	150,000
<b>Subtotal - BPOL</b>		<b>\$21,230,878</b>	<b>\$26,042,285</b>	<b>\$26,724,382</b>	<b>\$25,103,000</b>	<b>\$26,193,000</b>

<sup>1</sup> Vending and coin operated machines are subject to a tax of \$150 for up to 10 machines and \$200 for more than ten machines.

\* New tax rates for FY 2009 pending Board of Supervisors ordinance.



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The Board of Supervisors determined that BPOL tax rates for six of the above business categories will be increased effective 2009. It is estimated that an additional \$2.6 million in revenue will be collected during FY 2009 as a result of the increased rates. The old/new tax rates for the categories are: Business Service Occupations (\$0.17/\$0.21), Aircraft Leasing (\$0.05/\$0.10), Renting by Owner (\$0.16/\$0.21), Repair Service Occupations (\$0.17/\$0.21), Retail Merchants (\$0.17/\$0.20), and Money Lenders (\$0.16/\$0.21).

***Franchise Fees & Miscellaneous Taxes***

As the franchiser for the County's cable television systems, the County collected cable franchise license fees through December 2006. 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.

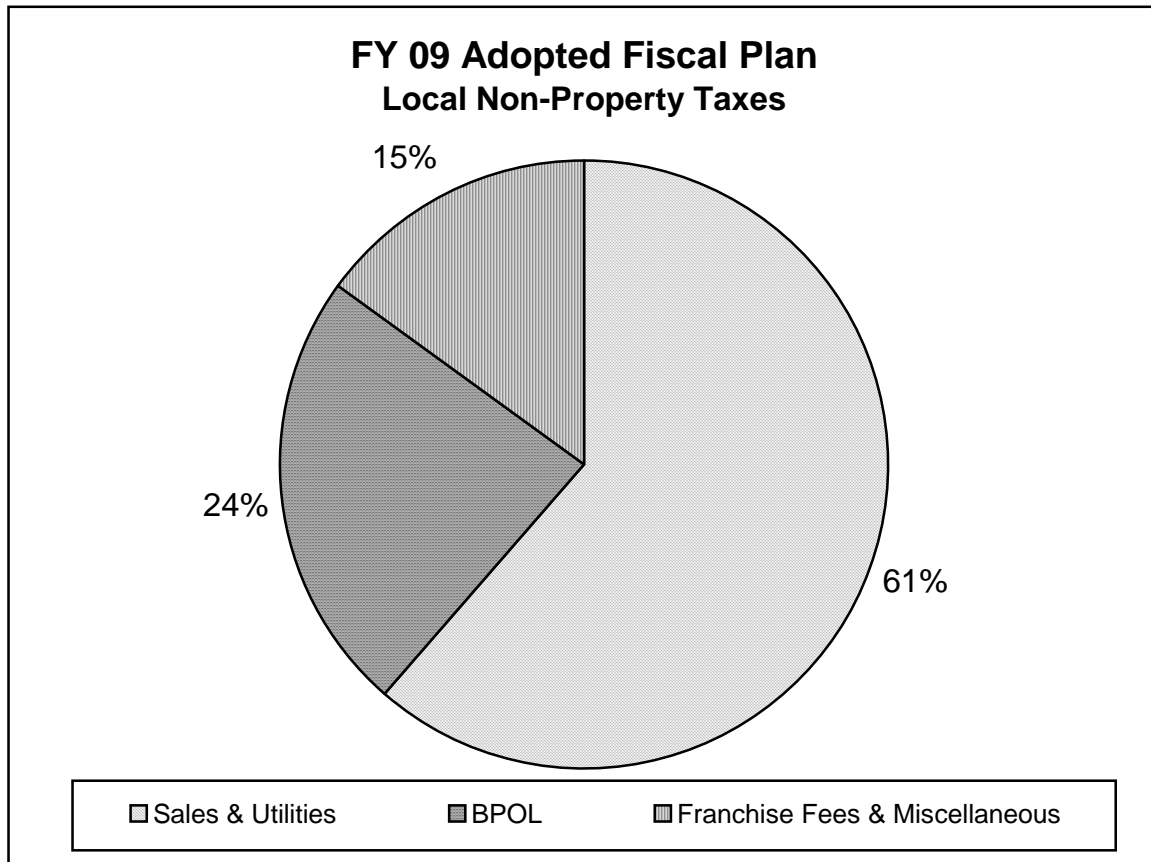
Bank franchise taxes are collected for the issuance of franchise licenses to banks that desire to operate branch offices in the County (outside of towns). Recordation taxes are levied on transactions involving the recording of estates, deeds of trusts, mortgages, leases, contracts and agreements that 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.

<b>Local Non-Property Taxes - Franchise Fees &amp; Miscellaneous</b>	<b>FY 05 Actual</b>	<b>FY 06 Actual</b>	<b>FY 07 Actual</b>	<b>FY 08 Adopted</b>	<b>FY 09 Adopted</b>
Cable TV license tax	\$1,126,858	\$1,539,971	\$784,066	\$1,226,000	\$0
Open video systems	16,432	0	76,690	100,000	0
Program access taxes	0	5,874	-2,937	0	0
Motor vehicle licenses	4,624,522	4,895,525	5,062,819	5,000,000	5,000,000
Temporary motor vehicle licenses	1,521	1,534	1,404	1,000	1,000
Bank franchise taxes	563,757	530,806	465,944	550,000	450,000
Recordation taxes	15,733,899	17,952,438	12,816,186	10,771,000	8,768,000
Taxes on wills	24,658	27,972	42,308	26,000	44,000
Hotel & motel room taxes	1,804,397	2,125,483	2,265,890	2,231,000	2,355,000
<b>Subtotal - Franchise Fees &amp; Misc.</b>	<b>\$23,896,044</b>	<b>\$27,079,604</b>	<b>\$21,512,371</b>	<b>\$19,906,000</b>	<b>\$16,618,000</b>



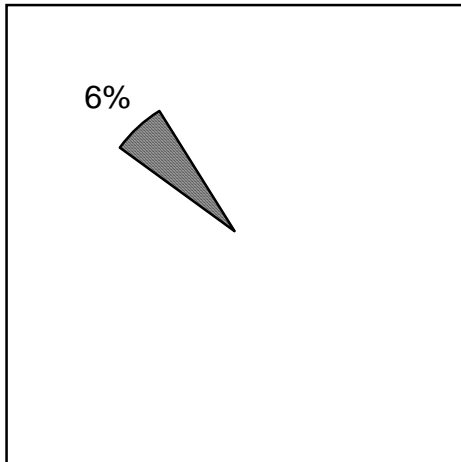
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Local Non-Property Taxes – Total	FY 05 Actual	FY 06 Actual	FY 07 Actual	FY 08 Adopted	FY 09 Adopted
Sales & Utilities	\$49,157,453	\$53,968,596	\$60,633,788	\$57,372,000	\$68,343,000
BPOL	21,230,878	26,042,285	26,724,382	25,103,000	26,193,000
Franchise Fees & Miscellaneous	23,896,044	27,079,604	21,512,371	19,906,000	16,618,000
Total – Local Non-Prop. Taxes	\$94,284,376	\$107,090,484	\$108,870,542	\$102,380,000	\$111,155,000



## 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.

### 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. In 2005, the Board of Supervisors approved a false alarm ordinance, allowing the County to charge fines for false alarms. For FY 09, revenue from this fee is forecasted to total \$200,000. For FY 09, the license fees for dogs has been increased and is expected to generate \$83,000 in additional revenue.

An internal staff analysis has led to an increase in planned fees in the legislative and zoning verification area. This is expected to generate an additional \$1.5 million in revenue during FY 2009 and fee studies are ongoing. While specific fees are being increased, overall revenues continue to be lower than past years due to the reduced level of land development activity.

	<b>FY 05</b>	<b>FY 06</b>	<b>FY 07</b>	<b>FY 08</b>	<b>FY 09</b>
<b>Permits &amp; Privilege Fees</b>	<b>Actual</b>	<b>Actual</b>	<b>Actual</b>	<b>Adopted</b>	<b>Adopted</b>
Dog licenses	\$80,971	\$81,318	\$90,204	\$81,000	\$149,000
Kennel application fees	100	200	250	300	300
Vicious and dangerous dog licenses	1,750	2,470	2,750	2,000	2,000
Hydrogeologic reviews	871	0	0	0	0
Plan review fees	0	0	0	25,000	0
Site plan revision fees	45,600	84,800	61,800	62,000	66,000
Rural site plan fees	11,500	9,200	4,600	15,000	8,000
As-built submission fees	22,800	49,800	68,120	65,000	57,000
Soils map reviews/mapping fees	233,517	169,583	92,871	174,000	60,000
Remote access fees	0	0	0	200,000	200,000
Pawn broker license fees	0	0	0	0	200
Final development plan fees	11,333	37,661	9,239	28,000	13,000
Weekender jail fees	235	89	30	100	100
Land use tax application fees	51,657	54,855	55,684	42,000	40,000
Transfer fees	17,513	15,467	11,800	13,000	11,000
Zoning permits	660,670	538,975	421,215	424,000	402,000
Commission permits	770	3,080	3,388	5,000	11,000
Building permits	14,918,403	11,653,138	8,188,354	10,631,000	12,168,000
Electrical permits	513,625	606,991	584,050	607,000	568,000
Plumbing permits	492,935	521,915	466,735	459,000	441,000



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<b>Permits &amp; Privilege Fees, continued...</b>	<b>FY 05 Actual</b>	<b>FY 06 Actual</b>	<b>FY 07 Actual</b>	<b>FY 08 Adopted</b>	<b>FY 09 Adopted</b>
Mechanical fees	\$220,525	\$80,185	\$254,350	\$257,000	\$241,000
Septic tank permits	135,488	98,868	67,994	100,000	65,000
Occupancy permits	203,675	133,350	96,860	125,000	96,000
Erosion & sediment control permits	726,894	673,446	456,495	517,000	564,000
Solicitor permits	1,570	1,590	1,590	2,000	2,000
Weapons permits	13,256	12,142	17,776	15,000	18,000
Fire permits	255,233	298,679	366,376	251,000	361,000
Refuse vehicle hauling licenses	12,020	13,900	13,620	12,000	12,000
Sanitation & water permits & fees	197,570	291,162	77,490	200,000	74,000
Swimming pool permits	35,040	41,420	43,530	45,000	45,000
Mixed beverage licenses	32,302	36,660	61,892	38,000	38,000
Sanitation licenses	15,336	15,762	17,040	15,000	17,000
Water supply licenses	4,932	4,498	4,562	5,000	5,000
Going out of sale permits	0	130	0	100	100
Bond reduction processing fees	112,885	115,020	129,980	163,000	97,000
Construction plan review fees	555,550	618,149	668,765	660,000	616,000
Healthland sites evaluation	19,607	130,074	20,719	20,000	5,000
Road dedication plats	0	14,992	46,190	21,000	115,000
Solid waste facility permits	21,114	19,000	15,115	19,000	19,000
Comprehensive plan amendments	88,313	0	0	0	0
Massage parlor fees	4,200	4,800	7,100	5,000	8,000
Rezoning	645,104	862,982	(79,543)	281,000	230,000
Rezoning modifications	31,460	110,615	82,190	93,000	90,000
Zoning concept plan amendments	51,429	105,008	47,190	94,000	92,000
Special exceptions	125,512	117,530	146,204	87,000	110,000
Floodplain alterations	31,584	37,078	74,965	72,000	43,000
Variances	100	1,050	(1,750)	1,000	1,000
Appeals	4,900	4,640	9,800	6,000	9,000
Preliminary subdivisions	301,964	527,969	295,830	300,000	73,000
Preliminary record subdivisions	89,548	65,388	79,708	53,000	70,000
Record subdivisions	301,461	312,631	290,794	150,000	202,000
Family subdivisions	0	204,818	36,240	38,000	10,000
Subdivision waivers	36,750	140,828	62,348	30,000	19,000
Subdivision exceptions	3,636	(1,800)	0	1,000	3,000
Boundary line adjustments	40,465	58,290	36,975	50,000	34,000
Final site plans	400,130	447,274	467,306	418,000	451,000
Site plan amendments	129,400	134,400	157,800	215,000	82,000
Certificates of appropriateness	1,395	1,800	1,260	1,000	2,000
False alarm fee	0	0	191,900	100,000	200,000
Floodplain study fees	38,750	63,300	54,300	49,000	81,000
Replacement well fees	500	700	800	1,000	1,000
Well & septic reinspection fees	2,475	3,375	2,850	3,000	3,000
Boca clearance fees	18,300	20,775	15,900	20,000	15,000
Technical sewage plan review fees	900	600	23,400	50,000	22,000
Percolation test monitoring fees	1,800	7,650	1,500	2,000	2,000
Bond final release fees	186,927	209,585	233,959	240,000	227,000
Bond final release reinspection fees	0	0	2,100	2,000	1,000
Bond extension fees	195,300	307,650	284,800	250,000	202,000
FSM waiver fees	40,750	43,750	41,750	45,000	42,000
Overlot grading fees	702,000	463,900	312,150	300,000	273,000
<b>Total - Permits &amp; Privilege Fees</b>	<b>\$23,102,301</b>	<b>\$20,885,155</b>	<b>\$15,301,258</b>	<b>\$18,254,000</b>	<b>\$19,178,000</b>



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### 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.

	<b>FY 05</b>	<b>FY 06</b>	<b>FY 07</b>	<b>FY 08</b>	<b>FY 09</b>
<b><u>Fines &amp; Forfeitures</u></b>	<b><u>Actual</u></b>	<b><u>Actual</u></b>	<b><u>Actual</u></b>	<b><u>Adopted</u></b>	<b><u>Adopted</u></b>
Court fines & forfeitures	\$1,525,002	\$1,475,575	\$1,553,897	\$1,560,000	\$1,560,000
Fire lane violation fines	150,676	165,583	105,273	160,000	112,000
Fire fines	0	1,250	0	0	0
Dulles airport pkg. & traffic fines	154,237	139,860	137,034	140,000	140,000
Parking fines	116,441	183,131	80,662	40,000	45,000
Animal law violation fines	199	883	3,810	3,000	3,000
Zoning violations	13,513	19,707	35,369	15,000	20,000
DUI incidents	63,292	66,539	12,918	0	0
Interest (late payments on tickets)	0	3,499	9,354	6,000	9,000
<b>Total - Fines &amp; Forfeitures</b>	<b>\$2,023,360</b>	<b>\$2,056,027</b>	<b>\$1,938,316</b>	<b>\$1,924,000</b>	<b>\$1,889,000</b>

### 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 09 is expected to be less than in FY 07 given expected interest rate trends.

	<b>FY 05</b>	<b>FY 06</b>	<b>FY 07</b>	<b>FY 08</b>	<b>FY 09</b>
<b><u>Use of Money &amp; Property</u></b>	<b><u>Actual</u></b>	<b><u>Actual</u></b>	<b><u>Actual</u></b>	<b><u>Adopted</u></b>	<b><u>Adopted</u></b>
Interest on investments	\$4,663,608	\$10,832,098	\$15,784,481	\$7,000,000	\$7,000,000
Interest on loans	6,355	4,737	2,927	9,000	9,000
Rental of general & school prop.	50,970	60,131	61,530	60,000	69,000
Rental of recreational property	365,449	388,473	577,687	650,000	805,000
Concession rentals/commissions	8,207	11,827	9,578	24,000	18,000
Sale of materials and supplies	31,928	35,441	25,582	73,000	93,000
Sales of meals to non-prisoners	272	617	266	300	300
<b>Total - Use of Money &amp; Property</b>	<b>\$5,126,790</b>	<b>\$11,333,324</b>	<b>\$16,462,050</b>	<b>\$7,816,000</b>	<b>\$7,994,000</b>

### 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/Mental Retardation & Substance Abuse 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.

The Office of Solid Waste Management administers fees associated with the disposal of solid waste at the County landfill. Beginning with the FY 06 budget, landfill revenue required to offset operational expenses is posted to the General Fund, while revenue in excess of direct operating expenditures has been posted to the Capital Projects Fund to offset the cost of future cell construction and closure.



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In all cases, revenue estimates for this category incorporate a combination of historical trends analysis and projected increases in the agencies' client base. The Board of Supervisors has implemented increased charges for various Parks, Recreation & Community Services programs; sales of digital data; and animal adoption.

<b>Charges for Services</b>	<b>FY 05 Actual</b>	<b>FY 06 Actual</b>	<b>FY 07 Actual</b>	<b>FY 08 Adopted</b>	<b>FY 09 Adopted</b>
Photographic fees	\$0	\$5	\$0	\$100	\$100
Freedom of information fees	0	528	834	100	100
Loss of summons copy	0	10	10	100	100
ATF form	0	800	1,760	1,000	2,000
Good conduct letter	0	400	270	400	400
Incident reports	0	2,274	2,868	2,000	3,000
Excess of court officers	3,303,080	3,661,033	2,419,155	2,197,000	1,656,000
Sheriff's fees	9,592	15	14,685	8,000	16,000
Costs collected in court cases	196,403	219,488	122,291	171,000	120,000
Commonwealth's attorney fees	3,442	3,864	3,792	0	0
Background investigation charges	130	0	0	0	0
Drug testing charges	0	0	50	0	0
Street light charges	2,609	2,435	0	3,000	3,000
Courthouse security fees	113,692	203,679	233,142	175,000	235,000
DMV license agent commissions	0	0	11,868	0	0
Well & septic evaluation charges	9,570	24,750	9,350	10,000	9,000
Residential service fees	217,650	273,835	296,999	244,000	229,000
Outpatient clinic fees	152,680	162,194	151,379	180,000	180,000
Day treatment clinic fees	6,763	7,587	9,999	7,000	7,000
Parent-infant development fees	47,748	55,655	43,468	55,000	55,000
Sale of medication, drugs, etc.	13,848	19,455	13,760	14,000	14,000
Aftercare service fees	5,562	5,190	3,803	7,000	7,000
Court evaluation charges	62,676	49,486	67,389	50,000	50,000
Substance abuse counselor fees	93,847	116,857	112,821	90,000	90,000
Emergency service fees	13,511	13,474	9,495	15,000	15,000
Sale of meals	0	0	50	0	0
Cafeteria sales	16,099	59,584	15,416	23,000	23,000
Recreation fees	346,800	719,189	833,196	506,000	467,000
Community center fees	574,285	625,169	802,479	897,000	929,000
Swimming pool fees	314,007	287,682	307,070	300,000	339,000
League sports fees	236,175	233,150	240,048	336,000	320,000
Group events fees	371,870	444,769	449,567	245,000	293,000
Transportation fees for group events	38,665	47,751	37,343	46,000	46,000
After school activity fees	3,265,859	3,472,112	3,297,827	4,537,000	4,509,000
Summer camp fees	1,553,839	1,429,027	1,256,312	2,034,000	1,985,000
Admission charges	80,913	79,425	483,782	1,569,000	1,363,000
Library fees & fines	22,412	11,586	7,668	24,000	9,000
Sales of maps, surveys, plats, etc.	4,077	2,949	5,999	2,000	2,000
Sales of publications	172,157	130,932	120,000	131,000	115,000
Sales of cartographic maps	4,512	6,093	6,957	6,000	5,000
Sales of digital data	22,510	26,536	12,180	16,000	30,000
Sales of special cartographic maps	6,254	4,035	4,230	5,000	2,000
Animal protection charges	13,125	12,055	11,215	15,000	15,000
Board of animals	11,173	11,044	10,977	11,000	11,000
Animal adoption fees	15,077	14,935	14,775	14,000	49,000
Animal neuter & spaying fees	24,200	19,996	25,523	25,000	25,000
Tournament fees	0	17,401	22,475	57,000	55,000
Record check charges	6,265	6,733	8,148	7,000	9,000
Accident report charges	29,217	28,014	28,261	30,000	30,000
Fingerprinting charges	3,520	3,012	2,867	4,000	4,000
Clerk of court copy fees	9,582	37,455	29,131	45,000	45,000
Sheriff processing fees	19,924	34,245	39,777	30,000	40,000
DNA sample of felons fees	757	1,015	1,372	1,000	1,000
Respite care fees	116,198	96,780	100,953	120,000	146,000



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	FY 05	FY 06	FY 07	FY 08	FY 09
<u>Charges for Services, continued...</u>	<u>Actual</u>	<u>Actual</u>	<u>Actual</u>	<u>Adopted</u>	<u>Adopted</u>
Hydrogeologic fees	\$4,518	\$27,872	\$5,226	\$5,000	\$5,000
House arrest fees	2,626	\$6,030	0	5,000	1,000
Daycare fees	821,857	951,778	941,483	1,028,000	1,232,000
Information services fees	231	210	(217)	0	0
Pb, Fi & N water samples	25	50	75	0	0
Preschool fees	1,474,368	1,529,037	1,556,446	1,642,000	1,853,000
Commuter bus	1,861,611	2,273,040	2,971,296	3,410,000	3,801,000
Sale-recycable/scrap metal	32,039	33,294	44,939	33,000	33,000
Landfill fees - construction waste	1,030,250	0	375,769	665,000	0
Landfill fees - construction waste type 2	86,358	0	0	0	0
Landfill fees - municipal waste	1,288,210	33	0	0	0
Landfill fees - mixed waste	332,403	306	0	0	0
Landfill fees - yard waste	95,661	0	0	0	0
Landfill fees - tires	19,152	5	0	0	0
Landfill fees - appliances	10,388	0	0	0	0
Rebate - recycled paper	29,592	17,742	17,048	18,000	18,000
Discharge assistance program (DAD)	26,036	56,844	68,000	116,000	116,000
Joblink fees	0	760	146	1,000	1,000
Case management fees	11,443	23,529	25,718	54,000	54,000
Landfill - pit retrieval fees	300	2,525	1,975	0	0
Landfill - contracted municipal solid waste	896,149	1,664,016	1,707,394	1,791,000	2,500,000
<b>Total - Charges for Services</b>	<b>\$19,555,492</b>	<b>\$19,272,752</b>	<b>\$19,420,084</b>	<b>\$23,029,000</b>	<b>\$23,169,000</b>



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### Miscellaneous Revenue

Revenues are allocated to this category that 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.

	<b>FY 05</b>	<b>FY 06</b>	<b>FY 07</b>	<b>FY 08</b>	<b>FY 09</b>
<b><u>Miscellaneous Revenue</u></b>	<b><u>Actual</u></b>	<b><u>Actual</u></b>	<b><u>Actual</u></b>	<b><u>Adopted</u></b>	<b><u>Adopted</u></b>
Miscellaneous revenues	\$167,187	\$165,991	\$681,830	\$139,000	\$189,000
Primary fees	2,124	0	2,163	0	0
Gifts & donations from private sources	349,922	519,568	236,516	78,000	64,000
Sale of property & non fixed assets	2,997	5,300	45,653	34,000	44,000
Returned check fees	16,379	15,381	14,514	12,000	12,000
Payments for damage to books	25,913	38,450	44,084	21,000	21,000
Court collection	123	0	35	0	0
DMV collection fees	6,540	455	320	1,000	1,000
Contributions - governmental entity	1,507	3,060	0	0	0
<b>Total - Miscellaneous Revenue</b>	<b>\$572,691</b>	<b>\$748,204</b>	<b>\$1,025,115</b>	<b>\$285,000</b>	<b>\$331,000</b>

### 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 also receives payments from insurance companies and the Federal government for medical services provided under the auspices of County programs.

	<b>FY 05</b>	<b>FY 06</b>	<b>FY 07</b>	<b>FY 08</b>	<b>FY 09</b>
<b><u>Recovered Costs</u></b>	<b><u>Actual</u></b>	<b><u>Actual</u></b>	<b><u>Actual</u></b>	<b><u>Adopted</u></b>	<b><u>Adopted</u></b>
Housing prisoners - State	\$546,620	\$512,668	\$543,280	\$525,000	\$550,000
Housing prisoners - other	105,504	109,825	111,492	100,000	115,000
Costs for town elections	0	21,838	0	13,000	13,000
Extraditions	25,322	4,376	45,913	30,000	45,000
Charges by insurance	224,963	254,428	279,043	253,000	253,000
Soil Water Conservation District personnel	298,374	340,609	383,031	341,000	341,000
Juvenile detention contracts	110,230	80,000	80,000	98,000	65,000
Juvenile detention per diem payments	87,720	136,853	39,236	60,000	10,000
Central MH/MR services	28,360	19,947	21,252	25,000	25,000
Costs for protective services	196,192	314,204	256,727	276,000	243,000
Rents for Virginia agencies	3,884	0	0	0	0
Comprehensive Services Act	35,068	41,024	68,799	69,000	69,000
United States Tennis Association	2,494	0	0	0	0
Medicaid cost recoveries	2,898,618	3,132,605	3,237,604	4,444,000	4,162,000
Loudoun Hospital	8,825	10,104	10,782	9,000	9,000
Risk & insurance	72,867	78,673	50,698	81,000	105,000
HIDTA substance abuse prevention	0	0	358	0	0
Rec/fraud/Section 8	0	50	0	0	0
Miscellaneous recoveries	549,410	481,126	522,508	514,000	532,000
<b>Total - Recovered Costs</b>	<b>\$5,194,452</b>	<b>\$5,538,330</b>	<b>\$5,650,722</b>	<b>\$6,839,000</b>	<b>\$6,537,000</b>



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## 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 09, transfers are proposed from the Comprehensive Services for At-Risk Youth and Families (CSA) Fund, Transient Occupancy Tax (TOT) Fund, the Capital Projects Fund, the Animal Trust Fund, the Local Transportation Fund, and the Public Facilities-Cash account. The Board approved a \$165,000 transfer to the Public Facilities account from the Proffer Fund to partially offset the cost of operating the County's proffer system.

### **Other Financing Sources/Non-Revenue Receipts**

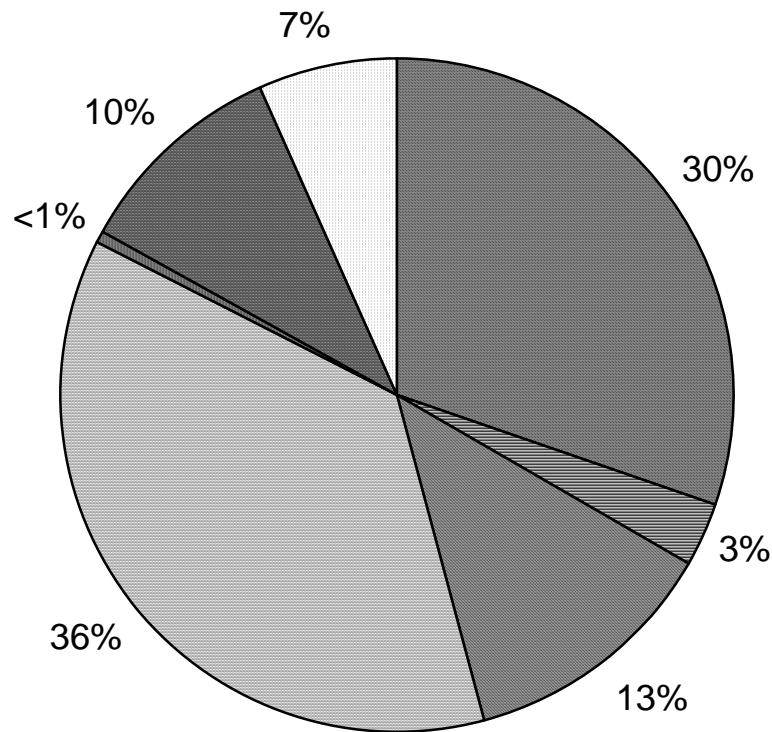
	<b>FY 05 Actual</b>	<b>FY 06 Actual</b>	<b>FY 07 Actual</b>	<b>FY 08 Adopted</b>	<b>FY 09 Adopted</b>
Sale of buses, police cars, govt. vehicles	\$35,000	\$0	\$0	\$0	\$0
Sale of machinery & equipment	41,949	19,968	15,029	0	0
Repayment of loans/principal only	199,195	0	(42)	0	0
Transfers from School Fund	335,120	352,455	0	0	0
Transfers from Broad Run Farms Fund	0	355,861	1,487	0	0
Transfers from CSA Fund	0	183,000	183,000	183,000	183,000
Transfers from TOT Fund	93,561	104,889	125,125	0	615,000
Transfers from 911 Fund	1,300,000	0	1,892,551	0	0
Transfers from Legacy Fund	0	0	1,396	0	0
Transfers from Capital Projects Fund	29,000	0	64,651	0	406,000
Transfers from Animal Trust Fund	7,000	27,047	15,040	0	201,000
Transfers from Affordable Housing Fund	0	0	81,000	76,000	0
Transfers from Local Gasoline Tax Fund	783,646	688,500	1,469,386	2,194,000	2,576,000
Transfers from Public Facilities-Cash	0	0	0	0	165,000
<b>Total - Other Financing Sources</b>	<b>\$2,824,471</b>	<b>\$1,731,720</b>	<b>\$3,848,622</b>	<b>\$2,452,000</b>	<b>\$4,146,000</b>

### **Other Local Sources of Revenue – Total**

	<b>FY 05 Actual</b>	<b>FY 06 Actual</b>	<b>FY 07 Actual</b>	<b>FY 08 Adopted</b>	<b>FY 09 Adopted</b>
Permits & Privilege Fees	\$23,102,301	\$20,885,155	\$15,301,258	\$18,254,000	\$19,178,000
Fines & Forfeitures	2,023,360	2,056,027	1,938,316	1,924,000	1,889,000
Use of Money & Property	5,126,790	11,333,324	16,462,050	7,816,000	7,994,000
Charges for Services	19,555,492	19,272,752	19,420,084	23,029,000	23,169,000
Miscellaneous Revenue	572,691	748,204	1,025,115	285,000	331,000
Recovered Costs	5,194,452	5,538,330	5,650,722	6,839,000	6,537,000
Other Financing Sources	2,824,471	1,731,720	3,848,622	2,452,000	4,146,000
<b>Total – Other Local Revenue</b>	<b>\$58,399,556</b>	<b>\$61,565,512</b>	<b>\$63,646,166</b>	<b>\$60,599,000</b>	<b>\$63,244,000</b>



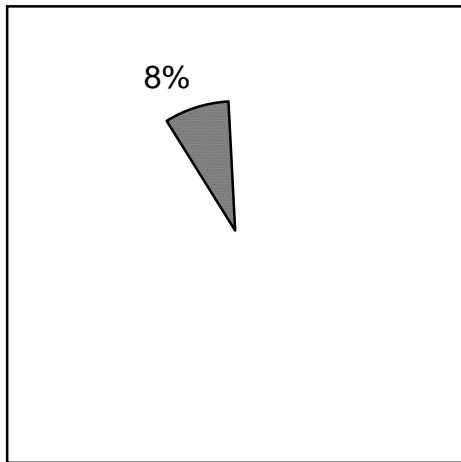
### FY 09 Adopted Fiscal Plan Other Local Sources of Revenue



■ Permits & Privilege Fees	■ Fines & Forfeitures	■ Use of Money & Property
■ Charges for Services	■ Miscellaneous Revenue	■ Recovered Costs
□ Other Financing Sources		



## Aid from the Commonwealth



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 are described below.

### State Non-Categorical Aid

The State provides general support to municipalities through a variety of revenue generating mechanisms. A portion of profits realized from the sale of wine and liquor at the State's Alcohol Beverage Control (ABC) Commission stores are distributed to municipalities on a quarterly basis. 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).

The Board of Supervisors has approved a \$1.5 million contingency to account for anticipated additional state budget reductions in FY 09.

	<b>FY 05</b>	<b>FY 06</b>	<b>FY 07</b>	<b>FY 08</b>	<b>FY 09</b>
<b>State Non-Categorical Aid</b>	<b>Actual</b>	<b>Actual</b>	<b>Actual</b>	<b>Adopted</b>	<b>Adopted</b>
ABC profits	\$79,178	\$79,160	\$79,160	\$79,000	\$79,000
Wine taxes	82,994	82,975	82,975	83,000	83,000
Motor vehicle carriers taxes	7,011	3,165	4,157	4,000	4,000
Mobile home titling taxes	4,587	(306)	4,943	0	0
Taxes on deeds	4,170,886	4,654,843	3,020,198	2,793,000	2,793,000
Daily vehicle rental tax	5,946,311	5,275,567	5,587,602	5,300,000	6,117,000
State property tax reimbursement	45,661,371	49,323,108	48,026,202	48,071,000	48,071,000
Contingency - State Funding Reduction	0	0	0	0	(1,500,000)
<b>Total - State Non-Categorical Aid</b>	<b>\$55,952,338</b>	<b>\$59,418,512</b>	<b>\$56,805,237</b>	<b>\$56,330,000</b>	<b>\$55,647,000</b>



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### 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 and changes are anticipated due to the State's budget shortfall.

<b><u>State Shared Expenses</u></b>	<b><u>FY 05 Actual</u></b>	<b><u>FY 06 Actual</u></b>	<b><u>FY 07 Actual</u></b>	<b><u>FY 08 Adopted</u></b>	<b><u>FY 09 Adopted</u></b>
Commonwealth's attorney	\$603,155	\$628,465	\$703,685	\$553,000	\$714,000
Sheriff	7,144,467	7,797,738	8,874,045	8,117,000	9,469,000
Commissioner of revenue	269,190	276,234	353,294	281,000	281,000
Treasurer	319,592	329,703	366,493	371,000	410,000
Medical examiner	1,860	1,410	690	2,000	2,000
Registrar	77,377	86,979	90,716	86,000	97,000
Electoral board	55,645	17,481	17,026	12,000	12,000
Clerk of circuit court	616,616	656,151	926,327	898,000	898,000
<b>Total - State Shared Expenses</b>	<b>\$9,087,902</b>	<b>\$9,794,162</b>	<b>\$11,332,277</b>	<b>\$10,320,000</b>	<b>\$11,882,000</b>

### 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.

<b><u>State Categorical Aid</u></b>	<b><u>Department</u></b>	<b><u>FY 05 Actual</u></b>	<b><u>FY 06 Actual</u></b>	<b><u>FY 07 Actual</u></b>	<b><u>FY 08 Adopted</u></b>	<b><u>FY 09 Adopted</u></b>
Resident ed. erosion & sediment	Bldg. & Dev.	\$0	\$2,877	\$0	\$0	\$0
Civil war cavalry battles	Board/Comm.	2,336	4,815	2,822	0	0
Circuit Ct. records preservation	Clerk Cir. Ct.	0	957	0	0	0
Processing chancery papers	Clerk Cir. Ct.	10,357	20,108	5,072	35,000	35,000
Security sys-historical records	Clerk Cir. Ct.	0	11,657	0	0	0
Item conservation-Library of VA	Clerk Cir. Ct.	7,470	8,400	21,640	0	0
Reformat records-Library of VA	Clerk Cir. Ct.	0	0	6,811	0	0
Plat preservation-Library of VA	Clerk Cir. Ct.	0	0	4,301	0	0
VA domestic violence victim fund	Comm. Atty.	0	37,653	52,347	0	0
Spanish speaking probation officer	Comm. Corr.	31,875	0	0	0	0
Pre-trial program	Comm. Corr.	416,275	481,718	507,834	419,000	419,000
Drug court coordinator	Courts	0	0	4,639	0	0
Social services state & local hospital	Fam. Serv.	5,403	5,141	5,645	5,000	6,000
Social services general relief	Fam. Serv.	78,351	78,349	68,452	75,000	81,000
Social services ADC foster care	Fam. Serv.	47,216	47,100	47,638	67,000	67,000
Fam. svcs. aged/blind/disabled	Fam. Serv.	103,348	107,525	113,305	103,000	110,000
SS/asst/admin&serv	Fam. Serv.	0	0	2,531	0	0
Fuel assistance	Fam. Serv.	51	3,824	3,913	4,000	4,000
Child health insurance program	Fam. Serv.	0	0	60	0	0
Juvenile accountability incentive	Fam. Serv.	0	19,907	6,177	0	0
Food stamp program	Fam. Serv.	162,863	159,302	169,532	148,000	180,000
Family support payments	Fam. Serv.	24,095	26,720	39,119	25,000	31,000
Low-income energy assistance	Fam. Serv.	239,399	254,001	83,971	268,000	198,000
Child care assistance	Fam. Serv.	178,149	176,799	27	241,000	241,000
Discretionary grants	Fam. Serv.	0	0	17,682	0	0
Child care and development	Fam. Serv.	263,245	396,693	629,725	360,000	360,000
Family preservation support	Fam. Serv.	72,969	56,467	76,097	92,000	92,000
Foster care Title IVE	Fam. Serv.	7,607	6,039	22,241	6,000	7,000
Adoption assistance	Fam. Serv.	64,854	66,210	72,351	69,000	69,000
Child care & development	Fam. Serv.	151,101	126,314	81,813	126,000	180,000
Medicaid assistance	Fam. Serv.	113,881	112,604	117,117	106,000	129,000



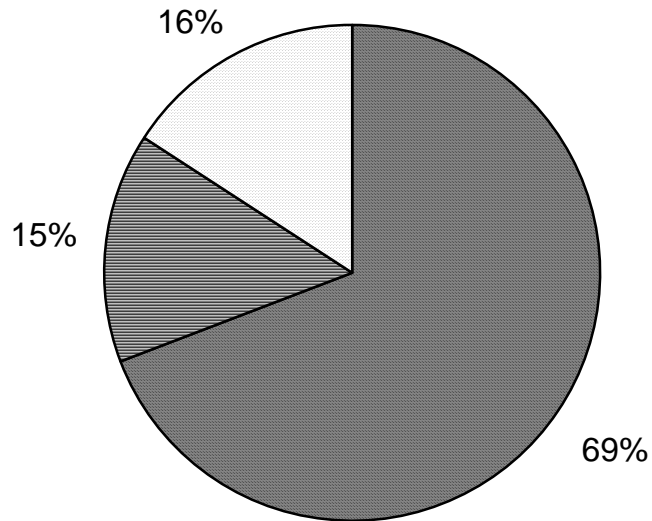
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<b>State Categorical Aid, continued...</b>	<b>Department</b>	<b>FY 05 Actual</b>	<b>FY 06 Actual</b>	<b>FY 07 Actual</b>	<b>FY 08 Adopted</b>	<b>FY 09 Adopted</b>
View transitional	Fam. Serv.	\$164,275	\$191,056	\$192,354	\$208,000	\$298,000
Energy assistance	Fam. Serv.	0	2,500	0	0	0
Child welfare svcs. state grant	Fam. Serv.	0	0	40	0	0
Respite care for foster families	Fam. Serv.	639	647	1,789	1,000	0
State housing rehabilitation	Fam. Serv.	0	13,514	0	0	0
CSA innovative comm. services	Fam. Serv.	0	0	12,499	0	0
JDC block grant	Fam. Serv.	643,000	628,100	668,400	654,000	652,000
Homeless intervention program	Fam. Serv.	137,000	147,600	236,000	236,000	219,000
Emergency shelter grant	Fam. Serv.	14,821	15,266	14,837	19,000	21,000
Triad crime prevention for seniors	Fam. Serv.	0	2,500	0	0	0
Virginia respite care program	Fam. Serv.	72,106	0	0	0	0
CDBG state match	Fam. Serv.	0	16,435	20,475	27,000	65,000
Fraud free program	Fam. Serv.	4,201	0	8,190	16,000	0
VJCCCA juv. detention reimbursement	Fam. Serv./PRCS	203,625	203,625	203,625	204,000	199,000
EMS motor vehicle registration	Fire & Resc.	101,867	0	363,833	0	180,000
Fire service insurance fee	Fire & Resc.	403,721	484,035	338,107	0	256,000
Virginia fire program mini grant	Fire & Resc.	5,677	9,888	0	0	0
OEMS consolidated grants program(RSAF)	Fire & Resc..	0	25,542	15,842	0	0
Libraries	Library	216,025	222,559	239,861	236,000	227,000
Rehabilitative service	MHM RSA	43,632	49,572	44,295	76,000	76,000
DBH reimbursement	MHM RSA	2,417	619	0	2,000	2,000
Substance abuse	MHM RSA	465,626	482,385	501,155	451,000	506,000
MH/MR/mental health svcs.	MHM RSA	880,910	930,683	1,001,644	896,000	1,005,000
MH/MR mental retard svcs.	MHM RSA	353,886	275,250	293,550	283,000	314,000
MH transformation	MHM RSA	0	0	36,345	66,000	66,000
MR family support	MHM RSA	48,324	60,557	59,457	61,000	61,000
NGRI mental health	MHM RSA	8,000	18,000	6,000	0	0
Discharge assistance project-23	MHM RSA	253,039	253,039	253,039	253,000	253,000
Early intervention	MHM RSA	0	163,825	205,042	193,000	205,000
Children and adolescents w/sed	MHM RSA	139,441	173,160	150,340	135,000	135,000
MR non-waiver	MHM RSA	0	15,000	0	0	0
MR OBRA continuing care	MHM RSA	13,258	14,692	6,000	15,000	15,000
MH state childrens svcs.	MHM RSA	25,000	25,000	25,000	0	0
MH aftercare	MHM RSA	115,500	115,500	115,500	0	0
Regional discharge assistance	MHM RSA	45,334	0	0	0	0
RDAP regional discharge asst	MHM RSA	0	0	15,152	0	0
Governor's youth comm. service	MHM RSA	0	0	190	0	0
Lottery proceeds for schools	Non Dept.	2,831,309	3,092,522	3,546,417	3,991,000	4,598,000
Aging services special transportation	PRCS	8,045	8,045	10,135	8,000	8,000
Aging svcs. community based svcs.	PRCS	29,108	29,108	36,672	37,000	37,000
Aging svcs. home delivered meals	PRCS	10,037	10,874	18,986	19,000	19,000
Aging services Title III match	PRCS	4,331	4,331	5,455	5,000	5,000
Aging services FAN care	PRCS	0	456	0	0	0
Aging services/VICAP	PRCS	4,000	2,000	2,500	2,000	2,000
Aging svcs. care coordination	PRCS	50,000	50,000	50,000	50,000	50,000
Virginia tobacco settlement foundation	PRCS/MHM RSA	131,385	57,693	47,938	68,000	68,000
Outdoor recreation	Reg. Org.	0	10,000	5,000	0	0
School resource officer	Sheriff	13,900	27,800	31,050	0	0
State capital lease assistance	Sheriff/Transport.	244,823	333,174	95,394	95,000	201,000
Litter control	Solid Waste	18,615	45,653	55,480	33,000	33,000
Highway safety	Transport.	161,499	204,804	219,200	38,000	42,000
State transit formula assistance	Transport.	479,536	655,442	746,212	700,000	800,000
Comprehensive transit awareness	Transport.	16,518	0	2,604	0	0
<b>Total - State Categorical Aid</b>		<b>\$10,345,274</b>	<b>\$11,283,628</b>	<b>\$12,064,463</b>	<b>\$11,228,000</b>	<b>\$12,825,000</b>



Loudoun County Government  
FY 2009 Adopted Fiscal Plan

**FY 09 Adopted Fiscal Plan  
Commonwealth Aid**



■ Non-Categorical Aid   ■ Shared Expenses   □ Categorical Aid

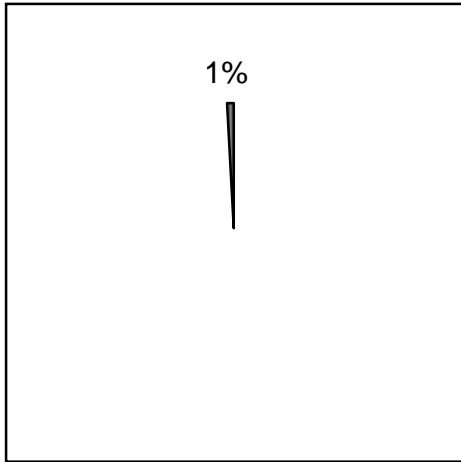
	<u>FY 05</u> <u>Actual</u>	<u>FY 06</u> <u>Actual</u>	<u>FY 07</u> <u>Actual</u>	<u>FY 08</u> <u>Adopted</u>	<u>FY 09</u> <u>Adopted</u>
<b><u>Commonwealth Aid - Total</u></b>					
State Non -Categorical Aid	\$55,952,338	\$59,418,512	\$56,805,237	\$56,330,000	\$55,647,000
State Shared Expenses	9,087,902	9,794,162	11,332,277	10,320,000	11,882,000
State Categorical Aid	<u>10,345,274</u>	<u>11,283,628</u>	<u>12,064,463</u>	<u>11,228,000</u>	<u>12,825,000</u>
<b>Total - Commonwealth Aid</b>	<b>\$75,385,515</b>	<b>\$80,496,301</b>	<b>\$80,201,976</b>	<b>\$77,877,000</b>	<b>\$80,354,000</b>



Loudoun County Government  
FY 2009 Adopted Fiscal Plan

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## 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.

### Payments in Lieu of Taxes

The County receives a payment from the Federal Bureau of Land Management for a tax-exempt parcel in Leesburg housing a regional trafficking center for the Federal Aviation Administration. The parcel's classification under Federal law as "entitlement" land requires a formula-based payment in lieu of taxes.

	FY 05	FY 06	FY 07	FY 08	FY 09
<u>Payments in Lieu of Taxes</u>	<u>Actual</u>	<u>Actual</u>	<u>Actual</u>	<u>Adopted</u>	<u>Adopted</u>
Fed owned entitlement land	\$1,784	\$1,769	\$1,798	\$2,000	\$2,000
<b>Total - In Lieu of Taxes</b>	<b>\$1,784</b>	<b>\$1,769</b>	<b>\$1,798</b>	<b>\$2,000</b>	<b>\$2,000</b>

### 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 09 include: Mental Health/Mental Retardation/Substance Abuse Services (MHMRSA), Parks, Recreation and Community Services (PRCS), and Transportation Services (Transport.).



**Loudoun County Government  
FY 2009 Adopted Fiscal Plan**

<b>Federal Categorical Aid</b>	<b>Department</b>	<b>FY 05 Actual</b>	<b>FY 06 Actual</b>	<b>FY 07 Actual</b>	<b>FY 08 Adopted</b>	<b>FY 09 Adopted</b>
Wetlands mapping and inventory	B&D	\$11,315	\$14,977	\$12,511	\$0	\$0
Special purpose grants	B&D	0	35,000	0	0	0
Special purpose grants	B&D	0	193,086	100,671	0	0
Violence against women act	Comm. Atty.	26,470	32,697	10,224	29,000	23,000
Criminal justice planning	Comm. Corr.	42,770	46,393	0	0	0
Supreme Ct. of VA drug treatment	Comm. Corr./ Courts	0	0	35,578	0	0
Emergency arrest and enforcement	Comm. Corr./ JCSU/Sheriff	123,207	243,358	238,325	217,000	200,000
Economic development	Ec. Dev.	45,414	0	0	0	0
Title XX staff development	Fam. Serv.	0	24,572	21,415	0	3,000
Fuel assistance	Fam. Serv.	117	12,656	13,416	13,000	13,000
State children's insurance	Fam. Serv.	0	406	836	500	4,000
Juvenile accountability incentive	Fam. Serv.	16,994	13,060	12,080	0	0
Child care for homeless children	Fam. Serv.	25,228	0	0	8,000	8,000
Food stamp program	Fam. Serv.	773,232	747,876	777,527	889,000	1,123,000
Temp. assistance to needy family	Fam. Serv.	242,656	217,576	261,735	222,000	266,000
Refugee & entrant assistance	Fam. Serv.	12,253	11,296	2,914	13,000	4,000
Low-income home energy assist.	Fam. Serv.	239,925	257,596	90,296	274,000	203,000
Child care assistance	Fam. Serv.	1,257,815	872,137	959,315	1,207,000	1,356,000
Discretionary grants	Fam. Serv.	51,145	104,906	190,223	63,000	57,000
Child care & development	Fam. Serv.	389,158	775,761	859,764	367,000	389,000
Family preservation support	Fam. Serv.	33,405	36,056	101,388	44,000	41,000
Title IVE foster care	Fam. Serv.	952,768	1,156,544	1,174,349	1,156,000	1,443,000
Adoption assistance	Fam. Serv.	119,174	96,098	123,192	103,000	105,000
Child care block grants	Fam. Serv.	530,633	504,013	369,937	430,000	364,000
Independent living	Fam. Serv.	3,454	4,468	5,161	6,000	7,000
Medical assistance	Fam. Serv.	452,500	555,833	648,438	611,000	791,000
View transitional	Fam. Serv.	244,341	344,529	350,543	216,000	55,000
Block grant	Fam. Serv.	386,363	356,181	342,087	281,000	378,000
Emergency assistance	Fam. Serv.	3,388	3,028	3,417	0	0
Adoption incentive payment	Fam. Serv.	2,500	1,078	0	0	0
Chafee education and training	Fam. Serv.	0	0	1,354	0	0
Child welfare svcs. state grants	Fam. Serv.	0	0	318	0	0
Respite care for foster families	Fam. Serv.	1,155	1,168	3,231	1,000	0
Katrina disaster (KD HAP)	Fam. Serv.	0	11,402	0	0	0
Voucher disaster program	Fam. Serv.	0	18,449	54,185	49,000	0
Rural adoption initiative	Fam. Serv.	0	0	0	32,000	0
USDA meal reimbursements (NSIP)	Fam. Serv.	36,423	25,532	31,850	27,000	32,000
Housing-14.235/support housing	Fam. Serv.	106,429	106,429	106,429	106,000	106,000
HOPWA AIDS housing	Fam. Serv.	65,197	69,289	23,845	0	0
HUD Section 8 assistance	Fam. Serv.	3,913	0	0	0	0
HUD supportive housing	Fam. Serv.	28,392	90,692	61,910	62,000	62,000
Emergency shelter grant	Fam. Serv.	13,320	12,374	12,419	24,000	32,000
CSBG	Fam. Serv.	0	11,589	79,748	22,000	92,000
Housing counseling assistance	Fam. Serv.	1,560	4,099	2,349	3,000	3,000
Fraud free program	Fam. Serv.	4,201	0	8,190	8,000	0
Community development block grant	Fam. Serv./ Man. Fin.	111,074	777,069	1,137,809	880,000	909,000
Emergency operations assistance	Fire & Rescue	11,188	18,208	22,449	0	20,000
VSEM-US DOE equipment	Fire & Rescue	25,714	0	0	0	0
FEMA assistance to fire fighters	Fire & Rescue	0	65,484	437,663	0	0
VDEM/domestic preparedness	Fire & Rescue	367,215	561,693	326,667	0	0
Homeland security grant program	Fire & Rescue	0	38,220	211,746	0	0
UASI equipment	Fire & Rescue	0	3,108,791	29,425	0	0
Urban areas security initiative	Fire & Rescue	0	0	137,350	0	0
DCJS/domestic preparedness	Fire & Rescue	295,310	105,630	0	0	0
UASI training	Sheriff Health/Fire &Rescue	0	0	16,343	0	0



**Loudoun County Government  
FY 2009 Adopted Fiscal Plan**

<b>Federal Categorical Aid, continued...</b>	<b>Department</b>	<b>FY 05 Actual</b>	<b>FY 06 Actual</b>	<b>FY 07 Actual</b>	<b>FY 08 Adopted</b>	<b>FY 09 Adopted</b>
JJDP detention alternatives	JCSU	\$22,032	\$67,549	\$59,449	\$35,000	\$0
Public library construction	Library	325	0	0	0	0
Promotion of the humanities	Library	1,220	0	0	0	0
Life and times of John Steinbeck	Library	100	0	0	0	0
Mental health terrorism related SAMHSA	MHMRSA	3,900	3,667	17,554	0	0
One-time prevention grant	MHMRSA	0	0	0	126,000	126,000
Alcohol abuse	MHMRSA	124,067	126,216	124,349	25,000	25,000
Drug abuse	MHMRSA	0	0	18,405	0	0
Early intervention	MHMRSA	166,070	108,176	299,809	297,000	234,000
Alcohol and drug prevention	MHMRSA	96,700	96,383	95,205	97,000	97,000
PATH case management	MHMRSA	35,128	38,275	38,671	6,000	6,000
SARPOS substance abuse residential	MHMRSA	25,408	22,038	19,709	20,000	20,000
Alcohol - women's set aside	MHMRSA	134,080	135,080	134,080	0	0
Drug - women's set aside	MHMRSA	0	0	0	134,000	134,000
SED Child & Adolescent	MHMRSA	0	0	24,601	0	0
FBG/substance abuse	MHMRSA	16,532	14,429	15,248	15,000	15,000
VA state incentive project	MHMRSA	41,053	-6,440	0	0	0
SA FBG HPR II	MHMRSA	37,300	22,700	54,662	40,000	40,000
Drug-free communities	Off. Cty. Adm.	0	0	51,465	25,000	0
Interactive website	Plan. Svcs.	0	0	10,000	0	0
Aging services Title IIIF	PRCS	5,635	5,672	5,501	6,000	6,000
Aging services Title IIIC	PRCS	23,560	23,968	31,619	32,000	32,000
Aging services Title IIIB	PRCS	51,812	54,626	58,410	58,000	58,000
Aging services health & human svcs.	PRCS	8,100	22,940	16,385	16,000	16,000
Aging services Title IIIC (home delivery)	PRCS	29,030	31,161	40,167	40,000	40,000
Aging services senior employment	PRCS	8,204	13,788	10,138	14,000	14,000
Aging services RSVP	PRCS	29,405	29,405	30,049	29,000	29,000
Aging services Title IIIG/outreach	PRCS	653	667	889	1,000	1,000
Aging services Title IIIE - caregivers	PRCS	18,842	18,528	24,228	24,000	24,000
Youth Services Girls, Inc.	PRCS	57,384	0	0	0	0
NSIP AAA	PRCS	40,366	48,077	46,839	47,000	47,000
Recreation trails program	PRCS	0	506	0	0	0
Aging services network Community Based	PRCS	0	0	5,046	0	0
ISTEA grant	PRCS/ Gen. Svcs.	659,719	534,750	350,009	0	0
Youth services Title II weekenders	PRCS/ MHMRSA/ JCSU/ Fam. Serv.	83,194	89,712	31,313	49,000	0
State homeland security BZPP	Sheriff	0	95,526	3,900	0	0
Drug control & sys improvement	Sheriff	37,500	37,500	0	0	0
LLE block-grant	Sheriff	23,814	10,303	0	0	0
Project Childsafe	Sheriff	7,776	4,629	0	0	0
Cops universal hiring	Sheriff	247,214	256,272	2,034	0	0
State criminal alien assistance	Sheriff	36,530	6,922	8,572	0	0
Improvement of education	Sheriff	84,874	105,026	43,530	0	0
Gang-free schools & community	Sheriff	894,197	1,883,604	1,386,845	0	0
Alcohol traffic safety	Sheriff	371	15,000	0	0	0
Safety incentives to prevent DUI	Sheriff	10,031	0	0	0	0
Edward Byrne Memorial JAG	Sheriff	0	0	46,779	0	0
Alcohol open container	Sheriff	0	0	25,273	0	0
Homeland security equip.	Sheriff	0	0	312,039	0	0
Highway planning & construction	Transport.	0	0	10,414	0	0
CMAQ funding	Transport.	56,240	66,400	72,182	0	0
DOT highway safety	Transport./ Sheriff	8,649	13,460	2,478	198,000	227,000
<b>Total – Federal Categorical Aid</b>		<b>\$10,184,329</b>	<b>\$15,683,817</b>	<b>\$12,938,468</b>	<b>\$8,695,000</b>	<b>\$9,279,000</b>



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	<b>FY 05</b>	<b>FY 06</b>	<b>FY 07</b>	<b>FY 08</b>	<b>FY 09</b>
<b>Federal Payments – Total</b>	<b><u>Actual</u></b>	<b><u>Actual</u></b>	<b><u>Actual</u></b>	<b><u>Adopted</u></b>	<b><u>Adopted</u></b>
Payments in lieu of taxes	\$1,784	\$1,769	\$1,798	\$2,000	\$2,000
Federal categorical aid	<u>10,184,329</u>	<u>15,683,817</u>	<u>12,938,468</u>	<u>8,695,000</u>	<u>9,279,000</u>
<b>Total – Federal Payments</b>	<b>\$10,186,113</b>	<b>\$15,685,586</b>	<b>\$12,940,266</b>	<b>\$8,697,000</b>	<b>\$9,280,000</b>



**Loudoun County Government  
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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 for property exempted by the Board of Supervisors.

Organization	Real Property		Personal Property		Annual (CY 08) Revenue Exempted
	CY 08 Assessment	Revenue Exempted	CY 08 Assessment	Revenue Exempted	
Air Force Retired Officers Community	\$75,603,100	\$861,875	\$1,794,070	\$75,351	\$937,226
American Water Resources Association	N/A	N/A	14,785	621	621
Friends of Homeless Animals, Inc	1,266,000	14,432	4,850	204	14,636
Evelyn Alexander Home for Animals Foundation, Inc.	N/A	N/A	121,452	5,101	5,101
Howard Hughes Medical Research Institute	181,992,300	2,074,712	17,598,905	739,154	2,813,866
Jack Kent Cooke Foundation	10,734,700	122,376	256,066	10,755	133,131
Life Line, Inc.	796,900	9,085	16,942	711	9,796
Prison Fellowship Ministries Foundation	23,786,800	271,170	N/A	N/A	271,170
Prison Fellowship Ministries International	N/A	N/A	896,374	37,648	37,648
Virginia Regional Transportation Association	4,820,400	54,953	2,492,737	104,695	159,648
<b>Total</b>	<b>\$299,000,200</b>	<b>\$3,408,602</b>	<b>\$23,196,181</b>	<b>\$974,240</b>	<b>\$4,382,842</b>

N/A: not applicable.

Totals may not equal sums because of rounding error.



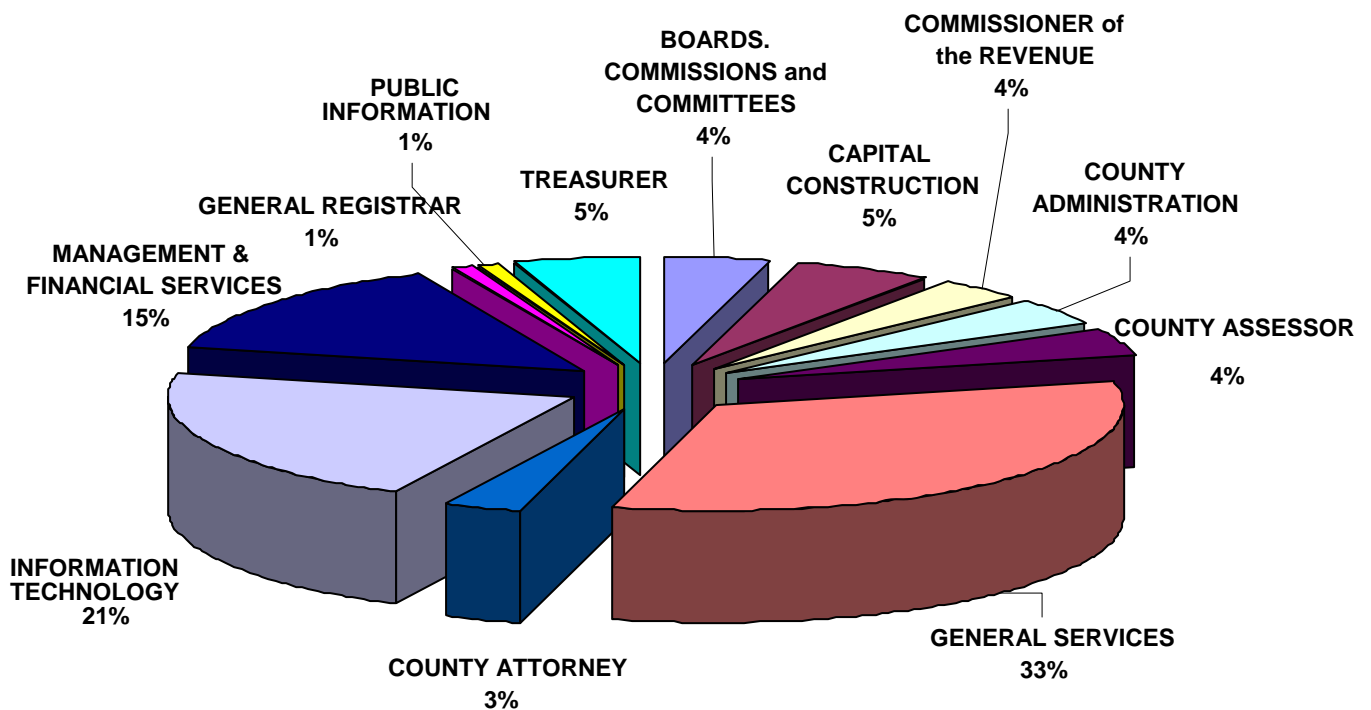
## General Government Administration

### GENERAL GOVERNMENT ADMINISTRATION SUMMARY

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## GENERAL GOVERNMENT FY 2009 ADOPTED EXPENDITURES





**Loudoun County Government  
FY 2009 Adopted Fiscal Plan**

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**General Government Administration**

	<b>FY 2005 ACTUAL</b>	<b>FY 2006 ACTUAL</b>	<b>FY 2007 ACTUAL</b>	<b>FY 2008 ADOPTED</b>	<b>FY 2009 ADOPTED</b>
BOARDS, COMMISSIONS AND COMMITTEES	\$2,404,671	\$2,620,902	\$2,777,863	\$3,199,000	\$3,408,000
CAPITAL CONSTRUCTION	0	0	2,716,416	4,194,000	4,208,000
COMMISSIONER OF THE REVENUE	1,841,247	1,794,308	2,397,198	2,695,000	2,801,000
COUNTY ADMINISTRATION	2,178,178	2,673,942	3,389,934	3,274,000	3,154,000
COUNTY ASSESSOR	2,021,538	2,045,254	2,325,338	2,950,000	3,404,000
COUNTY ATTORNEY	2,175,617	2,264,125	2,760,052	2,251,000	2,382,000
GENERAL REGISTRAR	380,910	333,186	499,113	647,000	669,000
GENERAL SERVICES	18,760,998	21,890,386	26,106,163	23,849,000	26,043,000
INFORMATION TECHNOLOGY	13,581,301	16,563,122	20,883,127	16,679,000	16,881,000
MANAGEMENT & FINANCIAL SERVICES	8,666,231	9,902,285	10,923,750	10,977,000	11,696,000
PUBLIC INFORMATION	637,462	801,911	757,408	644,000	785,000
TREASURER	<u>2,993,689</u>	<u>3,120,106</u>	<u>3,391,021</u>	<u>3,814,000</u>	<u>3,909,000</u>
<b>TOTAL GOVERNMENT ADMINISTRATION</b>	<b>\$55,641,842</b>	<b>\$64,009,527</b>	<b>\$78,927,383</b>	<b>\$75,173,000</b>	<b>\$79,340,000</b>



## **Boards, Commissions and Committees**

### **DESCRIPTION**

The Boards, Commissions, and Committees section is considered a department for budgetary purposes. This agency consists of the Board of Supervisors and advisory boards, commissions and committees appointed by the Board of Supervisors. Several of the boards are prescribed by various sections of the Code of Virginia and Federal law requires others, while the Board of Supervisors has established some of the boards. Some are temporary units, created to accomplish specified tasks, while others are ongoing.

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 a 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.

#### **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.

#### **Commission on Women**

This commission consists of nine citizen volunteer members who are appointed by the Board of Supervisors, one for each electoral district. The commission members serve four-year terms, concurrent with the term of the Board of Supervisors. The Commission on Women serves in an advisory capacity to the Board, identifying problems that the women and citizens of the community face, including employment, health, education, safety, day care, housing and legal rights.

#### **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 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/Mental Retardation/Substance Abuse 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.



## **Boards, Commissions and Committees**

### **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 and 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 Social 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 Social 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 six members, one member of the Board of Supervisors serves as an ex-officio member and a member of the Loudoun County Public Schools. The committee reviews and comments on inputs to the Fiscal Impact Model (FIM) and provides input to staff 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 and 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 agreement, 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 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 will address 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. The Board of Supervisors approved the Rural Economic Development Council by-laws in November 2000 and the initial slate of members took office in March 2001. Several amendments were made to the By-Laws on January 4, 2005.



## Boards, Commissions and Committees

### Department Financial Summary

Departmental Financial Summary	FY 2005 Actual	FY 2006 Actual	FY 2007 Actual	FY 2008 Adopted	FY 2009 Adopted
<b>Expenditures</b>					
Personnel	\$1,435,579	\$1,225,633	\$1,347,324	\$1,822,000	\$2,122,000
Operations & Maintenance	958,881	1,393,409	1,430,539	1,294,000	1,286,000
Capital Outlay	10,211	1,860	0	83,000	0
<b>Total Expenditures:</b>	<b>\$2,404,671</b>	<b>\$2,620,902</b>	<b>\$2,777,863</b>	<b>\$3,199,000</b>	<b>\$3,408,000</b>
<b>Revenue</b>					
Local Fees, Charges, Etc.	\$308,500	\$369,568	\$387,740	\$355,000	\$355,000
Commonwealth	57,981	17,481	20,907	12,000	12,000
<b>Total Revenues:</b>	<b>\$366,481</b>	<b>\$387,049</b>	<b>\$408,647</b>	<b>\$367,000</b>	<b>\$367,000</b>
<b>Local Tax Funding:</b>	<b>\$2,038,190</b>	<b>\$2,233,853</b>	<b>\$2,369,216</b>	<b>\$2,832,000</b>	<b>\$3,041,000</b>
<b>FTE Summary:</b>	<b>0.75</b>	<b>0.75</b>	<b>0.75</b>	<b>1.75</b>	<b>0.75</b>

**FY 09 Budget Analysis:** The FY 09 Adopted Fiscal Plan for Boards, Commissions, & Committees includes funding for compensation increases and increased benefits costs effective September 2008. 1.00 FTE was transferred to Management & Financial Services to reflect the assignment of staff support for the Board of Equalization.



## Boards, Commissions and Committees

### BOARD OF SUPERVISORS:

<u>Program Expenditure Summary</u>	<u>FY 2005 Actual</u>	<u>FY 2006 Actual</u>	<u>FY 2007 Actual</u>	<u>FY 2008 Adopted</u>	<u>FY 2009 Adopted</u>
<b>Program Expenditures</b>					
Personnel	\$792,445	\$802,598	\$968,657	\$1,289,000	\$1,505,000
Operations & Maintenance	<u>577,774</u>	<u>623,865</u>	<u>570,817</u>	<u>465,000</u>	<u>463,000</u>
<b>Total Expenditures:</b>	<b>\$1,370,219</b>	<b>\$1,426,463</b>	<b>\$1,539,474</b>	<b>\$1,754,000</b>	<b>\$1,968,000</b>
<b>Program Revenues</b>					
Local Fees, Charges, Etc.	<u>\$256</u>	<u>\$50</u>	<u>\$0</u>	<u>\$0</u>	<u>\$0</u>
<b>Total Revenues:</b>	<b>\$256</b>	<b>\$50</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>
<b>Local Tax Funding:</b>	<b>\$1,369,963</b>	<b>\$1,426,413</b>	<b>\$1,539,474</b>	<b>\$1,754,000</b>	<b>\$1,968,000</b>

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

### BOARD OF EQUALIZATION:

<u>Program Financial Summary</u>	<u>FY 2005 Actual</u>	<u>FY 2006 Actual</u>	<u>FY 2007 Actual</u>	<u>FY 2008 Adopted</u>	<u>FY 2009 Adopted</u>
<b>Expenditures</b>					
Personnel	\$37,066	\$25,648	\$68,975	\$105,000	\$44,000
Operations & Maintenance	<u>2,669</u>	<u>2,570</u>	<u>5,940</u>	<u>10,000</u>	<u>8,000</u>
<b>Total Expenditures:</b>	<b>\$39,735</b>	<b>\$28,218</b>	<b>\$74,915</b>	<b>\$115,000</b>	<b>\$52,000</b>
<b>Total Revenue:</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>
<b>Local Tax Funding:</b>	<b>\$39,735</b>	<b>\$28,218</b>	<b>\$74,915</b>	<b>\$115,000</b>	<b>\$52,000</b>
<b>FTE Summary:</b>	<b>0.75</b>	<b>0.75</b>	<b>0.75</b>	<b>1.00</b>	<b>0.00</b>

FY 08: The prior Board of Supervisors added 0.25 FTE for staff support, and increased Board Compensation effective January 2008.

FY 08 Mid-year: 1.00 FTE was transferred to the Management & Financial Services to reflect the assignment of BOE staff support.

### BOARD OF ZONING APPEALS:

<u>Program Financial Summary</u>	<u>FY 2005 Actual</u>	<u>FY 2006 Actual</u>	<u>FY 2007 Actual</u>	<u>FY 2008 Adopted</u>	<u>FY 2009 Adopted</u>
<b>Expenditures</b>					
Personnel	\$11,751	\$13,962	\$16,406	\$24,000	\$25,000
Operations & Maintenance	<u>7,596</u>	<u>7,581</u>	<u>6,256</u>	<u>6,000</u>	<u>6,000</u>
<b>Total Expenditures:</b>	<b>\$19,347</b>	<b>\$21,543</b>	<b>\$22,662</b>	<b>\$30,000</b>	<b>\$31,000</b>
<b>Total Revenue:</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>
<b>Local Tax Funding:</b>	<b>\$19,347</b>	<b>\$21,543</b>	<b>\$22,662</b>	<b>\$30,000</b>	<b>\$31,000</b>

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



## Boards, Commissions and Committees

### COMMUNITY SERVICES BOARD:

<u>Program Financial Summary</u>	<u>FY 2005 Actual</u>	<u>FY 2006 Actual</u>	<u>FY 2007 Actual</u>	<u>FY 2008 Adopted</u>	<u>FY 2009 Adopted</u>
<b>Expenditures</b>					
Personnel	\$0	\$0	\$0	\$6,000	\$14,000
Operations & Maintenance	7,913	14,792	17,373	12,000	12,000
<b>Total Expenditures:</b>	<b>\$7,913</b>	<b>\$14,792</b>	<b>\$17,373</b>	<b>\$18,000</b>	<b>\$26,000</b>
<b>Total Revenue:</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>
<b>Local Tax Funding:</b>	<b>\$7,913</b>	<b>\$14,792</b>	<b>\$17,373</b>	<b>\$18,000</b>	<b>\$26,000</b>

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

### ELECTORAL BOARD:

<u>Program Financial Summary</u>	<u>FY 2005 Actual</u>	<u>FY 2006 Actual</u>	<u>FY 2007 Actual</u>	<u>FY 2008 Adopted</u>	<u>FY 2009 Adopted</u>
<b>Expenditure</b>					
Personnel	\$150,438	\$242,006	\$154,059	\$215,000	\$314,000
Operations & Maintenance	81,182	105,911	152,648	172,000	167,000
Capital Outlay	10,211	1,860	0	83,000	0
<b>Total Expenditures:</b>	<b>\$241,831</b>	<b>\$349,777</b>	<b>\$306,707</b>	<b>\$470,000</b>	<b>\$481,000</b>
<b>Revenue:</b>					
Recovered Costs	\$2,424	\$22,114	\$3,849	\$13,000	\$13,000
State Shared Expenses	55,645	17,481	18,085	12,000	12,000
<b>Total Revenue:</b>	<b>\$58,069</b>	<b>\$39,595</b>	<b>\$21,934</b>	<b>\$25,000</b>	<b>\$25,000</b>
<b>Local Tax Funding:</b>	<b>\$183,762</b>	<b>\$310,182</b>	<b>\$284,773</b>	<b>\$445,000</b>	<b>\$456,000</b>

FY 08: The prior Board of Supervisors added 0.75 FTE for Electoral Board staff support.

### FAMILY SERVICES BOARD:

<u>Program Financial Summary</u>	<u>FY 2005 Actual</u>	<u>FY 2006 Actual</u>	<u>FY 2007 Actual</u>	<u>FY 2008 Adopted</u>	<u>FY 2009 Adopted</u>
<b>Expenditures</b>					
Personnel	\$0	\$0	\$0	\$3,000	\$7,000
Operations & Maintenance	2,294	1,245	1,626	2,000	2,000
<b>Total Expenditures:</b>	<b>\$2,294</b>	<b>\$1,245</b>	<b>\$1,626</b>	<b>\$5,000</b>	<b>\$9,000</b>
<b>Total Revenue:</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>
<b>Local Tax Funding:</b>	<b>\$2,294</b>	<b>\$1,245</b>	<b>\$1,626</b>	<b>\$5,000</b>	<b>\$9,000</b>

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



## Boards, Commissions and Committees

### PLANNING COMMISSION:

<u>Program Financial Summary</u>	<u>FY 2005 Actual</u>	<u>FY 2006 Actual</u>	<u>FY 2007 Actual</u>	<u>FY 2008 Adopted</u>	<u>FY 2009 Adopted</u>
<b>Expenditures</b>					
Personnel	\$141,780	\$141,419	\$139,227	\$180,000	\$213,000
Operations & Maintenance	19,442	23,005	17,349	35,000	35,000
<b>Total Expenditures:</b>	<b>\$161,222</b>	<b>\$164,424</b>	<b>\$156,576</b>	<b>\$215,000</b>	<b>\$248,000</b>
<b>Total Revenue:</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>
<b>Local Tax Funding:</b>	<b>\$161,222</b>	<b>\$164,424</b>	<b>\$156,576</b>	<b>\$215,000</b>	<b>\$248,000</b>

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

### SOIL & WATER CONSERVATION BOARD:

<u>Program Financial Summary</u>	<u>FY 2005 Actual</u>	<u>FY 2006 Actual</u>	<u>FY 2007 Actual</u>	<u>FY 2008 Adopted</u>	<u>FY 2009 Adopted</u>
<b>Expenditures</b>					
Operations & Maintenance	\$514,671	\$563,729	\$603,937	\$564,000	\$562,000
<b>Total Expenditures:</b>	<b>\$514,671</b>	<b>\$563,729</b>	<b>\$603,937</b>	<b>\$564,000</b>	<b>\$562,000</b>
<b>Total Revenue:</b>	<b>\$298,374</b>	<b>\$340,609</b>	<b>\$383,031</b>	<b>\$341,000</b>	<b>\$341,000</b>
<b>Local Tax Funding:</b>	<b>\$216,297</b>	<b>\$223,120</b>	<b>\$220,906</b>	<b>\$223,000</b>	<b>\$221,000</b>

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.



## Boards, Commissions and Committees

### Funding History – Additional Boards

	FY 2005	FY 2006	FY 2007	FY 2008	FY 2009
<u>Program Financial Summary</u>	<u>Actual</u>	<u>Actual</u>	<u>Actual</u>	<u>Adopted</u>	<u>Adopted</u>
Affordable Dwelling Unit Advisory Board	\$1,464	\$1,400	\$586	\$2,000	\$2,000
Civil War Cavalry Battles*	2,336	4,815	16,722	0	0
Commission on Aging	429	2,134	891	2,000	2,000
Commission on Women	5,105	3,709	7,251	9,000	9,000
Disability Services Board	5,912	0	0	0	0
Economic Development Commission	29,466	25,705	20,502	3,000	5,000
Fire and Rescue Commission	316	11,136	5,337	6,000	6,000
Fiscal Impact Committee	130	13	124	2,000	2,000
Library Board of Trustees	2,222	674	1,075	1,000	2,000
Open Space Advisory Committee	0	0	0	1,000	1,000
Rural Economic Development Council	0	1,109	2,105	2,000	2,000
Telecommunications Committee	59	16	0	0	0
<b>TOTAL – Additional Boards</b>	<b>\$47,439</b>	<b>\$50,711</b>	<b>\$54,593</b>	<b>\$28,000</b>	<b>\$31,000</b>

	FY 2005	FY 2006	FY 2007	FY 2008	FY 2009
<u>Program Revenue Summary</u>	<u>Actual</u>	<u>Actual</u>	<u>Actual</u>	<u>Adopted</u>	<u>Adopted</u>
Affordable Dwelling Unit Advisory Board	\$0	\$200	\$0	\$0	0
Civil War Cavalry Battles*	2,336	4,815	\$2,822	0	0
Commission on Women	1,551	1,780	860	1,000	1,000
Disability Services Board	5,895	0	0	0	0
<b>TOTAL – Additional Boards</b>	<b>\$9,782</b>	<b>\$6,795</b>	<b>\$3,682</b>	<b>\$1,000</b>	<b>\$1,000</b>

	FY 2005	FY 2006	FY 2007	FY 2008	FY 2009
<u>Local Tax Funding</u>	<u>Actual</u>	<u>Actual</u>	<u>Actual</u>	<u>Adopted</u>	<u>Adopted</u>
Affordable Dwelling Unit Advisory Board	\$1,464	\$1,200	\$586	\$2,000	\$2,000
Civil War Cavalry Battles*	0	0	13,900	0	0
Commission on Aging	429	891	891	2,000	2,000
Commission on Women	3,554	1,929	6,391	8,000	8,000
Disability Services Board	17	0	0	0	0
Economic Development Commission	29,466	25,705	20,502	3,000	5,000
Fire and Rescue Commission	316	11,136	5,337	6,000	6,000
Fiscal Impact Committee	130	13	124	2,000	2,000
Library Board of Trustees	2,222	674	1,075	2,000	2,000
Open Space Advisory Committee	0	0	0	1,000	1,000
Rural Economic Development Council	0	1,109	2,105	2,000	2,000
Telecommunications Committee	59	16	0	0	0
<b>TOTAL – Additional Boards</b>	<b>\$37,657</b>	<b>\$43,916</b>	<b>\$50,911</b>	<b>\$27,000</b>	<b>\$30,000</b>

\* Grant funding is from Virginia Department of Historic Resources.



## Capital Construction

### Mission Statement

The Office of Capital Construction provides management and technical expertise, services and research in the area of capital facility construction management. The Office of Capital Construction executes all phases of the County's Capital Improvement Plan. This is accomplished by producing safe, functional, and cost effective facilities in accordance with predetermined timelines and budgets.

### Description

The Office of Capital Construction (OCC) was created in FY 07 by combining resources from General Services and Parks, Recreation and Community Services. By transferring resources from several departments within the County, the Office of Capital Construction combines the intimate knowledge of projects within those departments with the overarching procedures necessary to develop a comprehensive approach.

The Office provides dedicated resources to manage the County's rapidly expanding capital plan. This office serves as the principal staff point of contact for matters relating to the County's Capital projects, including land acquisition, design and engineering, construction management and project support.

### Budget Overview

#### **FY 2009 Issues**

- Delivery of capital facilities has not kept pace with project scheduling identified by the CIP.
- Land acquisition can be a time-consuming, difficult process to manage. Land acquisition is now being centrally managed in the OCC.
- Finding qualified contractors at a reasonable cost continues to be a challenge.
- Based on a Board initiative to more aggressively address road transportation needs, the OCC is preparing policies, procedures, and a resource plan for executing the road construction workload.

#### **FY 2009 Major Goals**

- In consultation with the Division of Procurement, a prequalification process for construction services will be implemented.
- Project close-outs will be improved by using the newly developed capital project standard procedures.
- Project managers will devote more resources to pre-construction reports that can help reduce risk, improve contract administration and strengthen the County's relationship with private sector contractors.
- Capital projects that meet or exceed the needs of the County will be delivered with the development of standards for more energy efficient, environmentally friendly sustainable building designs; and the continual development of agency management and professional staff.
- Capital projects will be delivered in accordance with the Capital Improvement Plan schedule by with the creation of standardized procedures for capital project processes such as land acquisition, design, permitting, construction and closeout.

#### **FY 2008 Major Achievements**

- The construction of \$21 million in new or renovated facilities has been completed. Those include: Phase I of the Dulles Multi-Purpose Center, renovations to several Fire Stations, Phase II of the Claude Moore Recreation Center, relocation of Sterling Annex Community Center, renovations to Hibbs Bridge, additional sidewalks for Algonkian Parkway, the build out of two additional courtrooms, and the Franklin Park Performing Arts Center.
- Over \$9 million in design contracts have been successfully managed to the next milestone.
- An internet-based project status system has been implemented to improve feedback to the Office's customers.



Loudoun County Government  
FY 2009 Adopted Fiscal Plan

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## Capital Construction

Departmental Financial Summary	FY 2005 Actual	FY 2006 Actual	FY 2007 Actual	FY 2008 Adopted	FY 2009 Adopted
<b>Expenditures</b>					
Personnel	\$0	\$0	\$2,174,310	\$2,935,000	\$3,243,000
Operations & Maintenance	0	0	470,295	1,052,000	930,000
Capital Outlay & Capital Acquisitions	0	0	0	208,000	129,000
Transfer To Central Service Fund	0	0	71,812	0	0
<b>Total Expenditures</b>	<b>\$0</b>	<b>\$0</b>	<b>\$2,716,417</b>	<b>\$4,195,000</b>	<b>\$4,302,000</b>
<b>Revenues</b>					
Other Financing Sources	\$0	\$0	\$0	\$0	\$200,000
<b>Total Revenues</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$200,000</b>
<b>Local Tax Funding</b>	<b>\$0</b>	<b>\$0</b>	<b>\$2,716,417</b>	<b>\$4,159,000</b>	<b>\$4,102,000</b>
<b>FTE Summary</b>	<b>0.00</b>	<b>0.00</b>	<b>25.00</b>	<b>31.00</b>	<b>32.00</b>

### FY 2009 Board Action

The FY 09 Adopted Fiscal Plan for the Office of Capital Construction includes full year funding for 1.00 FTE transferred from General Services for the energy management program and additional local tax funding for compensation increases and increased benefits costs effective September 2008.

### 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 08 Mid-year: 1.00 FTE was transferred from General Services.



Loudoun County Government  
FY 2009 Adopted Fiscal Plan

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## Capital Construction

<b>Expenditures by Program</b>	<b>FY 2005 Actual</b>	<b>FY 2006 Actual</b>	<b>FY 2007 Actual</b>	<b>FY 2008 Adopted</b>	<b>FY 2009 Adopted</b>
Capital Construction	\$0	\$0	\$2,716,417	\$4,195,000	\$4,302,000
<b>Total Expenditures</b>	<b>\$0</b>	<b>\$0</b>	<b>\$2,716,417</b>	<b>\$4,195,000</b>	<b>\$4,302,000</b>
<b>Revenues by Program</b>	<b>FY 2005 Actual</b>	<b>FY 2006 Actual</b>	<b>FY 2007 Actual</b>	<b>FY 2008 Adopted</b>	<b>FY 2009 Adopted</b>
Capital Construction	\$0	\$0	\$0	\$0	\$200,000
<b>Total Revenues</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$200,000</b>
<b>Local Tax Funding by Program</b>	<b>FY 2005 Actual</b>	<b>FY 2006 Actual</b>	<b>FY 2007 Actual</b>	<b>FY 2008 Adopted</b>	<b>FY 2009 Adopted</b>
Capital Construction	\$0	\$0	\$2,716,417	\$4,195,000	\$4,102,000
<b>Total Local Tax Funding</b>	<b>\$0</b>	<b>\$0</b>	<b>\$2,716,417</b>	<b>\$4,195,000</b>	<b>\$4,102,000</b>
<b>Staffing Summary by Program</b>	<b>FY 2005 Actual</b>	<b>FY 2006 Actual</b>	<b>FY 2007 Actual</b>	<b>FY 2008 Adopted</b>	<b>FY 2009 Adopted</b>
Capital Construction	0.00	0.00	25.00	31.00	32.00
<b>Total FTE</b>	<b>0.00</b>	<b>0.00</b>	<b>25.00</b>	<b>31.00</b>	<b>32.00</b>



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## Capital Construction

Performance Measures	FY 2006 Actual	FY 2007 Actual	FY 2008 Estimated	FY 2009 Projected
<b>Objective: Deliver approved Capital projects in accordance with the Capital Improvement Plan schedule.</b>				
• Active projects on planned schedule	79%	79%	87%	86%
• Amount of funded active projects	\$200,000,000	\$355,000,000	\$320,000,000	\$325,948,000
• Number of capital projects completed within the CIP schedule	5	6	7	7
• Number of funded active capital projects	24	44	48	49
<b>Objective: Deliver approved capital projects within budget.</b>				
• Percent of completed projects within budget	100%	100%	100%	100%
<b>Objective: Deliver quality Capital projects that meet or exceed the needs of the County.</b>				
• Customer Satisfaction Rating	85%	85%	90%	90%



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## Commissioner Of The Revenue

**Commissioner Of The Revenue**

**Business Tax Assessment**

**Information Services**

**Personal Property Tax Assessment and Tax Relief**

**Administration**



**Loudoun County Government  
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## **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 duties are mandated by the Code of Virginia and local ordinance. The Commissioner is elected at-large and serves a four-year term. The State Compensation Board reimburses most all of the principal officer's salary, a portion of staff salaries and a portion of the office's expenses as mandated by §15.2 of the Code of Virginia. During the State's annual budget process, the State Compensation Board increased the funding for the Commonwealth's share of the Commissioner of the Revenue's office expenses, salaries and benefits from \$353,294 in FY 07 to \$390,458 in FY 08, including funding for two additional positions and 99% of the principal officer's salary.

As the chief tax assessing officer in Loudoun County, the Commissioner of the Revenue and staff identify, classify and value individual 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. Loudoun's real property is valued by the Assessor, an appointee of the Board of Supervisors. The Commissioner of the Revenue's office 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 vehicle registration and license plate services. After completing the assessment process, the Commissioner's Office forwards all assessment information to the Treasurer's Office for use in producing tax bills.

In addition to mandated duties, the Commissioner of the Revenue's Office assists 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.

The Commissioner's office consists of four distinct divisions: Business Tax Assessment & Compliance, Information Services, Personal Property Tax Assessment & Tax Relief, and Department Administration. The principal office is located on the first floor of the County Government Center and another office in Sterling serves eastern Loudoun residents.

### **Budget Overview**

#### **FY 2009 Issues**

The office's challenge is to effectively serve Loudoun's steadily growing citizen and business populations in an environment with ever-changing tax regulations and technology. The Commissioner of the Revenue's staff interacts with most residents and businesses annually. In addition, staff provides service to new residents and businesses either through the registration of a vehicle for personal property tax or the registration of a local business. The office also provides Loudoun's seven incorporated towns with personal and business property assessment and tax relief applicant data for use in administering their tax programs.

#### **Economy:**

- Instability in the financial, real estate, and construction industries continue to result in assessment appeals, litigation and bankruptcies.
- Increasing number of vehicle repossessions and business and individual bankruptcies affect taxpayers' willingness and ability to pay often resulting in assessment appeals.

#### **Growth:**

- An increasing number of residents and businesses in the County add to the volume of work.
- A growing non-English speaking population adds to the number of walk-in customers since many use cash for transacting business, do not transact business over the phone, and do not have Internet access.
- The volume of new commercial centers in the County requires substantial discovery work to ensure compliance with local tax regulations.



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## **Commissioner Of The Revenue**

- The number of applicants for the Tax Relief for the Elderly and Disabled program continues to increase due to the generosity of the program, increasing local real property tax burden, population growth, aging of the population, and citizen awareness of the program.

### **Legislation:**

- Virginia's legislature annually considers a variety of changes to the personal property tax on vehicles, business property, business, professional and occupational license tax, and Tax Relief for the Elderly and Disabled. Considerable staff time is devoted to analyzing the specific language contained in each bill to quantify any potential fiscal impacts.

### **Technology:**

- Current 15-year old tax assessment systems are obsolete, making system changes difficult or impossible.
- Improvements in the office's automated assessment and taxpayer reporting processes are critical to keeping pace with growth.
- Changes made to other agency processes and applications may directly impact the office's processes and applications.

## **FY 2009 Major Goals**

- Contract with a firm that will prepare a comprehensive Request for Proposal to replace obsolete tax assessment systems.

## **FY 2008 Major Achievements**

- Further enhanced online services by providing residents with the ability to register a business in Loudoun County for local business license and business property tax purposes and apply for and obtain a business license via the County's website.
- Introduced a new online service that gives residents and businesses an opportunity to evaluate recent interaction with staff, provide feedback and suggestions for improvement, and commend excellent service.
- Provided citizens with the ability to report suspected unlicensed business activity or untaxed property via the Compliance Hotline or online through the County's website.



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**Commissioner Of The Revenue**

<b>Departmental Financial Summary</b>	<b>FY 2005 Actual</b>	<b>FY 2006 Actual</b>	<b>FY 2007 Actual</b>	<b>FY 2008 Adopted</b>	<b>FY 2009 Adopted</b>
<b>Expenditures</b>					
Personnel	\$1,640,787	\$1,577,784	\$2,127,249	\$2,401,000	\$2,502,000
Operations & Maintenance	200,458	216,526	269,949	294,000	299,000
<b>Total Expenditures</b>	<b>\$1,841,245</b>	<b>\$1,794,310</b>	<b>\$2,397,198</b>	<b>\$2,695,000</b>	<b>\$2,801,000</b>
<b>Revenues</b>					
Other Local Taxes	\$21,521,084	\$26,291,838	\$26,923,200	\$25,363,000	\$26,353,000
Permits Privilege Fees & Reg Licenses	32,302	36,790	61,892	38,000	38,000
Charges For Services	0	0	11,868	0	0
State Shared Expenses	269,190	276,235	353,294	281,000	280,000
<b>Total Revenues</b>	<b>\$21,822,576</b>	<b>\$26,604,863</b>	<b>\$27,350,254</b>	<b>\$25,681,000</b>	<b>\$26,671,000</b>
<b>Local Tax Funding</b>	<b>\$(19,981,331)</b>	<b>\$(24,810,553)</b>	<b>\$(24,953,056)</b>	<b>\$(22,987,000)</b>	<b>\$(23,870,000)</b>
<b>FTE Summary</b>	<b>32.55</b>	<b>32.55</b>	<b>32.55</b>	<b>34.55</b>	<b>34.55</b>

**FY 2009 Board Action**

The FY 09 Adopted Fiscal Plan for the Commissioner of the Revenue includes funding for compensation increases and increased benefits costs effective September 2008. The Adopted Fiscal Plan also increases \$2,556,000 in additional Business License tax revenue resulting from the Board of Supervisors decision to increase BPOL taxes in six categories.

**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 2009 Adopted Fiscal Plan

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**Commissioner Of The Revenue**

<b>Expenditures by Program</b>	<b>FY 2005 Actual</b>	<b>FY 2006 Actual</b>	<b>FY 2007 Actual</b>	<b>FY 2008 Adopted</b>	<b>FY 2009 Adopted</b>
Business Tax Assessment	\$660,224	\$571,281	\$815,028	\$935,000	\$968,000
Information Services	422,872	391,211	515,207	566,000	617,000
Personal Property Tax Assessment and Tax Administration	475,407	507,764	648,974	747,000	725,000
	282,742	324,054	417,989	446,000	491,000
<b>Total Expenditures</b>	<b>\$1,841,245</b>	<b>\$1,794,310</b>	<b>\$2,397,198</b>	<b>\$2,695,000</b>	<b>\$2,801,000</b>
<b>Revenues by Program</b>	<b>FY 2005 Actual</b>	<b>FY 2006 Actual</b>	<b>FY 2007 Actual</b>	<b>FY 2008 Adopted</b>	<b>FY 2009 Adopted</b>
Business Tax Assessment	\$21,046,824	\$25,853,571	\$26,591,905	\$24,916,000	\$26,006,000
Information Services	0	0	11,868	0	0
Personal Property Tax Assessment and Tax	775,752	751,292	746,481	765,000	665,000
<b>Total Revenues</b>	<b>\$21,822,576</b>	<b>\$26,604,863</b>	<b>\$27,350,254</b>	<b>\$25,681,000</b>	<b>\$26,671,000</b>
<b>Local Tax Funding by Program</b>	<b>FY 2005 Actual</b>	<b>FY 2006 Actual</b>	<b>FY 2007 Actual</b>	<b>FY 2008 Adopted</b>	<b>FY 2009 Adopted</b>
Business Tax Assessment	\$(20,386,600)	\$(25,282,290)	\$(25,776,877)	\$(23,981,000)	\$(25,038,000)
Information Services	422,872	391,211	503,339	566,000	617,000
Personal Property Tax Assessment and Tax Administration	(300,345)	(243,528)	(97,507)	(18,000)	60,000
	282,742	324,054	417,989	446,000	491,000
<b>Total Local Tax Funding</b>	<b>\$(19,981,331)</b>	<b>\$(24,810,553)</b>	<b>\$(24,953,056)</b>	<b>\$(22,987,000)</b>	<b>\$(23,870,000)</b>
<b>Staffing Summary by Program</b>	<b>FY 2005 Actual</b>	<b>FY 2006 Actual</b>	<b>FY 2007 Actual</b>	<b>FY 2008 Adopted</b>	<b>FY 2009 Adopted</b>
Business Tax Assessment	14.00	14.00	14.00	12.00	12.00
Information Services	9.53	9.53	9.53	9.55	10.00
Personal Property Tax Assessment and Tax Administration	6.01	6.01	6.01	9.00	8.00
	3.01	3.01	3.01	4.00	4.55
<b>Total FTE</b>	<b>32.55</b>	<b>32.55</b>	<b>32.55</b>	<b>34.55</b>	<b>34.55</b>



## Commissioner Of The Revenue

### Business Tax Assessment

#### Description

This division consists of two primary programs: Business Tax Assessment and Compliance. The Business Tax program is responsible for the assessment 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. Business Tax assessors perform research, classify property and receipts and assess and maintain all business tax accounts. Staff has 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 business tax auditors and 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. 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 2009 Issues**

- Multiple tax accounts for each taxpayer result in redundant account maintenance and additional postage and mailing costs.
- The County's outdated 15-year old mainframe assessment system complicates tasks and reduces efficiency.
- The volume of new construction and increases in 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.

##### **FY 2009 Goals**

- Assess business, professional and occupational license and prepare business tangible personal property tax books by prescribed deadlines.



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**Commissioner Of The Revenue**  
**Business Tax Assessment**

<b>Program Financial Summary</b>	<b>FY 2005 Actual</b>	<b>FY 2006 Actual</b>	<b>FY 2007 Actual</b>	<b>FY 2008 Adopted</b>	<b>FY 2009 Adopted</b>
<b>Expenditures</b>					
Personnel	\$605,693	\$520,641	\$740,830	\$837,000	\$870,000
Operations & Maintenance	54,531	50,640	74,198	98,000	98,000
<b>Total Expenditures</b>	<b>\$660,224</b>	<b>\$571,281</b>	<b>\$815,028</b>	<b>\$935,000</b>	<b>\$968,000</b>
<b>Revenues</b>					
Other Local Taxes	\$20,957,327	\$25,761,032	\$26,457,256	\$24,813,000	\$25,903,000
Permits Privilege Fees & Reg Licenses	32,302	36,790	61,892	38,000	38,000
State Shared Expenses	57,195	55,749	72,757	65,000	65,000
<b>Total Revenues</b>	<b>\$21,046,824</b>	<b>\$25,853,571</b>	<b>\$26,591,905</b>	<b>\$24,916,000</b>	<b>\$26,006,000</b>
<b>Total Local Tax Funding</b>	<b>\$(20,386,600)</b>	<b>\$(25,282,290)</b>	<b>\$(25,776,877)</b>	<b>\$(23,981,000)</b>	<b>\$(25,038,000)</b>
<b>FTE Summary</b>	<b>14.00</b>	<b>14.00</b>	<b>14.00</b>	<b>12.00</b>	<b>12.00</b>



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**Commissioner Of The Revenue**  
**Business Tax Assessment**

Performance Measures	FY 2006 Actual	FY 2007 Actual	FY 2008 Estimated	FY 2009 Projected
<b>Objective: Accommodate timely semiannual and supplemental billing by the Treasurer. Assess business, professional and occupational license and prepare business tangible personal property book by prescribed deadlines.</b>				
• Business License Desk Audits	1,646	3,420	3,000	3,150
• Business License Field Audits <sup>1</sup>	390	330	450	346
• Business Licenses Issued	13,969	14,040	14,500	14,500
• Business Personal Property Desk Audits <sup>1</sup>	904	560	950	840
• Business Personal Property Field Audits	518	410	550	578

<sup>1</sup>Performance measure targets for FY 2008 were overestimated. FY 2009 projections reflect current activity and trends.



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**Commissioner Of The Revenue**  
**Information Services**

**Description**

The Information Services division provides frontline assistance to taxpayers over the telephone and in Leesburg and Sterling at the offices' front counters. Staff registers vehicles and businesses for local taxes, counsels taxpayers regarding local and state tax regulations, and refers them to other agencies, as needed. Additionally, staff is responsible for receiving, sorting and distributing completed tax forms and taxpayer correspondence. This division also processes tax form and business license mailings and provides DMV Select (e.g., Virginia state titling, vehicle registration, etc.) services.

**Budget Overview**

**FY 2009 Issues**

- The Internal Revenue Service is no longer providing Virginia 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.
- Long wait times at DMV's regular customer service centers offices in Leesburg and Sterling generates additional walk-in traffic.
- Applicants for the Tax Relief for the Elderly and Disabled program typically prefer interaction with tax specialists in person.
- The increasing number of new 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 non English-speaking population adds to the number of walk-in customers, many of whom transact business with cash.

**FY 2009 Goals**

- Effectively administer the DMV license agent program.

<b>Program Financial Summary</b>	<b>FY 2005 Actual</b>	<b>FY 2006 Actual</b>	<b>FY 2007 Actual</b>	<b>FY 2008 Adopted</b>	<b>FY 2009 Adopted</b>
<b>Expenditures</b>					
Personnel	\$412,707	\$378,318	\$491,505	\$547,000	\$596,000
Operations & Maintenance	10,165	12,893	23,702	19,000	21,000
<b>Total Expenditures</b>	<b>\$422,872</b>	<b>\$391,211</b>	<b>\$515,207</b>	<b>\$566,000</b>	<b>\$617,000</b>
<b>Revenues</b>					
Charges For Services	\$0	\$0	\$11,868	\$0	\$0
<b>Total Revenues</b>	<b>\$0</b>	<b>\$0</b>	<b>\$11,868</b>	<b>\$0</b>	<b>\$0</b>
<b>Total Local Tax Funding</b>	<b>\$422,872</b>	<b>\$391,211</b>	<b>\$503,339</b>	<b>\$566,000</b>	<b>\$617,000</b>
<b>FTE Summary</b>	<b>9.53</b>	<b>9.53</b>	<b>9.53</b>	<b>9.55</b>	<b>10.00</b>



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**Commissioner Of The Revenue  
Information Services**

Performance Measures	FY 2006 Actual	FY 2007 Actual	FY 2008 Estimated	FY 2009 Projected
<b>Objective: Effectively administer the DMV license agent program. Provide timely vehicle licensing services to citizens.</b>				
• DMV Licensing Agency Transactions	91	2,195	3,000	3,300



## 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. This division assesses personal property tax in compliance with Virginia State Code (including property, which is assessed by the Commonwealth) and County Ordinances. Although the rate of growth has decreased, the number of accounts continues to increase each year along with Loudoun's population. Tax accounts are established and assessments are adjusted year-round due to proration. This division also prepares the Personal Property Books that are provided to the Treasurer for use in producing 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 assessment of personal property, division staff provides input, research and analysis on all relevant State and local legislative issues and tax matters as requested. Staff has 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 a property tax reduction to qualified applicants on their homes and/or vehicles. Staff assists taxpayers in the completion of applications. Additionally, they review taxpayer provided documentation and determine qualification based on the program's guidelines. Due to the needs of the population served by this program, substantial assistance is provided to citizens by phone, one-on-one meetings in the office, and written correspondence concerning the applicants' qualification status.

#### Budget Overview

##### **FY 2009 Issues**

- Multiple tax accounts for each taxpayer results in redundant account maintenance and additional postage and mailing costs.
- The County's outdated 15-year old mainframe tax assessment system complicates tasks and reduces efficiency.
- Applicants for the Tax Relief for the Elderly and Disabled Program utilize sophisticated investments and estate planning mechanisms that must be thoroughly examined 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 2009 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 2009 Adopted Fiscal Plan

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**Commissioner Of The Revenue**  
**Personal Property Tax Assessment and Tax Relief**

<b>Program Financial Summary</b>	<b>FY 2005 Actual</b>	<b>FY 2006 Actual</b>	<b>FY 2007 Actual</b>	<b>FY 2008 Adopted</b>	<b>FY 2009 Adopted</b>
<b>Expenditures</b>					
Personnel	\$346,722	\$367,255	\$494,121	\$593,000	\$570,000
Operations & Maintenance	128,685	140,509	154,853	155,000	155,000
<b>Total Expenditures</b>	<b>\$475,407</b>	<b>\$507,764</b>	<b>\$648,974</b>	<b>\$747,000</b>	<b>\$725,000</b>
<b>Revenues</b>					
Other Local Taxes	\$563,757	\$530,806	\$465,944	\$550,000	\$450,000
State Shared Expenses	211,995	220,486	280,537	215,000	215,000
<b>Total Revenues</b>	<b>\$775,752</b>	<b>\$751,292</b>	<b>\$746,481</b>	<b>\$765,000</b>	<b>\$665,000</b>
<b>Total Local Tax Funding</b>	<b>\$(300,345)</b>	<b>\$(243,528)</b>	<b>\$(97,507)</b>	<b>\$(18,000)</b>	<b>\$60,000</b>
<b>FTE Summary</b>	<b>6.01</b>	<b>6.01</b>	<b>6.01</b>	<b>9.00</b>	<b>8.00</b>



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**Commissioner Of The Revenue**  
**Personal Property Tax Assessment and Tax Relief**

<b>Performance Measures</b>	<b>FY 2006 Actual</b>	<b>FY 2007 Actual</b>	<b>FY 2008 Estimated</b>	<b>FY 2009 Projected</b>
<b>Objective: Effectively administer the County's tax relief program for the elderly and disabled. Complete tax relief application review process by established deadlines.</b>				
• Tax Relief Applications Received	1,775	1,843	1,900	1,995
<b>Objective: Prepare personal property assessment books by prescribed deadlines. Accommodate timely semiannual and supplemental billing by the Treasurer.</b>				
• Personal Property Assessments	307,432	310,693	310,000	315,000



Loudoun County Government  
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**Commissioner Of The Revenue  
Administration**

**Description**

Department Administration is responsible for 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, classifying positions, 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. Administration also works with the Department of Information Technology to develop and implement automated tax assessment system and Internet upgrades. 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 to maximize reimbursement from the State.

**Budget Overview**

**FY 2009 Issues**

- The current countywide telephone system does not 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.
- In-house 15-year old mainframe tax assessment systems are obsolete.
- The office's ability to implement technology initiatives is dependent upon the limited resources of the 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.

**FY 2009 Goals**

- Complete assessment processes by prescribed deadlines.

<b>Program Financial Summary</b>	<b>FY 2005 Actual</b>	<b>FY 2006 Actual</b>	<b>FY 2007 Actual</b>	<b>FY 2008 Adopted</b>	<b>FY 2009 Adopted</b>
<b>Expenditures</b>					
Personnel	\$275,665	\$311,570	\$400,793	\$424,000	\$466,000
Operations & Maintenance	7,077	12,484	17,196	22,000	25,000
<b>Total Expenditures</b>	<b>\$282,742</b>	<b>\$324,054</b>	<b>\$417,989</b>	<b>\$446,000</b>	<b>\$491,000</b>
 <b>Total Local Tax Funding</b>	 <b>\$282,742</b>	 <b>\$324,054</b>	 <b>\$417,989</b>	 <b>\$446,000</b>	 <b>\$491,000</b>
 <b>FTE Summary</b>	 <b>3.01</b>	 <b>3.01</b>	 <b>3.01</b>	 <b>4.00</b>	 <b>4.55</b>



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**Commissioner Of The Revenue  
Administration**

Performance Measures	FY 2006 Actual	FY 2007 Actual	FY 2008 Estimated	FY 2009 Projected
<b>Objective: Complete assessment processes by prescribed deadlines. Ensure the balanced application of the local taxes.</b>				
• Countywide personal property assessments per FTE	\$120,000,000	\$111,000,000	\$120,000,000	\$126,000,000



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## Office Of The County Administrator

Office Of The County Administrator

Executive Management

Support To The Board

Youth Initiative



**Loudoun County Government  
FY 2009 Adopted Fiscal Plan**

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## **Office Of The 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. The Loudoun Youth Initiative, which was adopted as a new initiative by the Board of Supervisors in FY 06 will be transferred to the Department of Parks, Recreation & Community Services subsequent to adoption of the FY 09 budget.

### **Budget Overview**

#### **FY 2009 Issues**

- Loudoun County continues to be one of the fastest growing counties in the nation. With the County's forecasted FY 2009 population of 286,674, meeting service demands and citizen expectations will continue to be a challenge.
- With declining residential real property values and proportionally less funding from the State, other revenue options will need to be explored.
- Due to the County's financing of public school building construction, debt service will continue to increase significantly through FY14 due to the continuing issuance of debt.
- Continue efforts to address the County's water and wastewater collection and treatment infrastructure in many areas of the Loudoun community which continues to be a public policy issue.
- The County's combined fire and rescue system continues its evolution with the placement of career staff in volunteer companies and in opening new stations already under construction. Overall strategies with regard to transitioning certain companies into legacy status will continue.
- Strategically acquire land and construct sufficient capital facilities on schedule and within budget and address transportation planning objectives through completion of the Countywide Transit Plan.
- Pursue available transportation improvement funding at State level.
- Provide adequate services for the increased senior and youth population.

#### **FY 2009 Major Goals**

- Implement the County's workforce development program to address employee retention and succession planning.
- Continue to provide effective leadership that develops a clear sense of mission, purpose and task among employees.
- Maintain the County's AAA bond rating.
- Reach 20% or higher participation in the telework program through County employee participation.
- Continue implementation and exercising of the County's Continuity of Operations Plan, Pandemic Influenza Plan and the completion of disaster recovery plans.
- Expand user access and reporting capabilities of the County's Active Citizen Response system to increase effectiveness in responding to citizen inquiries.

#### **FY 2008 Major Achievements**

- Seventeen percent of the County Government workforce teleworked with 24 departments participating.
- In response to Loudoun's increasingly diverse population, a multi-initiative plan was created and initiated to improve service delivery for customers for whom English is a second language.
- The Active Citizen Response (ACR) system began as a pilot project in July 2007 with limited participation in the first phase. Nine areas, primarily in the land use functional area, are utilizing this system with the Office of the County Administrator, serving as a central point of contact.
- The Loudoun Youth Initiative held "Step Up" in November 2007 with 280 youth participating.
- The County's new Emergency Operations Center opened in December 2007.
- Staff completed work on the final Rt. 50 initiative with the adoption of a mixed use business district zoning ordinance amendment.



**Loudoun County Government  
FY 2009 Adopted Fiscal Plan**

**Office Of The County Administrator**

<b>Departmental Financial Summary</b>	<b>FY 2005 Actual</b>	<b>FY 2006 Actual</b>	<b>FY 2007 Actual</b>	<b>FY 2008 Adopted</b>	<b>FY 2009 Adopted</b>
<b>Expenditures</b>					
Personnel	\$1,915,345	\$2,369,008	\$2,726,548	\$2,820,000	\$2,794,000
Operations & Maintenance	197,976	293,846	663,386	454,000	360,000
Capital Outlay & Capital Acquisitions	64,853	11,084	0	0	0
<b>Total Expenditures</b>	<b>\$2,178,174</b>	<b>\$2,673,938</b>	<b>\$3,389,934</b>	<b>\$3,274,000</b>	<b>\$3,154,000</b>
<b>Revenues</b>					
Permits Privilege Fees & Reg Licenses	\$111,000	\$0	\$111,000	\$111,000	\$111,000
Use Of Money & Property	1,487	3,044	0	0	0
Charges For Services	0	528	774	0	0
Miscellaneous Revenue	2,997	3,100	40,306	5,000	0
Recovered Costs	0	41	178	0	0
Federal Categorical Aid	0	0	51,465	25,000	0
<b>Total Revenues</b>	<b>\$115,484</b>	<b>\$6,713</b>	<b>\$203,723</b>	<b>\$141,000</b>	<b>\$111,000</b>
<b>Local Tax Funding</b>	<b>\$2,062,690</b>	<b>\$2,667,225</b>	<b>\$3,186,211</b>	<b>\$3,133,000</b>	<b>\$3,043,000</b>
<b>FTE Summary</b>	<b>19.80</b>	<b>21.53</b>	<b>24.53</b>	<b>24.80</b>	<b>24.53</b>

**FY 2009 Board Action**

The FY 09 Adopted Fiscal Plan for the Office of the County Administration includes funding for compensation increases and increased benefits costs effective September 2008. The Board eliminated 1.00 FTE and \$80,000 for operating expenditures for the Youth Initiative Program. The Youth Initiative Program is transferred to the Department of Parks, Recreation & Community Services effective May 2008.

**Budget History**

FY 05 Mid-Year: A 1.00 FTE Environmental Program Manager was transferred to Planning Services, 0.53 FTE from Federal Foster Care Program, and 0.20 FTE was transferred from the Office of Public Information to provide additional hours to existing Administrative Assistant positions to support the Deputy Clerk function.

FY 06: The Board added 2.00 FTE for the Loudoun Youth Initiative.

FY 06 Mid-Year: 1.00 FTE was transferred from MHMRS for a front counter position and 1.00 FTE was transferred from Management & Financial Services to support human services agencies.

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 was transferred for 0.20 FTE in additional administrative support hours, a 0.53 FTE ADA and HIPAA Compliance position from the Department of Parks, Recreation & Community Services, 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.

Additional information on this department's Capital Improvement Program projects can be found on pages 7 – 35, 7 – 40 and 7 – 41 in Volume 2.



Loudoun County Government  
FY 2009 Adopted Fiscal Plan

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**Office Of The County Administrator**

<b>Expenditures by Program</b>	<b>FY 2005 Actual</b>	<b>FY 2006 Actual</b>	<b>FY 2007 Actual</b>	<b>FY 2008 Adopted</b>	<b>FY 2009 Adopted</b>
Executive Management	\$1,244,234	\$1,465,443	\$1,847,880	\$1,794,000	\$1,852,000
Support To The Board	906,831	934,735	981,093	975,000	963,000
Youth Initiative	27,109	273,760	560,961	505,000	339,000
<b>Total Expenditures</b>	<b>\$2,178,174</b>	<b>\$2,673,938</b>	<b>\$3,389,934</b>	<b>\$3,274,000</b>	<b>\$3,154,000</b>
<b>Revenues by Program</b>	<b>FY 2005 Actual</b>	<b>FY 2006 Actual</b>	<b>FY 2007 Actual</b>	<b>FY 2008 Adopted</b>	<b>FY 2009 Adopted</b>
Executive Management	\$113,997	\$3,100	\$115,806	\$116,000	\$111,000
Support To The Board	1,487	3,613	952	0	0
Youth Initiative	0	0	86,965	25,000	0
<b>Total Revenues</b>	<b>\$115,484</b>	<b>\$6,713</b>	<b>\$203,723</b>	<b>\$141,000</b>	<b>\$111,000</b>
<b>Local Tax Funding by Program</b>	<b>FY 2005 Actual</b>	<b>FY 2006 Actual</b>	<b>FY 2007 Actual</b>	<b>FY 2008 Adopted</b>	<b>FY 2009 Adopted</b>
Executive Management	\$1,130,237	\$1,462,343	\$1,732,074	\$1,678,000	\$1,741,000
Support To The Board	905,344	931,122	980,141	975,000	963,000
Youth Initiative	27,109	273,760	473,996	480,000	339,000
<b>Total Local Tax Funding</b>	<b>\$2,062,690</b>	<b>\$2,667,225</b>	<b>\$3,186,211</b>	<b>\$3,133,000</b>	<b>\$3,043,000</b>
<b>Staffing Summary by Program</b>	<b>FY 2005 Actual</b>	<b>FY 2006 Actual</b>	<b>FY 2007 Actual</b>	<b>FY 2008 Adopted</b>	<b>FY 2009 Adopted</b>
Executive Management	10.00	10.00	12.00	11.50	13.53
Support To The Board	9.80	9.53	9.53	9.30	9.00
Youth Initiative	0.00	2.00	3.00	4.00	2.00
<b>Total FTE</b>	<b>19.80</b>	<b>21.53</b>	<b>24.53</b>	<b>24.80</b>	<b>24.53</b>



**Loudoun County Government  
FY 2009 Adopted Fiscal Plan**

**Office Of The 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; oversight of capital projects; community outreach, community planning, community services, workforce training initiatives; ADA/HIPAA compliance efforts 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, and provides analytical and technical assistance on program performance information and other research projects.

**Budget Overview**

**FY 2009 Issues**

- Attracting and retaining excellent employees and paying comparable salaries.
- Addressing the rising cost of employee benefits, particularly retirement and healthcare.
- Planning for the transition to a new Government Center and courts expansion.
- Providing executive oversight on the completion of the Countywide Transportation Plan and transportation related initiatives, and begin implementation of the Board of Supervisors community planning initiatives.

**FY 2009 Goals**

- Work with the newly elected Board of Supervisors to strategically carry out vision and priorities.
- Continue implementation of a comprehensive workforce development program for County employees.
- Maintain high credit ratings to ensure fiscal efficiency for Loudoun's residents.
- Continue teleworking efforts for County departments with a goal of 20% or higher participation in FY 09.
- Continue efforts to provide capital facilities on time and within budget.
- Further expand the Active Citizen Response system to include additional department participation.
- Complete performance audits for four departments.
- Continue to complete community onsite water and wastewater management plan.

<b>Program Financial Summary</b>	<b>FY 2005 Actual</b>	<b>FY 2006 Actual</b>	<b>FY 2007 Actual</b>	<b>FY 2008 Adopted</b>	<b>FY 2009 Adopted</b>
<b>Expenditures</b>					
Personnel	\$1,056,850	\$1,323,233	\$1,517,475	\$1,627,000	\$1,707,000
Operations & Maintenance	122,531	131,126	330,405	167,000	145,000
Capital Outlay & Capital Acquisitions	64,853	11,084	0	0	0
<b>Total Expenditures</b>	<b>\$1,244,234</b>	<b>\$1,465,443</b>	<b>\$1,847,880</b>	<b>\$1,794,000</b>	<b>\$1,852,000</b>
<b>Revenues</b>					
Permits Privilege Fees & Reg Licenses	\$111,000	\$0	\$111,000	\$111,000	\$111,000
Miscellaneous Revenue	2,997	3,100	4,806	5,000	0
<b>Total Revenues</b>	<b>\$113,997</b>	<b>\$3,100</b>	<b>\$115,806</b>	<b>\$116,000</b>	<b>\$111,000</b>
<b>Total Local Tax Funding</b>	<b>\$1,130,237</b>	<b>\$1,462,343</b>	<b>\$1,732,074</b>	<b>\$1,678,000</b>	<b>\$1,741,000</b>
<b>FTE Summary</b>	<b>10.00</b>	<b>10.00</b>	<b>12.00</b>	<b>11.50</b>	<b>13.53</b>



Loudoun County Government  
FY 2009 Adopted Fiscal Plan

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**Office Of The County Administrator**  
**Executive Management**

Performance Measures	FY 2006 Actual	FY 2007 Actual	FY 2008 Estimated	FY 2009 Projected
<b>Objective: Maintain the County's Triple A bond rating and credibility in the municipal finance markets.</b>				
• Fitch	AAA	AAA	AAA	AAA
• Moody's	Aaa	Aaa	Aaa	Aaa
• Standard & Poor's	AAA	AAA	AAA	AAA
<b>Objective: Increase the number of mobile workers who are equipped to complete all daily tasks in the field and/or at home.</b>				
• Number of mobile workers equipped to work in the field	n/a	n/a	80	150
<b>Objective: Develop guidelines for program performance measurement audits for various County departments and agencies with the target of completing four each year.</b>				
• Performance Measurement audits completed	1	3	4	4
<b>Objective: Increase participation in telework program among County employees.</b>				
• Average number of days teleworking each month	1.5	2	2.0	2.5
• Number of departments participating	10	19	24	28
• Percent of employees with signed telework agreements	5%	10%	20%	25%
<b>Objective: Support vehicle emissions reduction goals.</b>				
• Average total monthly miles avoided driving to/from work due to teleworking	n/a	58,000	114,000	120,000
<b>Objective: Attract and retain high quality workforce with a turnover rate at 12% or lower.</b>				
• County workforce turnover rate	12.5%	11.5%	10.6%	10.3%



Loudoun County Government  
FY 2009 Adopted Fiscal Plan

**Office Of The 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 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 2009 Issues**

- With the beginning of its term in mid-FY 08, the new Board of Supervisors established five standing committees. Staff in the Office of the County Administrator will provide support to the respective committee chairmen in coordinating agendas and meeting materials. It is estimated that 60 or more meetings will be held in FY 09.
- Staff support and executive oversight will also be provided to various Board appointed advisory committees and task force groups as needed.
- Development of the 2009 Legislative Package and coordination with the Board on pending legislation.

**FY 2009 Goals**

- Prepare the Board's Legislative Package for the 2009 General Assembly Session to meet bill introduction and position deadlines.
- Provide timely reports reflecting the Board of Supervisors' actions to meet citizen inquiries.
- Prepare sufficient meeting materials for Board members and the public prior to scheduled meetings and post documents on the County's website to enhance public access.

<b>Program Financial Summary</b>	<b>FY 2005 Actual</b>	<b>FY 2006 Actual</b>	<b>FY 2007 Actual</b>	<b>FY 2008 Adopted</b>	<b>FY 2009 Adopted</b>
<b>Expenditures</b>					
Personnel	\$858,466	\$884,777	\$924,086	\$913,000	\$899,000
Operations & Maintenance	48,365	49,958	57,007	62,000	64,000
<b>Total Expenditures</b>	<b>\$906,831</b>	<b>\$934,735</b>	<b>\$981,093</b>	<b>\$975,000</b>	<b>\$963,000</b>
<b>Revenues</b>					
Use Of Money & Property	\$1,487	\$3,044	\$0	\$0	\$0
Charges For Services	0	528	774	0	0
Recovered Costs	0	41	178	0	0
<b>Total Revenues</b>	<b>\$1,487</b>	<b>\$3,613</b>	<b>\$952</b>	<b>\$0</b>	<b>\$0</b>
<b>Total Local Tax Funding</b>	<b>\$905,344</b>	<b>\$931,122</b>	<b>\$980,141</b>	<b>\$975,000</b>	<b>\$963,000</b>
<b>FTE Summary</b>	<b>9.80</b>	<b>9.53</b>	<b>9.53</b>	<b>9.30</b>	<b>9.00</b>



Loudoun County Government  
FY 2009 Adopted Fiscal Plan

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**Office Of The County Administrator  
Support To The Board**

Performance Measures	FY 2006 Actual	FY 2007 Actual	FY 2008 Estimated	FY 2009 Projected
<b>Objective: Develop and support the Board of Supervisors' legislative package for 2009 General Assembly to meet deadlines for adopted positions.</b>				
• Legislative Bills introduced	3,678	3,069	3,700 <sup>1</sup>	3,100
• Legislative Bills reviewed impacting Loudoun	997	947	575 <sup>2</sup>	500 <sup>2</sup>
<b>Objective: Provide meeting materials and action summaries to Board, staff and the public reflecting actions and background information in a timely manner.</b>				
• Action summaries of Board business meetings and public hearings completed within two days of meeting	n/a	90%	95%	100%
• Board meeting minutes completed for meetings held	57	50	57	65
• Board meeting minutes requiring correction	1	1	0	0
• Number of packets prepared for business meetings and public hearings	52 <sup>3</sup>	63 <sup>3</sup>	35	35
• Number of standing committee meeting packets prepared	61	63	69	72

<sup>1</sup> FY 08 represents longer sessions for General Assembly.

<sup>2</sup> Reduction in numbers reflects streamline review of bills.

<sup>3</sup> Includes special meetings and worksessions.



## Office Of The County Administrator Youth Initiative<sup>1</sup>

### Description

The Loudoun Youth Initiative (LYI) in accord with the Loudoun County Advisory Commission on Youth and Youth Advisory Council, seeks to be an effective contributor and recognized leader in coordinated efforts to address the challenges facing Loudoun County's youth by: 1) identifying organizing, and coordinating the enormous resources available through the County's government, business, educational, faith-based, community and youth organizations; 2) organizing and coordinating initiatives and projects to address the challenges facing the County's youth; 3) providing technical assistance to bolster youth outreach, service delivery and community planning efforts; and 4) establishing strategic alliances with organizations, civic groups, and the community at large.

### Budget Overview

#### **FY 2009 Issues**

- The initial Strategic Plan was ratified by the Board of Supervisors in February 2005. The second iteration was implemented in FY 08. Working with George Mason University, a comprehensive community assessment was conducted in FY 07, with the subsequent consideration of community and youth-identified priorities and needs resulting in an increasingly focused revised Strategic Plan.
- The Loudoun Youth, Inc., a non-profit, 501(C)3 corporation, was formed in 2005 to serve as the County's youth-focused, public-private organization to support youth initiative activities. This organization will continue its efforts to support the Loudoun Youth Initiative program.
- The ongoing success of the Loudoun County website for teens will be dependent upon the continuing meaningful involvement of teens in the planning, design content, direction and management.
- Transportation for teens continues to thrive as a program and event-based service. More and more teens are choosing to avail themselves of this free service.
- Continuing emphasis needs to be placed on activities, programs and services to address: safe, accessible and affordable places for teens to gather; teens being included in the development and implementation of solutions for the community; opportunities for the development of leadership and life skills outside of school; helping teens to feel a part of their neighborhood and school; recognition and respect for the contributions and achievements of youth; parental awareness of the needs and issues of our youth; informed decisions and practices leading to a healthy lifestyle; safe and trusted resources; continuing to grow strategic alliances; and teens having a variety of ways to connect with their peers and adults other than their parents.

#### **FY 2009 Goals**

- The most pressing challenge facing the Loudoun Youth Initiative continues to be the strengthening and ongoing expansion of the consortium of involved representatives from all facets of the community. A larger network of individuals and organizations must be successfully engaged to maintain the significant ongoing progress in the multiple strategy areas during FY 08.
- Another challenge facing the Loudoun Youth Initiative is the continued strong involvement of youth in program planning and assessment, marketing and public relations efforts, through the Youth Advisory Council. Ongoing support is needed in the form of recruitment, developing and fostering relationships, monitoring activities and progress, leading and guiding the ongoing development of youth.

<sup>1</sup> This program was transferred to the Department of Parks, Recreation and Community Services in May 2008.



Loudoun County Government  
FY 2009 Adopted Fiscal Plan

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**Office Of The County Administrator**  
**Youth Initiative**

<b>Program Financial Summary</b>	<b>FY 2005 Actual</b>	<b>FY 2006 Actual</b>	<b>FY 2007 Actual</b>	<b>FY 2008 Adopted</b>	<b>FY 2009 Adopted</b>
<b>Expenditures</b>					
Personnel	\$29	\$160,998	\$284,987	\$280,000	\$188,000
Operations & Maintenance	27,080	112,762	275,974	225,000	151,000
<b>Total Expenditures</b>	<b>\$27,109</b>	<b>\$273,760</b>	<b>\$560,961</b>	<b>\$505,000</b>	<b>\$339,000</b>
<b>Revenues</b>					
Miscellaneous Revenue	\$0	\$0	\$35,500	\$0	\$0
Federal Categorical Aid	0	0	51,465	25,000	0
<b>Total Revenues</b>	<b>\$0</b>	<b>\$0</b>	<b>\$86,965</b>	<b>\$25,000</b>	<b>\$0</b>
<b>Total Local Tax Funding</b>	<b>\$27,109</b>	<b>\$273,760</b>	<b>\$473,996</b>	<b>\$480,000</b>	<b>\$339,000</b>
<b>FTE Summary<sup>1</sup></b>	<b>0.00</b>	<b>2.00</b>	<b>3.00</b>	<b>4.00</b>	<b>2.00</b>

<sup>1</sup>1.00 FTE and \$80,000 in operating expenditures were eliminated during the Board of Supervisors' budget worksessions. In addition a 1.00 FTE grant-funded position expired during the course of FY 08.



Loudoun County Government  
FY 2009 Adopted Fiscal Plan

Office Of The County Administrator  
Youth Initiative

Performance Measures	FY 2006 Actual	FY 2007 Actual	FY 2008 Estimated	FY 2009 Projected
<b>Objective: Increase engagement opportunities by providing a wide variety of attractive and safe recreational, cultural and social opportunities for youth.</b>				
• Teen destinations/centers supported by LYI	3	3	4	5
• Teen programs average weekly attendance <sup>1</sup>	369	382	602	650
• Youth and Family members attending Youth Fest	1,500	1,000	2,000	2,500
<b>Objective: Promote belonging by fostering opportunities for youth to connect with people and places throughout the county.</b>				
• Annual page visits to the <a href="http://www.loudounteens.org">www.loudounteens.org</a> website	29,907	53,686	55,000	60,000
• Number of trips provided by the Teen Machine	25	154	160	175
<b>Objective: Promote healthy living enhancing programs and services that promote healthy decisions about oneself and one's body.</b>				
• Prevention and awareness programs through LYI	n/a	8	12	15
• Participants in prevention and awareness programs	n/a	5,450	8,000	9,000
<b>Objective: Promote respect for others by promoting attitudes and skills helpful for quality human interactions within and across generations.</b>				
• Participants in leadership development seminars	n/a	n/a	400	500
• Volunteer hours in community service projects	n/a	100	500	600
• Participants in YAC Membership Network	n/a	n/a	300	400

<sup>1</sup> FY 08 and FY 09 measures include the addition of the Claude Moore Recreation Center, People in Places and Boys and Girls Club After Dark programs. FY 06 – 09 includes the Purcellville Teen Center, Eastern Loudoun Library After-Hours Teen Program and PRCS's Midnight Madness Program.



**Loudoun County Government  
FY 2009 Adopted Fiscal Plan**

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## **Office Of The 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 State Code and County Ordinance.

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 Program. 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 part of the legal framework related to the Assessor's responsibilities is the requirements governing the value standard set by the Code of Virginia and Loudoun County Ordinance. 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 2009 Issues**

- Land development in the County has resulted in rapid growth in the number of parcels and new construction assessments. The number of parcels and the number of improved properties will impact the volume of assessment appeals, litigation, supplementals, and miscellaneous and new construction permits.

#### **FY 2009 Major Goals**

- Accurately assess all real property in accordance with the Code of Virginia and Loudoun County Ordinance.
- Procure and implement a new CAMA system for use by the January 1, 2009 date of value.
- Collect and process all permits relative to new construction and miscellaneous permits.
- Administer the Land Use and Revitalization programs in accordance with office policy, the Code of Virginia and Loudoun County Ordinance.
- Produce the annual Land Book in accordance with the Code of Virginia.

#### **FY 2008 Major Achievements**

- The annual audit conducted by the State Department of Taxation indicated an Assessment/Sale Ratio of 98.9% in comparison to the 2005 ratio of 72%.



Loudoun County Government  
FY 2009 Adopted Fiscal Plan

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**Office Of The County Assessor**

<b>Departmental Financial Summary</b>	<b>FY 2005 Actual</b>	<b>FY 2006 Actual</b>	<b>FY 2007 Actual</b>	<b>FY 2008 Adopted</b>	<b>FY 2009 Adopted</b>
<b>Expenditures</b>					
Personnel	\$1,841,309	\$1,814,081	\$2,299,482	\$2,627,000	\$3,018,000
Operations & Maintenance	175,046	199,180	200,862	323,000	386,000
Capital Outlay & Capital Acquisitions	5,187	0	0	0	0
Transfer To Central Service Fund	0	31,994	31,994	0	0
<b>Total Expenditures</b>	<b>\$2,021,542</b>	<b>\$2,045,255</b>	<b>\$2,532,338</b>	<b>\$2,950,000</b>	<b>\$3,404,000</b>
<b>Revenues</b>					
Permits Privilege Fees & Reg Licenses	\$51,657	\$54,855	\$55,684	\$42,000	\$40,000
Charges For Services	1,277	893	1,345	3,000	3,000
<b>Total Revenues</b>	<b>\$52,934</b>	<b>\$55,748</b>	<b>\$57,029</b>	<b>\$45,000</b>	<b>\$43,000</b>
<b>Local Tax Funding</b>	<b>\$1,968,608</b>	<b>\$1,989,507</b>	<b>\$2,475,309</b>	<b>\$2,905,000</b>	<b>\$3,361,000</b>
<b>FTE Summary</b>	<b>27.00</b>	<b>29.00</b>	<b>29.00</b>	<b>30.00</b>	<b>34.00</b>

**FY 2009 Board Action**

The FY 09 Adopted Fiscal Plan for the Assessor includes funding for compensation increases and increased benefits costs effective September 2008. In addition, \$11,000 is included for training and education. The FY 09 Adopted Fiscal Plan also includes full-year funding for 4.00 FTE added by the Board of Supervisors for two appraisers, one appraisal technician, and one administrative assistant subsequent to adoption of the FY 08 budget.

**Budget History**

FY 06: The Board added 2.00 FTE for appraiser positions.

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 2009 Adopted Fiscal Plan

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**Office Of The County Assessor**

<b>Expenditures by Program</b>	<b>FY 2005 Actual</b>	<b>FY 2006 Actual</b>	<b>FY 2007 Actual</b>	<b>FY 2008 Adopted</b>	<b>FY 2009 Adopted</b>
Real Estate Assessments	\$2,021,542	\$2,045,255	\$2,532,338	\$2,950,000	\$3,404,000
<b>Total Expenditures</b>	<b>\$2,021,542</b>	<b>\$2,045,255</b>	<b>\$2,532,338</b>	<b>\$2,950,000</b>	<b>\$3,404,000</b>
<b>Revenues by Program</b>	<b>FY 2005 Actual</b>	<b>FY 2006 Actual</b>	<b>FY 2007 Actual</b>	<b>FY 2008 Adopted</b>	<b>FY 2009 Adopted</b>
Real Estate Assessments	\$52,934	\$55,748	\$57,029	\$45,000	\$43,000
<b>Total Revenues</b>	<b>\$52,934</b>	<b>\$55,748</b>	<b>\$57,029</b>	<b>\$45,000</b>	<b>\$43,000</b>
<b>Local Tax Funding by Program</b>	<b>FY 2005 Actual</b>	<b>FY 2006 Actual</b>	<b>FY 2007 Actual</b>	<b>FY 2008 Adopted</b>	<b>FY 2009 Adopted</b>
Real Estate Assessments	\$1,968,608	\$1,989,507	\$2,475,309	\$2,905,000	\$3,361,000
<b>Total Local Tax Funding</b>	<b>\$1,968,608</b>	<b>\$1,989,507</b>	<b>\$2,475,309</b>	<b>\$2,905,000</b>	<b>\$3,361,000</b>
<b>Staffing Summary by Program</b>	<b>FY 2005 Actual</b>	<b>FY 2006 Actual</b>	<b>FY 2007 Actual</b>	<b>FY 2008 Adopted</b>	<b>FY 2009 Adopted</b>
Real Estate Assessments	27.00	29.00	29.00	30.00	34.00
<b>Total FTE</b>	<b>27.00</b>	<b>29.00</b>	<b>29.00</b>	<b>30.00</b>	<b>34.00</b>



Loudoun County Government  
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Office Of The County Assessor

Performance Measures	FY 2006 Actual	FY 2007 Actual	FY 2008 Estimated	FY 2009 Projected
<b>Objective: Accurately collect all data relative to new construction in order to add supplemental value by number of months to the County Land Book.</b>				
• Number of New Structures <sup>1</sup>	3,903	3,109	3,500	3,200
• Percentage of New Structures Assessed	100%	100%	100%	100%
<b>Objective: Annually assess all real property at 100% of Fair Market Value per State Code and County Ordinances.</b>				
• Countywide Assessment to Market Value Ratio	96.7%	98.9%	95.1%	95.1%
• Number of Parcels	105,103	110,299	114,750	115,600
• Parcels valued	100%	100%	100%	100%
<b>Objective: Process new deeds, subdivisions and related records to insure accurate records as they pertain to the production of the County Land Book.</b>				
• Percentage of completed changes to Land Book	100%	100%	100%	100%
• Required changes to the Land Book	51,295	50,166	52,674	55,307

<sup>1</sup>FY 2009 projections are reflections of an anticipated decline in building permits, development activity trends and a stabilizing real estate market in the County.



## 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 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 2009 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.

- **Land Development.** There will be a sustained demand for the services of legal counsel to assist in the management of new growth in the County. The implementation of proffer, zoning, subdivision and site plan requirements involves the office in other ways. The projections for new residential and commercial growth indicate that these workloads will be sustained numerous for the foreseeable future. To the extent that the Board wishes to initiate changes to land use policies and regulations, assistance of legal counsel will be required.
- **Transactional matters:** The County Attorney's Office is involved in a range of transactional matters. In particular, procurement activities require the office to review contract documents and advise on disputes about contract performance. 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.
- **Taxation:** Tax assessment and collection efforts involving the office have fluctuated with the economy. Even in boom times, the County experiences a base level of tax assessment challenges, largely due to the presence of more complex appraisal subjects as the County develops. The tax collection cases were brought in-house a number of years ago, and there is a sustained volume of work from year to year. In the event of an economic downturn, there will most likely be a significant increase in these workloads. This office has increased support to the Treasurer, Commissioner of Revenue and Assessor, including handling of bankruptcy matters, proactive collection efforts, and response to opinion requests.
- **Regulatory Enforcement:** Civil enforcement of County regulations includes zoning, erosion and sediment control and solid waste regulations. Increasing demands have been placed on the office to support a more active enforcement program.
- **General Government:** Increasing demands for legal services come from a wide range of other County, departments and agencies. Areas requiring substantial legal support include: Freedom of Information Act requests, personnel law, social services representation, legal services to public safety agencies, preparation of ordinances, housing programs, and cable franchise regulation and compliance.
- **Litigation:** Actions on land use matters, including the revision of the County's land use plans and regulations, have resulted in various legal challenges requiring an active defense. A substantial contingency has been established to defend regulatory changes, and this contingency should be reviewed periodically to ensure that it is maintained at an appropriate level. Litigation involving damage claims are generally handled by insurance counsel.

#### **FY 2009 Major Goals**

- Manage County legal risks through timely, sound advice and strong advocacy will be continued.
- 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 2008 Major Achievements**

- The office managed increasing demands for legal services with constrained resources.
- Turnaround times for review of land development applications (multi-year) were improved.
- The office increased the regulatory enforcement efforts continuing.
- The support of tax collection efforts including monitoring bankruptcy filing for tax officials (multi-year) were increased.



Loudoun County Government  
FY 2009 Adopted Fiscal Plan

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**County Attorney**

<b>Departmental Financial Summary</b>	<b>FY 2005 Actual</b>	<b>FY 2006 Actual</b>	<b>FY 2007 Actual</b>	<b>FY 2008 Adopted</b>	<b>FY 2009 Adopted</b>
<b>Expenditures</b>					
Personnel	\$1,536,017	\$1,635,049	\$1,841,967	\$2,111,000	\$2,242,000
Operations & Maintenance	639,599	629,078	918,085	140,000	140,000
<b>Total Expenditures</b>	<b>\$2,175,616</b>	<b>\$2,264,127</b>	<b>\$2,760,052</b>	<b>\$2,251,000</b>	<b>\$2,382,000</b>
<b>Revenues</b>					
Permits Privilege Fees & Reg Licenses	\$146,232	\$188,193	\$133,325	\$122,000	\$122,000
Fines & Forfeitures	0	0	15,275	0	0
Charges For Services	1,650	1,325	1,050	1,000	1,000
<b>Total Revenues</b>	<b>\$147,882</b>	<b>\$189,518</b>	<b>\$149,650</b>	<b>\$123,000</b>	<b>\$123,000</b>
<b>Local Tax Funding</b>	<b>\$2,027,734</b>	<b>\$2,074,609</b>	<b>\$2,610,402</b>	<b>\$2,128,000</b>	<b>\$2,259,000</b>
<b>FTE Summary</b>	<b>17.00</b>	<b>19.00</b>	<b>20.00</b>	<b>20.00</b>	<b>20.00</b>

**FY 2009 Board Action**

The FY 09 Adopted Fiscal Plan for County Attorney includes funding for compensation increases and increased benefits costs effective September 2008.

**Budget History**

FY 06: The Board added 2.00 FTE for a paralegal and capital projects support.

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



Loudoun County Government  
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**County Attorney**

<b>Expenditures by Program</b>	<b>FY 2005 Actual</b>	<b>FY 2006 Actual</b>	<b>FY 2007 Actual</b>	<b>FY 2008 Adopted</b>	<b>FY 2009 Adopted</b>
Legal Counsel	\$2,175,616	\$2,264,127	\$2,760,052	\$2,251,000	\$2,382,000
<b>Total Expenditures</b>	<b>\$2,175,616</b>	<b>\$2,264,127</b>	<b>\$2,760,052</b>	<b>\$2,251,000</b>	<b>\$2,382,000</b>
<b>Revenues by Program</b>	<b>FY 2005 Actual</b>	<b>FY 2006 Actual</b>	<b>FY 2007 Actual</b>	<b>FY 2008 Adopted</b>	<b>FY 2009 Adopted</b>
Legal Counsel	\$147,882	\$189,518	\$149,650	\$123,000	\$123,000
<b>Total Revenues</b>	<b>\$147,882</b>	<b>\$189,518</b>	<b>\$149,650</b>	<b>\$123,000</b>	<b>\$123,000</b>
<b>Local Tax Funding by Program</b>	<b>FY 2005 Actual</b>	<b>FY 2006 Actual</b>	<b>FY 2007 Actual</b>	<b>FY 2008 Adopted</b>	<b>FY 2009 Adopted</b>
Legal Counsel	\$2,027,734	\$2,074,609	\$2,610,402	\$2,128,000	\$2,259,000
<b>Total Local Tax Funding</b>	<b>\$2,027,734</b>	<b>\$2,074,609</b>	<b>\$2,610,402</b>	<b>\$2,128,000</b>	<b>\$2,259,000</b>
<b>Staffing Summary by Program</b>	<b>FY 2005 Actual</b>	<b>FY 2006 Actual</b>	<b>FY 2007 Actual</b>	<b>FY 2008 Adopted</b>	<b>FY 2009 Adopted</b>
Legal Counsel	17.00	19.00	20.00	20.00	20.00
<b>Total FTE</b>	<b>17.00</b>	<b>19.00</b>	<b>20.00</b>	<b>20.00</b>	<b>20.00</b>



Loudoun County Government  
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**County Attorney**

<b>Performance Measures</b>	<b>FY 2006 Actual</b>	<b>FY 2007 Actual</b>	<b>FY 2008 Estimated</b>	<b>FY 2009 Projected</b>
<b>Objective: Provide legal services in support of the general county government by delivering effective and timely advice or representation based on established priorities.</b>				
• Land Development (Submissions Received)	1,507	1,691	1,840	1,850
• Land Development (Submissions Reviewed)	1,762	1,706	1,925	1,930
• Land Development (Turnaround within 10 days)	51%	50%	55%	55%
• Land Development (Turnaround within 20 days)	76%	73%	78%	78%
• Land Development (Turnaround within 30 days)	91%	88%	93%	93%
• Litigation (DFS cases)	42	52	75	80
• Litigation (non-tax)	30	29	35	38
• New files opened, written request for opinions/advice	601	579	580	590
• Regulatory Enforcement	51	64	70	75
• Tax Collection Cases	35	115	125	130
• Transactional Matters (Contract Documents Rcvd)	n/a	449	450	475
• Transactional Matters (Property Acquisition)	n/a	5	8	10



## 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 2009 Issues**

- The office will face the challenge of meeting deadlines and keeping pace with the increased workload related to the November 2008 Presidential Election and growth, while training new and temporary staff.
- The implementation of new State Voter Registration System (VERIS) brings challenges as VERIS is new and very different in comparison to the previous voter registration system. The system requires greater staff resources to operate due to several system upgrades and limitations inherent in the system's design.
- The overwhelming number of telephone calls expected on election day is a challenge for current office resources.

#### **FY 2009 Major Goals**

- The office will continue to maintain the current level of service as the workload increases due to growth and the upcoming Presidential Election.
- An Election Day call center for the November 2008 election will be implemented. It will be staffed by County employees who would volunteer for two-hour shifts. The call center would be used to assist voters looking for their polling location.
- Educate the public about voter registration and absentee voting deadlines and procedures to encourage more people to apply early or update their voter record prior to mandated deadlines.
- The office will continue training of new and temporary employees to prepare for the November 2008 election.

#### **FY 2008 Major Achievements**

- The office reduced and split five voting precincts prior to the November 2007 election in preparation for the Presidential Election. Reducing the size of a precinct makes it more manageable.
- The office adjusted to a new office location and a new State Voter Registration System. New voter registration cards were mailed to all Loudoun registered voters providing notification about the new location and the central absentee precinct.
- Three elections were held– November 2007 (VA Senate, House of Delegates, Board of Supervisors, School Board, Constitutional Officers and Soil & Water), February 2008 (Presidential Primary), May 2008 (Town Elections – seven incorporated towns – Hamilton, Hillsboro, Leesburg, Lovettsville, Middleburg, Purcellville & Round Hill) and possible June 2008 (Primary, if held).



Loudoun County Government  
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**General Registrar**

<b>Departmental Financial Summary</b>	<b>FY 2005 Actual</b>	<b>FY 2006 Actual</b>	<b>FY 2007 Actual</b>	<b>FY 2008 Adopted</b>	<b>FY 2009 Adopted</b>
<b>Expenditures</b>					
Personnel	\$321,671	\$289,336	\$423,993	\$518,000	\$552,000
Operations & Maintenance	59,240	43,850	24,066	109,000	97,000
Capital Outlay & Capital Acquisitions	0	0	51,054	20,000	20,000
<b>Total Expenditures</b>	<b>\$380,911</b>	<b>\$333,186</b>	<b>\$499,113</b>	<b>\$647,000</b>	<b>\$669,000</b>
<b>Revenues</b>					
Recovered Costs	\$0	\$625	\$0	\$0	\$0
State Shared Expenses	77,377	86,979	89,657	86,000	\$97,000
<b>Total Revenues</b>	<b>\$77,377</b>	<b>\$87,604</b>	<b>\$89,657</b>	<b>\$86,000</b>	<b>\$97,000</b>
<b>Local Tax Funding</b>	<b>\$303,534</b>	<b>\$245,582</b>	<b>\$409,456</b>	<b>\$561,000</b>	<b>\$572,000</b>
<b>FTE Summary</b>	<b>6.77</b>	<b>7.77</b>	<b>7.77</b>	<b>8.77</b>	<b>8.77</b>

**FY 2009 Board Action**

The FY 09 Adopted Fiscal Plan for General Registrar includes funding for compensation increases and increased benefits costs effective September 2008.

**Budget History**

FY 06: The Board added 1.00 FTE for an assistant registrar.

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



Loudoun County Government  
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**General Registrar**

<b>Expenditures by Program</b>	<b>FY 2005 Actual</b>	<b>FY 2006 Actual</b>	<b>FY 2007 Actual</b>	<b>FY 2008 Adopted</b>	<b>FY 2009 Adopted</b>
Voter Registration	\$380,911	\$333,186	\$499,113	\$647,000	\$669,000
<b>Total Expenditures</b>	<b>\$380,911</b>	<b>\$333,186</b>	<b>\$499,113</b>	<b>\$647,000</b>	<b>\$669,000</b>
<b>Revenues by Program</b>	<b>FY 2005 Actual</b>	<b>FY 2006 Actual</b>	<b>FY 2007 Actual</b>	<b>FY 2008 Adopted</b>	<b>FY 2009 Adopted</b>
Voter Registration	\$77,377	\$87,604	\$89,657	\$86,000	\$97,000
<b>Total Revenues</b>	<b>\$77,377</b>	<b>\$87,604</b>	<b>\$89,657</b>	<b>\$86,000</b>	<b>\$97,000</b>
<b>Local Tax Funding by Program</b>	<b>FY 2005 Actual</b>	<b>FY 2006 Actual</b>	<b>FY 2007 Actual</b>	<b>FY 2008 Adopted</b>	<b>FY 2009 Adopted</b>
Voter Registration	\$303,534	\$245,582	\$409,456	\$561,000	\$572,000
<b>Total Local Tax Funding</b>	<b>\$303,534</b>	<b>\$245,582</b>	<b>\$409,456</b>	<b>\$561,000</b>	<b>\$572,000</b>
<b>Staffing Summary by Program</b>	<b>FY 2005 Actual</b>	<b>FY 2006 Actual</b>	<b>FY 2007 Actual</b>	<b>FY 2008 Adopted</b>	<b>FY 2009 Adopted</b>
Voter Registration	6.77	7.77	7.77	8.77	8.77
<b>Total FTE</b>	<b>6.77</b>	<b>7.77</b>	<b>7.77</b>	<b>8.77</b>	<b>8.77</b>



Loudoun County Government  
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## General Registrar

Performance Measures	FY 2006 Actual	FY 2007 Actual	FY 2008 Estimated	FY 2009 Projected
<b>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.</b>				
• Absentee Voters	4,374	5,335	3,164	9,250
• Elections held	4	2	4	2
• Registered Voters	150,781	156,655	160,799	172,500
• Transactions processed	39,181	36,988	36,000	56,248



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## General Services

**General Services**

**Public Works**

**Facilities Support**

**Fleet Management**

**Management Support Services**



## **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; and acquires and maintains the vehicles and equipment 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. The department's mission is accomplished through four programs: Public Works, Facilities Support, Fleet Management and Management Support Services.

### **Budget Overview**

#### **FY 2009 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 2009 Major Goals**

- Complete detailed property condition surveys for County-owned facilities and implement a five-year assessment-based major maintenance and repair program.
- Ensure the appropriate facilities, workspace and vehicles are provided to support County organizations.
- Restrain cost increases in facility and vehicle operations and maintenance in a volatile, escalating market.
- Occupy and operate the County Capital Improvement Projects coming online in FY 09, including the Dulles South Multi-purpose Center, the Lansdowne and Purcellville Fire and Rescue stations, the renovated Loudoun Valley Community Center, the expanded Rust Library, the Moorefield Public Safety Center, and the Eastern Loudoun Sheriff's Station, and the Woods Road SWM Facility Maintenance Shop.

#### **FY 2008 Major Achievements**

- Completed the comprehensive strategic planning study to identify programmatic needs and improvements for stormwater infrastructure.
- Satisfied VPDES annual 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.
- Implemented an on-line auction process for selling surplus County and School vehicles.



**Loudoun County Government  
FY 2009 Adopted Fiscal Plan**

## General Services

<b>Departmental Financial Summary</b>	<b>FY 2005 Actual</b>	<b>FY 2006 Actual</b>	<b>FY 2007 Actual</b>	<b>FY 2008 Adopted</b>	<b>FY 2009 Adopted</b>
<b>Expenditures</b>					
Personnel	\$4,974,340	\$5,794,941	\$5,595,154	\$6,046,000	\$6,233,000
Operations & Maintenance	13,322,609	15,504,110	19,321,852	17,795,000	19,810,000
Capital Outlay & Capital Acquisitions	450,871	468,224	830,219	8,000	0
Transfer To General C/P Fund	0	0	100,000	0	0
Transfer To Central Service Fund	12,963	103,111	258,938	0	0
<b>Total Expenditures</b>	<b>\$18,760,783</b>	<b>\$21,870,386</b>	<b>\$26,106,163</b>	<b>\$23,849,000</b>	<b>\$26,043,000</b>
<b>Revenues</b>					
Use Of Money & Property	\$42,460	\$53,058	\$57,308	\$53,000	\$67,000
Charges For Services	2,609	2,435	100	3,000	3,000
Miscellaneous Revenue	561	0	39,847	29,000	39,000
Recovered Costs	128,289	129,106	148,080	129,000	150,000
Federal Categorical Aid	(561)	0	0	0	0
Other Financing Sources	26,401	762	7,029	0	0
<b>Total Revenues</b>	<b>\$199,759</b>	<b>\$185,361</b>	<b>\$252,364</b>	<b>\$214,000</b>	<b>\$259,000</b>
<b>Public Safety Communications Fund<sup>1</sup></b>	<b>\$0</b>	<b>\$344,092</b>	<b>\$204,130</b>	<b>\$0</b>	<b>\$0</b>
<b>Local Tax Funding<sup>1</sup></b>	<b>\$18,561,024</b>	<b>\$21,340,933</b>	<b>\$25,649,669</b>	<b>\$23,635,000</b>	<b>\$25,784,000</b>
<b>FTE Summary</b>	<b>84.00</b>	<b>94.00</b>	<b>80.00</b>	<b>81.48</b>	<b>80.00</b>

### FY 2009 Board Action

The FY 09 Adopted Fiscal Plan for General Services includes funding for compensation increases and increased benefits costs effective September 2008. In addition, \$2,000,000 has been included for facility lease payments (\$1,560,000), utility costs (\$100,000), vehicle fuel & replacement (\$240,000), and contractual cost increases (\$100,000) for bridge surveys for fire apparatus.

For more information on the Central Services Fund see Volume 2 on page 9 - 5.

Additional information on this department's Capital Improvement Program projects can be found in Volume 2 on pages 7 – 40, 7 – 41, 7 – 42, 7 – 43, 7 – 45, and 7 - 46. Information on scheduled projects for the Capital Asset Preservation Program can be found in Volume 2 on tables beginning on page 9 - 2.

<sup>1</sup> 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 2009 Adopted Fiscal Plan**

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## **General Services**

### **Budget History**

FY 05 Mid-Year: 1.00 FTE was transferred from MHMRSAS to General Services.

FY 06: The Board added 9.00 FTE for project management and facilities maintenance.

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 and maintenance.

FY 08 Mid-Year: 2.00 FTE were transferred to Public Information Office and the Office of Capital Construction. 0.52 was transferred from the Department of Parks, Recreation, and Community Services.



Loudoun County Government  
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### General Services

<b>Expenditures by Program</b>	<b>FY 2005 Actual</b>	<b>FY 2006 Actual</b>	<b>FY 2007 Actual</b>	<b>FY 2008 Adopted</b>	<b>FY 2009 Adopted</b>
Project Management	\$1,338,685	\$1,543,271	\$85,155	\$0	\$0
Public Works	2,442,834	2,346,873	2,812,916	2,598,000	2,830,000
Facilities Support	13,716,851	16,196,644	21,061,948	19,290,000	21,216,000
Fleet Management	560,747	894,055	1,084,581	823,000	987,000
Management Support Services	701,666	889,543	1,061,563	1,137,000	1,010,000
<b>Total Expenditures</b>	<b>\$18,760,783</b>	<b>\$21,870,386</b>	<b>\$26,106,163</b>	<b>\$23,849,000</b>	<b>\$26,043,000</b>

<b>Revenues by Program</b>	<b>FY 2005 Actual</b>	<b>FY 2006 Actual</b>	<b>FY 2007 Actual</b>	<b>FY 2008 Adopted</b>	<b>FY 2009 Adopted</b>
Project Management	\$1,401	\$0	\$0	\$0	\$0
Public Works	1,049	1,102	8,493	0	1,000
Facilities Support	155,453	474,373	338,806	131,000	150,000
Fleet Management	41,856	53,978	68,981	54,000	69,000
Management Support Services	0	0	40,214	29,000	39,000
<b>Total Revenues</b>	<b>\$199,759</b>	<b>\$529,453</b>	<b>\$456,494</b>	<b>\$214,000</b>	<b>\$259,000</b>

<b>Local Tax Funding by Program</b>	<b>FY 2005 Actual</b>	<b>FY 2006 Actual</b>	<b>FY 2007 Actual</b>	<b>FY 2008 Adopted</b>	<b>FY 2009 Adopted</b>
Project Management	\$1,337,284	\$1,543,271	\$85,155	\$0	\$0
Public Works	2,441,785	2,345,771	2,804,423	2,598,000	2,829,000
Facilities Support	13,561,398	15,722,271	20,723,142	19,160,000	21,066,000
Fleet Management	518,891	840,077	1,015,600	769,000	918,000
Management Support Services	701,666	889,543	1,021,349	1,108,000	971,000
<b>Total Local Tax Funding</b>	<b>\$18,561,024</b>	<b>\$21,340,933</b>	<b>\$25,649,669</b>	<b>\$23,635,000</b>	<b>\$25,784,000</b>

<b>Staffing Summary by Program</b>	<b>FY 2005 Actual</b>	<b>FY 2006 Actual</b>	<b>FY 2007 Actual</b>	<b>FY 2008 Adopted</b>	<b>FY 2009 Adopted</b>
Project Management	13.00	16.00	0.00	0.00	0.00
Public Works	19.00	24.00	26.00	19.00	19.00
Facilities Support	34.00	35.00	35.00	42.00	41.00
Fleet Management	8.00	8.00	8.00	8.48	10.00
Management Support Services	10.00	11.00	11.00	12.00	10.00
<b>Total FTE</b>	<b>84.00</b>	<b>94.00</b>	<b>80.00</b>	<b>81.48</b>	<b>80.00</b>



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**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 2009 Issues**

- The emergency response mission, supporting the County's Emergency Response Plan: Emergency Support Function 3 (ESF 3) requires the workforce to 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 2009 Goals**

- Develop the County's Stormwater Management Plan to satisfy the Virginia Stormwater Management Program (VSMP) for the next five-year stormwater discharge permit cycle incorporating new Virginia Department of Conservation and Recreation (DCR) requirements. Submit to Virginia Department of Conservation and Recreation (DCR) to meet the December 2008 submittal date.
- Repair and maintain stormwater infrastructure countywide.
- Initiate restoration of aging stormwater infrastructure in Sterling Park, Countryside and Sugarland Run 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.

<b>Program Financial Summary</b>	<b>FY 2005 Actual</b>	<b>FY 2006 Actual</b>	<b>FY 2007 Actual</b>	<b>FY 2008 Adopted</b>	<b>FY 2009 Adopted</b>
<b>Expenditures</b>					
Personnel	\$1,068,331	\$1,184,609	\$1,406,499	\$1,477,000	\$1,556,000
Operations & Maintenance	1,342,169	1,134,506	1,335,423	1,122,000	1,274,000
Capital Outlay & Capital Acquisitions	32,334	27,758	64,813	0	0
Transfer To Central Service Fund	0	0	6,181	0	0
<b>Total Expenditures</b>	<b>\$2,442,834</b>	<b>\$2,346,873</b>	<b>\$2,812,916</b>	<b>\$2,598,000</b>	<b>\$2,830,000</b>
<b>Revenues</b>					
Miscellaneous Revenue	\$561	\$0	\$0	\$0	\$0
Recovered Costs	1,049	340	1,493	0	1,000
Federal Categorical Aid	(561)	0	0	0	0
Other Financing Sources	0	762	7,000	0	0
<b>Total Revenues</b>	<b>\$1,049</b>	<b>\$1,102</b>	<b>\$8,493</b>	<b>\$0</b>	<b>\$1,000</b>
<b>Total Local Tax Funding</b>	<b>\$2,441,785</b>	<b>\$2,345,771</b>	<b>\$2,804,423</b>	<b>\$2,598,000</b>	<b>\$2,829,000</b>
<b>FTE Summary</b>	<b>19.00</b>	<b>24.00</b>	<b>26.00</b>	<b>19.00</b>	<b>19.00</b>



Loudoun County Government  
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**General Services**  
**Public Works**

Performance Measures	FY 2006 Actual	FY 2007 Actual	FY 2008 Estimated	FY 2009 Projected
<b>Objective: Acquire tools and equipment to enable emergency response.</b>				
• Assigned response personnel are equipped with personal protective gear	60%	95%	100%	100%
• Major emergency response equipment identified & acquired	90%	100%	100%	100%
• Required tools are stocked and available for emergency response.	90%	100%	100%	100%
<b>Objective: Provide awareness and emergency response training to 100% of assigned personnel.</b>				
• Awareness training completed for all public works personnel	60%	100%	100%	100%
• Emergency response and incident management training completed for management personnel	80%	100%	100%	100%
<b>Objective: Execute \$3,000,000 comprehensive stormwater infrastructure repair, maintenance and construction.</b>				
• Capital construction requirements identified	60%	100%	100%	100%
• Capital stormwater repair and maintenance funds obligated	100%	85%	100%	100%
• Essential repair and maintenance requirements identified and executed	80%	90%	100%	100%
• Stormwater management capital funding	\$1,000,000	\$1,250,000	\$1,500,000	\$1,750,000



**Loudoun County Government  
FY 2009 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, American 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 2009 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.
- There is critical need for additional workspace to accommodate the growth in various County programs and activities.
- Periodic, detailed property condition surveys for the County's owned facilities are critical to developing the five-year 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 2009 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 leased space to meet FY 09 Board-funded user needs and schedules.

<b>Program Financial Summary</b>	<b>FY 2005 Actual</b>	<b>FY 2006 Actual</b>	<b>FY 2007 Actual</b>	<b>FY 2008 Adopted</b>	<b>FY 2009 Adopted</b>
<b>Expenditures</b>					
Personnel	\$1,911,910	\$2,102,518	\$2,630,025	\$2,918,000	\$3,106,000
Operations & Maintenance	11,452,930	13,667,162	17,356,936	16,364,000	18,110,000
Capital Outlay & Capital Acquisitions	339,048	366,173	722,230	8,000	0
Transfer To General C/P Fund	0	0	100,000	0	0
Transfer To Central Service Fund	12,963	60,791	252,757	0	0
<b>Total Expenditures</b>	<b>\$13,716,851</b>	<b>\$16,196,644</b>	<b>\$21,061,948</b>	<b>\$19,290,000</b>	<b>\$21,216,000</b>
<b>Revenues</b>					
Use Of Money & Property	\$42,460	\$53,058	\$57,308	\$53,000	\$67,000
Charges For Services	2,609	2,435	100	3,000	3,000
Recovered Costs	85,384	74,788	77,268	75,000	80,000
Other Financing Sources	25,000	0	0	0	0
<b>Total Revenues</b>	<b>\$155,453</b>	<b>\$130,281</b>	<b>\$134,676</b>	<b>\$131,000</b>	<b>\$150,000</b>
<b>Public Safety Communications Fund</b>	<b>\$0</b>	<b>\$344,092</b>	<b>\$204,130</b>	<b>\$0</b>	<b>0</b>
<b>Total Local Tax Funding</b>	<b>\$13,561,398</b>	<b>\$15,722,271</b>	<b>\$20,723,142</b>	<b>\$19,160,000</b>	<b>\$21,066,000</b>
<b>FTE Summary</b>	<b>34.00</b>	<b>35.00</b>	<b>35.00</b>	<b>42.00</b>	<b>41.00</b>



Loudoun County Government  
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**General Services  
Facilities Support**

Performance Measures	FY 2006 Actual	FY 2007 Actual	FY 2008 Estimated	FY 2009 Projected
<b>Objective: Acquire and manage adequate leased space to support essential County programs and activities.</b>				
• 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	\$19.93	\$22.14	\$22.25	\$23
• 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	312,456	373,136	413,000	423,000
<b>Objective: Develop and execute major maintenance and repair programs for 148 County owned facilities.</b>				
• Conduct assessments for County-owned facilities every five years (assess 20% of facilities annually)	80%	90%	100%	100%
• Develop and execute a five year assessment-based major repair and maintenance program	80%	100%	95%	100%
• Execute 100% of identified CAPP projects during the fiscal year of funds appropriation	80%	90%	100%	100%
<b>Objective: Operate and maintain County facilities to provide a safe, healthy and functional work environment.</b>				
• Number of work requests per 1,000 square feet of space maintained	5.49	5.21	5.20	5.15
• Respond to emergency work requests within one hour	99%	100%	100%	100%
• Respond to routine/essential work requests within 48 hours	96%	98%	100%	100%
• Square feet of space maintained	1,138,422	1,139,090	1,206,100	1,274,600



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## 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 2009 Issues**

- The volatility of fuel prices will continue to impact 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 impact both the County and School fleets.
- The growing inventory of specialized fire and rescue apparatus in the County's fleet will necessitate implementing comprehensive on-site maintenance contracts.

#### **FY 2009 Goals**

- Develop the technical specifications and contract for the maintenance of County-owned fire apparatus in partnership with the Department of Fire, Rescue and Emergency Services.
- Relocate the vehicle fueling site in eastern Loudoun County to a more accessible location that also provides parking for County and School vehicles.
- Initiate communications equipment installations and repairs at the Vehicle Maintenance Facility for public safety vehicles.
- Continue to seek opportunities to restrain vehicle operating cost increases, contain capital replacement costs and increase the County's inventory of hybrid vehicles.

<b>Program Financial Summary</b>	<b>FY 2005 Actual</b>	<b>FY 2006 Actual</b>	<b>FY 2007 Actual</b>	<b>FY 2008 Adopted</b>	<b>FY 2009 Adopted</b>
<b>Expenditures</b>					
Personnel	\$457,191	\$529,251	\$582,302	\$622,000	\$677,000
Operations & Maintenance	103,556	364,804	502,279	201,000	310,000
<b>Total Expenditures</b>	<b>\$560,747</b>	<b>\$894,055</b>	<b>\$1,084,581</b>	<b>\$823,000</b>	<b>\$987,000</b>
<b>Revenues</b>					
Recovered Costs	\$41,856	\$53,978	\$68,981	\$54,000	\$69,000
<b>Total Revenues</b>	<b>\$41,856</b>	<b>\$53,978</b>	<b>\$68,981</b>	<b>\$54,000</b>	<b>\$69,000</b>
<b>Total Local Tax Funding</b>	<b>\$518,891</b>	<b>\$840,077</b>	<b>\$1,015,600</b>	<b>\$769,000</b>	<b>\$918,000</b>
<b>FTE Summary</b>	<b>8.00</b>	<b>8.00</b>	<b>8.00</b>	<b>8.48</b>	<b>10.00</b>



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**General Services**  
**Fleet Management**

Performance Measures	FY 2006 Actual	FY 2007 Actual	FY 2008 Estimated	FY 2009 Projected
<b>Objective: Increase the County's inventory of alternative fuel vehicles.</b>				
• Hybrid vehicles in County Fleet	8	14	25	40
<b>Objective: Operate and maintain County fleet vehicles to provide safe transportation.</b>				
• County fleet vehicles in service on period end date	1,075	1,148	1,261	1,320
• Execute 100% of identified emissions vehicle inspections	100%	100%	100%	100%
• Execute 100% of identified State vehicle inspections	100%	100%	100%	100%
<b>Objective: Operate and maintain County non-public safety vehicles to provide cost effective transportation.</b>				
• County non-public safety vehicles in service at period end	572	590	649	672
• Limit fleet vehicle maintenance downtime to under 2%	2.01%	1.93%	1.99%	1.99%
• Maintain fleet-wide cost per mile below \$0.20 for maintenance	\$0.15	\$0.13	\$0.19	\$0.19
• Vehicle fuels average cost per gallon	\$2.21	\$2.15	\$3.25	\$3.75
<b>Objective: Operate and maintain County public safety vehicles to provide cost effective transportation.</b>				
• County public safety vehicles in service at period end	503	558	612	648
• Limit public safety vehicle maintenance downtime to under 2%	2.45%	2.52%	1.99%	1.99%
• Maintain public safety cost/mile below \$0.20 for maintenance	\$0.16	\$0.15	\$0.19	\$0.19
• Vehicle fuels average cost per gallon	\$2.21	\$2.15	\$3.25	\$3.75



## General Services Management Support Services

### Description

This program area provides countywide management of the central records and surplus property programs; selected energy management and 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 analysis 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 2009 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.
- Adequate, on-going training of a diverse work force with a broad array of specialties requires significant effort.

#### **FY 2009 Goals**

- Continue to migrate Countywide records management from agency-based to centrally-archived.
- Restrain energy costs in a volatile energy market and a fast-paced growth environment.
- Maintain fiscal controls while meeting increased service demands and complying with added regulatory oversight.
- Hire and retain qualified personnel in a region with a highly competitive job market.

<b>Program Financial Summary</b>	<b>FY 2005 Actual</b>	<b>FY 2006 Actual</b>	<b>FY 2007 Actual</b>	<b>FY 2008 Adopted</b>	<b>FY 2009 Adopted</b>
<b>Expenditures</b>					
Personnel	\$668,505	\$821,271	\$975,184	\$1,029,000	\$894,000
Operations & Maintenance	33,161	68,272	86,379	108,000	116,000
<b>Total Expenditures</b>	<b>\$701,666</b>	<b>\$889,543</b>	<b>\$1,061,563</b>	<b>\$1,137,000</b>	<b>\$1,010,000</b>
<b>Revenues</b>					
Miscellaneous Revenue	\$0	\$0	\$39,847	\$29,000	\$39,000
Recovered Costs	0	0	338	0	0
Other Financing Sources	0	0	29	0	0
<b>Total Revenues</b>	<b>\$0</b>	<b>\$0</b>	<b>\$40,214</b>	<b>\$29,000</b>	<b>\$39,000</b>
<b>Total Local Tax Funding</b>	<b>\$701,666</b>	<b>\$889,543</b>	<b>\$1,021,349</b>	<b>\$1,108,000</b>	<b>\$971,000</b>
<b>FTE Summary</b>	<b>10.00</b>	<b>11.00</b>	<b>11.00</b>	<b>12.00</b>	<b>10.00</b>



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**General Services**  
**Management Support Services**

Performance Measures	FY 2006 Actual	FY 2007 Actual	FY 2008 Estimated	FY 2009 Projected
<b>Objective: Operate and maintain County facilities to minimize annual energy cost increases.</b>				
• Energy cost per square foot of owned space	\$1.78	\$2.11	\$2.81	\$2.72
• Square feet of owned space	1,138,422	1,139,090	1,206,100	1,274,600
• Total cost of energy for all County-occupied facilities	\$2,296,021	\$2,749,900	\$3,788,559	\$3,981,079
• Total cost of energy for County-owned facilities	\$2,030,802	\$2,405,457	\$3,379,921	\$3,462,052
<b>Objective: Increase number of record boxes stored at County Records Center by 10% per year and increase County department program participation to reduce increase demand for storing County records in prime office space.</b>				
• Annual Inventory of records boxes stored at Centralized Record Center	5,426	8,054	9,975	11,800
• Number of County Divisions Participating in the Program	33	35	36	37
• Percentage increase in participation	37.5%	6.06%	2.86%	2.78%
• Percentage increase of record boxes stored at Central Records	n/a	48.43%	23.85%	18.3%



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## Information Technology

### Information Technology

**Computer Operations**

**Technology Services**

**Systems Development & Support Services**

**Communications Services**

**Internet/Intranet Services**

**Planning & Strategic Initiatives**

**Administration**



## 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 Schools (Schools).

### Description

DIT provides information, office automation, and communications systems and services to the departments of the County government and public school system plus, 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 Schools functions including tax administration, public safety, dispatching, administration, land development, and fiscal management. Services provided to 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 and printing systems and services, U.S. Mail, and courier service. The department's services are provided through five programs. Voice communications, copying services, courier services, and county switchboard operations are funded through the Central Services fund.

### Budget Overview

#### **FY 2009 Issues**

- The County's demands for technology are complex and expanding. The department must develop and administer a countywide information technology budget that accurately and effectively addresses the service delivery needs of County and Public School agencies and departments yet minimizes the requirements for scarce public resources.
- Rapid technology change, the increasingly mobile and virtual workforce and community, and changing demands from county government and school departments will require that DIT search out and implement new technologies.
- Management of multiple systems projects resulting in on-time/within budget implementation while simultaneously maintaining the operational status of an expanding inventory of existing systems and services is an increasing challenge.
- The facilitation of improvements and expansion to community and county government for the broadband communications services.
- Ensuring the reliable operation of the public safety radio system will be a challenge. Federal Communications Commission rulings require the County to change radio system frequencies by June 2009. In addition, industry wide radio technology changes will require the County to purchase and implement a major upgrade in radio technology by July 2011.
- The Loudoun community relies upon the availability of reliable broadband services for delivery of public services, commerce, and entertainment. The department must continue to facilitate expansion of private sector broadband communication services and simultaneously assist citizens and business with broadband problem resolution where possible.

#### **FY 2009 Major Goals**

- The completion of 16 new or enhanced information systems and technology initiatives for County departments and Schools.
- The expansion of the wide-area communications network to include nine additional public school and County government facilities.
- Continue to search for funding sources for implementation of an IT disaster recovery plan.
- Devise a plan for implementation of viable tax, finance, and personnel administration systems to address the long-term requirements of a growing county.
- Continue facilitation of the County's telework program through assessment, selection, and implementation of supporting technologies.
- Begin implementation of a strategic, efficient and cost saving countywide imaging/document management initiative.

#### **FY 2008 Major Achievements**

- Developed and implemented an updated process for IT project initiation and management.
- Completed 27 technology related initiatives or projects.
- Expanded the wide area communications network to include eight additional public school and county government facilities.
- Provided information to the Board of Supervisors for the facilitation of improved broadband services to the community.
- Developed a comprehensive IT disaster recovery plan that is ready for implementation.
- Facilitated staff teleworkers and mobile workers through development of systems and implementation of new technologies.
- Implemented a new County website.



**Loudoun County Government  
FY 2009 Adopted Fiscal Plan**

## Information Technology

<b>Departmental Financial Summary</b>	<b>FY 2005 Actual</b>	<b>FY 2006 Actual</b>	<b>FY 2007 Actual</b>	<b>FY 2008 Adopted</b>	<b>FY 2009 Adopted</b>
<b>Expenditures</b>					
Personnel	\$6,714,609	\$7,570,696	\$8,564,814	\$9,330,000	\$9,698,000
Operations & Maintenance	6,129,745	8,424,385	9,667,674	7,097,000	7,088,000
Capital Outlay & Capital Acquisitions	736,957	568,048	2,649,729	252,000	95,000
Transfer to General C/P Fund	0	0	910	0	0
<b>Total Expenditures</b>	<b>\$13,581,311</b>	<b>\$16,563,129</b>	<b>\$20,883,127</b>	<b>\$16,679,000</b>	<b>\$16,881,000</b>
<b>Revenues</b>					
Other Local Taxes	\$0	\$0	\$0	\$2,396,000	\$2,767,000
Recovered Costs	0	0	1,442	0	0
Other Financing Sources	0	500	0	0	0
<b>Total Revenues</b>	<b>\$0</b>	<b>\$500</b>	<b>\$1,442</b>	<b>\$2,396,000</b>	<b>\$2,767,000</b>
<b>Public Safety Communications Fund<sup>1</sup></b>	<b>\$2,445,948</b>	<b>\$3,106,339</b>	<b>\$2,038,603</b>	<b>\$0</b>	<b>\$0</b>
<b>Local Tax Funding<sup>1</sup></b>	<b>\$11,135,363</b>	<b>\$13,456,290</b>	<b>\$18,843,082</b>	<b>\$14,283,000</b>	<b>\$14,114,000</b>
<b>FTE Summary</b>	<b>74.39</b>	<b>78.39</b>	<b>81.39</b>	<b>84.39</b>	<b>86.39</b>

### FY 2009 Board Action

The FY 09 Adopted Fiscal Plan for the Department of Information Technology includes funding for compensation increases and increased benefits costs effective September 2008. 2.00 FTE was transferred from Parks, Recreation and Community Services subsequent to adoption of the FY 08 budget.

### Budget History

FY 05: A 1.00 FTE was added to the Public Safety Communications Fund.

FY 05: Mid-Year: The Board added 1.00 FTE in mid-FY 05 for a Broadband Services Manager.

FY 06: The Board added 3.00 FTE for two systems analysts and a database administrator.

FY 06: Mid-Year: A 1.00 FTE was transferred from Management & Financial Services to Systems Development.

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.

More information on the Central Services Fund is on page 9 – 5.

Information on scheduled projects is located in Capital Asset Preservation Program in Volume 2 beginning on page 9 – 2.

<sup>1</sup> Effective January 1, 2007, the General Assembly eliminated the E-911 Fee and Consumer's Utility Tax on telephones, replacing it with the uniform Statewide Communications tax. Expenditures previously associated with the Public Safety Communications Fund are now included in the General Fund



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## Information Technology

<b>Expenditures by Program</b>	<b>FY 2005 Actual</b>	<b>FY 2006 Actual</b>	<b>FY 2007 Actual</b>	<b>FY 2008 Adopted</b>	<b>FY 2009 Adopted</b>
Computer Operations	\$2,909,964	\$3,181,570	\$3,742,120	\$4,554,000	\$4,450,000
Technology Services	3,618,411	4,198,982	5,294,548	3,515,000	3,461,000
Systems Development & Support Services	4,000,443	4,356,695	5,055,323	5,629,000	5,858,000
Communications Services	2,221,518	3,639,226	5,267,784	1,647,000	1,749,000
Internet/Intranet Services	432,114	469,698	690,171	732,000	787,000
Planning & Strategic Initiatives	46,191	156,872	200,267	214,000	174,000
Administration	352,670	560,086	632,914	388,000	402,000
<b>Total Expenditures</b>	<b>\$13,581,311</b>	<b>\$16,563,129</b>	<b>\$20,883,127</b>	<b>\$16,679,000</b>	<b>\$16,881,000</b>
<b>Revenues by Program</b>	<b>FY 2005 Actual</b>	<b>FY 2006 Actual</b>	<b>FY 2007 Actual</b>	<b>FY 2008 Adopted</b>	<b>FY 2009 Adopted</b>
Computer Operations	\$0	\$500	\$0	\$0	\$0
Communications Services	2,445,948	3,106,339	2,038,603	2,242,000	2,767,000
Planning & Strategic Initiatives	0	0	0	154,000	0
Administration	0	0	1,442	0	0
<b>Total Revenues</b>	<b>\$2,445,948</b>	<b>\$3,106,839</b>	<b>\$2,040,045</b>	<b>\$2,396,000</b>	<b>\$2,767,000</b>
<b>Local Tax Funding by Program</b>	<b>FY 2005 Actual</b>	<b>FY 2006 Actual</b>	<b>FY 2007 Actual</b>	<b>FY 2008 Adopted</b>	<b>FY 2009 Adopted</b>
Computer Operations	\$2,909,964	\$3,181,070	\$3,742,120	\$4,554,000	\$4,450,000
Technology Services	3,618,411	4,198,982	5,294,548	3,515,000	3,461,000
Systems Development & Support Services	4,000,443	4,356,695	5,055,323	5,629,000	5,858,000
Communications Services	(224,430)	532,887	3,229,181	(595,000)	(1,018,000)
Internet/Intranet Services	432,114	469,698	690,171	732,000	787,000
Planning & Strategic Initiatives	46,191	156,872	200,267	60,000	174,000
Administration	352,670	560,086	631,472	388,000	402,000
<b>Total Local Tax Funding</b>	<b>\$11,135,363</b>	<b>\$13,456,290</b>	<b>\$18,843,082</b>	<b>\$14,283,000</b>	<b>\$14,114,000</b>
<b>Staffing Summary by Program</b>	<b>FY 2005 Actual</b>	<b>FY 2006 Actual</b>	<b>FY 2007 Actual</b>	<b>FY 2008 Adopted</b>	<b>FY 2009 Adopted</b>
Computer Operations	13.53	14.53	14.53	18.53	17.53
Technology Services	18.00	18.00	18.00	17.38	17.38
Systems Development & Support Services	31.86	33.86	34.86	36.86	38.86
Communications Services	3.00	3.00	5.00	2.00	2.00
Internet/Intranet Services	4.00	4.00	4.00	5.00	6.00
Planning & Strategic Initiatives	0.00	1.00	1.00	1.00	1.00
Administration	4.00	4.00	4.00	3.62	3.62
<b>Total FTE</b>	<b>74.39</b>	<b>78.39</b>	<b>81.39</b>	<b>84.39</b>	<b>86.39</b>



## 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 170+ network file servers to centralized tape storage equipment. The systems programming function is responsible for 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 over 160 major County government and School information systems and networks.

### Budget Overview

#### **FY 2009 Issues**

- The department needs to achieve a ratio of data center servers to server engineers that ensures secure and dependable 24 hour per day operation of the County's IT servers.
- The department needs to secure adequate funding that will enable implementation of the IT disaster recovery plan priorities developed in FY 08.
- To ensure the availability of mainstream technology resources and services, the department needs to achieve an industry standard data network environment.

#### **FY 2009 Goals**

- Minimize the County's risk to SPAM, viruses, and other network/server nuisance and threats.
- Maintain an overall 99% availability rate of the County's major computer systems.
- Achieve industry standard network through implementation of the Microsoft Active Directory network environment.

<b>Program Financial Summary</b>	<b>FY 2005 Actual</b>	<b>FY 2006 Actual</b>	<b>FY 2007 Actual</b>	<b>FY 2008 Adopted</b>	<b>FY 2009 Adopted</b>
<b>Expenditures</b>					
Personnel	\$1,161,551	\$1,234,434	\$1,453,428	\$1,951,000	\$1,930,000
Operations & Maintenance	1,528,754	1,814,472	2,102,728	2,417,000	2,474,000
Capital Outlay & Capital Acquisitions	219,659	132,664	185,964	186,000	46,000
<b>Total Expenditures</b>	<b>\$2,909,964</b>	<b>\$3,181,570</b>	<b>\$3,742,120</b>	<b>\$4,554,000</b>	<b>\$4,450,000</b>
<b>Revenues</b>					
Other Financing Sources	\$0	\$500	\$0	\$0	\$0
<b>Total Revenues</b>	<b>\$0</b>	<b>\$500</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>
<b>Total Local Tax Funding</b>	<b>\$2,909,964</b>	<b>\$3,181,070</b>	<b>\$3,742,120</b>	<b>\$4,554,000</b>	<b>\$4,450,000</b>
<b>FTE Summary</b>	<b>13.53</b>	<b>14.53</b>	<b>14.53</b>	<b>18.53</b>	<b>18.53</b>



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**Information Technology**  
**Computer Operations**

Performance Measures	FY 2006 Actual	FY 2007 Actual	FY 2008 Estimated	FY 2009 Projected
<b>Objective: Manage SPAM, contain viruses and other email related threats.</b>				
• Email Delivered	n/a <sup>1</sup>	n/a <sup>1</sup>	9,370,000	12,992,000
• Email Received	n/a <sup>1</sup>	n/a <sup>1</sup>	29,000,000	40,600,000
• Productivity Gain (FTE's)	n/a <sup>1</sup>	n/a <sup>1</sup>	14.5	20.5
• Threats Removed	n/a <sup>1</sup>	n/a <sup>1</sup>	19,630,000	27,608,000
<b>Objective: Migrate from the current Novell environment to Microsoft Active Directory.</b>				
• Establish Active Directory	n/a <sup>1</sup>	n/a <sup>1</sup>	25%	50%
• Groupwise to Exchange	n/a <sup>1</sup>	n/a <sup>1</sup>	n/a <sup>1</sup>	25%
• Systems Management Service	n/a <sup>1</sup>	n/a <sup>1</sup>	n/a <sup>1</sup>	0%
<b>Objective: Maintain operational availability of all major computer systems.</b>				
• Major Computer Availability	99.7%	99.96%	99.4%	99%
• Project Completion to Virtualized Windows Servers	n/a <sup>1</sup>	66%	80%	86%
• Windows Servers Virtualized	n/a <sup>1</sup>	n/a <sup>1</sup>	25	36
<b>Objective: Update disaster recovery plans, procedures and acquire equipment.</b>				
• Obtain Disaster Recovery Site	100%	100%	100%	100%
• Establish Disaster Recovery Plan	n/a <sup>1</sup>	0% <sup>2</sup>	0% <sup>2</sup>	0% <sup>2</sup>
• Implement Disaster Recovery Plan	0% <sup>2</sup>	0% <sup>2</sup>	0% <sup>2</sup>	0% <sup>2</sup>

<sup>1</sup>Initiative was not underway during that time period.

<sup>2</sup>Implementation of an IT disaster recovery plan and development of a disaster recovery site has been an ongoing need.



## Information Technology Technology Services

### Description

This program provides technical support services to County government offices, community centers, libraries, Schools administrative offices, school buildings, and other facilities. Services include office automation equipment and software installation, troubleshooting and repair; training; equipment upgrades; asset control; email services; telephone services; networking; and help desk services. The Town of Leesburg and the Town of Purcellville administrative offices are also connected to the County's wide-area network and are provided Internet access, firewall services, virus scanning, and other services. Ongoing PC software training is provided to County government and School staff. 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 2009 Issues**

- The department responds to increasing demands for support and technology requirements while ensuring efficient and timely service levels. Technology services must be provided on a 24 hours per day, seven days a week basis.
- The increasing ratio of PCs/Printers per systems engineer makes it increasing difficult to ensure timely response to calls for service from County departments.
- Changing technology combined with increasing reliance upon technology for county service delivery, requires vigilant anticipation of and planning for customers' future needs and requirements and a constant program for IT staff education and training.
- The increasing use of electronic messaging for communication has resulted in greater reliance on the county email system by staff and increasing requests from the public and others for copies of electronic correspondence.

#### **FY 2009 Goals**

- Close 50% of non-hardware calls on initial contact.
- Maintain a staff customer satisfaction rating of 95% for office automation of PC's/Printers services, network services and help desk services.
- Expand the County network to nine new County government and public school facilities.
- Provide Personal Computer Training to an increasing County and public school system staff and maintain a staff satisfaction rating of 95%.
- Provide reliable automation infrastructure through the selective replacement and upgrade of existing technologies.
- Begin implementation of the more industry standard Microsoft Exchange/Outlook email system accompanied with email archiving for selected staff and officials.

<b>Program Financial Summary</b>	<b>FY 2005 Actual</b>	<b>FY 2006 Actual</b>	<b>FY 2007 Actual</b>	<b>FY 2008 Adopted</b>	<b>FY 2009 Adopted</b>
<b>Expenditures</b>					
Personnel	\$1,409,654	\$1,544,045	\$1,633,106	\$1,742,000	\$1,851,000
Operations & Maintenance	1,903,748	2,510,306	3,285,817	1,733,000	1,570,000
Capital Outlay & Capital Acquisitions	305,009	144,631	374,715	40,000	40,000
Transfer To General CIP Fund	0	0	910	0	0
<b>Total Expenditures</b>	<b>\$3,618,411</b>	<b>\$4,198,982</b>	<b>\$5,294,548</b>	<b>\$3,515,000</b>	<b>\$3,461,000</b>
 <b>Total Local Tax Funding</b>	 <b>\$3,618,411</b>	 <b>\$4,198,982</b>	 <b>\$5,294,548</b>	 <b>\$3,515,000</b>	 <b>\$3,461,000</b>
 <b>FTE Summary</b>	 <b>18.00</b>	 <b>18.00</b>	 <b>18.00</b>	 <b>17.38</b>	 <b>17.38</b>



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## Information Technology Technology Services

Performance Measures	FY 2006 Actual	FY 2007 Actual	FY 2008 Estimated	FY 2009 Projected
<b>Objective: Add new County government and public school facilities to County Network.</b>				
• Customer Satisfaction Rating for Network Services	n/a <sup>1</sup>	n/a <sup>1</sup>	n/a <sup>1</sup>	95%
• Number of planned new networked facilities	9	5	8	9
• Percent of New School/County Connections Completed	89%	25%	100%	100%
<b>Objective: Close 50% of Help Desk Non-Hardware Calls on Initial Contact.</b>				
• Calls Closed on Initial Contact	2,028	5,021	6,000	6,200
• Calls Closed per Help Desk Staff	676	1,673	1,640	2,000
• Customer Satisfaction Rating for Help Desk Services	86%	88%	95%	95%
• Help Desk Calls Closed on Initial Contact	20%	45%	50%	50%
• Help Desk Calls Received	9,971	10,996	12,000	12,200
<b>Objective: Close 90% of service call requests within 48 hours.</b>				
• Calls Opened	9,971	10,996	12,000	12,000
• Customer Satisfaction Rating for PC/Printer Support Services	91%	93%	90%	95%
• Number Desktops Maintained per System Engineer	334	432	457	482
• Number of calls closed within 48 Hours	5,576	9,407	8,400	8,000
• Number of Desktops Maintained	2,669	3,006	3,204	3,375
• PC/Printer Calls Closed within 48 Hours	72%	72%	70%	70%
<b>Objective: Improve countywide knowledge of County standard PC software.</b>				
• County/School Personnel Trained	432	569	702	750
• Overall Employee Satisfaction with PC Training	94%	98%	95%	95%
• Percent increase of Confidence Level after Class	87%	93%	90%	90%
• Percent of Confidence Level before Class	36%	58%	34%	34%
<b>Objective: Upgrade networks.</b>				
• Planned upgrades accomplished	5	5	4	3

<sup>1</sup>This is a new measure for FY 09, prior year history is not available.



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**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 32 County government departments, the Offices of the County Administrator, County Attorney, and Board of Supervisors; the Courts; and the Loudoun County Public Schools. Over 150 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 teams of programmer/analysts and systems analysts assigned to two of DIT's operating divisions.

**Budget Overview**

**FY 2009 Issues**

- The department will service a large quantity of requests for new information systems and major enhancements to existing systems for both County government departments and Schools while simultaneously providing support for existing information systems and County staff.
- By improving the systems development practices and procedures this will better maintain compliance with the financial auditor's management letter recommendations.
- The department needs to replace or update the core financial systems.

**FY 2009 Goals**

- The completion of 90% of systems development projects (estimated at more than three days to complete) on time.
- The department will develop and implement new systems and major enhancements for existing information systems.
- Maintain the operational and productive status of existing information systems.

<b>Program Financial Summary</b>	<b>FY 2005 Actual</b>	<b>FY 2006 Actual</b>	<b>FY 2007 Actual</b>	<b>FY 2008 Adopted</b>	<b>FY 2009 Adopted</b>
<b>Expenditures</b>					
Personnel	\$3,107,266	\$3,500,815	\$3,842,365	\$4,304,000	\$4,508,000
Operations & Maintenance	824,293	800,121	873,553	1,324,000	1,350,000
Capital Outlay & Capital Acquisitions	68,884	55,759	339,405	0	0
<b>Total Expenditures</b>	<b>\$4,000,443</b>	<b>\$4,356,695</b>	<b>\$5,055,323</b>	<b>\$5,629,000</b>	<b>\$5,858,000</b>
 <b>Total Local Tax Funding</b>	 <b>\$4,000,443</b>	 <b>\$4,356,695</b>	 <b>\$5,055,323</b>	 <b>\$5,629,000</b>	 <b>\$5,858,000</b>
 <b>FTE Summary</b>	 <b>31.86</b>	 <b>33.86</b>	 <b>34.86</b>	 <b>36.86</b>	 <b>38.86</b>



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## Information Technology Systems Development & Support Services

Performance Measures	FY 2006 Actual	FY 2007 Actual	FY 2008 Estimated	FY 2009 Projected
<b>Objective: Maintain the operational status of the existing County Government and Public Schools' information systems and provide support to staff.</b>				
• Number of existing systems	133	147	151	151
• Percent of total systems development resources required for systems maintenance and County staff support	n/a <sup>1</sup>	n/a <sup>1</sup>	55%	55%
<b>Objective: Provide timely systems development and enhancement services to Schools.</b>				
• Annual demand of project requests for Schools	87	92	70	78
• Number of projects completed for Schools	50	47	37	38
• Number of projects pending at year end for Schools	37	45	33	40
• Percent of projects/tasks completed on time for Schools	93%	94%	90%	90%
• Existing capacity by work month resources for Schools	45.36	45.36	45.36	45.36
• Average work months per completed project for Schools	0.90	0.96	1.22	1.19
• Unmet demand annual demand/work months for Schools	33.3	43.2	40.26	38.08
<b>Provide timely systems development and enhancement services to County Government.</b>				
• Annual volume of project requests for County Government	131	169	153	155
• Number of projects completed for County Government	59	77	67	67
• Number of projects pending at year end for County Government	72	92	86	88
• Percent of projects/tasks completed on time for County Government	92%	93%	91%	90%
• Existing capacity by work month <sup>2</sup> resources for County Government	114.12	146.64	138.48	138.48
• Average work months <sup>2</sup> per completed project for County Government	1.93	1.90	2.06	2.06
• Unmet demand annual demand/work months <sup>2</sup> for County Government	138.96	174.8	177.16	181.28

<sup>1</sup>This is a new measure for FY 09, prior year history is not available.

<sup>2</sup>Work month is equal to 1/12<sup>th</sup> FTE or 162.5 hours



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## Information Technology Communications Services

### Description

This program is responsible for ensuring the working order and performance of the County government's radio communications systems which include the radio transmitters, radio console systems, eleven 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 and Rescue Services, 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 also 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 2009 Issues**

- To comply with the Federal Communications Commission's ruling the County is required to relocate the public safety radio system frequencies in the 800 MHz radio spectrum.
- The department will provide wireless data communications services and information access to Fire and Rescue personnel at the scene of emergency events.
- To ensure the critical power, HVAC, security and other environmental and technological systems at the Information Technology Center and radio tower sites are maintained at the level required to provide 24 hours a day, seven days a week information technology and radio communications throughout the County.
- Ensure the County's public safety radio system's technological infrastructure is kept current and in an operational and maintainable status.

#### **FY 2009 Goals**

- Complete the conversion of the public safety radio system frequencies to the new 800 MHz radio frequencies by July 2011.
- Complete the installation of mobile data computers in the frontline Fire and Rescue apparatus by June 2009.
- Upgrade the public safety radio communications systems prior to FY 11 as required to ensure vendor and industry support.
- Maintain the availability of the public safety radio system at 99.99%.

<b>Program Financial Summary</b>	<b>FY 2005 Actual</b>	<b>FY 2006 Actual</b>	<b>FY 2007 Actual</b>	<b>FY 2008 Adopted</b>	<b>FY 2009 Adopted</b>
<b>Expenditures</b>					
Personnel	\$282,608	\$387,963	\$531,559	\$210,000	\$218,000
Operations & Maintenance	1,801,481	3,169,019	3,240,945	1,427,000	1,522,000
Capital Outlay & Capital Acquisitions	137,429	82,244	1,495,280	9,000	9,000
<b>Total Expenditures</b>	<b>\$2,221,518</b>	<b>\$3,639,226</b>	<b>\$5,267,784</b>	<b>\$1,647,000</b>	<b>\$1,749,000</b>
<b>Revenues</b>					
Other Local Taxes	\$0	\$0	\$0	\$2,242,000	\$2,767,000
<b>Total Revenues</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$2,242,000</b>	<b>\$2,767,000</b>
<b>Public Safety Communications Fund</b>	<b>\$2,445,948</b>	<b>\$3,106,339</b>	<b>\$2,038,603</b>	<b>\$0</b>	<b>\$0</b>
<b>Total Local Tax Funding</b>	<b>\$(224,430)</b>	<b>\$532,887</b>	<b>\$3,229,181</b>	<b>\$(595,000)</b>	<b>\$(1,018,000)</b>
<b>FTE Summary</b>	<b>3.00</b>	<b>3.00</b>	<b>5.00</b>	<b>2.00</b>	<b>2.00</b>



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**Information Technology  
Communications Services**

Performance Measures	FY 2006 Actual	FY 2007 Actual	FY 2008 Estimated	FY 2009 Projected
<b>Objective: Maintain the public safety radio system at 99.99% availability.</b>				
• 800 MHz System Availability	99.99%	99.99%	99.99%	99.99%
• Public Safety Radio System Upgrade Procurement Contract	n/a <sup>1</sup>	n/a <sup>1</sup>	n/a <sup>1</sup>	100%
• Public Safety Radio System Upgrade Requirements Analysis	n/a <sup>1</sup>	n/a <sup>1</sup>	75%	100%
<b>Objective: Negotiate contract with Motorola Communications and Nextel Communications for rebanding work and complete system rebanding by 2011.</b>				
• Negotiate & Award Motorola Contract for Services	n/a <sup>1</sup>	n/a <sup>1</sup>	100%	100%
• Negotiate & Execute Contract with Sprint/Nextel for Payment of Rebanding Costs	n/a <sup>1</sup>	30%	100%	100%
• Reband the Public Safety Radio System	n/a <sup>1</sup>	10%	25%	35%
<b>Objective: Install required hardware and software to support mobile data communications in Fire &amp; Rescue apparatus by 2009.</b>				
• Install Mobile Data Hardware and Software	n/a <sup>1</sup>	n/a <sup>1</sup>	25%	100%

<sup>1</sup>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, and webcasting of Board and Board committee meetings.

### Budget Overview

#### **FY 2009 Issues**

- Seek opportunities to work with other departments and agencies to implement efficiency improvement changes to internal County government processes.
- The increase of county department and agency utilization of the county government website for the direct provision of services and accurate information to its citizens requires an increase share of resources.
- Maintain website compliance with Americans with Disabilities Act (ADA) as required.
- Balance the demand for new web-based services and systems against the limits imposed by limited and static resources.

#### **FY 2009 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 to enhance information delivery to the public.
- Implement a document imaging and management system with integration to existing information systems.
- Maintain 24 hours a day, seven days a week operation of an increasing number of existing systems yet continue to develop and implement new systems with finite resources.

<b>Program Financial Summary</b>	<b>FY 2005 Actual</b>	<b>FY 2006 Actual</b>	<b>FY 2007 Actual</b>	<b>FY 2008 Adopted</b>	<b>FY 2009 Adopted</b>
<b>Expenditures</b>					
Personnel	\$390,616	\$432,916	\$610,415	\$613,000	\$663,000
Operations & Maintenance	35,522	36,782	74,518	102,000	124,000
Capital Outlay & Capital Acquisitions	5,976	0	5,238	16,000	0
<b>Total Expenditures</b>	<b>\$432,114</b>	<b>\$469,698</b>	<b>\$690,171</b>	<b>\$732,000</b>	<b>\$787,000</b>
 <b>Total Local Tax Funding</b>	 <b>\$432,114</b>	 <b>\$469,698</b>	 <b>\$690,171</b>	 <b>\$732,000</b>	 <b>\$787,000</b>
 <b>FTE Summary</b>	 <b>4.00</b>	 <b>4.00</b>	 <b>4.00</b>	 <b>5.00</b>	 <b>5.00</b>



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**Information Technology**  
**Internet/Intranet Services**

Performance Measures	FY 2006 Actual	FY 2007 Actual	FY 2008 Estimated	FY 2009 Projected
<b>Objective: Increase/enhance services for residents and County employees using web technology.</b>				
• Monthly internet user sessions on County website	281,203	395,026	320,000	435,000
• Monthly staff user sessions of the County Intranet	84,000	130,414	100,000	144,000
• Number of applications/systems maintained	56	59	63	67
• Number of New Applications/Systems Developed	9	3	4	4
• Number of projects/revisions in queue	2	10	65	80
<b>Objective: Implement enterprise document management/imaging.</b>				
• Number of departments utilizing document enterprise imaging	n/a <sup>1</sup>	n/a <sup>1</sup>	3	5
• Number of government center departments to implement	30	30	27	25
• Project to replace legacy accounting/imaging system	n/a <sup>1</sup>	5%	100%	100%
<b>Objective: Implement webcasting of public meetings and programs</b>				
• Number of webcasts	1	10	14	22

<sup>1</sup>This is a new measure for FY 09, prior year history is not available.



## Information Technology Planning & Strategic Initiatives

### Description

This program was established in 2005 to investigate and propose initiatives that the Board and County government could promote to improve the delivery of broadband Internet services to residents and businesses of the County. Opportunities are sought to work with the business community to expand commercial broadband services in the County and assistance is provided to residents and businesses with specific broadband related service delivery issues. In FY 07 the program was expanded to include strategic planning and implementation of IT-related initiatives. This includes expansion of the County government private institutional network that serves County government buildings and the public schools, continuity of operations planning, and IT disaster recovery plans.

### Budget Overview

#### **FY 2009 Issues**

- Obtain \$2.2 million to achieve and complete disaster recovery solution.
- Funding is needed for the creation of a County wide fiber network.
- Broadband is currently being deployed by free market providers. Much of the growth will be determined by issues which the County can influence but cannot control, i.e. access to VDOT rights of way and access to capital.
- Reduce County regulations on broadband providers enabling them to provide service more efficiently and faster, thereby making the County more business friendly.
- Development of an IT disaster recovery plan in support of county continuity of operations plans.

#### **FY 2009 Goals**

- Update residential broadband coverage data to monitor growth of broadband related services in Loudoun County.
- Achieve 90% residential access to 1meg per second broadband.
- Maintain disaster recovery service database.
- Seek affordable IT disaster recovery solutions.

<b>Program Financial Summary</b>	<b>FY 2005 Actual</b>	<b>FY 2006 Actual</b>	<b>FY 2007 Actual</b>	<b>FY 2008 Adopted</b>	<b>FY 2009 Adopted</b>
<b>Expenditures</b>					
Personnel	\$25,476	\$114,975	\$135,455	\$143,000	\$148,000
Operations & Maintenance	20,715	41,897	64,812	71,000	26,000
<b>Total Expenditures</b>	<b>\$46,191</b>	<b>\$156,872</b>	<b>\$200,267</b>	<b>\$214,000</b>	<b>\$174,000</b>
<b>Revenues</b>					
Other Local Taxes	\$0	\$0	\$0	\$154,000	\$0
<b>Total Revenues</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$154,000</b>	<b>\$0</b>
<b>Total Local Tax Funding</b>	<b>\$46,191</b>	<b>\$156,872</b>	<b>\$200,267</b>	<b>\$60,000</b>	<b>\$174,000</b>
<b>FTE Summary</b>	<b>0.00</b>	<b>1.00</b>	<b>1.00</b>	<b>1.00</b>	<b>1.00</b>



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**Information Technology  
Planning & Strategic Initiatives**

Performance Measures	FY 2006 Actual	FY 2007 Actual	FY 2008 Estimated	FY 2009 Projected
<b>Objective: Enhance County government capability to continue IT operations if a disaster were to strike the Loudoun County Data Center.</b>				
• Develop and publish RFI for I-Net in Loudoun County	80%	100%	100%	100%
• Develop disaster recovery service delivery risk assessment	n/a <sup>1</sup>	n/a <sup>1</sup>	100%	100%
• Develop options for minimizing IT service delivery risks	n/a <sup>1</sup>	75%	75%	55%
• Maintain IT service priorities with emergency management committee	n/a <sup>1</sup>	90%	100%	75%
<b>Objective: Increase broadband availability to residents.</b>				
• Gather and publish wireline and wireless provider Information	90%	90%	90%	93%
• Streamline wireless provider service expansion processes	50%	90%	90%	100%
<b>Objective: Increase broadband availability to businesses.</b>				
• Develop database of buildings with fiber connectivity	50%	50%	80%	90%
• Develop database of commercial fiber paths	n/a <sup>1</sup>	n/a <sup>1</sup>	95%	95%
<b>Objective: Assist citizens and businesses upon request.</b>				
• Number of requests and contacts	261	370	430	490

<sup>1</sup>This is a new measure for FY 09, prior year history is not available.



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## Information Technology Administration

### Description

The services provided by this program include the overall general management of the Department of Information Technology, the administrative and clerical support required by the department, the administration of county wide office automation equipment and software replacement, and county wide mail and courier services. The general management function includes the development of the annual information systems plan for the County government; the development and administration of the county wide information systems budget, the Central Services Fund budget and chargebacks; and the overall general management of the department. Administrative services include processing the department's payroll, registration of County and School employees into PC software training classes, preparation of purchase orders and payment of bills for county wide technology, front counter services, and general clerical support for the department's staff. The department purchases, or approves the purchase, of all computer hardware, software, copiers, printers, and telephone equipment used by County departments and agencies. Participation in management studies, preparation of requests for proposals, and participation in general management functions of the County government are also included in this functional area.

### Budget Overview

#### **FY 2009 Issues**

- Maintain accurate and timely administrative support services to department and County staff in an environment of increasing workloads brought on by the growth of the County government and community.
- Identify and implement cost effective technological support systems and processes that automate tasks and improve service delivery to department staff and other departments.
- Maintain a contemporarily trained and skilled staff.

#### **FY 2009 Goals**

- Ensure that processes and procedures are consistent with best practices and the recommendations of the financial auditor for adequate separation of duties of DIT staff, but are still consistent with constraints of the fiscal environment.
- Maintain management oversight over multiple concurrent IT initiatives in a fast paced and demanding environment.
- Improve and streamline countywide IT procurement practices and procedures consistent with objectives of Management and Financial Services' Procurement Division.
- Achieve and maintain IT service delivery plans that can sustain delivery of critical County services during the time when county wide continuity of operations plans are invoked.

<b>Program Financial Summary</b>	<b>FY 2005 Actual</b>	<b>FY 2006 Actual</b>	<b>FY 2007 Actual</b>	<b>FY 2008 Adopted</b>	<b>FY 2009 Adopted</b>
<b>Expenditures</b>					
Personnel	\$337,438	\$355,548	\$358,486	\$366,000	\$380,000
Operations & Maintenance	15,232	51,788	25,301	22,000	22,000
Capital Outlay & Capital Acquisitions	0	152,750	249,127	0	0
<b>Total Expenditures</b>	<b>\$352,670</b>	<b>\$560,086</b>	<b>\$632,914</b>	<b>\$388,000</b>	<b>\$402,000</b>
<b>Revenues</b>					
Recovered Costs	\$0	\$0	\$1,442	\$0	\$0
<b>Total Revenues</b>	<b>\$0</b>	<b>\$0</b>	<b>\$1,442</b>	<b>\$0</b>	<b>\$0</b>
<b>Total Local Tax Funding</b>	<b>\$352,670</b>	<b>\$560,086</b>	<b>\$631,472</b>	<b>\$388,000</b>	<b>\$402,000</b>
<b>FTE Summary</b>	<b>4.00</b>	<b>4.00</b>	<b>4.00</b>	<b>3.62</b>	<b>3.62</b>



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**Information Technology  
Administration**

<b>Performance Measures</b>	<b>FY 2006 Actual</b>	<b>FY 2007 Actual</b>	<b>FY 2008 Estimated</b>	<b>FY 2009 Projected</b>
<b>Objective: Coordinate and conduct County government-wide purchasing of information technology products, software and services.</b>				
• IT purchase orders processed	1,401	1,761	1,500	1,600
• IT request for proposals prepared and processed	5	6	4	4
<b>Objective: Minimize costs to administer IT programs.</b>				
• % IT Budget allocated for administrative support services	3.8%	2.4%	2.3%	2.3%
<b>Objective: Perform departmental administrative processing tasks.</b>				
• DIT programs supported	8	8	8	8
• Personal computer training programs scheduled	45	79	45	85



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## Management And Financial Services

### Management And Financial Services

Human Resources Management

Accounting & Financial Analysis

Human Resources Training

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, Accounting and Financial Analysis, Human Resources Training, Budget Analysis and Research, and Procurement. In addition, the department functions as the liaison to the Board of Equalization.

### Budget Overview

#### **FY 2009 Issues**

- The County government has responded to continuing population growth and changing demographics by approving enhancements to County services and a substantial capital improvement 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. This requirement must be balanced against the importance of employee benefits as a recruitment and retention tool for employees.

#### **FY 2009 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 and continue to advance the implementation of e-services for the department's clients.
- Continue to expand the Board of Supervisors' initiative on grants management and advance the performance measurement initiative.
- 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 a customer service program, e-training initiatives, project management training and Hispanic language training. A continued customer service focus will enhance service delivery to residents.
- Continue to implement the new budget system and transition toward online performance measurement reporting and tracking.
- Manage County compensation programs effectively in order to attract and retain a highly qualified workforce.
- Continue the expansion and participation in the Public/Private Partnership of Education Facilities program for the County.
- Development and initial rollout of workforce development plans and programs to position the County for retirements and turnover of key functions and positions.

#### **FY 2008 Major Achievements**

- Earned the Achievement of Excellence in Procurement Award for 2007 from the National Procurement Institute.
- Successfully recruited and filled nearly 500 vacant positions in order to provide service delivery to residents.
- Received the Distinguished Budget Presentation Award and Certificate of Achievement for Excellence in Financial Reporting from the Government Finance Officers' Association for the FY 07 Adopted Budget document and the FY 06 Comprehensive Annual Financial Report.
- Loudoun County was recognized in the September 2006 issue of American City & County Magazine for the design and implementation of an innovative employee Wellness Program.



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## Management And Financial Services

<b>Departmental Financial Summary</b>	<b>FY 2005 Actual</b>	<b>FY 2006 Actual</b>	<b>FY 2007 Actual</b>	<b>FY 2008 Adopted</b>	<b>FY 2009 Adopted</b>
<b>Expenditures</b>					
Personnel	\$5,646,296	\$6,339,751	\$7,529,661	\$7,207,000	\$7,382,000
Operations & Maintenance	3,008,786	3,452,242	3,296,455	3,770,000	4,314,000
Capital Outlay & Capital Acquisitions	11,147	110,289	97,634	0	0
<b>Total Expenditures</b>	<b>\$8,666,229</b>	<b>\$9,902,282</b>	<b>\$10,923,750</b>	<b>\$10,977,000</b>	<b>\$11,696,000</b>
<b>Revenues</b>					
Use Of Money & Property	\$117,011	\$124,750	\$165,449	\$0	\$0
Charges For Services	251	189	3,934	0	0
Miscellaneous Revenue	10,480	26,024	99,641	100,000	100,000
Recovered Costs	8,053	13,070	0	10,000	10,000
Federal Categorical Aid	55,365	18,226	0	0	0
Other Financing Sources	2,298	0	0	0	67,000
<b>Total Revenues</b>	<b>\$193,458</b>	<b>\$182,259</b>	<b>\$269,024</b>	<b>\$110,000</b>	<b>\$177,000</b>
<b>Foster Care Reimbursement Fund</b>	<b>\$87,318</b>	<b>\$11,484</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>
<b>Local Tax Funding</b>	<b>\$8,385,453</b>	<b>\$9,708,539</b>	<b>\$10,654,726</b>	<b>\$10,867,000</b>	<b>\$11,519,000</b>
<b>FTE Summary</b>	<b>63.44</b>	<b>72.64</b>	<b>73.64</b>	<b>75.64</b>	<b>76.84</b>

### FY 2009 Board Action

The FY 09 Adopted Fiscal Plan for Management & Financial Services includes funding for compensation increases and increased benefits costs effective September 2008. In addition, \$84,000 is included for credit & bond rating services and liability & insurances. The Board eliminated a 1.00 FTE grant specialist and a 0.80 FTE human resource training assistant during the FY 09 budget process, and 3.00 FTE were transferred from other departments in mid-FY 08. A transfer of \$67,000 in interest revenue from the Proffer Fund to partially offset personnel costs associated with administration of the County's proffer system is also included in the fiscal plan.

### Budget History

FY 05 Mid-Year: The Board added 2.00 FTE in mid-FY 05 for Budget Development and Management Analysis and Financial Management and Analysis. 2.20 FTE were transferred from Parks, Recreation & Community Services, Building & Development and Animal Care & Control for one internal investigator, one budget analyst and to increase an existing front counter position to full time.

FY 06: The Board added 5.00 FTE for two grant specialists, one HR specialist, one contract officer and one program manager.

FY 06 Mid-Year: 1.00 FTE was transferred to County Administration and 1.00 FTE to the Department of Information Technology.

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 staff support.

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



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## Management And Financial Services

<b>Expenditures by Program</b>	<b>FY 2005 Actual</b>	<b>FY 2006 Actual</b>	<b>FY 2007 Actual</b>	<b>FY 2008 Adopted</b>	<b>FY 2009 Adopted</b>
Human Resources Management	\$3,189,609	\$3,921,073	\$4,440,263	\$3,754,000	\$3,963,000
Accounting & Financial Analysis	3,196,886	3,039,235	3,051,250	3,462,000	3,730,000
Human Resources Training	482,166	579,617	724,001	783,000	715,000
Budget Analysis & Research	1,091,043	1,326,101	1,568,700	1,741,000	2,018,000
Procurement	706,525	1,036,256	1,139,536	1,237,000	1,270,000
<b>Total Expenditures</b>	<b>\$8,666,229</b>	<b>\$9,902,282</b>	<b>\$10,923,750</b>	<b>\$10,977,000</b>	<b>\$11,696,000</b>
<b>Revenues by Program</b>	<b>FY 2005 Actual</b>	<b>FY 2006 Actual</b>	<b>FY 2007 Actual</b>	<b>FY 2008 Adopted</b>	<b>FY 2009 Adopted</b>
Human Resources Management	\$1,657	\$11,789	\$0	\$0	\$0
Accounting & Financial Analysis	272,890	172,602	254,137	101,000	101,000
Budget Analysis & Research	0	0	0	0	67,000
Procurement	6,229	9,352	14,887	9,000	9,000
<b>Total Revenues</b>	<b>\$280,776</b>	<b>\$193,743</b>	<b>\$269,024</b>	<b>\$110,000</b>	<b>\$177,000</b>
<b>Local Tax Funding by Program</b>	<b>FY 2005 Actual</b>	<b>FY 2006 Actual</b>	<b>FY 2007 Actual</b>	<b>FY 2008 Adopted</b>	<b>FY 2009 Adopted</b>
Human Resources Management	\$3,187,952	\$3,909,284	\$4,440,263	\$3,754,000	\$3,963,000
Accounting & Financial Analysis	2,923,996	2,866,633	2,797,113	3,360,000	3,629,000
Human Resources Training	482,166	579,617	724,001	783,000	715,000
Budget Analysis & Research	1,091,043	1,326,101	1,568,700	1,741,000	1,951,000
Procurement	700,296	1,026,904	1,124,649	1,229,000	1,261,000
<b>Total Local Tax Funding</b>	<b>\$8,385,453</b>	<b>\$9,708,539</b>	<b>\$10,654,726</b>	<b>\$10,867,000</b>	<b>\$11,519,000</b>
<b>Staffing Summary by Program</b>	<b>FY 2005 Actual</b>	<b>FY 2006 Actual</b>	<b>FY 2007 Actual</b>	<b>FY 2008 Adopted</b>	<b>FY 2009 Adopted</b>
Human Resources Management	19.99	21.99	21.99	22.81	24.31
Accounting & Financial Analysis	20.00	20.00	20.00	22.80	21.30
Human Resources Training	3.81	3.81	3.81	3.80	3.00
Budget Analysis & Research	10.10	14.30	14.30	13.20	14.70
Procurement	9.54	12.54	13.54	13.03	13.53
<b>Total FTE</b>	<b>63.44</b>	<b>72.64</b>	<b>73.64</b>	<b>75.64</b>	<b>76.84</b>



## Management And Financial Services

### Human Resources Management

#### Description

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

#### Budget Overview

##### **FY 2009 Issues**

- Continued growth and demand for County services places the County in a challenging position to attract and retain a high quality workforce. The Board of Supervisors approved 100+ new positions in FY 08. In addition, continued turnover of about 10.8% will result in a total recruitment of about 450 regular County positions.
- Meeting the demands of a workforce with expectations of professional development opportunities, a competitive pay and benefits package and reasonable workload assignments will be a challenge given the growth and service demands the County faces. 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.
- The management of benefit programs will continue to be a challenge, especially given increased health care cost trends. Continual evaluations of health plan costs and design will be required in order to balance costs and the use of benefits as a key recruitment and retention tool.

##### **FY 2009 Goals**

- Attract and retain a high number of employees given new positions and turnover, especially in skilled and technical occupations.
- Deliver pay at a level to place County compensation at 95% of market.
- Continue to manage the cost of the health care plan in an inflationary environment, design plans to create incentives for cost reductions, and continue to develop employee wellness programs.
- Continue to educate the workforce and public in the use of an automated online application system and process.

<b>Program Financial Summary</b>	<b>FY 2005 Actual</b>	<b>FY 2006 Actual</b>	<b>FY 2007 Actual</b>	<b>FY 2008 Adopted</b>	<b>FY 2009 Adopted</b>
<b>Expenditures</b>					
Personnel	\$2,242,036	\$2,574,747	\$3,066,186	\$2,058,000	\$2,149,000
Operations & Maintenance	947,573	1,346,326	1,374,077	1,696,000	1,814,000
<b>Total Expenditures</b>	<b>\$3,189,609</b>	<b>\$3,921,073</b>	<b>\$4,440,263</b>	<b>\$3,754,000</b>	<b>\$3,963,000</b>
<b>Revenues</b>					
Recovered Costs	\$1,657	\$11,789	\$0	\$0	\$0
<b>Total Revenues</b>	<b>\$1,657</b>	<b>\$11,789</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>
<b>Total Local Tax Funding</b>	<b>\$3,187,952</b>	<b>\$3,909,284</b>	<b>\$4,440,263</b>	<b>\$3,754,000</b>	<b>\$3,963,000</b>
<b>FTE Summary</b>	<b>19.99</b>	<b>21.99</b>	<b>21.99</b>	<b>22.81</b>	<b>24.31</b>



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**Management And Financial Services**  
**Human Resources Management**

Performance Measures	FY 2006 Actual	FY 2007 Actual	FY 2008 Estimated	FY 2009 Projected
<b>Objective: Attract qualified applicants and fill 100 new positions and an estimated 350+ vacant positions as a result of turnover.</b>				
• Number of Recruitments conducted	501	455	500	430
• Total number of job applications received	17,716	19,803	40,000	40,000 <sup>1</sup>
<b>Objective: To be at 95% of the competitive market relative to payband mid-point.</b>				
• Mid-point of payband compared to market average	95%	95%	95%	96%
<b>Objective: Maximize benefits for employees while minimizing cost increases.</b>				
• County health insurance program cost trend	19%	12%	13%	9%
• Market-wide health insurance cost trend	13%	11%	14%	10%
<b>Objective: Maximize employee participation in wellness programs and employees receiving the wellness incentive.</b>				
• Number of employee participants	n/a	513	600	700
<b>Objective: Maximize measure of supervisor satisfaction with HR program services in order to be at an average 4.0 rating on a 1-5 Likert scale.</b>				
• Customer service satisfaction rating	n/a	n/a	3.75	3.75

<sup>1</sup>Increase reflects a new JobAPS online employment application system. The software was phased in service in July 2007 and fully implemented by the end of the year.



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## Management And Financial Services Accounting & Financial Analysis

### Description

This program 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; protects the County's assets by transferring risk-to-risk pools, or to commercial brokers and reinsurers; 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 2009 Issues**

- The County government has responded to population growth and the increasing demand for services by approving enhancements to County services and an expanded 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 Comprehensive Annual Financial Report.
- The division will also continue to monitor insurance markets to provide the lowest cost insurance products for the County.
- 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.

#### **FY 2009 Goals**

- Migrate from payment of vendors by check to payment through the Automated Clearing House.
- Convert to an efficient document management system to streamline the vendor payment process.
- 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 the time and attendance program for non-exempt employees.

<b>Program Financial Summary</b>	<b>FY 2005 Actual</b>	<b>FY 2006 Actual</b>	<b>FY 2007 Actual</b>	<b>FY 2008 Adopted</b>	<b>FY 2009 Adopted</b>
<b>Expenditures</b>					
Personnel	\$1,529,604	\$1,535,482	\$1,670,380	\$2,014,000	\$1,992,000
Operations & Maintenance	1,662,160	1,503,753	1,380,870	1,447,000	1,738,000
Capital Outlay & Capital Acquisitions	5,122	0	0	0	0
<b>Total Expenditures</b>	<b>\$3,196,886</b>	<b>\$3,039,235</b>	<b>\$3,051,250</b>	<b>\$3,462,000</b>	<b>\$3,730,000</b>
<b>Revenues</b>					
Use Of Money & Property	\$117,011	\$124,750	\$165,449	\$0	\$0
Charges For Services	251	189	184	0	0
Miscellaneous Revenue	4,299	16,672	88,504	91,000	91,000
Recovered Costs	6,396	1,281	0	10,000	10,000
Federal Categorical Aid	55,365	18,226	0	0	0
Other Financing Sources	2,250	0	0	0	0
<b>Total Revenues</b>	<b>\$185,572</b>	<b>\$161,118</b>	<b>\$254,137</b>	<b>\$101,000</b>	<b>\$101,000</b>
<b>Foster Care Reimbursement Fund</b>	<b>\$87,318</b>	<b>\$11,484</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>
<b>Total Local Tax Funding</b>	<b>\$2,923,996</b>	<b>\$2,866,633</b>	<b>\$2,797,113</b>	<b>\$3,360,000</b>	<b>\$3,629,000</b>
<b>FTE Summary</b>	<b>20.00</b>	<b>20.00</b>	<b>20.00</b>	<b>22.80</b>	<b>21.30</b>



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**Management And Financial Services**  
**Accounting & Financial Analysis**

Performance Measures	FY 2006 Actual	FY 2007 Actual	FY 2008 Estimated	FY 2009 Projected
<b>Objective: Maintain Aaa bond rating with Moody's, Standard and Poor's and Fitch rating agencies.</b>				
• 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
<b>Objective: Meet all financial obligations and maintain compliance with the Virginia Prompt Payment Act.</b>				
• Maintain compliance with Prompt Payment Act	100%	100%	100%	100%
• Number of employee payments made	80,188	86,044	84,000	86,000
• Number of Operating Checks	95,292	95,471	100,000	103,000
<b>Objective: Minimize the cost of borrowing to the County.</b>				
• Net Debt issuance per year	\$142,401,000	\$197,076,000	\$197,075,000	\$195,890,000
• Number of debt issues	4	6	5	5



## Management And Financial Services

### Human Resources Training

#### Description

The Training program is focused on identifying skills and implementing needed training to enhance workforce productivity, customer service competencies and leadership development. The training staff assesses organizational needs and develops training activities to support a learning environment of skilled employees who deliver quality County services. The curriculum provides knowledge and skills development to employees in the areas of policies, laws, and regulations; employee relations activities, customer service, management, leadership and other competencies. A core competency skills program is under development for a focused approach on ensuring all employees receive training on specific skill sets over the next several years. Specifically, two core competency focuses identified by the Leadership Team were communication, and problem solving skills. Several courses designed to provide training on these topics will be implemented in FY 09.

#### Budget Overview

##### **FY 2009 Issues**

- Economic growth, the increased demand for service delivery and newly hired staff has brought about a larger more diverse workforce. These demands produced a greater need to ensure staff is appropriately oriented and trained. However, the elimination of a training assistant position will result in a 15% decrease in the number of classes provided to County employees and about 150 fewer attendees.
- Workforce demographics, the realization of turnover and retirements of key employees and positions resulted in a countywide committee to develop a succession planning approach and methodology for the County Administrator. This plan is designed to address critical functions and various approaches to manage the transfer of knowledge, issues, and business continuity.
- Employee expectations for professional development will place greater demand on training program offerings in order to attract and retain a highly skilled workforce.
- The findings of a training needs assessment of County staff has resulted in the development of specific programs for the next several years. These programs will be centered on a core competency training model, use of training technology, Hispanic language training to enhance customer service delivery, and a greater focus on specific skills training such as writing, problem solving, critical thinking, time management, project management, and communication.

##### **FY 2009 Goals**

- Development of a curriculum based on the countywide core competency training model, identified program needs, and a curriculum delivery schedule.
- Evaluate the County's orientation programs for employees to improve their value for new County employees.
- Evaluate training technology and seek opportunities to deliver training using a blended delivery format in a cost effective manner.
- Continue delivery and enhancement of leadership and supervisory training programs.
- Implement a project management training program to address skills needed to manage projects.
- Implement a critical thinking and problem solving training program, as part of the Core Competency Training Model.
- Develop and implement a workforce development program that identifies and prepares successors for key positions.
- Develop, communicate and implement a workforce development plan to address turnover of critical functions and ensure knowledge transfer and business continuity.



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**Management And Financial Services**  
**Human Resources Training**

<b>Program Financial Summary</b>	<b>FY 2005 Actual</b>	<b>FY 2006 Actual</b>	<b>FY 2007 Actual</b>	<b>FY 2008 Adopted</b>	<b>FY 2009 Adopted</b>
<b>Expenditures</b>					
Personnel	\$278,159	\$341,901	\$448,005	\$519,000	\$480,000
Operations & Maintenance	197,982	176,427	227,362	264,000	235,000
Capital Outlay & Capital Acquisitions	6,025	61,289	48,634	0	0
<b>Total Expenditures</b>	<b>\$482,166</b>	<b>\$579,617</b>	<b>\$724,001</b>	<b>\$783,000</b>	<b>\$715,000</b>
 <b>Total Local Tax Funding</b>	 <b>\$482,166</b>	 <b>\$579,617</b>	 <b>\$724,001</b>	 <b>\$783,000</b>	 <b>\$715,000</b>
 <b>FTE Summary</b>	 <b>3.81</b>	 <b>3.81</b>	 <b>3.81</b>	 <b>3.80</b>	 <b>3.00</b>



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**Management And Financial Services**  
**Human Resources Training**

Performance Measures	FY 2006 Actual	FY 2007 Actual	FY 2008 Estimated	FY 2009 Projected
<b>Objective: Engage supervisors in the development and progress of staff.</b>				
• Number of participants in supervisor follow-up program	13	28	30	28
<b>Objective: Enhance supervisors' skills in order to create a work environment that retains and develops staff.</b>				
• Number of supervisors trained	537	564	750	750
<b>Objective: Provide new employees with Human Resources and Benefits information to immediately engage them in the County workforce.</b>				
• Number of participants in New Employee Orientation	405	506	450	350



## Management And Financial Services

### Budget Analysis & Research

#### Description

The Budget Analysis and Research program provides primary support to the County Administrator in development, analysis, review and implementation of the County's operating and capital projects budgets 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 2009 Issues**

- This development and implementation of the County budget is an increasingly complex task given the continuing changes to the size and complexity of the County government.
- The development of a budget that provides the necessary services presents a significant challenge in the current resource-limited fiscal environment.
- The County government has responded to continuing population growth and changing demographics by enhancing services and approving an ambitious capital improvement program. Proliferation in the number of programs and capital projects places a growing demand on division staff.
- The grants program will enter a new phase in FY 09 with the full implementation of the enhanced grants acquisition and monitoring system.
- This division serves as the County government's primary resource for management analysis services, providing support to County Administration and departments for a variety of special projects using existing staff and through the Countywide management internship program.
- Changes experienced in the County government in recent years brought a heightened need for more effective measurement of program effectiveness. Division staff will continue working to implement management direction to bring more transparency to agencies' activities.
- Implementation of version 5 of the GovMax budgeting system, which will significantly enhance the level of management information available to managers and policymakers, will require a substantial commitment of staff resources.

##### **FY 2009 Goals**

- Scale back development of the countywide grant initiative and process implementation due to the elimination of the grants analyst position. It was envisioned that these programs would encourage the development of outside funding resources to help defray and augment County services.
- Work with County departments and the School system to successfully implement the FY 09 budget and develop an FY 10 budget that incorporates management direction regarding service delivery and the implementation of new facilities within the fiscal guidelines established by the Board of Supervisors.
- Implement version 5 of the GovMax budgeting system.
- Earn recognition from the Government Finance Officers Association for the annual budget document.
- Provide professional support for specific projects and develop analytical resources through the Countywide management internship program.



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**Management And Financial Services**  
**Budget Analysis & Research**

<b>Program Financial Summary</b>	<b>FY 2005 Actual</b>	<b>FY 2006 Actual</b>	<b>FY 2007 Actual</b>	<b>FY 2008 Adopted</b>	<b>FY 2009 Adopted</b>
<b>Expenditures</b>					
Personnel	\$935,499	\$1,061,013	\$1,294,586	\$1,502,000	\$1,609,000
Operations & Maintenance	155,544	216,088	225,114	239,000	409,000
Capital Outlay & Capital Acquisitions	0	49,000	49,000	0	0
<b>Total Expenditures</b>	<b>\$1,091,043</b>	<b>\$1,326,101</b>	<b>\$1,568,700</b>	<b>\$1,741,000</b>	<b>\$2,018,000</b>
<b>Revenues</b>					
Other Financing Sources	\$0	\$0	\$0	\$0	\$67,000
<b>Total Revenues</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$67,000</b>
<b>Total Local Tax Funding</b>	<b>\$1,091,043</b>	<b>\$1,326,101</b>	<b>\$1,568,700</b>	<b>\$1,741,000</b>	<b>\$1,951,000</b>
<b>FTE Summary</b>	<b>10.10</b>	<b>14.30</b>	<b>14.30</b>	<b>13.20</b>	<b>14.70</b>



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**Management And Financial Services**  
**Budget Analysis & Research**

Performance Measures	FY 2006 Actual	FY 2007 Actual	FY 2008 Estimated	FY 2009 Projected
<b>Objective: Monitor all capital project accounts and provide management assistance with development of the six-year CIP.</b>				
• Capital Project Requests Reviewed during Budget Process	60	75	95	95
• Total Value of Six-Year CIP (in \$millions)	\$1,020	\$1,653	\$1,718	\$1,997
<b>Objective: Develop timely and effective services for division clients based on management direction and established priorities.</b>				
• Overall Client Survey Satisfaction Rating (out of 5.00)	0	3.5	4	4
<b>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.</b>				
• New Grant Opportunities	\$1,000,000	\$3,200,000	\$3,200,000	\$2,800,000 <sup>1</sup>
• Number of Employees Participating in Grant Training Programs	37	86	64	54
<b>Objective: Provide quarterly revenue, expenditures analysis to County departments and management, and maintain a positive fiscal environment.</b>				
• Budget Adjustments Processed	3,496	4,516	3,600	3,750
• Finance/Government Services Committee Updates	3	3	3	3
• General Fund Performance - Expenditures	99%	98%	95%	95%
• General Fund Performance - Revenue	108%	102%	105%	105%

<sup>1</sup>FY 2009 projection reduced to reflect the elimination of the grant specialist position.



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## 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 in 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 2009 Issues**

- After many years of stability, Procurement is experiencing turnover, both within the division and in the departments with delegated purchasing authority. With a training period for procurement 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 2007 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.

##### **FY 2009 Goals**

- Develop and implement e-procurement enhancements, including e-Quotes, which will allow users to request and receive informal quotes electronically, and e-Bids, which provide electronic, rather than paper-based, submission of bids and proposals.
- Develop an in-house web-based ordering system which will allow departments to make small purchases without obtaining substantial training.
- Earn the Achievement of Excellence in Procurement award again for 2007 from the National Purchasing Institute.

<b>Program Financial Summary</b>	<b>FY 2005 Actual</b>	<b>FY 2006 Actual</b>	<b>FY 2007 Actual</b>	<b>FY 2008 Adopted</b>	<b>FY 2009 Adopted</b>
<b>Expenditures</b>					
Personnel	\$660,998	\$826,608	\$1,050,504	\$1,114,000	\$1,152,000
Operations & Maintenance	45,527	209,648	89,032	123,000	118,000
<b>Total Expenditures</b>	<b>\$706,525</b>	<b>\$1,036,256</b>	<b>\$1,139,536</b>	<b>\$1,237,000</b>	<b>\$1,270,000</b>
<b>Revenues</b>					
Charges For Services	\$0	\$0	\$3,750	\$0	\$0
Miscellaneous Revenue	6,181	9,352	11,137	9,000	9,000
Other Financing Sources	48	0	0	0	0
<b>Total Revenues</b>	<b>\$6,229</b>	<b>\$9,352</b>	<b>\$14,887</b>	<b>\$9,000</b>	<b>\$9,000</b>
<b>Total Local Tax Funding</b>	<b>\$700,296</b>	<b>\$1,026,904</b>	<b>\$1,124,649</b>	<b>\$1,229,000</b>	<b>\$1,261,000</b>
<b>FTE Summary</b>	<b>9.54</b>	<b>12.54</b>	<b>13.54</b>	<b>13.03</b>	<b>13.53</b>



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**Management And Financial Services**  
**Procurement**

Performance Measures	FY 2006 Actual	FY 2007 Actual	FY 2008 Estimated	FY 2009 Projected
<b>Objective: Provide continuous innovation and improvements in efficiency and effectiveness. Achieve and maintain benchmark standards for purchases by departments under delegated authority.</b>				
• Cost per Dollar purchased	\$0.011	\$0.0119	\$0.012	\$0.011
• External Customer Satisfaction	4.8	4.8	4.8	4.8
• Internal Customer Satisfaction	96%	90%	95%	98%
• New Term Contracts	8	9	4	5
• Number of IFBs/RFPs Issued	82	60	82	60
• Number of Purchases by Departments via Delegated Authority	62%	72%	75%	75%
• Percentage of the value of Delegated Authority purchases compared to the total value of all purchases	11%	11%	12%	12%
• Average number of weeks to process IFBs/RFPs	10	19	14	14



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## Public Information

### Public Information

#### Community Relations

#### Public Information/Cable TV



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## **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 2009 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.

#### **FY 2009 Major Goals**

- Increase the value of volunteer work in the community by 5% over FY08.
- Continue to support a high quality Leadership Loudoun program as measured by surveys of participants.
- Produce and distribute 300 news releases resulting in over 1,200 media placements valued at over \$160,000.
- 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 10%.
- Successfully administer two new cable television franchise agreements.

#### **FY 2008 Major Achievements**

- Usage of Loudoun's online volunteer database continued to expand and the number of volunteer placements was greatly increased.
- The value of contributions received through Volunteer Services' Make a Difference Day continued to increase.
- The office coordinated logistical and promotional support for community outreach efforts of the Loudoun Youth Initiative.
- The office won a national award for the County's annual report and the County received two national awards for its website.
- Usage of the Loudoun County website continued to grow as more features were added.
- The office successfully completed negotiations with Comcast on the renewal of its existing cable franchise.
- The office assumed responsibility for administration of the reception desk in the Government Center lobby and the County's main telephone switchboard function.
- The office was responsible for coordinating the County's participation in special activities to commemorate and celebrate Loudoun's 250th anniversary in calendar year 2007.



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**Public Information**

<b>Departmental Financial Summary</b>	<b>FY 2005 Actual</b>	<b>FY 2006 Actual</b>	<b>FY 2007 Actual</b>	<b>FY 2008 Adopted</b>	<b>FY 2009 Adopted</b>
<b>Expenditures</b>					
Personnel	\$352,119	\$368,484	\$393,964	\$407,000	\$528,000
Operations & Maintenance	282,844	433,425	363,444	237,000	257,000
Capital Outlay & Capital Acquisitions	2,500	0	0	0	0
<b>Total Expenditures</b>	<b>\$637,463</b>	<b>\$801,909</b>	<b>\$757,408</b>	<b>\$644,000</b>	<b>\$785,000</b>
<b>Revenues</b>					
Other Local Taxes	\$200,844	\$26,821	\$160,435	\$184,000	\$0 <sup>1</sup>
Miscellaneous Revenue	0	100,000	0	0	0
<b>Total Revenues</b>	<b>\$200,844</b>	<b>\$126,821</b>	<b>\$160,435</b>	<b>\$184,000</b>	<b>\$0</b>
<b>Local Tax Funding</b>	<b>\$436,619</b>	<b>\$675,088</b>	<b>\$596,973</b>	<b>\$460,000</b>	<b>\$785,000</b>
<b>FTE Summary</b>	<b>5.00</b>	<b>4.80</b>	<b>4.80</b>	<b>4.80</b>	<b>6.80</b>

**FY 2009 Board Action**

The FY 09 Adopted Fiscal Plan for the Office of Public Information includes full year funding for 2.00 FTE transferred from the departments of Information Technology and General Services and compensation increases and increased benefits costs effective September 2008.

**Budget History**

FY 05: 1.00 FTE for a community outreach specialist was eliminated during the budget process.

FY 05: Mid-Year: 0.20 FTE was transferred to County Administration to increase a deputy clerk support position to full-time.

FY 08: Mid-year: 2.00 FTE was transferred to Public Information Office from departments of Information Technology and General Services as part of the county's front counter customer services function.

<sup>1</sup> Cable franchise fees were eliminated by the State as part of the implementation of the statewide telecommunications tax in 2007. As a result, this category of revenue will not be collected in FY 09.



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**Public Information**

<b>Expenditures by Program</b>	<b>FY 2005 Actual</b>	<b>FY 2006 Actual</b>	<b>FY 2007 Actual</b>	<b>FY 2008 Adopted</b>	<b>FY 2009 Adopted</b>
Community Relations	\$212,467	\$201,196	\$201,730	\$186,000	\$312,000
Public Information/Cable TV	424,996	600,713	555,678	457,000	473,000
<b>Total Expenditures</b>	<b>\$637,463</b>	<b>\$801,909</b>	<b>\$757,408</b>	<b>\$644,000</b>	<b>\$785,000</b>
<b>Revenues by Program</b>	<b>FY 2005 Actual</b>	<b>FY 2006 Actual</b>	<b>FY 2007 Actual</b>	<b>FY 2008 Adopted</b>	<b>FY 2009 Adopted</b>
Public Information/Cable TV	\$200,844	\$126,821	\$160,435	\$184,000	\$0
<b>Total Revenues</b>	<b>\$200,844</b>	<b>\$126,821</b>	<b>\$160,435</b>	<b>\$184,000</b>	<b>\$0</b>
<b>Local Tax Funding by Program</b>	<b>FY 2005 Actual</b>	<b>FY 2006 Actual</b>	<b>FY 2007 Actual</b>	<b>FY 2008 Adopted</b>	<b>FY 2009 Adopted</b>
Community Relations	\$212,467	\$201,196	\$201,730	\$186,000	\$312,000
Public Information/Cable TV	224,152	473,892	395,243	273,000	473,000
<b>Total Local Tax Funding</b>	<b>\$436,619</b>	<b>\$675,088</b>	<b>\$596,973</b>	<b>\$460,000</b>	<b>\$785,000</b>
<b>Staffing Summary by Program</b>	<b>FY 2005 Actual</b>	<b>FY 2006 Actual</b>	<b>FY 2007 Actual</b>	<b>FY 2008 Adopted</b>	<b>FY 2009 Adopted</b>
Community Relations	2.00	2.00	2.00	2.00	4.00
Public Information/Cable TV	3.00	2.80	2.80	2.80	2.80
<b>Total FTE</b>	<b>5.00</b>	<b>4.80</b>	<b>4.80</b>	<b>4.80</b>	<b>6.80</b>



## 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, promote volunteerism by individuals and families, and facilitate community efforts to solve problems. The Volunteer Services program matches volunteers with community needs, recognizes Loudoun's outstanding volunteers, and promotes and recognizes student volunteers. It also provides support to the Loudoun Volunteer Services 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 such as the Loudoun Youth Initiative. 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 2009 Issues**

- The Community Relations program will continue to coordinate the Volunteer Services and Leadership Loudoun programs, and will continue to provide staff support to the non profit 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 the Loudoun Youth Initiative.
- Funding for the community outreach consultant was reduced in FY 06 which will limit the number of hours the consultant can be used to plan and facilitate public forums.
- The Community Relations staff is increasingly involved with local and regional emergency preparedness efforts and planning for the coordination of volunteers in emergency situations.

#### **FY 2009 Goals**

- As the County population continues to grow, it will be important for the office to conduct community outreach activities to keep residents informed about local government issues and engaged in solving community problems.

<b>Program Financial Summary</b>	<b>FY 2005 Actual</b>	<b>FY 2006 Actual</b>	<b>FY 2007 Actual</b>	<b>FY 2008 Adopted</b>	<b>FY 2009 Adopted</b>
<b>Expenditures</b>					
Personnel	\$124,664	\$134,773	\$140,466	\$144,000	\$251,000
Operations & Maintenance	85,303	66,423	61,264	42,000	61,000
Capital Outlay & Capital Acquisitions	2,500	0	0	0	0
<b>Total Expenditures</b>	<b>\$212,467</b>	<b>\$201,196</b>	<b>\$201,730</b>	<b>\$186,000</b>	<b>\$312,000</b>
 <b>Total Local Tax Funding</b>	 <b>\$212,467</b>	 <b>\$201,196</b>	 <b>\$201,730</b>	 <b>\$186,000</b>	 <b>\$312,000</b>
 <b>FTE Summary</b>	 <b>2.00</b>	 <b>2.00</b>	 <b>2.00</b>	 <b>2.00</b>	 <b>4.00</b>



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**Public Information**  
**Community Relations**

Performance Measures	FY 2006 Actual	FY 2007 Actual	FY 2008 Estimated	FY 2009 Projected
<b>Objective: Continue to support a quality Leadership Loudoun program for citizen education and engagement by helping achieve a 100% favorable rating by program participants.</b>				
• Leadership Loudoun percentage of favorable rating	95%	95%	95%	100%
• Number of participants	20	29	25	25
<b>Objective: Provide excellent customer service by responding to 100% of inquiries within 24 hours.</b>				
• Inquiries responded to within 24 hours by percent	93%	99%	98%	100%
• Number of participants in community forums	277	2,170 <sup>1</sup>	250	250
• Number of service guides distributed	14,090	20,834	20,000	20,000
<b>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.</b>				
• Number of volunteer placements	2,131	2,591	2,720	2,856
• Volunteer estimated value (in millions of dollars)	\$7.9	\$9.4	\$10	\$10.5

<sup>1</sup> The unusually high number of participants in community forums was from the County's 250<sup>th</sup> Anniversary celebration in 2007.



**Loudoun County Government  
FY 2009 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 System Commission, produces programming for the government access channel (Channel 23), and posts announcements on the channel's bulletin board.

**Budget Overview**

**FY 2009 Issues**

- The public increasingly expects that timely information will be available 24 hours per day on the County website, increasing the need to quickly process and disseminate a large amount of information in a short period of time.
- 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.
- In light of the growing Hispanic population in Loudoun County, there will be increasing need for bilingual publications which would impact 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 Citizen Alert System has helped meet the demand for timely information in certain categories.
- 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 free newspaper space and airplay.
- The Public Information Office has taken over the responsibility for programming the government access channel bulletin board and replays of the videotaped Board of Supervisors meetings from the cable operator.

**FY 2009 Goals**

- It is the goal of the Office of Public Information to continue to make innovative use of new technologies to increase the effectiveness of two-way communication between the County government and those who live and work in Loudoun County.

<b>Program Financial Summary</b>	<b>FY 2005 Actual</b>	<b>FY 2006 Actual</b>	<b>FY 2007 Actual</b>	<b>FY 2008 Adopted</b>	<b>FY 2009 Adopted</b>
<b>Expenditures</b>					
Personnel	\$227,455	\$233,711	\$253,498	\$263,000	\$277,000
Operations & Maintenance	197,541	367,002	302,180	195,000	196,000
<b>Total Expenditures</b>	<b>\$424,996</b>	<b>\$600,713</b>	<b>\$555,678</b>	<b>\$457,000</b>	<b>\$473,000</b>
<b>Revenues</b>					
Other Local Taxes	\$200,844	\$26,821	\$160,435	\$184,000	\$0
Miscellaneous Revenue	0	100,000	0	0	0
<b>Total Revenues</b>	<b>\$200,844</b>	<b>\$126,821</b>	<b>\$160,435</b>	<b>\$184,000</b>	<b>\$0</b>
<b>Total Local Tax Funding</b>	<b>\$224,152</b>	<b>\$473,892</b>	<b>\$395,243</b>	<b>\$273,000</b>	<b>\$473,000</b>
<b>FTE Summary</b>	<b>3.00</b>	<b>2.80</b>	<b>2.80</b>	<b>2.80</b>	<b>2.80</b>



Loudoun County Government  
FY 2009 Adopted Fiscal Plan

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**Public Information**  
**Public Information/Cable TV**

Performance Measures	FY 2006 Actual	FY 2007 Actual	FY 2008 Estimated	FY 2009 Projected
<b>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 10% annually.</b>				
• Number of discrete website visits in millions.	26.6	40.1	55.6	61.2
• Number of web pages posted	2,968	3,008	3,000	3,000
<b>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.</b>				
• Announcements on Government Access bulletin board	116	108	128	134
• Hours of cable programming produced	5	5.5	5	5
<b>Objective: Increase the value of press releases placed in the media by 5% annually by increasing the number of written, distributed, and placed press releases.</b>				
• Estimated value of media placement	\$140,694	\$188,161	\$162,242	\$170,354
• Number of media placements of press releases	1,104	1,433	1,160	1,230
• Number of press releases	296	408	350	350



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## Office Of The Treasurer

**Office Of The Treasurer**

**Project Fairness/Cost Recovery**

**Collection of County Revenue**

**Investment & Safeguarding County Funds**

**Accounting of Funds**



**Loudoun County Government  
FY 2009 Adopted Fiscal Plan**

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## **Office Of The Treasurer**

### **Mission Statement**

The Treasurer is an elected official under the State's Constitution and the Code of Virginia. The Treasurer's Office is dedicated to serving the citizens, commercial sector, Board of Supervisors and other government agencies; to collecting all real and personal property, business license and other taxes as specified by the Code of Virginia; to investing and safeguarding of County funds; to account for County funds; to providing quality customer services; and to 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 2009 Issues**

- As the population of the County continues to increase, the Treasurer's Office faces the challenge of responding to all taxpayer inquiries, either by phone or email, as well as handling the more than 800,000 payments received per year, without increasing staff in a tight economic environment.
- The expanded use of technology is paramount to the efficient operation of the office. With the assistance of the Department of Information Technology, it is the Treasurer's intent to upgrade existing systems, develop new automated systems and expand e-commerce. The goal of these new systems is to enhance customer service and minimize labor intensive processing by staff.
- One of the challenges faced in the next fiscal year results from new legislation that grants one free decal per year to certain law enforcement and emergency personnel. Treasurer's staff will be responsible for determining the criteria in which these free decals will be given, as well as monitoring and keeping track of citizens that have received them. This will be a major administrative undertaking for this office.

#### **FY 2009 Major Goals**

- Work with the Department of Information Technology to Initiate and finalize the RFP process for new tax software.
- Implement a payment process whereby taxpayers can pay for more than one account and more than one type of tax online with one transaction.
- Implement paper reduction procedures in accordance with Federal guidelines.
- Implement procedures to reduce unclaimed property filings by 20%.
- Implement a consolidated personal property tax bill including all taxes due per account.
- Work with the Department of Information Technology to purchase and implement a bar coding system for mailing tax bills, potentially saving \$10,000 per tax mailing.
- 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 2008 Major Achievements**

- Implemented automatic reminder message to taxpayers prior to Oct. 5, 2007 personal property tax deadline.
- Redesigned Personal Property Tax bill making it easier to read for taxpayers.
- Implemented First Notice for delinquent tax collections, giving taxpayers more time to clear up delinquent taxes before collection action takes place.
- Implemented state-of-the-art investment portfolio tracking system.
- Instituted additional security measures in relation to fraud prevention in all County disbursements.
- Consolidated Project Fairness and parking tickets to one database for easy access.
- Completed RFP process and implementation of new banking contract for the County's operating and School cafeteria accounts.
- Implemented an automated attendant system designed to accept payments from taxpayers over the telephone without having to speak directly with staff, thereby freeing up staff for other calls and allowing taxpayers to call in and pay bills after hours.



**Loudoun County Government  
FY 2009 Adopted Fiscal Plan**

**Office Of The Treasurer**

<b>Departmental Financial Summary</b>	<b>FY 2005 Actual</b>	<b>FY 2006 Actual</b>	<b>FY 2007 Actual</b>	<b>FY 2008 Adopted</b>	<b>FY 2009 Adopted</b>
<b>Expenditures</b>					
Personnel	\$2,190,278	\$2,389,178	\$2,554,201	\$2,811,000	\$2,934,000
Operations & Maintenance	600,704	688,431	763,100	968,000	931,000
Capital Outlay & Capital Acquisitions	202,708	42,500	73,720	35,000	44,000
<b>Total Expenditures</b>	<b>\$2,993,690</b>	<b>\$3,120,109</b>	<b>\$3,391,021</b>	<b>\$3,814,000</b>	<b>\$3,909,000</b>
<b>Revenues</b>					
General Property Taxes	\$324,068	\$426,331	\$490,517	\$350,000	\$490,000
Other Local Taxes	4,626,044	4,900,542	5,064,248	5,001,000	5,001,000
Fines & Forfeitures	156,103	218,657	125,914	40,000	45,000
Use Of Money & Property	4,546,797	10,703,429	15,619,081	7,000,000	7,000,000
Charges For Services	196,403	219,488	122,291	171,000	120,000
Miscellaneous Revenue	34,418	36,967	18,935	18,000	18,000
Recovered Costs	12,729	5,178	5,133	1,000	1,000
State Non-categorical Aid	508,359	564,030	347,755	500,000	0
State Shared Expenses	319,592	329,703	366,493	371,000	410,000
Other Financing Sources	10,000	0	1	0	0
<b>Total Revenues</b>	<b>\$10,734,513</b>	<b>\$17,404,325</b>	<b>\$22,160,368</b>	<b>\$13,451,000</b>	<b>\$13,085,000</b>
<b>Local Tax Funding</b>	<b>\$(7,740,823)</b>	<b>\$(14,284,216)</b>	<b>\$(18,769,347)</b>	<b>\$(9,637,000)</b>	<b>\$(9,176,000)</b>
<b>FTE Summary</b>	<b>38.34</b>	<b>39.34</b>	<b>40.34</b>	<b>40.34</b>	<b>42.00</b>

**FY 2009 Board Action**

The FY 09 Adopted Fiscal Plan for the Office of the Treasurer includes full year funding for 1.66 FTE added subsequent to adoption of the FY 08 Budget, as well as funding for compensation increases and increased benefits costs effective September 2008.

**Budget History**

FY 06: The Board added 1.00 FTE for a cashier.

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.



Loudoun County Government  
FY 2009 Adopted Fiscal Plan

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**Office Of The Treasurer**

<b>Expenditures by Program</b>	<b>FY 2005 Actual</b>	<b>FY 2006 Actual</b>	<b>FY 2007 Actual</b>	<b>FY 2008 Adopted</b>	<b>FY 2009 Adopted</b>
Project Fairness/Cost Recovery	\$113,207	\$115,055	\$86,510	\$211,000	\$146,000
Collection of County Revenue	2,306,289	2,385,416	2,596,178	2,842,000	2,961,000
Investment & Safeguarding County Funds	238,025	226,648	271,505	298,000	321,000
Accounting of Funds	336,169	392,990	436,828	463,000	481,000
<b>Total Expenditures</b>	<b>\$2,993,690</b>	<b>\$3,120,109</b>	<b>\$3,391,021</b>	<b>\$3,814,000</b>	<b>\$3,909,000</b>
<b>Revenues by Program</b>	<b>FY 2005 Actual</b>	<b>FY 2006 Actual</b>	<b>FY 2007 Actual</b>	<b>FY 2008 Adopted</b>	<b>FY 2009 Adopted</b>
Project Fairness/Cost Recovery	\$1,106,640	\$1,359,743	\$1,127,476	\$990,000	\$635,000
Collection of County Revenue	5,081,276	5,341,278	5,413,860	5,461,000	5,450,000
Investment & Safeguarding County Funds	4,546,597	10,703,304	15,619,032	7,000,000	7,000,000
<b>Total Revenues</b>	<b>\$10,734,513</b>	<b>\$17,404,325</b>	<b>\$22,160,368</b>	<b>\$13,451,000</b>	<b>\$13,085,000</b>
<b>Local Tax Funding by Program</b>	<b>FY 2005 Actual</b>	<b>FY 2006 Actual</b>	<b>FY 2007 Actual</b>	<b>FY 2008 Adopted</b>	<b>FY 2009 Adopted</b>
Project Fairness/Cost Recovery	\$(993,433)	\$(1,244,688)	\$(1,040,966)	\$(779,000)	\$(489,000)
Collection of County Revenue	(2,774,987)	(2,955,862)	(2,817,682)	(2,619,000)	(2,489,000)
Investment & Safeguarding County Funds	(4,308,572)	(10,476,656)	(15,347,527)	(6,702,000)	(6,679,000)
Accounting of Funds	336,169	392,990	436,828	463,000	481,000
<b>Total Local Tax Funding</b>	<b>\$(7,740,823)</b>	<b>\$(14,284,216)</b>	<b>\$(18,769,347)</b>	<b>\$(9,637,000)</b>	<b>\$(9,176,000)</b>
<b>Staffing Summary by Program</b>	<b>FY 2005 Actual</b>	<b>FY 2006 Actual</b>	<b>FY 2007 Actual</b>	<b>FY 2008 Adopted</b>	<b>FY 2009 Adopted</b>
Project Fairness/Cost Recovery	1.76	1.76	1.76	2.90	1.90
Collection of County Revenue	29.75	30.75	31.75	29.89	32.55
Investment & Safeguarding County Funds	1.94	1.94	1.94	1.95	1.95
Accounting of Funds	4.89	4.89	4.89	5.60	5.60
<b>Total FTE</b>	<b>38.34</b>	<b>39.34</b>	<b>40.34</b>	<b>40.34</b>	<b>42.00</b>



Loudoun County Government  
FY 2009 Adopted Fiscal Plan

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**Office Of The 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 2009 Issues**

- County residents with vehicles garaged in Loudoun are legally required to register those vehicles with the Commissioner of the Revenue. Operation 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 2009 Goals**

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

<b>Program Financial Summary</b>	<b>FY 2005 Actual</b>	<b>FY 2006 Actual</b>	<b>FY 2007 Actual</b>	<b>FY 2008 Adopted</b>	<b>FY 2009 Adopted</b>
<b>Expenditures</b>					
Personnel	\$83,780	\$86,836	\$66,132	\$155,000	\$113,000
Operations & Maintenance	29,427	28,219	20,378	31,000	33,000
Capital Outlay & Capital Acquisitions	0	0	0	25,000	0
<b>Total Expenditures</b>	<b>\$113,207</b>	<b>\$115,055</b>	<b>\$86,510</b>	<b>\$211,000</b>	<b>\$146,000</b>
<b>Revenues</b>					
General Property Taxes	\$324,068	\$426,331	\$490,517	\$350,000	\$490,000
Other Local Taxes	118,110	150,725	163,290	100,000	100,000
Fines & Forfeitures	156,103	218,657	125,914	40,000	45,000
State Non-categorical Aid	508,359	564,030	347,755	500,000	0
<b>Total Revenues</b>	<b>\$1,106,640</b>	<b>\$1,359,743</b>	<b>\$1,127,476</b>	<b>\$990,000</b>	<b>\$635,000</b>
<b>Total Local Tax Funding</b>	<b>\$(993,433)</b>	<b>\$(1,244,688)</b>	<b>\$(1,040,966)</b>	<b>\$(779,000)</b>	<b>\$(489,000)</b>
<b>FTE Summary</b>	<b>1.76</b>	<b>1.76</b>	<b>1.76</b>	<b>2.90</b>	<b>1.90</b>



Loudoun County Government  
FY 2009 Adopted Fiscal Plan

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**Office Of The Treasurer**  
**Project Fairness/Cost Recovery**

Performance Measures	FY 2006 Actual	FY 2007 Actual	FY 2008 Estimated	FY 2009 Projected
<b>Objective: Issue warning notices and notices of violations to vehicles with expired, improper or missing County decals.</b>				
• Number of new accounts established on discovered vehicles	11,005	11,521	13,000	12,000
• Number of violation notices issued	3,070	2,257	3,200	3,200
• Number of warning notices issued	14,816	14,630	15,000	14,500



**Loudoun County Government  
FY 2009 Adopted Fiscal Plan**

**Office Of The 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 relating to taxes; and accounts for all revenue from the various County agencies, departments, and programs.

**Budget Overview**

**FY 2009 Issues**

- The Treasurer's Office continues to research and implement new technology designed to automate tax paying systems, while maintaining the same high level of customer service and assistance to a growing County population.
- Administrative issues will arise from legislation that passed allowing the issuance of one free decal to certain law enforcement and emergency personnel residing within Loudoun County. This program will initiate the administration of this new legislation, as well as keep track of all of those taxpayers who are eligible.
- Management strives to find innovative ways to further automate processes and procedures within the department to facilitate processes more quickly in the face of continuing population growth. The Department of Information Technology (DIT) plays a crucial role in helping the Treasurer's Office become more innovative and cutting edge. New procedures and tax processes are contingent, however upon the resources allocated to us by DIT.
- 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 2009 Goals**

- Growth in the County population leads to an increase in the number of real and personal property tax accounts each year. The Treasurer's Office is challenged to increase automation in order to maintain the same high level of customer service.
- The Treasurer's Office is always challenged to find new ways of serving the public with limited DIT resources and without increasing office staff.

<b>Program Financial Summary</b>	<b>FY 2005 Actual</b>	<b>FY 2006 Actual</b>	<b>FY 2007 Actual</b>	<b>FY 2008 Adopted</b>	<b>FY 2009 Adopted</b>
<b>Expenditures</b>					
Personnel	\$1,590,562	\$1,718,942	\$1,839,333	\$1,978,000	\$2,115,000
Operations & Maintenance	513,019	623,974	706,385	854,000	825,000
Capital Outlay & Capital Acquisitions	202,708	42,500	50,460	10,000	21,000
<b>Total Expenditures</b>	<b>\$2,306,289</b>	<b>\$2,385,416</b>	<b>\$2,596,178</b>	<b>\$2,842,000</b>	<b>\$2,961,000</b>
<b>Revenues</b>					
Other Local Taxes	\$4,507,934	\$4,749,817	\$4,900,958	\$4,901,000	\$4,901,000
Use Of Money & Property	200	125	50	0	0
Charges For Services	196,403	219,488	122,291	171,000	120,000
Miscellaneous Revenue	34,418	36,967	18,935	18,000	18,000
Recovered Costs	12,729	5,178	5,133	1,000	1,000
State Shared Expenses	319,592	329,703	366,493	371,000	410,000
Other Financing Sources	10,000	0	0	0	0
<b>Total Revenues</b>	<b>\$5,081,276</b>	<b>\$5,341,278</b>	<b>\$5,413,860</b>	<b>\$5,461,000</b>	<b>\$5,450,000</b>
<b>Total Local Tax Funding</b>	<b>\$(2,774,987)</b>	<b>\$(2,955,862)</b>	<b>\$(2,817,682)</b>	<b>\$(2,619,000)</b>	<b>\$(2,489,000)</b>
<b>FTE Summary</b>	<b>29.75</b>	<b>30.75</b>	<b>31.75</b>	<b>29.89</b>	<b>32.55</b>



Loudoun County Government  
FY 2009 Adopted Fiscal Plan

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**Office Of The Treasurer**  
**Collection of County Revenue**

<b>Performance Measures</b>	<b>FY 2006 Actual</b>	<b>FY 2007 Actual</b>	<b>FY 2008 Estimated</b>	<b>FY 2009 Projected</b>
<b>Objectives: Bill and collect 95% of semi-annual real estate, semi-annual prorated personal property, and annual business license taxes by the mandated dates.</b>				
• Dollar Values Levied (current)	\$653,000,000	\$739,000,000	\$705,000,000	\$739,000,000
• Number of Accounts Levied	751,668	884,878	812,000	929,122
• Tax Value Collected in Dollars (current and delinquent)	\$608,000,000	\$691,600,000	\$700,000,000	\$726,600,000
• Tax Value Collected Online in Dollars	\$21,000,000	\$30,800,000	\$21,000,000	\$44,968,000



**Loudoun County Government  
FY 2009 Adopted Fiscal Plan**

**Office Of The 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 2009 Issues**

- The County's primary investment objective is to preserve capital and liquidity. The office complies with the investment policy and maintains a conservative portfolio of security investments that limits the County's exposure.
- 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 2009 Goals**

- Continue to achieve the best possible rates of return, while complying with the investment policy, managing cash flows, and planning for changes in market rates.

<b>Program Financial Summary</b>	<b>FY 2005 Actual</b>	<b>FY 2006 Actual</b>	<b>FY 2007 Actual</b>	<b>FY 2008 Adopted</b>	<b>FY 2009 Adopted</b>
<b>Expenditures</b>					
Personnel	\$184,550	\$196,149	\$216,146	\$223,000	\$233,000
Operations & Maintenance	53,475	30,499	32,099	74,000	65,000
Capital Outlay & Capital Acquisitions	0	0	23,260	0	23,000
<b>Total Expenditures</b>	<b>\$238,025</b>	<b>\$226,648</b>	<b>\$271,505</b>	<b>\$298,000</b>	<b>\$321,000</b>
<b>Revenues</b>					
Use Of Money & Property	\$4,546,597	\$10,703,304	\$15,619,031	\$7,000,000	\$7,000,000
Other Financing Sources	0	0	1	0	0
<b>Total Revenues</b>	<b>\$4,546,597</b>	<b>\$10,703,304</b>	<b>\$15,619,032</b>	<b>\$7,000,000</b>	<b>\$7,000,000</b>
<b>Total Local Tax Funding</b>	<b>\$(4,308,572)</b>	<b>\$(10,476,656)</b>	<b>\$(15,347,527)</b>	<b>\$(6,702,000)</b>	<b>\$(6,679,000)</b>
<b>FTE Summary</b>	<b>1.94</b>	<b>1.94</b>	<b>1.94</b>	<b>1.95</b>	<b>1.95</b>



Loudoun County Government  
FY 2009 Adopted Fiscal Plan

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**Office Of The Treasurer**  
**Investment & Safeguarding County Funds**

Performance Measures	FY 2006 Actual	FY 2007 Actual	FY 2008 Estimated	FY 2009 Projected
<b>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.</b>				
• Average percent of available funds maintained for liquidity	35%	21%	30%	30%
<b>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.</b>				
• Average dollar value of investment portfolio	\$267,000,000	\$296,000,000	\$267,000,000	\$296,000,000
• Average rate of return	4.09%	5.38%	4.50%	3.00%
• Benchmark rate of return	4.11%	4.85%	4.25%	2.75%



Loudoun County Government  
FY 2009 Adopted Fiscal Plan

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**Office Of The Treasurer**  
**Accounting of Funds**

**Description**

The Treasurer's Office manages the disbursement of all County and School accounts, 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 2009 Issues**

- As the County grows and obtains more bank/trust and credit card accounts, the Treasurer's Office is faced with adding more bank reconciliations to the Accounting Division, without increasing staff and maintaining a 100% reconciliation rate. This requires the elimination of manual processes through the innovation of creative automation. As the size and number of accounts grow, so do reconciliation issues, which this division must resolve with the responsible departments in a timely fashion.
- As the number of County residents increase, this division strives to continue to research and approve all tax refunds in a timely manner.

**FY 2009 Goals**

- Continue to research and resolve outstanding check issues to minimize accounts sent to the Commonwealth's Unclaimed Property.
- Reconcile the County's 34 bank statements within 60 days of month end.

<b>Program Financial Summary</b>	<b>FY 2005 Actual</b>	<b>FY 2006 Actual</b>	<b>FY 2007 Actual</b>	<b>FY 2008 Adopted</b>	<b>FY 2009 Adopted</b>
<b>Expenditures</b>					
Personnel	\$331,386	\$387,251	\$432,590	\$455,000	\$473,000
Operations & Maintenance	4,783	5,739	4,238	8,000	8,000
<b>Total Expenditures</b>	<b>\$336,169</b>	<b>\$392,990</b>	<b>\$436,828</b>	<b>\$463,000</b>	<b>\$481,000</b>
 <b>Total Local Tax Funding</b>	 <b>\$336,169</b>	 <b>\$392,990</b>	 <b>\$436,828</b>	 <b>\$463,000</b>	 <b>\$481,000</b>
 <b>FTE Summary</b>	 <b>4.89</b>	 <b>4.89</b>	 <b>4.89</b>	 <b>5.60</b>	 <b>5.60</b>



Loudoun County Government  
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**Office Of The Treasurer**  
**Accounting of Funds**

Performance Measures	FY 2006 Actual	FY 2007 Actual	FY 2008 Estimated	FY 2009 Projected
<b>Objective: Research and process payment re-application or authorize real property, personal property and business.</b>				
• Average number of outstanding checks per month	7,265	8,125	7,500	8,500
• Number of accounting entries	35,773	21,681	37,500	23,000
• Number of tax refunds authorized	42,902	44,500	44,000	46,900
<b>Objective: Monitor and verify all County disbursements and receipts. Reconcile the County's 42+ bank statements within 60 days of month end.</b>				
• Percentage of bank reconciliations completed in 60 days	100%	100%	100%	100%



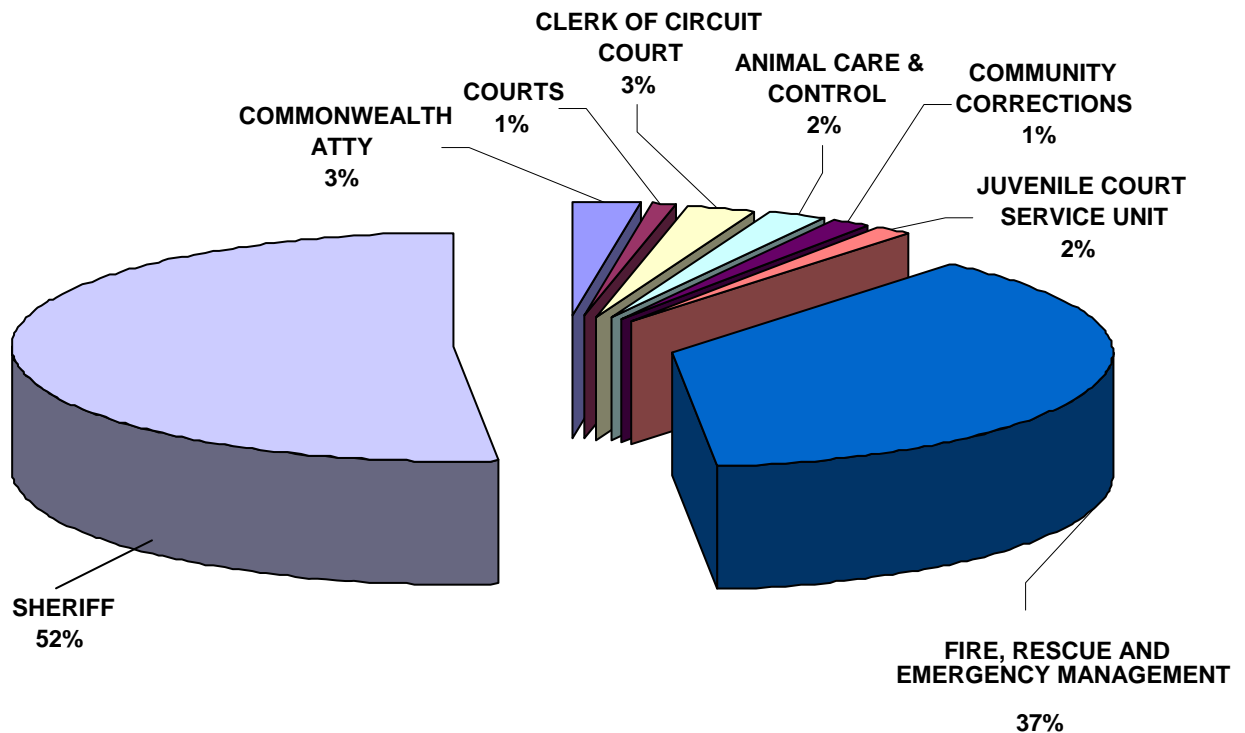
## Public Safety and Judicial Administration

### PUBLIC SAFETY AND JUDICIAL ADMINISTRATION SUMMARY

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## PUBLIC SAFETY & JUDICIAL ADMINISTRATION FY 2009 ADOPTED EXPENDITURES





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**Public Safety and Judicial Administration**

	<b>FY 2005 ACTUAL</b>	<b>FY 2006 ACTUAL</b>	<b>FY 2007 ACTUAL</b>	<b>FY 2008 ADOPTED</b>	<b>FY 2009 ADOPTED</b>
ANIMAL CARE AND CONTROL	\$1,764,153	\$2,063,288	\$2,305,734	\$2,419,000	\$2,863,000
CLERK OF CIRCUIT COURT	2,539,038	2,851,725	3,093,013	3,391,000	3,562,000
COMMONWEALTH'S ATTORNEY	2,305,681	2,536,930	2,848,805	3,074,000	3,153,000
COMMUNITY CORRECTIONS	971,325	1,129,282	1,225,545	1,523,000	1,697,000
COURTS	772,819	828,630	940,916	1,091,000	1,152,000
FIRE, RESCUE AND EMERGENCY MANAGEMENT	29,582,933	38,454,743	42,514,705	47,899,000	49,322,000
JUVENILE COURT SERVICE UNIT	1,364,465	1,648,636	1,839,982	2,019,000	2,047,000
SHERIFF	<u>42,292,246</u>	<u>49,066,927</u>	<u>57,744,306</u>	<u>65,153,000</u>	<u>68,204,000</u>
<b>TOTAL PUBLIC SAFETY</b>	<b>\$81,592,660</b>	<b>\$98,580,161</b>	<b>\$112,513,006</b>	<b>\$126,569,000</b>	<b>\$132,000,000</b>



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## Animal Care and Control

**Animal Care and Control**

**Animal Shelter**

**Animal Control**



**Loudoun County Government  
FY 2009 Adopted Fiscal Plan**

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## **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 in Waterford, Virginia, is staffed daily to accomplish its mission of promoting and providing for the safe, humane and lawful care and treatment of companion animals on behalf of the citizens of Loudoun County. In addition to caring for the animals under its charge, the Animal Shelter is open to the public for animal adoptions, surrenders, lost and found identification, euthanasia requests, and professional 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. Critical volunteer activities support housed animal care and other programs. Animal Control provides enforcement and rabies control services, in accordance with the Code of Virginia and local ordinances, to the citizens of Loudoun County 24-hours-a-day, 7-days-a-week. Animal Control serves as a resource to the community on companion animal care and safety issues, in support of pet owners in need of financial assistance, and some wildlife issues and/or concerns.

### **Budget Overview**

#### **FY 2009 Issues**

- The department faces growing demands for service as a result of population increases and expanding residential development.
- The department is increasingly challenged in maintaining levels of service to the community while providing a safe and humane living environment for the animals housed at the Animal Shelter.
- Continuing efforts are made to return pets to their rightful owners through micro-chipping, the department website, pet identification and registration programs and other forms of educational communication with the public.
- The need exists for the department to grow its Community Outreach/Volunteer programs to inform and educate the public and enhance accessibility to department programs and activities.
- Staff is challenged to manage greater numbers of complex enforcement activities resulting in more investigations and court-related actions.
- The department must balance the increasing demands for immediate response and assistance in areas requesting greater level of enforcement with other areas that have a higher level of "cultural tolerance" toward domestic animals and wildlife.
- The department continues to review and enforce policy, procedural and protocol development to ensure compliance with state and local laws and regulations as well as keeping with industry best practices.

#### **FY 2009 Major Goals**

- The department will maintain a high level of customer service and satisfaction to the residents of Loudoun County.
- Lower euthanasia rates will be attempted by expanding on animal enrichment and rehabilitation, foster care, breed rescue and alternative placement opportunities, micro-chipping and pet identification programs.
- Public outreach and education activities to develop stronger contacts and partnerships with County community service and public safety agencies will be expanded.
- Animal Control operations will strive to improve response times and provide greater coverage.
- Working relationships and greater communication with breed rescue groups and other organizations that can assist with transfer and adoption opportunities will be increased.
- The new tax laws regarding rabies certificates and dog licensing will be administered as required.
- Additional clinics will be provided in partnership with area veterinarians.
- Euthanasias will be reduced by achieving the appropriate placement for every adoptable animal.
- Volunteer participation will be increased.
- CARE efforts to provide food and services to pet owners unable to afford pet care will continue.
- Improved compliance and enforcement of animal laws will increase.
- Prompt and knowledgeable Dispatch and Call-Taking Services will be provided.

#### **FY 2008 Major Achievements**

- Animal Control Officers seized 48 horses suffering from malnutrition and neglect, relocating them to the county's animal shelter where they received food, shelter and medical care.



## **Animal Care and Control**

- The Animal Control Division received the Outstanding Animal Control Agency Award.
- The department received several awards from the Washington Metropolitan Council of Governments for Animal Services, including the 2007 Administrative Customer Award, 2007 Adoption Team Award, and a 2007 Dedicated Service Award.
- The department hosted regional/national trainings including: Petfinder.org Adoption Options, Bad Rap Pit Bull Education, Horse Handling/Care, and the National Cruelty Investigation School.
- Pet food, medical care, and spay/neuter services were provided to over 600 animals through the CARE program.
- The department conducted and/or participated in 38 special events throughout the year.
- During FY 2007, the department conducted approximately 28 animal shelter tours for various groups and organizations.
- The department adopted/transferred 15% more animals in FY 07 than in FY 06.
- Fire and Rescue and animal control staff are supplied with animal rescue masks and supplies, and 21 training sessions on their use were attended by 231 people.
- Animal control officers are now mobile through the use of mobile data terminals.
- A new customer service survey was developed which was available in both online and printed formats.
- The department held the first Homeward Bound 40-hour adopt-a-thon at which 36 animals were adopted.
- Loudoun County "Retriever" promotion increased dog adoptions by 75% over previous year.
- The number of dog licenses sold increased by 5,372, a 53% increase over FY 07.
- The number of animals returned to the department after adoption was reduced by 22%.



**Loudoun County Government  
FY 2009 Adopted Fiscal Plan**

## Animal Care and Control

<b>Departmental Financial Summary</b>	<b>FY 2005 Actual</b>	<b>FY 2006 Actual</b>	<b>FY 2007 Actual</b>	<b>FY 2008 Adopted</b>	<b>FY 2009 Adopted</b>
<b>Expenditures</b>					
Personnel	\$1,384,647	\$1,618,573	\$1,807,249	\$1,962,000	\$2,155,000
Operations & Maintenance	369,707	408,627	498,485	458,000	540,000
Capital Outlay & Capital Acquisitions	9,800	0	0	0	168,000
Transfer To Central Service Fund	0	36,092	0	0	0
<b>Total Expenditures</b>	<b>\$1,764,154</b>	<b>\$2,063,292</b>	<b>\$2,305,734</b>	<b>\$2,419,000</b>	<b>\$2,863,000</b>
<b>Revenues</b>					
Permits Privilege Fees & Reg Licenses	\$82,821	\$83,988	\$93,204	\$84,000	\$151,000
Fines & Forfeitures	199	883	3,810	3,000	3,000
Use Of Money & Property	0	0	35	0	0
Charges For Services	63,575	58,030	62,490	65,000	100,000
Miscellaneous Revenue	18,365	5,846	289	0	0
Recovered Costs	0	462	0	0	0
Other Financing Sources	7,000	27,047	15,040	0	201,000
<b>Total Revenues</b>	<b>\$171,960</b>	<b>\$176,256</b>	<b>\$174,868</b>	<b>\$151,000</b>	<b>\$455,000</b>
<b>Local Tax Funding</b>	<b>\$1,592,194</b>	<b>\$1,887,036</b>	<b>\$2,130,866</b>	<b>\$2,268,000</b>	<b>\$2,408,000</b>
<b>FTE Summary</b>	<b>31.89</b>	<b>32.89</b>	<b>32.89</b>	<b>32.89</b>	<b>34.49</b>

### FY 2009 Board Action

The FY 09 Adopted Fiscal Plan for Animal Care and Control includes enhancements totaling 1.53 FTE and no additional local tax funding. Expenditures increase by \$444,000, including \$201,000 from the Loudoun County Animal Program Trust Fund for equipment expenses in connection with a mobile animal adoption unit. The FY 09 Fiscal Plan funds compensation increases and increased benefits costs effective September 2008, as well as increased vehicle maintenance costs. Fee increases for dog licenses and charges for boarding of animals are also included.

### Budget History

FY 05 Mid-Year: 0.07 FTE was transferred to Management and Financial Services.

FY 06: The Board added 1.07 FTE for an animal control officer.

Additional information on this department's Capital Improvement Program projects can be found on page 7 - 76 in Volume 2. Information on scheduled projects for the Capital Asset Preservation Program can be found in tables beginning on pages 9 - 2 in Volume 2.



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FY 2009 Adopted Fiscal Plan

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### Animal Care and Control

<b>Expenditures by Program</b>	<b>FY 2005 Actual</b>	<b>FY 2006 Actual</b>	<b>FY 2007 Actual</b>	<b>FY 2008 Adopted</b>	<b>FY 2009 Adopted</b>
Animal Shelter	\$1,034,949	\$1,134,206	\$1,311,815	\$1,383,000	\$1,726,000
Animal Control	729,205	929,086	993,919	1,036,000	1,137,000
<b>Total Expenditures</b>	<b>\$1,764,154</b>	<b>\$2,063,292</b>	<b>\$2,305,734</b>	<b>\$2,419,000</b>	<b>\$2,863,000</b>
<b>Revenues by Program</b>	<b>FY 2005 Actual</b>	<b>FY 2006 Actual</b>	<b>FY 2007 Actual</b>	<b>FY 2008 Adopted</b>	<b>FY 2009 Adopted</b>
Animal Shelter	\$75,815	\$71,468	\$62,891	\$50,000	\$287,000
Animal Control	96,145	104,788	111,977	101,000	168,000
<b>Total Revenues</b>	<b>\$171,960</b>	<b>\$176,256</b>	<b>\$174,868</b>	<b>\$151,000</b>	<b>\$455,000</b>
<b>Local Tax Funding by Program</b>	<b>FY 2005 Actual</b>	<b>FY 2006 Actual</b>	<b>FY 2007 Actual</b>	<b>FY 2008 Adopted</b>	<b>FY 2009 Adopted</b>
Animal Shelter	\$959,134	\$1,062,738	\$1,248,924	\$1,333,000	\$1,439,000
Animal Control	633,060	824,298	881,942	935,000	969,000
<b>Total Local Tax Funding</b>	<b>\$1,592,194</b>	<b>\$1,887,036</b>	<b>\$2,130,866</b>	<b>\$2,268,000</b>	<b>\$2,408,000</b>
<b>Staffing Summary by Program</b>	<b>FY 2005 Actual</b>	<b>FY 2006 Actual</b>	<b>FY 2007 Actual</b>	<b>FY 2008 Adopted</b>	<b>FY 2009 Adopted</b>
Animal Shelter	21.76	21.76	21.76	21.19	21.72
Animal Control	10.13	11.13	11.13	11.70	12.77
<b>Total FTE</b>	<b>31.89</b>	<b>32.89</b>	<b>32.89</b>	<b>32.89</b>	<b>34.49</b>



## **Animal Care and Control**

### **Animal Shelter**

#### **Description**

The Code of Virginia, Section 3.1-796.96 mandates that the governing body of each County shall maintain (or cause to be maintained) a 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 programs, including the website, 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 the need for euthanasia. Other services provided include medical care from local veterinarians, vaccinations against distemper for all dogs and cats, and treatment for parasites and fleas.

As mandated by the Code of Virginia, Section 3.1-796.126:1, all adopted dogs and cats are spayed or neutered before going to their new homes. In addition, the shelter maintains a community and volunteer outreach program. The volunteer workforce provides critical hands-on support to department staff. Volunteers socialize animals, assist with the department website, perform administrative tasks, help at special events, groom animals, aid in veterinarian transport, and perform other special duties, as needed.

#### **Budget Overview**

##### **FY 2009 Issues**

- Managing an aging facility with limited access and infrastructure issues will pose an increasing burden as intake of animals continues at high levels.
- The shelter location west of Leesburg makes accessibility from the eastern part of the County difficult due to increasing traffic and congestion.
- The variety of animals which come into the Shelter requires staff to continually adjust to unusual situations.
- Ongoing efforts are made to reduce the return of pets after adoption and to rehabilitate minor behavioral concerns whenever possible.
- Limited staffing and financial resources will continue to challenge the shelter operations and impact this program's ability to expand hours of operation and enhance the care and treatment of animals housed at the facility.
- Recruiting and retaining a volunteer workforce with the busy and transient population of the County is difficult.
- Increasing demands for the department's presence at community events results in scheduling conflicts.

##### **FY 2009 Goals**

- Additional rescue partners and other alternative adoption resources will be secured for those animals requiring special placement assistance.
- The volunteer workforce will be cultivated, the number of volunteers increased and training will be provided to expand volunteer's expertise in the field.
- Community outreach efforts will be expanded through local media and electronic based communication tools.
- Adoption and outreach efforts will be expanded in the eastern and southern parts of the County.
- The effort to provide Sunday adoptions and the addition of an onsite behavioral center will continue.
- Euthanasias will be reduced by achieving the appropriate placement for every adoptable animal.
- Customer satisfaction will remain high.
- Partnerships with businesses and other organizations in the communities to serve as hosts for shelter events/adoption programs will be sought.
- A mobile animal transport unit designed to assist the department in an event of a disaster and to provide regular shelter outreach to the community will be acquired.
- Behavioral programs to increase the number of adoptable animals available for placement will be provided.



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**Animal Care and Control**  
**Animal Shelter**

<b>Program Financial Summary</b>	<b>FY 2005 Actual</b>	<b>FY 2006 Actual</b>	<b>FY 2007 Actual</b>	<b>FY 2008 Adopted</b>	<b>FY 2009 Adopted</b>
<b>Expenditures</b>					
Personnel	\$822,828	\$900,047	\$1,035,590	\$1,133,000	\$1,238,000
Operations & Maintenance	212,121	234,159	276,225	250,000	320,000
Capital Outlay & Capital Acquisitions	0	0	0	0	168,000
<b>Total Expenditures</b>	<b>\$1,034,949</b>	<b>\$1,134,206</b>	<b>\$1,311,815</b>	<b>\$1,383,000</b>	<b>\$1,726,000</b>
<b>Revenues</b>					
Permits Privilege Fees & Reg Licenses	\$0	\$(80)	\$(5)	\$0	\$1,000
Use Of Money & Property	0	0	35	0	0
Charges For Services	50,450	45,945	51,305	50,000	85,000
Miscellaneous Revenue	18,365	5,846	289	0	0
Recovered Costs	0	462	0	0	0
Other Financing Sources	7,000	19,295	11,267	0	201,000
<b>Total Revenues</b>	<b>\$75,815</b>	<b>\$71,468</b>	<b>\$62,891</b>	<b>\$50,000</b>	<b>\$287,000</b>
<b>Total Local Tax Funding</b>	<b>\$959,134</b>	<b>\$1,062,738</b>	<b>\$1,248,924</b>	<b>\$1,333,000</b>	<b>\$1,439,000</b>
<b>FTE Summary</b>	<b>21.76</b>	<b>21.76</b>	<b>21.76</b>	<b>21.19</b>	<b>21.72</b>



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**Animal Care and Control**  
**Animal Shelter**

Performance Measures	FY 2006 Actual	FY 2007 Actual	FY 2008 Estimated	FY 2009 Projected
<b>Objective: Maintain or exceed 90% satisfaction rating of good or excellent for customer service and shelter operations.</b>				
• Number of adopter surveys	n/a	223	250	300
• Surveys with customer satisfaction level of GOOD or EXCELLENT	97%	95%	90%	90%
<b>Objective: Increase the number of foster care providers and the number of animals fostered.</b>				
• Number of animals fostered	73	154	160	170
• Number of foster care providers	32	17	19	21
<b>Objective: Increase community outreach efforts.</b>				
• Number of animals placed through special programs and events	44	104	60	65
• Number of email subscribers	1,244	1,449	1,600	1,675
• Number of outreach efforts to promote animal welfare	33	39	40	43
• Number of visits to website	133,319	144,271	150,000	152,000
<b>Objective: Increase placement of adoptable animals.</b>				
• Number of cats made available for placement	n/a	n/a	609	630
• Number of cats placed through adoption	522	592	600	618
• Number of dogs and cats placed through rescue partners and transfers	14	12	15	18
• Number of dogs made available for placement	n/a	n/a	265	273
• Number of dogs placed through adoption	293	258	250	265
• Number of other animals placed through adoption	192	315	195	200
<b>Objective: Decrease the number of animals returned within one year of adoption.</b>				
• Number of adopted cats returned within one year	61	43	41	38
• Number of adopted dogs returned within one year	45	38	35	32

<sup>1</sup>Foster care providers increased in response to the need for animals sheltering after Hurricane Katrina.



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**Animal Care and Control**  
**Animal Shelter**

<b>Performance Measures</b>	<b>FY 2006 Actual</b>	<b>FY 2007 Actual</b>	<b>FY 2008 Estimated</b>	<b>FY 2009 Projected</b>
<b>Objective: Increase participation of volunteers.</b>				
• Average number of active volunteers	52	60	57	42
• Total number of volunteer hours	3,572	2,542	2,700	3,000
• Value of volunteer hours	\$71,516	\$50,901	\$58,645	\$65,160



## **Animal Care and Control**

### **Animal Control**

#### **Description**

The animal control officers (ACOs) enforce state and local animal laws as mandated by the Code of Virginia, Section 3.1-796.104. The ACOs protect residents and domestic animals from sick, injured, rabid or dangerous animals. Emergency service is provided 24-hours-a-day, 7-days-a-week and includes 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. Reports of animal cruelty and neglect are investigated and resolved through education and, when necessary, through the courts. Animal Control provides educational presentations to school and youth groups on dog bite prevention and basic animal care and coordinates citizen programs with community and residential organizations.

#### **Budget Overview**

##### **FY 2009 Issues**

- The consistent increases in residents and the pet population continue to place additional workloads on a program whose staffing level has not increased proportionately with service demands.
- Due to the large number of subdivisions and expanded communities throughout Loudoun County, the animal control officers are unable to be strategically located consistently enough to provide an effective and timely response.
- Residential development has resulted in an increase in wildlife contact.
- The recruitment and retention of qualified and trained staff is an ongoing effort.
- There continues to be a growing need for community outreach programs for which current staffing levels are not adequate.
- The demands and expectations for service continue to grow.
- The lack of adequate resources to properly investigate and follow-up enforcement cases will place additional demands on the operation's ability to respond to requests for service and to dedicate the necessary time to properly resolve animal-related issues.
- The ability to resolve communication issues among the public safety agencies and enhance Animal Control's communications systems will improve response times, increase area coverage and provide additional safety measures for staff.

##### **FY 2009 Goals**

- The CARE program effort will continue to support the community by providing assistance for veterinary care, pet food, and spay/neuter services to low income pet owners of Loudoun County.
- Pet identification and licensing through community events and Animal Control activities will increase.
- The ACO unit will continue efforts to improve compliance and enforcement of animal laws by working directly with citizens to obtain compliance and increase the number of cases resolved out of court, while improving investigations and case preparation to assist in ensuring the successful conviction of unresolved cases by the courts.
- Improving dispatch and call-taking services to achieve a professional and efficient process for handling citizen calls and to provide a timely resolution to animal concerns will be a focus.



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**Animal Care and Control**  
**Animal Control**

<b>Program Financial Summary</b>	<b>FY 2005 Actual</b>	<b>FY 2006 Actual</b>	<b>FY 2007 Actual</b>	<b>FY 2008 Adopted</b>	<b>FY 2009 Adopted</b>
<b>Expenditures</b>					
Personnel	\$561,819	\$718,526	\$771,659	\$829,000	\$917,000
Operations & Maintenance	157,586	174,468	222,260	208,000	220,000
Capital Outlay & Capital Acquisitions	9,800	0	0	0	0
Transfer To Central Service Fund	0	36,092	0	0	0
<b>Total Expenditures</b>	<b>\$729,205</b>	<b>\$929,086</b>	<b>\$993,919</b>	<b>\$1,036,000</b>	<b>\$1,137,000</b>
<b>Revenues</b>					
Permits Privilege Fees & Reg Licenses	\$82,821	\$84,068	\$93,209	\$84,000	\$150,000
Fines & Forfeitures	199	883	3,810	3,000	3,000
Charges For Services	13,125	12,085	11,185	15,000	15,000
Other Financing Sources	0	7,752	3,773	0	0
<b>Total Revenues</b>	<b>\$96,145</b>	<b>\$104,788</b>	<b>\$111,977</b>	<b>\$101,000</b>	<b>\$168,000</b>
<b>Total Local Tax Funding</b>	<b>\$633,060</b>	<b>\$824,298</b>	<b>\$881,942</b>	<b>\$935,000</b>	<b>\$969,000</b>
<b>FTE Summary</b>	<b>10.13</b>	<b>11.13</b>	<b>11.13</b>	<b>11.70</b>	<b>12.77</b>



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**Animal Care and Control**  
**Animal Control**

Performance Measures	FY 2006 Actual	FY 2007 Actual	FY 2008 Estimated	FY 2009 Projected
<b>Objective: Resolve companion animal and wildlife calls.</b>				
• Number of calls for service	n/a	15,925	16,402	16,894
• Number of calls received regarding shelter operations	n/a	n/a	5,600	6,000
• Number of calls referred to local/county law enforcement	n/a	n/a	35	40
• Number of calls referred to other agencies	n/a	n/a	500	742
• Number of wildlife calls	n/a	n/a	2,100	2,800
• Number of wildlife calls dispatched to Animal Control Officers	797	831	856	877
• Number of wildlife calls referred to a rehabilitator	n/a	n/a	100	110
• Number of wildlife calls referred to Game and Inland Fisheries	n/a	n/a	125	145
<b>Objective: Increase number of citizens and animal served through the CARE (Community Animal Resource Effort) Program.</b>				
• Number of animals served by CARE	580	632	700	725
• Number of animals spay/neutered through CARE	48	22	50	90
• Number of animals who receive veterinary care support through CARE	62	35	100	114
• Number of citizens receiving food and/or CARE supplies	265	326	340	350
<b>Objective: Achieve average dispatch time of 4 minutes.</b>				
• Average response time in minutes for dispatch to ACOs	n/a	n/a	6	5
• Number of calls dispatched to Animal Control Officers	4,494	4,260	4,500	4,767
<b>Objective: Increase the percentage of dogs licensed in Loudoun County.</b>				
• Number of dogs estimated in Loudoun County	60,066	62,879	66,248	67,995
• Number of dogs licensed	12,156	15,501	16,000	20,400
• Number of dogs licensed through field issuance	n/a	n/a	100	120
• Percentage of dogs licensed in Loudoun County	20%	24%	24%	30%



Loudoun County Government  
FY 2009 Adopted Fiscal Plan

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**Animal Care and Control**  
**Animal Control**

Performance Measures	FY 2006 Actual	FY 2007 Actual	FY 2008 Estimated	FY 2009 Projected
<b>Objective: Increase number of pets that are micro-chipped.</b>				
• Number of adopted pets micro-chipped by the department	926	1,097	1,129	1,160
• Number of events/activities to promote micro-chipping and pet registration	3	3	4	4
• Number of micro-chipped pets registered with the department	1,690	3,600	5,000	6,500
• Number of pets micro-chipped at events	210	189	400	500
<b>Objective: Increase the number of pets returned to owner.</b>				
• Number of pets returned to owner at the shelter	643	562	570	586
• Number of pets returned to owner in the field	n/a	n/a	60	80
<b>Objective: Maintain Animal Control response time of 30 minutes or less.</b>				
• Average response time in Eastern Loudoun	20	25	25	30
• Average response time in Western Loudoun	25	30	29	30
• Number of animal related calls in the East	n/a	1,915	1,972	2,283
• Number of animal related calls in the West	n/a	2,345	2,415	2,484
• Number of animals picked up and delivered from the East	n/a	n/a	550	626
<b>Objective: Increase the number of cases resolved outside of court, while improving the successful conviction of court cases.</b>				
• Number of complaint follow-up responses	7,280	7,898	8,026	8,286
• Number of complaints resolved outside of court	4,322	4,111	5,061	4,687
• Number of convictions/court dispositions	141	109	189	130
• Number of court cases	172	149	210	180
• Total number of animal control complaints	4,494	4,260	5,250	4,767



**Loudoun County Government  
FY 2009 Adopted Fiscal Plan**

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## **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 2009 Issues**

- The growing caseload in criminal and civil court cases, and the subsequent use of visiting judges to handle increased workloads, will stress current staffing levels and require additional coordination with the judges' staff on docket issues.
- The establishment of the offsite storage and records facility combined with document imaging technologies will present new challenges and opportunities for service delivery to the residents of Loudoun County as residents will be provided more options to view public records.
- The integration of new technologies including, document imaging, e-filing and public access to online forms will require aggressive training for staff and citizens to help ease the transition to new customer service practices and help ensure new technologies are effectively used.
- The continued need for adequate work space, court records retention space and adequate public research space will challenge the Clerk's Office to provide efficient and effective service to Loudoun citizens.

#### **FY 2009 Major Goals**

- Prepare an instructional jury orientation video to assist potential jurors, improve the jury selection process and enhance citizen participation.
- Develop a full data recovery system for the Land Records Division to ensure that digital data is retained and fully retrievable in case of catastrophic systemwide failure.
- Increase the use of telework options and alternative work schedules for staff whenever practical.
- Pursue the scanning of archival records to protect their irreplaceable resources while improving public access.
- Integrate additional technology enhancements into the court Case Management System (CMS).
- Integrate public forms in the Public Services kiosk and study the increased use of self-service kiosks in other departments.
- Study the feasibility of adding read-only access to the CMS for public safety agencies to improve information-sharing among partner agencies.
- Develop an interface with the Office of the Sheriff to allow automated background check requests to improve processing of concealed weapon permit applications.
- Obtain additional State and Federal grant funding for technology enhancements.

#### **FY 2008 Major Achievements**

- Coordinated multiple public historic records events as part of the year-long celebration of Loudoun's 250th Anniversary.
- Commenced digital imaging of older court case files to provide better access to case files stored at the offsite facility.
- Completed redaction of social security numbers on digital land records files three years ahead of state law requirements.
- Initiated the first comprehensive index of African American court papers and documents in the Historic Records Division.
- Finished a jury management manual to outline procedures and policies to improve delivery of service to potential jurors.
- Developed a more user-friendly website and web pages for the convenience of citizens.
- Completed the preservation of deed books, will books and order books through a \$10,000 grant from the Library of Virginia.
- Developed the first online marriage license application process in the State of Virginia.



**Loudoun County Government  
FY 2009 Adopted Fiscal Plan**

## Clerk Of The Circuit Court

<b>Departmental Financial Summary</b>	<b>FY 2005 Actual</b>	<b>FY 2006 Actual</b>	<b>FY 2007 Actual</b>	<b>FY 2008 Adopted</b>	<b>FY 2009 Adopted</b>
<b>Expenditures</b>					
Personnel	\$2,229,380	\$2,515,843	\$2,804,000	\$3,127,000	\$3,298,000
Operations & Maintenance	229,840	262,646	260,277	234,000	233,000
Capital Outlay & Capital Acquisitions	79,817	73,237	28,736	31,000	31,000
<b>Total Expenditures</b>	<b>\$2,539,037</b>	<b>\$2,851,726</b>	<b>\$3,093,013</b>	<b>\$3,391,000</b>	<b>\$3,562,000</b>
<b>Revenues</b>					
Other Local Taxes	\$15,758,557	\$17,979,805	\$12,858,494	\$10,797,000	\$8,812,000
Permits Privilege Fees & Reg Licenses	17,513	15,467	11,800	213,000	211,000
Charges For Services	3,312,662	3,698,488	2,448,286	2,242,000	1,701,000
State Non-categorical Aid	4,170,886	4,654,843	3,020,198	2,793,000	2,793,000
State Shared Expenses	616,616	656,151	926,327	898,000	898,000
State Categorical Aid	17,827	41,122	37,824	35,000	35,000
Other Financing Sources	0	10,000	0	0	0
<b>Total Revenues</b>	<b>\$23,894,061</b>	<b>\$27,055,876</b>	<b>\$19,302,929</b>	<b>\$16,978,000</b>	<b>\$14,450,000</b>
<b>Local Tax Funding</b>	<b>\$(21,355,024)</b>	<b>\$(24,204,150)</b>	<b>\$(16,209,916)</b>	<b>\$(13,586,000)</b>	<b>\$(10,888,000)</b>
<b>FTE Summary</b>	<b>38.00</b>	<b>40.00</b>	<b>41.00</b>	<b>43.53</b>	<b>43.53</b>

### FY 2009 Board Action

The FY 09 Adopted Fiscal Plan for the Clerk of the Circuit Court includes funding for compensation increases and increased benefits costs effective September 2008.

### Budget History

FY 06: The Board added 2.00 FTE for two deputy clerks.

FY 07: The Board added 1.00 FTE for a bookkeeper.

FY 07 Mid-Year: The Board added 2.53 FTE for one full time and one part time deputy clerk positions as well as one systems administrator. Each position was partially funded by the State Compensation Board.



Loudoun County Government  
FY 2009 Adopted Fiscal Plan

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**Clerk Of The Circuit Court**

<b>Expenditures by Program</b>	<b>FY 2005 Actual</b>	<b>FY 2006 Actual</b>	<b>FY 2007 Actual</b>	<b>FY 2008 Adopted</b>	<b>FY 2009 Adopted</b>
Clerk of the Circuit Court	\$2,539,037	\$2,851,726	\$3,093,013	\$3,391,000	\$3,562,000
<b>Total Expenditures</b>	<b>\$2,539,037</b>	<b>\$2,851,726</b>	<b>\$3,093,013</b>	<b>\$3,391,000</b>	<b>\$3,562,000</b>
<b>Revenues by Program</b>	<b>FY 2005 Actual</b>	<b>FY 2006 Actual</b>	<b>FY 2007 Actual</b>	<b>FY 2008 Adopted</b>	<b>FY 2009 Adopted</b>
Clerk of the Circuit Court	\$23,894,061	\$27,055,876	\$19,302,929	\$16,978,000	\$14,450,000
<b>Total Revenues</b>	<b>\$23,894,061</b>	<b>\$27,055,876</b>	<b>\$19,302,929</b>	<b>\$16,978,000</b>	<b>\$14,450,000</b>
<b>Local Tax Funding by Program</b>	<b>FY 2005 Actual</b>	<b>FY 2006 Actual</b>	<b>FY 2007 Actual</b>	<b>FY 2008 Adopted</b>	<b>FY 2009 Adopted</b>
Clerk of the Circuit Court	\$(21,355,024)	\$(24,204,150)	\$(16,209,916)	\$(13,586,000)	\$(10,888,000)
<b>Total Local Tax Funding</b>	<b>\$(21,355,024)</b>	<b>\$(24,204,150)</b>	<b>\$(16,209,916)</b>	<b>\$(13,586,000)</b>	<b>\$(10,888,000)</b>
<b>Staffing Summary by Program</b>	<b>FY 2005 Actual</b>	<b>FY 2006 Actual</b>	<b>FY 2007 Actual</b>	<b>FY 2008 Adopted</b>	<b>FY 2009 Adopted</b>
Clerk of the Circuit Court	38.00	40.00	41.00	43.53	43.53
<b>Total FTE</b>	<b>38.00</b>	<b>40.00</b>	<b>41.00</b>	<b>43.53</b>	<b>43.53</b>



Loudoun County Government  
FY 2009 Adopted Fiscal Plan

## Clerk Of The Circuit Court

Performance Measures	FY 2006 Actual	FY 2007 Actual	FY 2008 Estimated	FY 2009 Projected
<b>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.</b>				
• Court cases entered into database within required standards	100%	100%	100%	100%
• Number of Indexed Court Cases	5,468	6,551	7,283	7,647
<b>Objective: Process and deliver 100% of applicable criminal fund payments to the Virginia Supreme Court within 30 days as required by the Virginia Supreme Court annually.</b>				
• Court payments processed within 30 days	100%	100%	100%	100%
• Number of Criminal Fund Payments	775	649	800	800
<b>Objective: Provide public access to all deed recordings. Process and scan all recordings into land records system within 30 days.</b>				
• Number of Deed Recordings	854,707	628,204	650,000	700,000
• Records available within 30 days	100%	100%	100%	100%
<b>Objective: Ensure that 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 summons to provide adequate numbers of jurors.</b>				
• Number of Jury Summons issued	36,500	36,500	36,500	40,000
• Successful jury pools provided to complete jury trials	100%	100%	100%	100%
<b>Objective: Probate all wills and estates as required by the Code of Virginia annually. Enhance website and public information kiosk to improve the efficiency of the probate division.</b>				
• Number of Wills Probate	792	1,292	825	950
• Wills probated within the guidelines of the Code of Virginia	100%	100%	100%	100%
<b>Objective: Annually issue Concealed Weapon Permits within 45 days per the Code of Virginia. Process and issue 100% of Concealed Weapon Permits applications within 45 days.</b>				
• Number of Concealed Handgun Permits issued	513	790	808	1,144
• Permits issued within Code of Virginia guidelines	100%	100%	100%	100%



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## Commonwealth's Attorney

### Mission Statement

Investigate and prosecute felony, misdemeanor, traffic and juvenile criminal cases. Cases are presented by the following law enforcement offices: The Virginia State Police, the Loudoun County Sheriff's Office, the Leesburg, Middleburg and Purcellville Police Departments, the Metropolitan Washington Airport Authority Police Department and the County's departments of Family Services and Animal Care and Control. In addition, the Commonwealth's Attorney handles criminal complaints filed by private citizens. There are also over 300 statutory duties and/or responsibilities of the Commonwealth's Attorney (e.g., asset forfeitures, conflict of interest opinions, advisory duties, advice to local boards, truancy actions, duties under the election law, etc.). The Victim Witness program provides an interface between the judicial system and crime victims and witnesses. The program helps ensure victim/witness cooperation in the prosecution process, increases witness safety and reduces the trauma that often results from being involved in a criminal case.

### 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 prosecutor is specifically assigned to focus efforts toward domestic violence cases and is 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 help facilitate this, two attorneys have been cross designated as Special Assistant United States Attorneys (SAUSAS) and are able to prosecute cases in the Federal Courts if necessary.

The Victim Witness program provides crisis intervention. Advising victims of their rights (as provided under the Code of Virginia) and notifying them of the services the program and State provides remains its primary focus. These services include the following: explanation of the court process, courtroom tours, liaison within the criminal justice system, courtroom accompaniment, witness preparation, filing of claims through the criminal injuries compensation fund, referral to supportive services, preparation of victim impact statements, restitution assistance, and safety planning. The program takes an active role in educating the public on issues related to domestic and sexual violence. This position also serves as a liaison to the County's Domestic Abuse Response Team and the Child Protective Committee.

### Budget Overview

#### **FY 2009 Issues**

- Residential and commercial development has made the County an attractive target for criminal activity and gang-related crimes in the recent past. As such, it is difficult to predict the criminal caseload.
- 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.
- The Commonwealth's Attorney is involved in a joint venture with other County agencies to prevent domestic violence. A Federal grant was secured in FY 05 to begin a County wide domestic violence program. This is an interdepartmental program with the following partners: the Office of the Sheriff, LAWS, Community Corrections and the Juvenile Court Service Unit.

#### **FY 2009 Major Goals**

- A renewed focus will highlight the civil filing of forfeiture suits which seize criminal assets to be converted for the promotion of law enforcement efforts.
- 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.
- Reduce domestic violence in Loudoun County by facilitating a comprehensive domestic violence program.

#### **FY 2008 Major Achievements**

- The office was able to more than double the number of asset forfeiture suits filed from the previous year resulting in over \$80,000 and multiple vehicles seized from criminal defendants.
- The office regularly receives applications from law students interested in internships. This has dramatically increased the number of volunteer hours in the office and has negated the need for full time legal assistants or paralegals.
- The office continued its law enforcement training program to keep officers updated on current legal issues, evidence collection and updates to the Code of Virginia.



**Loudoun County Government  
FY 2009 Adopted Fiscal Plan**

## Commonwealth's Attorney

<b>Departmental Financial Summary</b>	<b>FY 2005 Actual</b>	<b>FY 2006 Actual</b>	<b>FY 2007 Actual</b>	<b>FY 2008 Adopted</b>	<b>FY 2009 Adopted</b>
<b>Expenditures</b>					
Personnel	\$2,174,116	\$2,380,260	\$2,679,571	\$2,916,000	\$2,976,000
Operations & Maintenance	122,262	147,371	159,934	158,000	159,000
Capital Outlay & Capital Acquisitions	9,300	9,300	9,300	0	0
<b>Total Expenditures</b>	<b>\$2,305,678</b>	<b>\$2,536,931</b>	<b>\$2,848,805</b>	<b>\$3,074,000</b>	<b>\$3,135,000</b>
<b>Revenues</b>					
Charges For Services	\$3,442	\$3,864	\$3,792	\$0	\$0
Recovered Costs	182	0	0	0	0
State Shared Expenses	603,155	628,465	703,685	553,000	714,000
State Categorical Aid	0	37,653	52,347	0	0
Federal Categorical Aid	26,470	32,697	10,224	29,000	23,000
<b>Total Revenues</b>	<b>\$633,249</b>	<b>\$702,679</b>	<b>\$770,048</b>	<b>\$582,000</b>	<b>\$737,000</b>
<b>Local Tax Funding</b>	<b>\$1,672,429</b>	<b>\$1,834,252</b>	<b>\$2,078,757</b>	<b>\$2,492,000</b>	<b>\$2,398,000</b>
<b>FTE Summary</b>	<b>31.00</b>	<b>32.00</b>	<b>33.00</b>	<b>34.00</b>	<b>34.00</b>

### FY 2009 Board Action

The FY 09 Adopted Fiscal Plan for the Commonwealth's Attorney includes an enhancement totaling \$6,000 to replace expiring grant revenue with local tax funding. The FY 09 Fiscal Plan also includes funding for compensation increases and increased benefits costs effective September 2008.

### Budget History

FY 06 Mid-Year: The Board added 1.00 FTE for a Domestic Violence prosecutor position partially funded by the State Compensation Board.

FY 07 Mid-Year: The Board added 1.00 FTE for an attorney position partially funded by the State Compensation Board.



Loudoun County Government  
FY 2009 Adopted Fiscal Plan

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**Commonwealth's Attorney**

<b>Expenditures by Program</b>	<b>FY 2005 Actual</b>	<b>FY 2006 Actual</b>	<b>FY 2007 Actual</b>	<b>FY 2008 Adopted</b>	<b>FY 2009 Adopted</b>
Prosecutions	\$2,305,678	\$2,536,931	\$2,848,805	\$3,074,000	\$3,135,000
<b>Total Expenditures</b>	<b>\$2,305,678</b>	<b>\$2,536,931</b>	<b>\$2,848,805</b>	<b>\$3,074,000</b>	<b>\$3,135,000</b>
<b>Revenues by Program</b>	<b>FY 2005 Actual</b>	<b>FY 2006 Actual</b>	<b>FY 2007 Actual</b>	<b>FY 2008 Adopted</b>	<b>FY 2009 Adopted</b>
Prosecutions	\$633,249	\$702,679	\$770,048	\$582,000	\$737,000
<b>Total Revenues</b>	<b>\$633,249</b>	<b>\$702,679</b>	<b>\$770,048</b>	<b>\$582,000</b>	<b>\$737,000</b>
<b>Local Tax Funding by Program</b>	<b>FY 2005 Actual</b>	<b>FY 2006 Actual</b>	<b>FY 2007 Actual</b>	<b>FY 2008 Adopted</b>	<b>FY 2009 Adopted</b>
Prosecutions	\$1,672,429	\$1,834,252	\$2,078,757	\$2,492,000	\$2,398,000
<b>Total Local Tax Funding</b>	<b>\$1,672,429</b>	<b>\$1,834,252</b>	<b>\$2,078,757</b>	<b>\$2,492,000</b>	<b>\$2,398,000</b>
<b>Staffing Summary by Program</b>	<b>FY 2005 Actual</b>	<b>FY 2006 Actual</b>	<b>FY 2007 Actual</b>	<b>FY 2008 Adopted</b>	<b>FY 2009 Adopted</b>
Prosecutions	31.00	32.00	33.00	34.00	34.00
<b>Total FTE</b>	<b>31.00</b>	<b>32.00</b>	<b>33.00</b>	<b>34.00</b>	<b>34.00</b>



Loudoun County Government  
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## Commonwealth's Attorney

Performance Measures	FY 2006 Actual	FY 2007 Actual	FY 2008 Estimated	FY 2009 Projected
<b>Objective: To prosecute criminal cases, review criminal investigations, and render legal opinions and advice, all within the guidelines of the State Supreme Court.</b>				
• Forfeiture action initiated	22	54	25	50
• Law Enforcement Officer training sessions and presentations	12	12	30	30
• Number of Circuit Court Cases	2,310	2,450	2,500	2,500
• Number of General District Court Cases	85,050	63,226	85,100	90,000
• Number of Jury Trials	30	42	40	45
• Number of Juvenile & Domestic Relations Court Cases	35,700	41,900	37,000	40,000
• Probation violation hearings	285	345	300	350
<b>Objective: Provide support, guidance and information regarding the criminal justice system to victims and witnesses of crimes.</b>				
• Local brochures distributed	4,700	4,750	5,200	5,200
• Number of Criminal Injuries Compensation Fund claims	42	45	50	75
• Number of referrals to LAWS and other agencies	1,155	1,255	1,500	1,500
• Number of victims' impact statements issued	150	155	158	190
• Number of victims provided services	3,000	3,200	3,545	3,700
• Percent of Victims/Witnesses provided with services	92%	90%	95%	95%
• Reporting of violent crimes against women	709	890	750	775



## 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 2009 Issues**

- The growth in the number of defendants and offenders placed in the pretrial, local probation and drug court programs follows County population growth trends and increases staff workload. For example, the number of pretrial investigations has doubled since 2003.
- The ability to provide services for the growing number of Spanish speaking defendants and offenders remains an issue. A special grant from the State Department of Criminal Justice Services was secured in FY 05 for a Spanish speaking probation officer. However, as this population continues to increase, the workload will soon exceed staff capacity.
- Community Corrections is involved in a joint venture with other County agencies to prevent domestic violence. A Federal grant was secured in FY 05 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 the Juvenile Court Service Unit.

#### **FY 2009 Major Goals**

##### Local Probation:

- Serve the Loudoun judiciary by enforcing all general and special conditions of probation.
- Provide consequences for offenders through community service work.
- Collect costs and fines from convicted offenders.
- Compensate victims by collecting restitution from offenders.
- Save jail space in the local detention center.
- Reduce domestic violence in Loudoun County by facilitating a comprehensive domestic violence program.
- Serve the Spanish-speaking population by providing probation and pretrial services.

##### Pretrial Services:

- Serve the Loudoun judiciary by enforcing all general and special conditions of bond.
- Provide verified information and sound bond recommendations to the Courts of Loudoun County on all incarcerated pretrial defendants.
- Save jail space in the local detention center.

#### **FY 2008 Major Achievements**

- The pretrial evaluators handled an average daily caseload of 128 defendants and 491 incarcerated pretrial defendants that were investigated and bond reports submitted to the court -75% of the defendants completed the program successfully.
- The local probation officers' average daily caseload consisted of 700 offenders, of which 75% successfully completed their probation. Offenders completed 9,435 hours of community service, and paid \$45,080 in restitution and \$59,135 in fines and county costs.



Loudoun County Government  
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## Community Corrections

Departmental Financial Summary	FY 2005 Actual	FY 2006 Actual	FY 2007 Actual	FY 2008 Adopted	FY 2009 Adopted
<b>Expenditures</b>					
Personnel	\$878,233	\$973,994	\$1,074,358	\$1,342,000	\$1,513,000
Operations & Maintenance	93,091	155,289	151,187	181,000	184,000
<b>Total Expenditures</b>	<b>\$971,324</b>	<b>\$1,129,283</b>	<b>\$1,225,545</b>	<b>\$1,523,000</b>	<b>\$1,697,000</b>
<b>Revenues</b>					
Other Local Taxes	\$0	\$605	\$0	\$0	\$0
Charges For Services	11,240	23,412	24,895	54,000	54,000
Recovered Costs	8,790	6,580	4,355	19,000	19,000
State Categorical Aid	448,150	481,718	507,834	419,000	418,000
Federal Categorical Aid	92,371	140,412	107,604	85,000	74,000
<b>Total Revenues</b>	<b>\$560,551</b>	<b>\$652,727</b>	<b>\$644,688</b>	<b>\$576,000</b>	<b>\$565,000</b>
<b>Local Tax Funding</b>	<b>\$410,773</b>	<b>\$476,556</b>	<b>\$580,857</b>	<b>\$946,000</b>	<b>\$1,132,000</b>
<b>FTE Summary</b>	<b>15.06</b>	<b>16.33</b>	<b>17.33</b>	<b>18.86</b>	<b>19.86</b>

### FY 2009 Board Action

The FY 09 Adopted Fiscal Plan for Community Corrections includes funding for compensation increases and increased benefits costs effective September 2008, as well as \$12,000 for the replacement of expiring grant funding. 1.00 FTE was added mid-FY 08 for a State-funded probation officer.

### Budget History

FY 06: The Board added 1.27 FTE for implementation of the Drug Court Coordinator and 10 additional hours for Pretrial Evaluator.

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: The Board added 2.53 FTE for two probation officers and one part-time pretrial evaluator.

FY 08 Mid-year: The Board added 1.00 FTE for a State-funded probation officer.



Loudoun County Government  
FY 2009 Adopted Fiscal Plan

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## Community Corrections

<b>Expenditures by Program</b>	<b>FY 2005 Actual</b>	<b>FY 2006 Actual</b>	<b>FY 2007 Actual</b>	<b>FY 2008 Adopted</b>	<b>FY 2009 Adopted</b>
Community Corrections	\$971,324	\$1,129,283	\$1,225,545	\$1,523,000	\$1,697,000
<b>Total Expenditures</b>	<b>\$971,324</b>	<b>\$1,129,283</b>	<b>\$1,225,545</b>	<b>\$1,523,000</b>	<b>\$1,697,000</b>
<b>Revenues by Program</b>	<b>FY 2005 Actual</b>	<b>FY 2006 Actual</b>	<b>FY 2007 Actual</b>	<b>FY 2008 Adopted</b>	<b>FY 2009 Adopted</b>
Community Corrections	\$560,551	\$652,727	\$644,688	\$576,000	\$565,000
<b>Total Revenues</b>	<b>\$560,551</b>	<b>\$652,727</b>	<b>\$644,688</b>	<b>\$576,000</b>	<b>\$565,000</b>
<b>Local Tax Funding by Program</b>	<b>FY 2005 Actual</b>	<b>FY 2006 Actual</b>	<b>FY 2007 Actual</b>	<b>FY 2008 Adopted</b>	<b>FY 2009 Adopted</b>
Community Corrections	\$410,773	\$476,556	\$580,857	\$946,000	\$1,132,000
<b>Total Local Tax Funding</b>	<b>\$410,773</b>	<b>\$476,556</b>	<b>\$580,857</b>	<b>\$946,000</b>	<b>\$1,132,000</b>
<b>Staffing Summary by Program</b>	<b>FY 2005 Actual</b>	<b>FY 2006 Actual</b>	<b>FY 2007 Actual</b>	<b>FY 2008 Adopted</b>	<b>FY 2009 Adopted</b>
Community Corrections	15.06	16.33	17.33	18.86	19.86
<b>Total FTE</b>	<b>15.06</b>	<b>16.33</b>	<b>17.33</b>	<b>18.86</b>	<b>19.86</b>



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## Community Corrections

Performance Measures	FY 2006 Actual	FY 2007 Actual	FY 2008 Estimated	FY 2009 Projected
<b>Objective: Provide an array of alternatives to detention to reduce space issues in the Adult Detention Center.</b>				
• Local Probation: Number of jail beds saved daily	65	76	80	90
• Local Probation: Value of jail beds saved daily	\$8,450	\$9,880	\$10,400	\$11,700
• Pretrial: Number of jail beds saved daily	64	62	65	65
• Pretrial: Value of jail beds saved daily	\$8,320	\$8,060	\$8,450	\$8,450
<b>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.</b>				
• Number of pretrial defendants interviewed, evaluated and investigated	1,097	1,196	1,200	1,300
<b>Objective: Provide an alternative to detention through community service work.</b>				
• Number of Community Service hours worked	26,000	22,952	28,000	30,000
• Value of Community Service hours worked	\$145,992	\$137,712	\$144,000	\$100,000
<b>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.</b>				
• Local Probation: Average department case load daily	650	760	710	900
• Local Probation: New cases opened	1,760	1,825	1,900	2,250
• Local Probation: Percentage of offenders completing probation	82%	80%	85%	85%
• Pretrial: Percentage of defendants successfully completing supervision	82%	80%	85%	85%
• Pretrial: Average daily caseload	1,117	124	130	135
• Pretrial: New cases opened	520	454	475	475
<b>Objective: Compensate victims of crimes by collecting Court costs and restitution from offenders.</b>				
• Value of fines and costs collected from offenders	\$206,864	\$179,810	\$220,000	\$230,000
• Value of restitution collected from offenders	\$111,006	\$90,944	\$100,000	\$120,000



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## Courts

**Courts**

**Circuit Court**

**Juvenile & Domestic Relations Court**

**General District Court**

**Magistrates**



## **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 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 2009 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 2009 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 2008 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.
- Implemented and oversaw the interagency drug court program.



Loudoun County Government  
FY 2009 Adopted Fiscal Plan

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**Courts**

<b>Departmental Financial Summary</b>	<b>FY 2005 Actual</b>	<b>FY 2006 Actual</b>	<b>FY 2007 Actual</b>	<b>FY 2008 Adopted</b>	<b>FY 2009 Adopted</b>
<b>Expenditures</b>					
Personnel	\$533,795	\$563,488	\$651,559	\$750,000	\$791,000
Operations & Maintenance	239,029	262,237	289,357	324,000	345,000
Capital Outlay & Capital Acquisitions	0	2,905	0	17,000	16,000
<b>Total Expenditures</b>	<b>\$772,824</b>	<b>\$828,630</b>	<b>\$940,916</b>	<b>\$1,091,000</b>	<b>\$1,152,000</b>
<b>Revenues</b>					
Recovered Costs	\$24,439	\$21,296	\$16,339	\$0	\$0
State Categorical Aid	0	0	4,639	0	0
Federal Categorical Aid	0	0	14,397	0	0
<b>Total Revenues</b>	<b>\$24,439</b>	<b>\$21,296</b>	<b>\$35,375</b>	<b>\$0</b>	<b>\$0</b>
<b>Local Tax Funding</b>	<b>\$748,385</b>	<b>\$807,334</b>	<b>\$905,541</b>	<b>\$1,091,000</b>	<b>\$1,152,000</b>
<b>FTE Summary</b>	<b>6.00</b>	<b>6.00</b>	<b>6.00</b>	<b>7.00</b>	<b>7.00</b>

**FY 2009 Board Action**

The FY 09 Adopted Fiscal Plan for the Courts includes funding for compensation increases and increased benefits costs effective September 2008, as well as increased operational expenditures associated with the Drug Court Program.

**Budget History**

FY 07 Mid-Year: A 1.00 FTE Drug Court Coordinator position was transferred from Community Corrections to the Circuit Court.

Additional information on this department's Capital Improvement Program projects can be found in Volume 2 on pages 7 - 57, 7 - 58 and 7 - 59. Information on scheduled projects for the Capital Asset Preservation Program can be found in tables beginning on page 9 - 2 in Volume 2.



Loudoun County Government  
FY 2009 Adopted Fiscal Plan

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**Courts**

<b>Expenditures by Program</b>	<b>FY 2005 Actual</b>	<b>FY 2006 Actual</b>	<b>FY 2007 Actual</b>	<b>FY 2008 Adopted</b>	<b>FY 2009 Adopted</b>
Circuit Court	\$496,790	\$531,164	\$638,656	\$694,000	\$746,000
Juvenile & Domestic Relations Court	45,232	48,990	51,536	66,000	69,000
General District Court	99,384	106,845	103,740	149,000	149,000
Magistrates	131,418	141,631	146,984	181,000	188,000
<b>Total Expenditures</b>	<b>\$772,824</b>	<b>\$828,630</b>	<b>\$940,916</b>	<b>\$1,091,000</b>	<b>\$1,152,000</b>
<b>Revenues by Program</b>	<b>FY 2005 Actual</b>	<b>FY 2006 Actual</b>	<b>FY 2007 Actual</b>	<b>FY 2008 Adopted</b>	<b>FY 2009 Adopted</b>
Circuit Court	\$0	\$0	\$19,036	\$0	\$0
General District Court	24,439	21,296	16,339	0	0
<b>Total Revenues</b>	<b>\$24,439</b>	<b>\$21,296</b>	<b>\$35,375</b>	<b>\$0</b>	<b>\$0</b>
<b>Local Tax Funding by Program</b>	<b>FY 2005 Actual</b>	<b>FY 2006 Actual</b>	<b>FY 2007 Actual</b>	<b>FY 2008 Adopted</b>	<b>FY 2009 Adopted</b>
Circuit Court	\$496,790	\$531,164	\$619,620	\$694,000	\$746,000
Juvenile & Domestic Relations Court	45,232	48,990	51,536	66,000	69,000
General District Court	74,945	85,549	87,401	149,000	149,000
Magistrates	131,418	141,631	146,984	181,000	188,000
<b>Total Local Tax Funding</b>	<b>\$748,385</b>	<b>\$807,334</b>	<b>\$905,541</b>	<b>\$1,091,000</b>	<b>\$1,152,000</b>
<b>Staffing Summary by Program</b>	<b>FY 2005 Actual</b>	<b>FY 2006 Actual</b>	<b>FY 2007 Actual</b>	<b>FY 2008 Adopted</b>	<b>FY 2009 Adopted</b>
Circuit Court	6.00	6.00	6.00	7.00	7.00
<b>Total FTE</b>	<b>6.00</b>	<b>6.00</b>	<b>6.00</b>	<b>7.00</b>	<b>7.00</b>



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## 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 had 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 judgments 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 six 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 provided 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 2009 Issues

- Court cases continue to increase in complexity.
- Civil and criminal caseloads continue to increase at a rate greater than population growth.

#### FY 2009 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 for the program.

Program Financial Summary	FY 2005 Actual	FY 2006 Actual	FY 2007 Actual	FY 2008 Adopted	FY 2009 Adopted
<b>Expenditures</b>					
Personnel	\$414,779	\$437,052	\$522,824	\$595,000	\$633,000
Operations & Maintenance	82,011	94,112	115,832	99,000	113,000
<b>Total Expenditures</b>	<b>\$496,790</b>	<b>\$531,164</b>	<b>\$638,656</b>	<b>\$694,000</b>	<b>\$746,000</b>
<b>Revenues</b>					
State Categorical Aid	\$0	\$0	\$4,639	\$0	\$0
Federal Categorical Aid	0	0	14,397	0	0
<b>Total Revenues</b>	<b>\$0</b>	<b>\$0</b>	<b>\$19,036</b>	<b>\$0</b>	<b>\$0</b>
<b>Total Local Tax Funding</b>	<b>\$496,790</b>	<b>\$531,164</b>	<b>\$619,620</b>	<b>\$694,000</b>	<b>\$746,000</b>
<b>FTE Summary</b>	<b>6.00</b>	<b>6.00</b>	<b>6.00</b>	<b>7.00</b>	<b>7.00</b>



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**Courts**  
**Circuit Court**

Performance Measures <sup>1</sup>	FY 2006 Actual	FY 2007 Actual	FY 2008 Estimated	FY 2009 Projected
<b>Objective: Provide a cost effective and accountable system of judicial supervision and treatment to reduce the impact of drug driven crime on the community.</b>				
• Average number of participants in the Drug Court program	9	11	16	20
• Complete screening and assessment process within two weeks of referral	88%	88%	100%	100%
• Maintain graduate recidivism rate below 30%, 12 months post-graduation	n/a	n/a	n/a	20%
• Participants who maintain abstinence from drugs/alcohol for six months or longer	58%	78%	70%	70%
<b>Objective: Maintain judicious, prompt, and efficient handling of cases by concluding all civil and criminal cases in a judicious, prompt, and efficient manner.</b>				
• Number of commenced civil cases	2,712	3,226	3,549	3,904
• Number of commenced criminal cases	1,775	2,036	2,240	2,464

<sup>1</sup> Performance measures are on a calendar year basis.



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## 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 2009 Issues**

- The Juvenile & Domestic Relations Court continues to experience increased service demand for both juvenile and specifically domestic violence cases. In FY 08, 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 2009 Goals**

- Part-time staff support provided by the State for the Court's second full-time judge is insufficient.
- The Court has an increased need for Spanish and other language interpreters and forms.

<b>Program Financial Summary</b>	<b>FY 2005 Actual</b>	<b>FY 2006 Actual</b>	<b>FY 2007 Actual</b>	<b>FY 2008 Adopted</b>	<b>FY 2009 Adopted</b>
<b>Expenditures</b>					
Operations & Maintenance	\$45,232	\$48,990	\$51,536	\$60,000	\$63,000
Capital Outlay & Capital Acquisitions	0	0	0	6,000	6,000
<b>Total Expenditures</b>	<b>\$45,232</b>	<b>\$48,990</b>	<b>\$51,536</b>	<b>\$66,000</b>	<b>\$69,000</b>
 <b>Total Local Tax Funding</b>	 <b>\$45,232</b>	 <b>\$48,990</b>	 <b>\$51,536</b>	 <b>\$66,000</b>	 <b>\$69,000</b>



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**Courts**  
**Juvenile & Domestic Relations Court**

<b>Performance Measures<sup>1</sup></b>	<b>FY 2006 Actual</b>	<b>FY 2007 Actual</b>	<b>FY 2008 Estimated</b>	<b>FY 2009 Projected</b>
<b>Objective: Provide equitable access for juveniles and families in the judicial system for Loudoun County residents.</b>				
• Number of Juvenile & Domestic Relations hearings	21,401	21,927	23,023	24,174
• Number of new Domestic Relations cases	3,531	3,579	3,852	3,893
• Number of new Juvenile cases	4,492	4,509	4,900	4,952
• Number of spouse abuse cases	780	927	973	1,022

<sup>1</sup> Performance measures are on a calendar year basis.



## 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 as 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 2009 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 massive paperwork.
- Demographics of immigration are shifting the County towards more non-native English speakers.

##### **FY 2009 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.

<b>Program Financial Summary</b>	<b>FY 2005 Actual</b>	<b>FY 2006 Actual</b>	<b>FY 2007 Actual</b>	<b>FY 2008 Adopted</b>	<b>FY 2009 Adopted</b>
<b>Expenditures</b>					
Operations & Maintenance	\$99,384	\$103,940	\$103,740	\$138,000	\$139,000
Capital Outlay & Capital Acquisitions	0	2,905	0	11,000	10,000
<b>Total Expenditures</b>	<b>\$99,384</b>	<b>\$106,845</b>	<b>\$103,740</b>	<b>\$149,000</b>	<b>\$149,000</b>
<b>Revenues</b>					
Recovered Costs	\$24,439	\$21,296	\$16,339	\$0	\$0
<b>Total Revenues</b>	<b>\$24,439</b>	<b>\$21,296</b>	<b>\$16,339</b>	<b>\$0</b>	<b>\$0</b>
<b>Total Local Tax Funding</b>	<b>\$74,945</b>	<b>\$85,549</b>	<b>\$87,401</b>	<b>\$149,000</b>	<b>\$149,000</b>



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**Courts**  
**General District Court**

Performance Measures <sup>1</sup>	FY 2006 Actual	FY 2007 Actual	FY 2008 Estimated	FY 2009 Projected
<b>Objective: Ensure court cases are resolved promptly and efficiently by processing all court cases filed by attorneys, police agencies and the public.</b>				
• Number of civil cases concluded	14,558	15,014	15,500	15,965
• Number of criminal cases concluded	7,140	7,229	7,355	7,576
• Number of traffic cases concluded	54,109	55,997	57,109	58,822
<b>Objective: Provide information and assist the public with questions by phone and in person.</b>				
• Number of information packets distributed	97,962	104,876	106,500	109,500
• Number of questions answered by phone calls per deputy clerk	64,502	65,101	68,500	65,000
• Number of questions answered in person per deputy clerk	79,216	80,005	84,000	78,500

<sup>1</sup> Performance measures are on a calendar year basis.



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## 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 the Magistrates a 50% match in addition to their State salaries. The Magistrate's Office is under the supervision of the Chief Circuit Court Judge and the Supreme Court of Virginia.

### Budget Overview

#### **FY 2009 Issues**

- A 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 five full time magistrates and the Chief Magistrate, who also cover Fauquier and Rappahannock County.
- 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 stress to the Magistrates' office.

#### **FY 2009 Goals**

- The Magistrate's Office in Loudoun County needs to secure staffing from the Commonwealth of Virginia. 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.
- Implement video conferencing for the opening of new community-based Eastern Loudoun Sheriff Station.

<b>Program Financial Summary</b>	<b>FY 2005 Actual</b>	<b>FY 2006 Actual</b>	<b>FY 2007 Actual</b>	<b>FY 2008 Adopted</b>	<b>FY 2009 Adopted</b>
<b>Expenditures</b>					
Personnel	\$119,016	\$126,436	\$128,735	\$155,000	\$158,000
Operations & Maintenance	12,402	15,195	18,249	26,000	30,000
<b>Total Expenditures</b>	<b>\$131,418</b>	<b>\$141,631</b>	<b>\$146,984</b>	<b>\$181,000</b>	<b>\$188,000</b>
 <b>Total Local Tax Funding</b>	 <b>\$131,418</b>	 <b>\$141,631</b>	 <b>\$146,984</b>	 <b>\$181,000</b>	 <b>\$188,000</b>



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**Courts**  
**Magistrates**

<b>Performance Measures<sup>1</sup></b>	<b>FY 2006 Actual</b>	<b>FY 2007 Actual</b>	<b>FY 2008 Estimated</b>	<b>FY 2009 Projected</b>
<b>Goal: Provide judicial services and accomplish statutory responsibilities on a twenty-four hour per day, 365 days per year basis.</b>				
• Duty hours	10,595	9,994	10,595	10,595
• Processes administered per Magistrate	3,620	3,222	3,781	3,980
• Processes issued	18,100	16,109	18,905	19,900
• Processes issued per duty hours	2.05	1.92	2.15	2.26
• Transactions requested	21,738	19,168	22,800	24,000

<sup>1</sup> Performance measures are on a calendar year basis.



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## 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 provides administrative and operational support for the County's 17 volunteer fire companies and the Fire and Rescue Commission, and 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 2009 Issues**

- Demands on the County's combined fire and rescue system increase as the County develops. Services such as ladder companies, heavy rescue, advanced life support and basic life support, water tankers, new stations, additional training programs and new apparatus are being added to meet the demands.
- The 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 service deliverables.
- Planning for mitigation of natural and man-made disasters, to include prospective acts of terrorism, 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.

#### **FY 2009 Major Goals**

- Continue to implement the Board's adopted Fire, Rescue and Emergency Management Service Plan, which will guide future budget development and service goals for the combination system.
- Continue to implement the department's FY 2006 Strategic Plan, 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 grant-supported 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 program and convene two recruit academies 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.
- Begin implementation of the Department-System Records Management System and installation of mobile data computers in emergency vehicles.
- Open and begin to operate the Purcellville, Lansdowne and Moorefield Station CIP Projects and acquire emergency apparatus.
- Implement 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.
- Implement a fully automated fire prevention inspection program utilizing identified occupancies within the County's Land Management Information System.
- Oversee 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 will oversee and coordinate the purchase of equipment to enhance bomb squad response capabilities in the National Capital Region.



## Fire, Rescue and Emergency Management

### FY 2008 Major Achievements

- Awarded \$500,000 in U.S. Department of Homeland Security Urban Area Security initiative grant funds for the department's bomb squad equipment needs in Fall 2006.
- The department is compliant with all Federally mandated National Incident Management System training requirements by having all career personnel trained at the appropriate levels.
- In concert with the Department of Information Technology, staff assisted with system requirements for the development of a comprehensive telephone and voice recording proposal for an upgrade to the Emergency Communications Center E-911 systems. This upgrade adds new digital technology and functionality to the dispatchers and management staff while replacing the current analog system.
- Procured and placed into front-line service four 3,000 gallon tankers, one heavy squad, and one ambulance as part of the Board's adopted apparatus program.
- Occupied and provided the strategic work flow designs for the new Emergency Operations Center and the new South Riding Public Safety Center.
- Recruited 63 new volunteer members, transferring 61 of the members into basic fire and EMS courses.
- Took delivery of a 95' midship aerial platformed apparatus to be assigned for response in the South Riding Route 50 District.



**Loudoun County Government  
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## Fire, Rescue and Emergency Management

<b>Departmental Financial Summary</b>	<b>FY 2005 Actual</b>	<b>FY 2006 Actual</b>	<b>FY 2007 Actual</b>	<b>FY 2008 Adopted</b>	<b>FY 2009 Adopted</b>
<b>Expenditures</b>					
Personnel	\$18,811,383	\$23,114,739	\$29,310,416	\$35,453,000	\$36,949,000
Operations & Maintenance	9,401,496	13,401,306	12,204,078	11,912,000	11,913,000
Capital Outlay & Capital Acquisitions	1,036,793	939,576	616,413	533,000	460,000
Transfer To Central Service Fund	333,259	999,119	383,798	0	0
<b>Total Expenditures</b>	<b>\$29,582,931</b>	<b>\$38,454,740</b>	<b>\$42,514,705</b>	<b>\$47,899,000</b>	<b>\$49,322,000</b>
<b>Revenues</b>					
Other Local Taxes	\$0	\$0	\$0	\$4,484,000	\$5,533,000
Permits Privilege Fees & Reg Licenses	88,155	93,290	80,901	88,000	88,000
Fines & Forfeitures	4,420	5,140	3,815	7,000	7,000
Use Of Money & Property	0	4,044	0	0	0
Miscellaneous Revenue	63,523	731	6,913	0	0
Recovered Costs	2,927	974	358	0	0
State Categorical Aid	511,265	519,464	717,785	436,000	436,000
Federal Categorical Aid	404,116	3,792,397	1,167,643	20,000	20,000
Other Financing Sources	0	58	43,184	0	68,000
<b>Total Revenues</b>	<b>\$1,074,406</b>	<b>\$4,416,098</b>	<b>\$2,020,599</b>	<b>\$5,035,000</b>	<b>\$6,152,000</b>
<b>Public Safety Communications Fund<sup>1</sup></b>	<b>\$2,908,903</b>	<b>\$2,593,795</b>	<b>\$1,445,021</b>	<b>\$0</b>	<b>\$0</b>
<b>Local Tax Funding<sup>2</sup></b>	<b>\$25,599,622</b>	<b>\$31,444,847</b>	<b>\$39,049,085</b>	<b>\$42,864,000</b>	<b>\$43,170,000</b>
<b>FTE Summary</b>	<b>333.45</b>	<b>378.69</b>	<b>445.77</b>	<b>492.81</b>	<b>504.01</b>

### FY 2009 Board Action

The FY 09 Adopted Fiscal Plan for the Department of Fire, Rescue and Emergency Management includes enhancements totaling 11.20 FTE to operate the new Brambleton Fire and Rescue station, scheduled to open in the Fall 2009. The guidance includes \$544,000 for equipment and supplies. The Board funded additional personnel expenses by anticipating vacancy savings at other facilities.

The Board also rescinded the Fire/Emergency Medical Services Tax District. The tax district provided a dedicated funding system for County fire and rescue services and volunteer companies. The FY 09 Fiscal Plan also includes funding for compensation increases and increased benefit costs effective September 2008.

Additional information on this department's Capital Improvements Program projects can be found in Volume 2 on pages 7 – 60, 7 – 61, 7 – 62, 7 – 63, 7 – 64, 7 – 65, 7 – 66, 7 – 67, 7 – 68 and 7 – 69. Information on scheduled projects for the Capital Asset Preservation Fund can be found in tables beginning on page 9 - 2 in Volume 2.

<sup>1</sup> 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 Fund are now included in the General Fund.

<sup>2</sup> The Board established the Fire/Emergency Medical Services Tax District in FY 08 and rescinded for FY 2009.



## Fire, Rescue and Emergency Management

### Budget History

FY 06: The Board of Supervisors added 45.24 FTE for Arcola, Aldie, Ashburn, Neersville, Loudoun Rescue; and added 2.24 FTE for fire battalion chiefs.

FY 06 Mid-Year: The Board of Supervisors added 8.96 FTE for career staffing at the Lucketts Volunteer Fire Company.

FY 07: The Board added 58.12 FTE for one emergency medical dispatch QA/QI position, four call takers, one program manager, one captain, seven lieutenants, eight technicians, twenty-eight firefighter/EMTs, one volunteer recruitment and retention manager and one safety captain.

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.



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## Fire, Rescue and Emergency Management

<b>Expenditures by Program</b>	<b>FY 2005 Actual</b>	<b>FY 2006 Actual</b>	<b>FY 2007 Actual</b>	<b>FY 2008 Adopted</b>	<b>FY 2009 Adopted</b>
Planning & Facilities Services	\$261,270	\$224,901	\$241,767	\$577,000	\$435,000
Emergency Medical Services	1,216,850	1,150,433	1,202,024	567,000	498,000
Operations	15,207,188	21,986,461	24,566,748	29,145,000	30,435,000
Communications & Support Services	2,844,027	2,423,891	2,429,516	3,080,000	3,040,000
Volunteer Coordination	6,486,558	6,860,723	6,092,178	6,520,000	6,534,000
Fire-Rescue Training	1,409,629	2,189,153	2,777,104	3,387,000	3,271,000
Fire Marshal's Office	1,388,144	1,551,081	2,231,244	1,905,000	2,002,000
Office of Emergency Management	11,457	574,111	826,284	640,000	714,000
Program Services	757,808	1,493,986	2,147,840	2,078,000	2,393,000
<b>Total Expenditures</b>	<b>\$29,582,931</b>	<b>\$38,454,740</b>	<b>\$42,514,705</b>	<b>\$47,899,000</b>	<b>\$49,322,000</b>

<b>Revenues by Program</b>	<b>FY 2005 Actual</b>	<b>FY 2006 Actual</b>	<b>FY 2007 Actual</b>	<b>FY 2008 Adopted</b>	<b>FY 2009 Adopted</b>
Planning & Facilities Services	\$0	\$10,525	\$3,385	\$6,000	\$6,000
Emergency Medical Services	11,523	26,273	22,755	0	0
Operations	2,250	3,207,886	524,843	0	0
Communications & Support Services	3,301,831	2,757,588	1,445,021	4,484,000	5,533,000
Volunteer Coordination	505,588	484,034	701,943	436,000	436,000
Fire-Rescue Training	57,677	9,917	0	0	0
Fire Marshal's Office	93,252	87,905	219,093	89,000	89,000
Office of Emergency Management	11,188	425,765	548,580	20,000	88,000
Program Services	0	0	0	0	0
<b>Total Revenues</b>	<b>\$3,983,309</b>	<b>\$7,009,893</b>	<b>\$3,465,620</b>	<b>\$5,035,000</b>	<b>\$6,152,000</b>

<b>Local Tax Funding by Program</b>	<b>FY 2005 Actual</b>	<b>FY 2006 Actual</b>	<b>FY 2007 Actual</b>	<b>FY 2008 Adopted</b>	<b>FY 2009 Adopted</b>
Planning & Facilities Services	\$261,270	\$214,376	\$238,382	\$571,000	\$429,000
Emergency Medical Services	1,205,327	1,124,160	1,179,269	567,000	498,000
Operations	15,204,938	18,778,575	24,041,905	29,145,000	30,435,000
Communications & Support Services	(457,804)	(333,697)	984,495	(1,405,000)	(2,493,000)
Volunteer Coordination	5,980,970	6,376,689	5,390,235	6,084,000	6,098,000
Fire-Rescue Training	1,351,952	2,179,236	2,777,104	3,387,000	3,271,000
Fire Marshal's Office	1,294,892	1,463,176	2,012,151	1,816,000	1,913,000
Office of Emergency Management	269	148,346	277,704	620,000	626,000
Program Services	757,808	1,493,986	2,147,840	2,078,000	2,393,000
<b>Total Local Tax Funding</b>	<b>\$25,599,622</b>	<b>\$31,444,847</b>	<b>\$39,049,085</b>	<b>\$42,864,000</b>	<b>\$43,170,000</b>

<b>Staffing Summary by Program</b>	<b>FY 2005 Actual</b>	<b>FY 2006 Actual</b>	<b>FY 2007 Actual</b>	<b>FY 2008 Adopted</b>	<b>FY 2009 Adopted</b>
Planning & Facilities Services	2.07	2.07	2.07	2.07	2.07
Emergency Medical Services	2.07	2.07	2.07	2.07	2.07
Operations	248.08	292.54	341.55	387.52	398.72
Communications & Support Services	35.57	37.69	36.96	41.27	40.15
Volunteer Coordination	3.14	3.14	2.07	3.07	3.07
Fire-Rescue Training	13.35	12.23	17.88	17.76	16.46
Fire Marshal's Office	15.57	15.57	16.57	16.57	16.57
Office of Emergency Management	0.00	0.00	4.21	4.21	5.28
Program Services	13.60	13.38	22.39	18.27	19.62
<b>Total FTE</b>	<b>333.45</b>	<b>378.69</b>	<b>445.77</b>	<b>492.81</b>	<b>504.01</b>



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## 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.

### Budget Overview

#### **FY 2009 Issues**

- Facility work orders increases by more than 150% in the first three quarters of FY 08. This trend is anticipated to continue as the County implements the department's robust capital program.
- The facility worksite assessments reveal issues and conditions requiring a substantial fiscal investment and many years to complete.
- Gross square footage of department occupied county-owned and leased facilities along with volunteer company-owned worksites supported by the department will total 332,000 square feet by the end of FY 09. An estimated 69,000 square feet of new space will be constructed or remodeled in FY 09.
- Limited strategically optimum land availability and land use policy and zoning implications challenge the department's ability to secure possible locations for proposed and approved fire-rescue projects.

#### **FY 2009 Goals**

- Oversee in concert with the Office of Capital Construction, the design completion and construction of the Brambleton Fire-Rescue Station, the construction and outfitting of new Moorefield and Lansdowne stations, and the opening of the new Purcellville station. Provide programmatic support leading to successful land acquisition and design for three additional Fire-Rescue Stations reflected in the approved CIP, and guidance for design and renovation of the Sterling and Middleburg Fire-Rescue Stations.
- Work with the Department of General Services and contractors to oversee completion of a number of existing facility enhancements and upgrades, building systems replacement, furnishing and appliance replacements, and repair work in more than 20 county-owned, leased and volunteer-owned buildings serving as employee worksites, representing greater than 600 forecasted work orders.

<b>Program Financial Summary</b>	<b>FY 2005 Actual</b>	<b>FY 2006 Actual</b>	<b>FY 2007 Actual</b>	<b>FY 2008 Adopted</b>	<b>FY 2009 Adopted</b>
<b>Expenditures</b>					
Personnel	\$201,521	\$211,237	\$233,673	\$255,000	\$264,000
Operations & Maintenance	3,657	13,664	8,094	207,000	79,000
Capital Outlay & Capital Acquisitions	56,092	0	0	115,000	92,000
<b>Total Expenditures</b>	<b>\$261,270</b>	<b>\$224,901</b>	<b>\$241,767</b>	<b>\$577,000</b>	<b>\$435,000</b>
<b>Revenues</b>					
Permits Privilege Fees & Reg Licenses	\$0	\$10,525	\$3,385	\$6,000	\$6,000
<b>Total Revenues</b>	<b>\$0</b>	<b>\$10,525</b>	<b>\$3,385</b>	<b>\$6,000</b>	<b>\$6,000</b>
<b>Total Local Tax Funding</b>	<b>\$261,270</b>	<b>\$214,376</b>	<b>\$238,382</b>	<b>\$571,000</b>	<b>\$429,000</b>
<b>FTE Summary</b>	<b>2.07</b>	<b>2.07</b>	<b>2.07</b>	<b>2.07</b>	<b>2.07</b>



Loudoun County Government  
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**Fire, Rescue and Emergency Management  
Planning & Facilities Services**

Performance Measures	FY 2006 Actual	FY 2007 Actual	FY 2008 Estimated	FY 2009 Projected
<b>Objective: Provide department-level facility project management for new construction or leased facility build-out and outfitting.</b>				
• Number of current projects	26	29	30	18
• Percent of project milestones	n/a	n/a	75%	90%
<b>Objective: Maintain existing department facilities and occupied worksites to ensure a safe and productive work environment.</b>				
• Cumulative sf of facilities supported	n/a	n/a	284,000	332,000
• Number of currently active projects -- current facilities	n/a	n/a	95	85
• Number of facilities supported	n/a	n/a	29	32
• Number of facility repair requests	n/a	n/a	675	500
• Number of facility-related work orders	n/a	211	420	300
<b>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.</b>				
• Number of development applications processed	199	282	200	150
• Number of referral-related activities	n/a	n/a	160	200
• Percent of on-time development referral submissions	95%	81%	90%	90%



## Fire, Rescue and Emergency Management Emergency Medical Services

### Description

This program consists of Emergency Medical Services (EMS). The EMS division provides professional and technical oversight for Emergency Medical Services 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.

Additionally, 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 2009 Issues**

- Meeting the Board adopted Fire, Rescue and Emergency Management Plan goals for effective and efficient delivery of basic and advanced life support as citizen and business population grows.
- The Emergency Medical Services (EMS) battalion chief program is charged with quality assurance and quality improvement. Identifying qualified system personnel for evening hour expansion is critical to insure consistency in EMS delivery.
- Continual recruiting and training of personnel to the advanced life support (ALS) level so that minimum staffing levels on current and expanded medic ambulances can be met.

#### **FY 2009 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.
- Transition additional system personnel into medic positions enhancing ALS service delivery.

<b>Program Financial Summary</b>	<b>FY 2005 Actual</b>	<b>FY 2006 Actual</b>	<b>FY 2007 Actual</b>	<b>FY 2008 Adopted</b>	<b>FY 2009 Adopted</b>
<b>Expenditures</b>					
Personnel	\$951,574	\$882,220	\$890,278	\$227,000	\$235,000
Operations & Maintenance	147,731	188,550	308,682	332,000	254,000
Capital Outlay & Capital Acquisitions	117,545	79,663	3,064	9,000	9,000
<b>Total Expenditures</b>	<b>\$1,216,850</b>	<b>\$1,150,433</b>	<b>\$1,202,024</b>	<b>\$567,000</b>	<b>\$498,000</b>
<b>Revenues</b>					
Miscellaneous Revenue	\$11,523	\$731	\$6,913	\$0	\$0
State Categorical Aid	0	25,542	15,842	0	0
<b>Total Revenues</b>	<b>\$11,523</b>	<b>\$26,273</b>	<b>\$22,755</b>	<b>\$0</b>	<b>\$0</b>
<b>Total Local Tax Funding</b>	<b>\$1,205,327</b>	<b>\$1,124,160</b>	<b>\$1,179,269</b>	<b>\$567,000</b>	<b>\$498,000</b>
<b>FTE Summary</b>	<b>2.07</b>	<b>2.07</b>	<b>2.07</b>	<b>2.07</b>	<b>2.07</b>



Loudoun County Government  
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**Fire, Rescue and Emergency Management**  
**Emergency Medical Services**

Performance Measures	FY 2006 Actual	FY 2007 Actual	FY 2008 Estimated	FY 2009 Projected
<b>Objective: Provide delivery of Emergency Medical Services to the community.</b>				
• Emergency Medical Service hospital transports	9,713	11,067	11,170	11,624
• Emergency Medical Service incidents	15,479	16,204	16,426	17,094
• Emergency Medical Service incidents per 10,000 residents	589	598	588	597
<b>Objective: Ensure that EMS turnout and response times identified in the Board-Adopted Fire and Rescue Service Plan are met.</b>				
• Emergency Medical Service incidents -- Advanced Life Support	8,435	9,441	10,348	10,769
• Emergency Medical Service incidents -- Basic Life Support	7,044	6,763	6,078	6,325
• Percent 10 minute ALS response goal met in suburban areas	n/a	n/a	91%	96%
• Percent 10 minute BLS response goal met in suburban areas	n/a	n/a	87%	91%
• Percent 14 minute BLS response goal met in rural areas	n/a	n/a	90%	95%
• Percent 15 minute ALS response goal met in rural areas	n/a	n/a	88%	92%



**Loudoun County Government  
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## Fire, Rescue and Emergency Management Operations

### Description

The Operations program 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. Personnel in this program primarily are assigned to a seven day a week, twelve hours per day work schedule. The operations program also supports non-emergency activities that include child safety seat installations and inspections, public education programs, tactical planning, and fire safety inspections for commercial and multi family occupancies. This program also performs specialty response programs such as wildland firefighting, swiftwater rescue and hazardous materials response and mitigation.

### Budget Overview

#### **FY 2009 Issues**

- The operations program is challenged with the critical task, as outlined in the Board's Adopted Fire, Rescue and Emergency Management Service Plan, with insuring an adequate level of fire and rescue services to the County by following established response goals and by maintaining a constant number of personnel to provide consistent and reliable service on a daily basis to an ever-increasing population. As a result, the number of authorized career fire/rescue personnel has increased from 13 in FY 89 to 504.57 FTE in FY 09.

#### **FY 2009 Goals**

- Ensure delivery of the Board of Supervisors' Adopted Fire, Rescue and Emergency Management Service Plan response and staffing goals, and maintain daily staffing levels as approved by the Board to deliver fire and EMS services within the 517 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 Regions Hazardous Materials/Weapons of Mass Destruction program and protocols.
- Further develop a Wildland Rural/Interface Management Service Delivery program designed to create fire safety inspections and provide guidance to homeowners who live in the County's rural areas. This program also trains and equips firefighters to handle wildland and forest fires.
- Continue to develop the department's ability to respond safely to flooding and swift water emergencies through training personnel and strategically locating resources.
- Continue to provide adequately-trained apparatus technicians for operation of all new rural water supply tankers of 3,000 gallons or more.

<b>Program Financial Summary</b>	<b>FY 2005 Actual</b>	<b>FY 2006 Actual</b>	<b>FY 2007 Actual</b>	<b>FY 2008 Adopted</b>	<b>FY 2009 Adopted</b>
<b>Expenditures</b>					
Personnel	\$13,409,396	\$16,052,446	\$21,133,937	\$26,251,000	\$27,537,000
Operations & Maintenance	1,176,621	4,537,256	3,027,358	2,682,000	2,732,000
Capital Outlay & Capital Acquisitions	621,171	643,437	52,252	211,000	166,000
Transfer To Central Service Fund	0	753,322	353,201	0	0
<b>Total Expenditures</b>	<b>\$15,207,188</b>	<b>\$21,986,461</b>	<b>\$24,566,748</b>	<b>\$29,145,000</b>	<b>\$30,435,000</b>
<b>Revenues</b>					
Recovered Costs	\$2,250	\$974	\$0	\$0	\$0
Federal Categorical Aid	0	3,206,883	524,843	0	0
Other Financing Sources	0	29	0	0	0
<b>Total Revenues</b>	<b>\$2,250</b>	<b>\$3,207,886</b>	<b>\$524,843</b>	<b>\$0</b>	<b>\$0</b>
<b>Total Local Tax Funding</b>	<b>\$15,204,938</b>	<b>\$18,778,575</b>	<b>\$24,041,905</b>	<b>\$29,145,000</b>	<b>\$30,435,000</b>
<b>FTE Summary</b>	<b>248.08</b>	<b>292.54</b>	<b>341.55</b>	<b>387.52</b>	<b>398.72</b>



Loudoun County Government  
FY 2009 Adopted Fiscal Plan

## Fire, Rescue and Emergency Management Operations

Performance Measures	FY 2006 Actual	FY 2007 Actual	FY 2008 Estimated	FY 2009 Projected
<b>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.</b>				
• 4,000 gal. of water delivered in 12 minutes 80% of the time	n/a	n/a	75%	80%
<b>Objective: Achieve 100% building inspections and pre-fire plan assignments.</b>				
• Fire prevention inspections to complete	n/a	n/a	1,080	1,184
• Percent of assigned fire preventions completed	n/a	100%	100%	100%
• Percent of assigned pre-fire plans completed	n/a	100%	100%	100%
<b>Objective: Manage Battalion and Company activity.</b>				
• Battalion 1: Number of nonemergency activity hours	38,548	52,820	53,539	54,258
• Battalion 2: Number of nonemergency activity hours	92,353	107,650	112,412	117,172
• Battalion 3: Number of nonemergency activity hours	45,572	65,700	70,555	75,410
<b>Objective: Protect life and property of residents.</b>				
• Career Firefighters/EMTs per 1,000 residents	1.43	1.63	1.75	1.77
• Career Firefighters/EMTs per 50 square miles	38.7	42.5	43.8	48.3
• Total civilian deaths	0	0	0	0
• Total fire loss of real and personal property (millions)	\$10.1	\$7.8	\$8.2	\$9.0
<b>Objective: Provide fire-rescue industry training to incumbent operational personnel.</b>				
• Battalion 1: Number of incumbent training hours	7,091	7,652	9,154	10,656
• Battalion 2: Number of incumbent training hours	18,392	20,168	22,977	25,786
• Battalion 3: Number of incumbent training hours	9,902	10,427	12,060	12,716
<b>Objective: Ensure that fire turnout and response times identified in the Board adopted Fire and Rescue Service Plan and levels are met.</b>				
• Number of fire incidents	6,040	6,608	6,653	6,956
• Percent 10 minute Fire response goal met in suburban areas	n/a	n/a	82%	86%
• Percent 14 minute Fire response goal met in rural areas	n/a	n/a	83%	87%



## **Fire, Rescue and Emergency Management Communications & Support Services**

### **Description**

This program serves as the County's Public Safety Answering Point (PSAP) for fire, rescue and police incidents using the County's Enhanced 911 (E-911) system. All emergency and non-emergency fire and rescue calls are processed together and transferred to the appropriate agency. 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 department IT, communication, and vehicular infrastructure that includes over 500 mobile and portable radios that are individually reprogrammed on a yearly basis to maintain the National Capital Region's interoperability, assistance in the upcoming implementation of the system-wide Records Management System, telephone extension coordination, cellular telephone administration for all divisions, over 400 departmental pager units, and vehicle emergency response equipment installation and maintenance.

### **Budget Overview**

#### **FY 2009 Issues**

- A new E-911 system and voice-recording capabilities in FY 08 requires planning to accomplish the necessary personnel training.
- Provide the most current GIS and CAD information to all public safety first responders, while exploring interoperability with remote data systems from other jurisdictions.
- Installation of mobile data computers in vehicles will increase training requirements for personnel.
- Maintaining interoperability within the National Capital Region requires the regular reprogramming and update of mobile data radios.

#### **FY 2009 Goals**

- Manage personnel resources to lead or provide secondary support for implementation and maintenance of technology, communications, and vehicle related systems tasked on this program.
- Provide GIS related maps for all phases of management which will increase demands placed on staff to complete normal duties required of the section to include additional GIS data layers such as road class and speed limits for automated dispatch of responders to incidents.
- Provide more efficient dispatching through new technologies in the Emergency Communications Center (ECC).
- Utilize software applications to provide critical input to all phases of management to make decisions regarding station location and incident.
- Partially implement the department-system Records Management System.
- Complete the initial installations of mobile data computers into the identified service vehicles.



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**Fire, Rescue and Emergency Management  
Communications & Support Services**

<b>Program Financial Summary</b>	<b>FY 2005 Actual</b>	<b>FY 2006 Actual</b>	<b>FY 2007 Actual</b>	<b>FY 2008 Adopted</b>	<b>FY 2009 Adopted</b>
<b>Expenditures</b>					
Personnel	\$1,795,482	\$2,002,010	\$2,118,578	\$2,750,000	\$2,663,000
Operations & Maintenance	583,966	319,491	310,938	330,000	377,000
Capital Outlay & Capital Acquisitions	159,348	87,843	0	0	0
Transfer To Central Service Fund	305,231	14,547	0	0	0
<b>Total Expenditures</b>	<b>\$2,844,027</b>	<b>\$2,423,891</b>	<b>\$2,429,516</b>	<b>\$3,080,000</b>	<b>\$3,040,000</b>
<b>Revenues</b>					
Other Local Taxes	\$0	\$0	\$0	\$4,484,000	\$5,533,000
Use Of Money & Property	0	4,044	0	0	0
Federal Categorical Aid	392,928	159,749	0	0	0
<b>Total Revenues</b>	<b>\$392,928</b>	<b>\$163,793</b>	<b>\$0</b>	<b>\$4,484,000</b>	<b>\$5,533,000</b>
<b>Public Safety Communications Fund</b>	<b>\$2,908,903</b>	<b>\$2,593,795</b>	<b>\$1,445,021</b>	<b>\$0</b>	<b>\$0</b>
<b>Total Local Tax Funding</b>	<b>\$(457,804)</b>	<b>\$(333,697)</b>	<b>\$984,495</b>	<b>\$(1,405,000)</b>	<b>\$(2,493,000)</b>
<b>FTE Summary</b>	<b>35.57</b>	<b>37.69</b>	<b>36.96</b>	<b>41.27</b>	<b>40.15</b>



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## Fire, Rescue and Emergency Management Communications & Support Services

Performance Measures	FY 2006 Actual	FY 2007 Actual	FY 2008 Estimated	FY 2009 Projected
<b>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.</b>				
• Cost of processing an update or revision for CAD	n/a	n/a	\$9,179	\$10,468
• Number of hours spent on updates	n/a	n/a	270	270
• Number of updates or revisions to CAD	n/a	n/a	24	24
<b>Objective: Provide for the prompt and efficient processing of requests for emergency fire and rescue services through the E-911 system.</b>				
• Average EMS call processing time (minutes)	1.70 min	1.78 min	1.75 min	1.75 min
• Average Fire call processing time (minutes)	1.42 min	1.42 min	1.42 min	1.42 min
• Number of calls dispatched <= 60 seconds	5,861	4,441	4,500	4,500
• Number of calls dispatched > 60 seconds	14,827	17,289	17,300	17,300
• Percentage of calls dispatched in 60 Seconds or less	28%	20%	21%	21%
• Percentage of emergency landline calls	20.3%	19.9%	16.2%	17%
• Percentage of emergency wireless calls	25%	27.1%	26.5%	30%
• Percentage of non-emergency calls	54%	57%	58%	55%
• Total number of incidents created	23,835	24,941	26,047	27,153
• Total telephone calls answered by F/R dispatchers	216,477	196,510	231,561	238,000
<b>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.</b>				
• Percentage of apparatus and vehicles without MDCs	n/a	n/a	50%	3%
• System members trained to utilize mobile data terminals	n/a	n/a	600	300
• Total number of apparatus outfitted with MDCs	n/a	n/a	75	75
<b>Objective: Provide GIS information properly formatted in graphical form within 16 "working" hours of the request and the number of total outputs requested.</b>				
• Average time to produce specialized maps in hours	n/a	n/a	16 hrs	16 hrs
• Percentage maps produced within 16 hour goal	n/a	n/a	80%	80%
• Total number of specialized maps produced	265	234	273	225



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**Fire, Rescue and Emergency Management  
Communications & Support Services**

Performance Measures	FY 2006 Actual	FY 2007 Actual	FY 2008 Estimated	FY 2009 Projected
<b>Objective: To achieve and maintain a 95% or greater customer satisfaction rate for communication support services from the fire-rescue and emergency management community.</b>				
• Number of repair calls received	47	165	50	60
• Support services satisfaction rating	n/a	n/a	95%	95%



## 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 volunteer system to enhance volunteers' participation in the combination system.

### Budget Overview

#### **FY 2009 Issues**

- Promote volunteer recruitment while addressing the critical issue of volunteer retention.
- Facilitate and support interdependence among the volunteer and career staff to enhance combination system efficiency.
- Observe volunteer membership trends in stations throughout the County.
- Stimulate guidelines to enhance volunteer participation and growth within the system.
- Staff will match recruitment and retention efforts to ensure effective and efficient service delivery of the volunteer component of the combination system.

#### **FY 2009 Goals**

- Identify and pursue new financial and media resources for recruitment of fire and rescue volunteers.
- Identify and implement leadership and professional development opportunities to enhance volunteer participation and retention.
- Promote the standardization of operations within the combination system.
- Transition the volunteer personnel into the new Records Management System.
- Identify and enhance or implement volunteer benefits to recruit and retain members or as a part of the recognition program.

<b>Program Financial Summary</b>	<b>FY 2005 Actual</b>	<b>FY 2006 Actual</b>	<b>FY 2007 Actual</b>	<b>FY 2008 Adopted</b>	<b>FY 2009 Adopted</b>
<b>Expenditures</b>					
Personnel	\$34,787	\$0	\$185,654	\$877,000	\$890,000
Operations & Maintenance	6,451,771	6,828,501	5,902,398	5,642,000	5,644,000
Capital Outlay & Capital Acquisitions	0	32,222	4,126	0	0
<b>Total Expenditures</b>	<b>\$6,486,558</b>	<b>\$6,860,723</b>	<b>\$6,092,178</b>	<b>\$6,520,000</b>	<b>\$6,534,000</b>
<b>Revenues</b>					
State Categorical Aid	\$505,588	\$484,034	\$701,943	\$436,000	\$436,000
<b>Total Revenues</b>	<b>\$505,588</b>	<b>\$484,034</b>	<b>\$701,943</b>	<b>\$436,000</b>	<b>\$436,000</b>
<b>Total Local Tax Funding</b>	<b>\$5,980,970</b>	<b>\$6,376,689</b>	<b>\$5,390,235</b>	<b>\$6,084,000</b>	<b>\$6,098,000</b>
<b>FTE Summary</b>	<b>3.14</b>	<b>3.14</b>	<b>2.07</b>	<b>3.07</b>	<b>3.07</b>



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**Fire, Rescue and Emergency Management**  
**Volunteer Coordination**

Performance Measures	FY 2006 Actual	FY 2007 Actual	FY 2008 Estimated	FY 2009 Projected
<b>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.</b>				
• Volunteer Membership (includes Dual) <sup>1</sup>	n/a	1,426	1,476	1,502
• New volunteer members	200	293	150	325
• Terminated or deceased volunteer members	201	228	125	275
• Active volunteer members in retirement program (excludes dual)	n/a	n/a	1,431	1,479
• Net gain/loss of volunteers	3	65	50	50
• Active duty volunteer members (administrative and operational)	n/a	746	770	795
• Cost to train a volunteer from entry to active duty (EMS)	n/a	n/a	\$535	\$535
• Volunteers completing certification training	n/a	137	135	150
<b>Objective: Increase the recruitment of volunteer personnel in the fire and rescue system.</b>				
• Marketing at community recruitment events	n/a	24	25	35
• New volunteers entering certification training	n/a	n/a	150	165
• Prospective volunteer inquiries	115	273	300	320
• Volunteer program staff hours devoted to outside recruitment activities.	n/a	n/a	520	1,000
<b>Objective: Protect Life and Property of Residents</b>				
• Number of active duty volunteers per 1,000 residents	n/a	2.75	2.75	2.77
• Number of active duty volunteers per 50 square miles	n/a	72.15	74.45	76.88

<sup>1</sup>Dual – may be a member in more than one company.



## Fire, Rescue and Emergency Management Fire-Rescue Training

### Description

The Training division provides the highest quality and comprehensive education for the combined system, facilitating excellence in service to the citizens and visitors of Loudoun County, Virginia. The Training division serves system members by offering programs to meet the daytime, evening and weekend schedules of the Department of Fire, Rescue and Emergency Management and the Volunteer Fire-Rescue community. The programs offered include: Emergency Medicine, Fire, Hazardous Materials, Technical Rescue, Leadership and Management, and Recertification and Instructor Curriculums.

### Budget Overview

#### FY 2009 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 week day 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 2009 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.
- Develop a pro-active recruitment, retention and training plan for qualified advanced life support personnel.

<b>Program Financial Summary</b>	<b>FY 2005 Actual</b>	<b>FY 2006 Actual</b>	<b>FY 2007 Actual</b>	<b>FY 2008 Adopted</b>	<b>FY 2009 Adopted</b>
<b>Expenditures</b>					
Personnel	\$650,723	\$1,347,047	\$1,624,944	\$1,599,000	\$1,535,000
Operations & Maintenance	682,870	825,427	1,152,160	1,731,000	1,684,000
Capital Outlay & Capital Acquisitions	76,036	16,679	0	57,000	52,000
<b>Total Expenditures</b>	<b>\$1,409,629</b>	<b>\$2,189,153</b>	<b>\$2,777,104</b>	<b>\$3,387,000</b>	<b>\$3,271,000</b>
<b>Revenues</b>					
Miscellaneous Revenue	\$52,000	\$0	\$0	\$0	\$0
State Categorical Aid	5,677	9,888	0	0	0
Other Financing Sources	0	29	0	0	0
<b>Total Revenues</b>	<b>\$57,677</b>	<b>\$9,917</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>
<b>Total Local Tax Funding</b>	<b>\$1,351,952</b>	<b>\$2,179,236</b>	<b>\$2,777,104</b>	<b>\$3,387,000</b>	<b>\$3,271,000</b>
<b>FTE Summary</b>	<b>13.35</b>	<b>12.23</b>	<b>17.88</b>	<b>17.76</b>	<b>16.46</b>



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## Fire, Rescue and Emergency Management

### Fire-Rescue Training

Performance Measures	FY 2006 Actual	FY 2007 Actual	FY 2008 Estimated	FY 2009 Projected
<b>Objective: Provide a learning environment that promotes sound tactics in a comfortable, safe, and hostile free education and training atmosphere.</b>				
• Educational service quality rating	n/a	n/a	90%	90%
• Service quality of training programs (scale 1-5)	n/a	n/a	4	4
<b>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.</b>				
• Number of classes revised or added to the curriculum	n/a	n/a	25	25
• Number of comprehensive classes taught	84	142	85	156
• Number of students attending comprehensive training classes	3,561	3,534	3,600	3,672
• Number of students enrolled in Monroe Technology Center program	n/a	6	8	10
• Percentage of training classes presented on-site	n/a	n/a	90%	90%
<b>Objective: Teach National Incident Management System (NIMS) compliant command courses and provide options for non-classroom environments.</b>				
• Number of NIMS certified system members trained	223	227	472	607
<b>Objective: Provide system members comprehensive fire-rescue training program.</b>				
• Cost to train a volunteer from entry to active duty (EMS)	n/a	n/a	\$535	\$535
• Cost to train a volunteer from entry to active duty (Fire)	n/a	n/a	\$487	\$487
• Cost to train career members from entry to active duty	n/a	n/a	\$615	\$615
• Number of career members scheduled for training classes	n/a	n/a	2,950	2,950
• Number of volunteers scheduled for training classes	n/a	n/a	3,235	3,235
• Percentage of career members completing training classes	n/a	n/a	90%	90%
• Percentage of volunteers completing training classes	n/a	n/a	90%	90%



## **Fire, Rescue and Emergency Management**

### **Fire Marshal's Office**

#### **Description**

The Fire Marshal's Office seeks to provide a safe living and working environment for residents, workers and travelers within Loudoun County. A key aspect of this mission is the fire prevention and life safety inspections program which primarily serves public assembly buildings, schools, extremely hazardous substances (EHS) facilities and multifamily occupancies in Loudoun County and the seven (7) incorporated towns. The program also conducts fire safety plan reviews and responds to Freedom of Information (FOIA) requests from the development community. Pursuant to the sections of the Code of Virginia §27-31 through §27-37.1, the program is also responsible for the investigation of all fires, explosions, hazardous material incidents and environmental crimes. The office regulates commercial blasting and as a participating agency in the Loudoun County Bomb Squad, is responsible for mitigating emergency situations involving explosives and hazardous devices, as required under local, State, and Federal law.

The Public Education program provides awareness to residents on potential household hazards, common emergency situations and personal safety through community outreach. Ongoing coordination of program initiatives that include child safety seat inspections and installations create effective partnerships with the public school system, public safety agencies and other local civic organizations.

#### **Budget Overview**

##### **FY 2009 Issues**

- The automated scheduling system for fire safety inspections in public assembly buildings was initiated in November 2007. Over 600 public assembly buildings and educational use buildings are now on an automated re-inspection program. The automated program will be expanded to include institutional, business mercantile and factory industrial properties in FY 09.
- 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 62 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.
- The division is presently averaging one investigation per day for fires, explosions and hazardous materials incidents. Each of the five 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.
- Public Education continues to focus on fire prevention and related life safety public education. An emphasis on smoke alarms will highlight FY 09 activities while other programs on community-based safety education and child safety seat installations and inspections are maintained.

##### **FY 2009 Goals**

- The Board of Supervisors has mandated that fees for required permits represent the actual staff costs. The Department of Fire, Rescue and Emergency Management Services has been provided recommendations to increase the existing permit fee revenue structure as allowed by the Statewide Fire Prevention Code.
- Continue the utilization of LMIS to continue to create and expand the database of all properties subject to annual and more frequent fire safety inspections.
- Management of the 2007 National Capital Region Urban Area Security Initiative bomb squad grant (\$7.289 million) which will upgrade equipment for the region's bomb squad. The Fire Marshal's office is responsible for administering the specifications, procurement, distribution and fiscal management for the Federal grant for the National Capital Region's bombsquads.
- Develop a countywide smoke alarm awareness program to increase the number of smoke alarms in residential buildings.
- Continue public education outreach programs such as McGruff, head start, child safety seats and babysitter safety awareness.



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**Fire, Rescue and Emergency Management**  
**Fire Marshal's Office**

<b>Program Financial Summary</b>	<b>FY 2005 Actual</b>	<b>FY 2006 Actual</b>	<b>FY 2007 Actual</b>	<b>FY 2008 Adopted</b>	<b>FY 2009 Adopted</b>
<b>Expenditures</b>					
Personnel	\$1,128,380	\$1,317,074	\$1,447,367	\$1,537,000	\$1,589,000
Operations & Maintenance	225,136	234,007	653,697	367,000	413,000
Capital Outlay & Capital Acquisitions	6,600	0	130,180	0	0
Transfer To Central Service Fund	28,028	0	0	0	0
<b>Total Expenditures</b>	<b>\$1,388,144</b>	<b>\$1,551,081</b>	<b>\$2,231,244</b>	<b>\$1,905,000</b>	<b>\$2,002,000</b>
<b>Revenues</b>					
Permits Privilege Fees & Reg Licenses	\$88,155	\$82,765	\$77,570	\$82,000	\$82,000
Fines & Forfeitures	4,420	5,140	3,815	7,000	7,000
Recovered Costs	677	0	358	0	0
Federal Categorical Aid	0	0	137,350	0	0
<b>Total Revenues</b>	<b>\$93,252</b>	<b>\$87,905</b>	<b>\$219,093</b>	<b>\$89,000</b>	<b>\$89,000</b>
<b>Total Local Tax Funding</b>	<b>\$1,294,892</b>	<b>\$1,463,176</b>	<b>\$2,012,151</b>	<b>\$1,816,000</b>	<b>\$1,913,000</b>
<b>FTE Summary</b>	<b>15.57</b>	<b>15.57</b>	<b>16.57</b>	<b>16.57</b>	<b>16.57</b>



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**Fire, Rescue and Emergency Management**  
**Fire Marshal's Office**

Performance Measures	FY 2006 Actual	FY 2007 Actual	FY 2008 Estimated	FY 2009 Projected
<b>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.</b>				
• Emergency explosives canine responses	10	26	15	20
• Number of devices rendered safe	6	19	10	15
• Number of emergency bomb squad responses	21	41	45	45
• Number of required training hours	1,160	1,160	928	1,160
• Number of threat responses	5	15	12	15
<b>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.</b>				
• Number of cases per FTE	0	61	81	81
• Number of closed cases	154	196	156	256
• Number of criminal investigations closed	n/a	n/a	n/a	89
• Number of investigations	221	319	365	365
• Number of open/active cases	46	57	77	77
• Number of open/inactive cases	20	24	32	32
<b>Objective: Conduct annual fire safety inspections for all known schools, public assembly buildings, night clubs and extremely hazardous substance (EHS) facilities.</b>				
• Monthly night club inspections performed	19	19	228	300
• Number of Extremely Hazardous Substances (EHS) properties inspected annually	23	23	23	23
• Number of other fire safety inspections performed	n/a	1,810	1,900	1,950
• Number of public assemblies inspected	n/a	0	600	600
• Number of school properties inspected	68	68	74	77
• Properties inspected per FTE	n/a	388	400	400



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**Fire, Rescue and Emergency Management**  
**Fire Marshal's Office**

Performance Measures	FY 2006 Actual	FY 2007 Actual	FY 2008 Estimated	FY 2009 Projected
<b>Objective: Manage multi-jurisdictional grants and other grants in accordance with local, state and federal grant guidelines.</b>				
• Value of goods designated for Loudoun County	\$0	\$136,174	\$936,174	\$900,000
• Value of goods designated for other jurisdictions	\$0	\$342,100	\$6,642,100	\$6,300,000
• Value of grant funds under management	\$0	\$500,000	\$7,789,000	\$7,289,000
<b>Objective: Minimize preventable child and elderly injuries/deaths due to ill prepared babysitter, caregiver, parent or legal guardian.</b>				
• Child Safety Seats installed	2,384	2,269	2,360	2,400
• Cost of public education program delivery	9,497	9,927	10,605	10,854
• Hours dedicated to public education program coordination	1,722	1,722	1,722	1,722
• Hours dedicated to public education program delivery	228	228	228	228
• Number of direct public education program recipients	2,108	3,791	3,800	3,800
• Number of public education programs delivered	97	75	72	72
<b>Objective: Review all submitted development plans for compliance with fire safety regulations.</b>				
• Hours required	456	312	300	330
• Number of annual plans received and reviewed	380	260	250	275
<b>Objective: Minimize fire related deaths that could have been prevented with a properly functioning and installed smoke detector(s).</b>				
• Smoke Detector Program - Number of detectors installed	n/a	n/a	n/a	100



## **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 2009 Issues**

- Planning for mitigation of natural and man-made disasters, to include prospective acts of terrorism, 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 2009 Goals**

- Continued growth and the County's participation in the National Capital Region will require revision of emergency response plans, policies and procedures, and participation in 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.



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**Fire, Rescue and Emergency Management**  
**Office of Emergency Management**

<b>Program Financial Summary</b>	<b>FY 2005 Actual</b>	<b>FY 2006 Actual</b>	<b>FY 2007 Actual</b>	<b>FY 2008 Adopted</b>	<b>FY 2009 Adopted</b>
<b>Expenditures</b>					
Personnel	\$2,000	\$82,949	\$327,381	\$337,000	\$410,000
Operations & Maintenance	9,457	186,480	371,896	180,000	180,000
Capital Outlay & Capital Acquisitions	0	73,432	127,007	124,000	124,000
Transfer To Central Service Fund	0	231,250	0	0	0
<b>Total Expenditures</b>	<b>\$11,457</b>	<b>\$574,111</b>	<b>\$826,284</b>	<b>\$640,000</b>	<b>\$714,000</b>
<b>Revenues</b>					
Federal Categorical Aid	\$11,188	\$425,765	\$505,450	\$20,000	\$20,000
Other Financing Sources	0	0	43,130	0	68,000
<b>Total Revenues</b>	<b>\$11,188</b>	<b>\$425,765</b>	<b>\$548,580</b>	<b>\$20,000</b>	<b>\$88,000</b>
<b>Total Local Tax Funding</b>	<b>\$269</b>	<b>\$148,346</b>	<b>\$277,704</b>	<b>\$620,000</b>	<b>\$626,000</b>
<b>FTE Summary</b>	<b>0.00</b>	<b>0.00</b>	<b>4.21</b>	<b>4.21</b>	<b>5.28</b>



Loudoun County Government  
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**Fire, Rescue and Emergency Management**  
**Office of Emergency Management**

Performance Measures	FY 2006 Actual	FY 2007 Actual	FY 2008 Estimated	FY 2009 Projected
<b>Objective: Conduct emergency preparedness programs and education by training Community Emergency Response Team (CERT) members through instruction and investing in other community outreach programs.</b>				
• Community emergency response team members	84	102	75	60
• Cost of CERT training per member	n/a	n/a	107	107
• Duration of average class (in minutes)	n/a	n/a	180	180
• Instruction hours	261	316	220	220
• Staff hours	142	185	180	180
<b>Objective: Emergency Operations Center Usage.</b>				
• Number of hours EOC activated	n/a	n/a	260	300
• Number of hours EOC is utilized during non-emergencies	n/a	n/a	1,140	2,280
<b>Objective: Conduct planning and response activities associated with large-scale emergencies and disasters.</b>				
• Operational hours	563	611.5	550	550
• Planning hours	690	1,675	850	1,487
• Training hours	n/a	142	100	175
<b>Objective: Conduct a special events program designed to assist organizers with planning for conducting safe and successful special events.</b>				
• Number of special events	163	145	175	192
• Number of special events staff hours	163	631	300	325
• Special Events -- no staff coverage required	n/a	n/a	53	58



## **Fire, Rescue and Emergency Management Program Services**

### **Description**

The Program Services Division, established in March 2007, is responsible for Apparatus/Fleet Maintenance, Human Resources, Health, Safety & Risk Management, Respiratory Protection Program, Quartermaster, and Administrative staff.

Apparatus and fleet maintenance is responsible for identifying funding sources for apparatus, specifications, acquisition, maintenance and repairs to county owned apparatus. 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. Oversight of emergency incidents, department injuries and accident investigation, are provided by staff involved in the Health, Safety & Risk Management. The program also covers monitoring personnel on Workers Compensation contracts, scheduling employee physicals and monitoring third party administrators. The Respiratory Protection program manages the self-contained breathing apparatus inventory, which includes annual testing, maintenance, routine repairs and management of technicians and supplies. Management of the Fire-Rescue warehouse, and the receipt and distribution of supplies is supervised by the Quartermaster. Administrative staff in the department process personnel, grant, and procurement related documents in addition to answering FOIA requests.

### **Budget Overview**

#### **FY 2009 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.
- 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.
- Continue to purchase and replace identified system apparatus according to the Board's adopted service plan to support new stations and continue current services.

#### **FY 2009 Goals**

- Recruit quality applicants, particularly those with advanced life support training to fill new and vacant uniform positions.
- 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 grow as administrative support remains level.
- The department will be challenged to 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.
- Implement a dedicated inventory and supply distribution program the department needs to react to an anticipated 10-15% increase in purchasing activity to maintain current provisions.



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**Fire, Rescue and Emergency Management  
Program Services**

<b>Program Financial Summary</b>	<b>FY 2005 Actual</b>	<b>FY 2006 Actual</b>	<b>FY 2007 Actual</b>	<b>FY 2008 Adopted</b>	<b>FY 2009 Adopted</b>
<b>Expenditures</b>					
Personnel	\$839,041	\$1,430,993	\$1,582,277	\$1,875,000	\$1,826,000
Operations & Maintenance	123,944	281,594	476,949	648,000	550,000
Capital Outlay & Capital Acquisitions	56,093	6,300	299,784	133,000	17,000
Transfer To Central Service Fund	0	0	30,597	0	0
<b>Total Expenditures</b>	<b>\$757,808</b>	<b>\$1,493,986</b>	<b>\$2,147,840</b>	<b>\$2,078,000</b>	<b>\$2,393,000</b>
<b>Revenues</b>					
Permits Privilege Fees & Reg Licenses	\$0	\$0	\$0	\$0	\$0
Other Financing Sources	0	0	0	0	0
<b>Total Revenues</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>
<b>Total Local Tax Funding</b>	<b>\$757,808</b>	<b>\$1,493,986</b>	<b>\$2,147,840</b>	<b>\$2,078,000</b>	<b>\$2,393,000</b>
<b>FTE Summary</b>	<b>13.60</b>	<b>13.38</b>	<b>22.39</b>	<b>18.27</b>	<b>19.62</b>



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**Fire, Rescue and Emergency Management  
Program Services**

Performance Measures	FY 2006 Actual	FY 2007 Actual	FY 2008 Estimated	FY 2009 Projected
<b>Objective: Organize administrative reporting duties to maximize allocated personnel and resources with department needs.</b>				
• Admin Support - Average customer satisfaction rating (1-5)	4.1	4.4	3.5	4.5
• Percent of error-free pay records submitted	n/a	99%	99%	99%
• Total timesheets processed	n/a	n/a	21,450	22,308
<b>Objective: Manage and administer a comprehensive health, wellness, and safety program that maintains a physically and psychologically fit workforce.</b>				
• NFPA 1582 physicals (incumbent) administered	n/a	n/a	350	365
• Number of safety program inspections completed.	n/a	n/a	23	26
• Number of safety program inspections required	n/a	n/a	1,200	1,400
• Number of total on-the-job injuries	0	0	25	30
• Percent of on-time injury/accident investigations	n/a	n/a	100%	100%
• Responses to emergency calls	n/a	n/a	408	427
• Safety-oriented drill hours	0	0	1,200	2,300
<b>Objective: Manage a Human Resources system that meets organizational needs and County HR policies.</b>				
• Cost per qualified candidate	n/a	n/a	\$2,500	\$2,500
• Job applicants hired	49	73	85	30
• Number of HR actions completed per FTE	n/a	n/a	0.2	0.2
• Number of job applicants	941	1,066	1,794	1,600
• Qualified job applicants received	n/a	n/a	1,320	1,400
<b>Objective: Manage an inventory and supply distribution system that ensures system readiness.</b>				
• Number of warehouse orders received	0	0	1,375	1,500
• Percent of on-time warehouse deliveries	n/a	n/a	90%	90%



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**Fire, Rescue and Emergency Management  
Program Services**

Performance Measures	FY 2006 Actual	FY 2007 Actual	FY 2008 Estimated	FY 2009 Projected
<b>Objective: Ensure procurement infrastructure that provides for the acquisition of essential department goods and services.</b>				
• Number of procurements	n/a	n/a	1,155	1,300
• Percent of on-time invoiced payments	n/a	n/a	95%	95%
• Percent of procurements executed on-time	n/a	n/a	90%	90%
<b>Objective: Protect Life of Personnel Responding to Incidents</b>				
• Number of SCBA receiving PM Flow test	n/a	n/a	288	349
• Number of SCBA repaired	n/a	n/a	170	190
• Percentage of SCBA units tested and certified	n/a	n/a	100%	100%
• SCBA units available for usage	n/a	n/a	325	349



## 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 State 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. 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. JCSU provides services on a 24 hour on-call basis after regular business hours. These court-ordered programs and services include anger management, community service, detention alternatives, gang intervention, mediation, post-disposition, prevention/intervention, restitution, restorative justice, school probation, and programs for serious offenders.

### Budget Overview

#### **FY 2009 Issues**

- JCSU services are significantly impacted by Loudoun's population growth, especially since much of that growth is occurring in the juvenile age group. Additionally, there is a significant number of transferring-in youth who are already experienced in juvenile court involvement.
- 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.
- Converting from office-based to school-based probation will continue. Loudoun County currently has ten high schools of which seven have converted. Data reveals that having a probation officer in the school results in improved attendance, academic performance and behavior.
- Prevention, intervention and educational programming to maintain gang response strategies, both locally and regionally, will continue to be provided.
- There is a need to continue to expand effective non-judicial alternatives to community conflict.
- A recent increase in both juvenile and domestic relations cases, 22% in FY 07, has the department on alert. If that pattern continues, it will put a strain on the department's ability to keep up.
- The Juvenile Detention Center's and Loudoun Youth Shelter's overcrowding is a serious concern. The new JDC will not be operational until 2011.

#### **FY 2009 Major Goals**

- Continue to utilize and expand the Detention Alternatives Program in reducing frequency and length of stay of detentions.
- Continue to improve and develop graduated sanctions for treating and supervising juvenile offenders and 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 interagency balanced approach to gangs, both locally and regionally.
- Continue to respond and partner with other agencies to reduce the increase in domestic violence cases.
- Continue to refine and improve by use of technology, the Intake Team approach for after-hours coverage.
- Provide closer citizen services through the fully implemented Eastern Branch Office.

#### **FY 2008 Major Achievements**

- The Supervised Release Program is being used at intake, probation and parole. The program has achieved a \$1.2M savings for Loudoun County this savings is figured on per diem JDC vs. per diem Supervised Release Program.
- The Gang Response Intervention Team Coordinator, housed within the JCSU, has played a pivotal role in coordinating a multi-agency, and multi-disciplinary team approach to responding to gang activity, locally and regionally. The Loudoun GRIT model has been adopted by many Northern Virginia jurisdictions. Current plans include Federal funding of a contract position for street outreach activities to assist in the effort.
- The Restorative Justice Program is the first in the Commonwealth to expand re-entry procedures from juvenile correctional centers into the community and to deal with sensitive sexual victimization cases.
- Community Service hours ordered and monitored in the JCSU exceeded 12,681 hours, with a volunteer hour value of \$275,431.
- Loudoun's School Probation Program was the first in the Commonwealth and its model has been replicated in two other counties.
- Continued progress in JCSU diversion rate from 18% in FY 06 to 20% in FY 07 primarily through the use of creative alternatives.



**Loudoun County Government  
FY 2009 Adopted Fiscal Plan**

### Juvenile Court Service Unit

<b>Departmental Financial Summary</b>	<b>FY 2005 Actual</b>	<b>FY 2006 Actual</b>	<b>FY 2007 Actual</b>	<b>FY 2008 Adopted</b>	<b>FY 2009 Adopted</b>
<b>Expenditures</b>					
Personnel	\$1,055,687	\$1,300,873	\$1,455,941	\$1,578,000	\$1,638,000
Operations & Maintenance	271,704	318,309	362,674	440,000	409,000
Transfer To Comprehensive Services Fund	500	0	0	0	0
Transfer To Federal Foster Care Fund	17,312	0	0	0	0
Transfer To Central Service Fund	19,263	29,452	21,367	0	0
<b>Total Expenditures</b>	<b>\$1,364,466</b>	<b>\$1,648,634</b>	<b>\$1,839,982</b>	<b>\$2,019,000</b>	<b>\$2,047,000</b>
<b>Revenues</b>					
Miscellaneous Revenue	\$206	\$220	\$200	\$0	\$0
Recovered Costs	54	0	0	0	0
Federal Categorical Aid	268,867	219,702	151,088	155,000	67,000
<b>Total Revenues</b>	<b>\$269,127</b>	<b>\$219,922</b>	<b>\$151,288</b>	<b>\$155,000</b>	<b>\$67,000</b>
<b>Foster Care Reimbursement Fund</b>	<b>\$158,222</b>	<b>\$71,793</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>
<b>Local Tax Funding</b>	<b>\$937,117</b>	<b>\$1,356,919</b>	<b>\$1,688,694</b>	<b>\$1,863,000</b>	<b>\$1,980,000</b>
County FTE	17.65	19.79	20.86	20.86	20.86
State FTE	14.98	14.98	14.98	14.98	14.98
<b>FTE Summary</b>	<b>32.63</b>	<b>34.77</b>	<b>35.84</b>	<b>35.84</b>	<b>35.84</b>

#### FY 2009 Board Action

The FY 09 Adopted Fiscal Plan for the Juvenile Court Services Unit includes funding for compensation increases and increased benefits costs effective September 2008 and \$30,000 for replacement of expiring grant funding.

#### Budget History

FY 05: One position (1.07 FTE) was added for the Gang Response Intervention Team Coordinator.

FY 05 Mid-Year: The department received a Federal grant for an interdepartmental Domestic Violence program (1.07 FTE) and a Federal Detention Alternative grant (1.07 FTE).

FY 07: 1.07 FTE was added for a school probation officer.

Additional information on this department's Capital Improvement Program projects can be found in Volume 2 on page 7 - 74. Information on scheduled projects for the Capital Asset Preservation Program can be found in tables on 9 – 2 in Volume 2.



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**Juvenile Court Service Unit**

<b>Expenditures by Program</b>	<b>FY 2005 Actual</b>	<b>FY 2006 Actual</b>	<b>FY 2007 Actual</b>	<b>FY 2008 Adopted</b>	<b>FY 2009 Adopted</b>
Juvenile Court Service Unit	\$1,364,466	\$1,648,634	\$1,839,982	\$2,019,000	\$2,047,000
<b>Total Expenditures</b>	<b>\$1,364,466</b>	<b>\$1,648,634</b>	<b>\$1,839,982</b>	<b>\$2,019,000</b>	<b>\$2,047,000</b>
<b>Revenues by Program</b>	<b>FY 2005 Actual</b>	<b>FY 2006 Actual</b>	<b>FY 2007 Actual</b>	<b>FY 2008 Adopted</b>	<b>FY 2009 Adopted</b>
Juvenile Court Service Unit	\$427,349	\$291,715	\$151,288	\$155,000	\$67,000
<b>Total Revenues</b>	<b>\$427,349</b>	<b>\$291,715</b>	<b>\$151,288</b>	<b>\$155,000</b>	<b>\$67,000</b>
<b>Local Tax Funding by Program</b>	<b>FY 2005 Actual</b>	<b>FY 2006 Actual</b>	<b>FY 2007 Actual</b>	<b>FY 2008 Adopted</b>	<b>FY 2009 Adopted</b>
Juvenile Court Service Unit	\$937,117	\$1,356,919	\$1,688,694	\$1,863,000	\$1,980,000
<b>Total Local Tax Funding</b>	<b>\$937,117</b>	<b>\$1,356,919</b>	<b>\$1,688,694</b>	<b>\$1,863,000</b>	<b>\$1,980,000</b>
<b>Staffing Summary by Program</b>	<b>FY 2005 Actual</b>	<b>FY 2006 Actual</b>	<b>FY 2007 Actual</b>	<b>FY 2008 Adopted</b>	<b>FY 2009 Adopted</b>
Juvenile Court Service Unit	32.63	34.77	35.84	35.84	35.84
<b>Total FTE</b>	<b>32.63</b>	<b>34.77</b>	<b>35.84</b>	<b>35.84</b>	<b>35.84</b>



Loudoun County Government  
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## Juvenile Court Service Unit

Performance Measures	FY 2006 Actual	FY 2007 Actual	FY 2008 Estimated	FY 2009 Projected
<b>Objective: Manage the continuing growth in juvenile, domestic relations and protective order complaints.</b>				
• Percent of domestic relations complaints issued for child support	26%	23%	25%	25%
• Percent of domestic relations complaints issued for custody/visitation	73%	75%	74%	74%
• Percent of domestic relations complaints resulting in unofficial or diverted to another agency	19%	26%	30%	32%
• Percent of juvenile complaints diverted or unofficial	20%	27%	30%	32%
• Percent of juvenile complaints issued an order to the Juvenile Detention Center	24%	24%	24%	24%
• Percent of juvenile complaints issued an order to the Loudoun Youth Shelter	7.6%	4%	5%	5%
• Percent of juvenile complaints referred to court	80%	73%	70%	68%
• Total number of civil domestic violence complaints issued	170	239	270	297
• Total number of domestic relations complaints issued	1,205	1,516	1,819	2,183
• Total number of juvenile criminal complaints issued	1,738	2,082	2,394	2,753
• Total percent of growth in civilly filed domestic violence complaints	n/a <sup>1</sup>	40%	13%	10%
• Total percent of growth in domestic relations complaints	27%	26%	20%	20%
• Total percent of growth in juvenile criminal complaints	7%	20%	15%	15%
• Yearly recidivist rate for Commonwealth of Virginia	n/a <sup>1</sup>	n/a <sup>1</sup>	n/a <sup>1</sup>	32%
• Yearly recidivist rate for Loudoun County	n/a <sup>1</sup>	n/a <sup>1</sup>	n/a <sup>1</sup>	28%
<b>Objective: Expand effective non-judicial alternatives to community conflict by continuing to develop alternatives to formal court adjudication using the Restorative Justice Model.</b>				
• Annual percent of cases returning to court with new offenses within 1 year of program completion	4%	4%	4%	4%
• Successful Restorative Justice cases (agreement made and completed)	62	133	172	224
• Total number of Restorative Justice cases serviced	64	138	178	233

<sup>1</sup> This is a new measure for FY 09, prior year history is not available.



**Loudoun County Government  
FY 2009 Adopted Fiscal Plan**

## Juvenile Court Service Unit

Performance Measures	FY 2006 Actual	FY 2007 Actual	FY 2008 Estimated	FY 2009 Projected
<b>Objective: Continue to maintain probationary services, including full implementation of the School Probation Program.</b>				
• Average number of days absent for court involved youth with School Probation Officer	6.5	6.1	6	6
• Average number of days absent for court involved youth without a School Probation Officer	14.5	13.7	12.5	14
• Disciplinary referrals for court involved youth with a School Probation Officer	n/a <sup>1</sup>	n/a <sup>1</sup>	1	1
• Disciplinary referrals for court involved youth without a School Probation Officer	n/a <sup>1</sup>	n/a <sup>1</sup>	4	4
• Grade point average for court involved youth with a School Probation Officer	n/a <sup>1</sup>	n/a <sup>1</sup>	2.1	2.1
• Grade point average for court involved youth without a School Probation Officer	n/a <sup>1</sup>	n/a <sup>1</sup>	1.5	1.5
• Number of high schools with a Probation Officer in school	7	7	7	7
<b>Objective: Continue to provide alternatives to detention by utilizing the Supervised Release Program.</b>				
• Annual cost savings Supervised Release Program vs. Juvenile Detention Center	n/a <sup>1</sup>	\$1.2	\$1.3	\$1.4
• Average per diem for Juvenile Detention Center	n/a <sup>1</sup>	\$146	\$146	\$146
• Average per diem for Supervised Release Program	n/a <sup>1</sup>	\$22.54	\$22.54	\$22.54
• Electronic monitoring - number of days equipment usage	n/a <sup>1</sup>	2,923	3,215	3,537
• House arrest - number of days served	n/a <sup>1</sup>	3,309	3,640	4,004
• Outreach program - number of days served	n/a <sup>1</sup>	2,000	2,200	2,420
• Percent of juvenile recidivism while in Supervised Release Program	n/a <sup>1</sup>	5%	5%	5%
• Supervised Release Program - Number of youth served	n/a <sup>1</sup>	264	290	319

<sup>1</sup> This is a new measure for FY 09, prior year history is not available



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## Sheriff's Office

**Sheriff's Office**

**Criminal Investigations**

**Field Operations**

**Special Operations**

**Emergency Communications**

**Corrections & Detention**

**Court Services**

**Administrative & Technical Services**

**Office of the Sheriff**



## **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 2009 Issues**

- The recent downturn in the economy coupled with population growth within Loudoun continues to create significant service demands that tax available resources.
- Staffing levels are having difficulty keeping pace with the County's growth and have fallen below the levels the Sheriff's Office believes is needed to reduce response times; and decrease caseloads and to expand the use of community policing principles.
- Increasing workload is driving the need for additional support staff to handle administrative tasks and to ensure sworn resources are committed to street duties.
- The Capital Improvement Plan includes Phase II of the Adult Detention Center (ADC) which is expected to be completed in FY 10. The County will also open the Eastern Loudoun and Brambleton Sheriff Stations.
- Due to budget constraints, proposed enhancements for the Field Operations, Corrections and Court Services programs were eliminated. The Sheriff's Office will need to redeploy existing resources to provide the necessary services and staff new facilities.
- Sheriff's Office is involved in a joint venture with other County agencies to prevent domestic violence. A federal grant was secured in FY 05 to begin a Countywide domestic violence program. This is an interdepartmental program with the following partners: the Sheriff's Office, LAWS, the Commonwealth's Attorney's Office and the Juvenile Court Services Unit.

#### **FY 2009 Major Goals**

- Decentralization and redeployment of Field Operations of staff to the Eastern Loudoun and Brambleton Stations will continue.
- Development of creative approaches for recruiting qualified applicants to fill vacated sworn and civilian positions will include the creation of an applicant waiting list to fill future vacancies.
- Continued coordination efforts to complete the ADC Phase II project will continue.
- Proactively reduce overcrowding of Loudoun's ADC inmate population by housing inmates at other jurisdictions.
- Reduce domestic violence in Loudoun County by facilitating a comprehensive domestic violence program.

#### **FY 2008 Major Achievements**

- The design of Phase II of the ADC and the Eastern Loudoun Sheriff Station has been completed. The estimated date of completion for construction for ADC is FY 10 and Eastern Loudoun Sheriff Station is FY 09.
- The States Criminal Alien Assistance Program reimbursed the Sheriff's Office (\$163,002) its largest amount yet for housing illegal immigrants.
- The Sheriff's Office was named one of eight test sites nationwide for a new national strategy to enhance law enforcement's response and assistance to victims of crime.
- Drug Awareness Resistance Education (D.A.R.E) celebrated 20 years in 2007 with the Sheriff's Office. This program was started in 1987 and has been well received by the public.
- The design development of the Brambleton Station, which is a shared facility with Fire and Rescue continues. The estimated completion date is FY 10.
- Land acquisition for the Western Station is near completion. The estimated completion date for the facility is FY 10.



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### Sheriff's Office

<b>Departmental Financial Summary</b>	<b>FY 2005 Actual</b>	<b>FY 2006 Actual</b>	<b>FY 2007 Actual</b>	<b>FY 2008 Adopted</b>	<b>FY 2009 Adopted</b>
<b>Expenditures</b>					
Personnel	\$32,227,906	\$37,483,830	\$44,225,310	\$51,359,000	\$54,418,000
Operations & Maintenance	8,945,544	10,190,683	11,918,174	13,310,000	13,140,000
Capital Outlay & Capital Acquisitions	382,703	589,823	535,071	484,000	646,000
Transfer To General C/P Fund	0	0	155,300	0	0
Transfer To Central Service Fund	736,104	802,584	910,451	0	0
<b>Total Expenditures</b>	<b>\$42,292,257</b>	<b>\$49,066,920</b>	<b>\$57,744,306</b>	<b>\$65,153,000</b>	<b>\$68,204,000</b>
<b>Revenues</b>					
Other Local Taxes	\$0	\$0	\$0	\$4,484,000	\$5,533,000
Permits Privilege Fees & Reg Licenses	19,261	18,621	218,396	122,000	228,000
Fines & Forfeitures	1,694,888	1,671,779	1,518,424	1,726,000	1,674,000
Use Of Money & Property	272	617	266	0	0
Charges For Services	185,723	286,232	333,160	262,000	341,000
Miscellaneous Revenue	150	2	1,000	0	0
Recovered Costs	881,941	949,925	971,152	931,000	977,000
State Shared Expenses	7,146,328	7,799,148	8,874,737	8,119,000	9,469,000
State Categorical Aid	13,900	87,800	31,050	0	0
Federal Categorical Aid	1,513,097	2,618,922	1,915,876	60,000	60,000
Other Financing Sources	0	3,220	272	0	0
<b>Total Revenues</b>	<b>\$11,455,560</b>	<b>\$13,436,266</b>	<b>\$13,864,333</b>	<b>\$15,705,000</b>	<b>\$18,282,000</b>
<b>Public Safety Communications Fund<sup>1</sup></b>	<b>\$2,397,440</b>	<b>\$2,309,850</b>	<b>\$1,680,236</b>	<b>\$0</b>	<b>\$0</b>
<b>Local Tax Funding</b>	<b>\$28,439,257</b>	<b>\$33,320,804</b>	<b>\$42,199,737</b>	<b>\$49,448,000</b>	<b>\$49,922,000</b>
<b>FTE Summary</b>	<b>520.24</b>	<b>588.72</b>	<b>624.18</b>	<b>663.63</b>	<b>663.63</b>

#### FY 2009 Board Action

The FY 09 Adopted Fiscal Plan for the Sheriff's Office includes funding for compensation increases and increased benefits costs effective September 2008 as well as \$356,000 for vehicles and equipment for the Eastern Loudoun Sheriff's Station. The Sheriff's Special Projects Fund revenue was eliminated during the Board of Supervisors' budget worksessions and the balance was transferred to offset Corrections Division expenditures.

Additional information on this department's Capital Improvement Program projects can be found in Volume 2 on pages 7 – 70, 7 – 71, 7 – 72, 7 – 73, 7 – 74 and 7 - 75. Information on scheduled projects for the Capital Asset Preservation Program can be found in tables beginning on page 9 – 2 in Volume 2.

<sup>1</sup> 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 Fund are now included in the General Fund.



**Loudoun County Government  
FY 2009 Adopted Fiscal Plan**

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**Sheriff's Office**

**Budget History**

FY 05 Mid-Year: The Board added 2.14 FTE for the Truck Safety Unit; 1.07 FTE for School Resource Officers; and 1.07 FTE for the multi-agency Domestic Violence program. 1.00 FTE was transferred from MH/MR/SAS for Court Security.

FY 06: The Board added 63.54 FTE for enhancements to courts security, civil process, field operations, administration, investigations, emergency communications, special operations and to open the South Riding Substation.

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 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.



Loudoun County Government  
FY 2009 Adopted Fiscal Plan

### Sheriff's Office

Expenditures by Program	FY 2005 Actual	FY 2006 Actual	FY 2007 Actual	FY 2008 Adopted	FY 2009 Adopted
Criminal Investigations	\$5,517,340	\$5,270,511	\$6,034,414	\$6,693,000	\$6,873,000
Field Operations	13,915,163	17,242,171	20,559,312	24,510,000	24,446,000
Special Operations	4,798,911	5,543,219	6,436,976	6,958,000	7,256,000
Emergency Communications	2,066,538	2,301,811	2,654,028	3,232,000	3,305,000
Corrections & Detention	7,429,175	8,645,824	11,378,580	13,302,000	15,024,000
Court Services	2,696,339	3,166,267	3,512,525	3,965,000	4,088,000
Administrative & Technical Services	3,060,039	3,261,907	3,929,460	4,310,000	4,899,000
Crime Prevention	496,422	235	0	0	0
Office of the Sheriff	2,312,330	3,634,975	3,239,011	2,183,000	2,313,000
<b>Total Expenditures</b>	<b>\$42,292,257</b>	<b>\$49,066,920</b>	<b>\$57,744,306</b>	<b>\$65,153,000</b>	<b>\$68,204,000</b>

Revenues by Program	FY 2005 Actual	FY 2006 Actual	FY 2007 Actual	FY 2008 Adopted	FY 2009 Adopted
Criminal Investigations	\$1,011,665	\$950,679	\$1,112,614	\$893,000	\$908,000
Field Operations	4,000,516	5,104,287	5,047,299	4,816,000	4,946,000
Special Operations	1,680,574	1,660,532	1,766,703	1,687,000	1,705,000
Emergency Communications	2,397,440	2,309,850	1,680,236	4,781,000	5,832,000
Corrections & Detention	1,680,946	1,665,060	2,035,462	1,704,000	2,737,000
Court Services	913,521	1,050,208	994,622	851,000	945,000
Administrative & Technical Services	476,290	527,237	808,733	663,000	852,000
Crime Prevention	124,801	0	0	0	0
Office of the Sheriff	1,567,247	2,478,263	2,098,900	310,000	357,000
<b>Total Revenues</b>	<b>\$13,853,000</b>	<b>\$15,746,116</b>	<b>\$15,544,569</b>	<b>\$15,705,000</b>	<b>\$18,282,000</b>

Local Tax Funding by Program	FY 2005 Actual	FY 2006 Actual	FY 2007 Actual	FY 2008 Adopted	FY 2009 Adopted
Criminal Investigations	\$4,505,675	\$4,319,832	\$4,921,800	\$5,800,000	\$5,965,000
Field Operations	9,914,647	12,137,884	15,512,013	19,694,000	19,500,000
Special Operations	3,118,337	3,882,687	4,670,273	5,271,000	5,551,000
Emergency Communications	(330,902)	(8,039)	973,792	(1,549,000)	(2,527,000)
Corrections & Detention	5,748,229	6,980,764	9,343,118	11,598,000	12,287,000
Court Services	1,782,818	2,116,059	2,517,903	3,114,000	3,143,000
Administrative & Technical Services	2,583,749	2,734,670	3,120,727	3,647,000	4,047,000
Crime Prevention	371,621	235	0	0	0
Office of the Sheriff	745,083	1,156,712	1,140,111	1,873,000	1,956,000
<b>Total Local Tax Funding</b>	<b>\$28,439,257</b>	<b>\$33,320,804</b>	<b>\$42,199,737</b>	<b>\$49,448,000</b>	<b>\$49,922,000</b>

Staffing Summary by Program	FY 2005 Actual	FY 2006 Actual	FY 2007 Actual	FY 2008 Adopted	FY 2009 Adopted
Criminal Investigations	69.34	73.48	59.57	65.99	68.13
Field Operations	173.27	207.16	247.82	257.45	252.10
Special Operations	61.35	69.85	67.43	69.79	71.71
Emergency Communications	41.32	47.99	51.35	51.06	51.35
Corrections & Detention	96.88	97.81	98.88	119.07	119.07
Court Services	36.17	45.73	52.15	51.08	51.08
Administrative & Technical Services	28.56	32.63	32.63	34.84	35.84
Office of the Sheriff	13.35	14.07	14.35	14.35	14.35
<b>Total FTE</b>	<b>520.24</b>	<b>588.72</b>	<b>624.18</b>	<b>663.63</b>	<b>663.63</b>



**Loudoun County Government  
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**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 2009 Issues**

- Division caseload continues to grow on an annual basis, increasing from 2,604 in 2006 to 3,105 in 2007, or 19%.
- 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 manage 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 faced with ever-increasing workloads with time sensitive investigative leads as well as keeping up with crimes in progress.
- Filling vacant positions remains difficult with the high demand in the region for qualified personnel. With the growth of the agency, experienced investigators are being promoted into other positions. Other jurisdictions are now hiring lateral entry investigators from outside their agency to fill vacancies.

**FY 2009 Goals**

- Expand and streamline the asset forfeiture program.
- Fill all vacancies either from within the agency or outside the agency as quickly as possible.
- Maintain and keep up with increasing financial and computer related white collar crimes.

<b>Program Financial Summary</b>	<b>FY 2005 Actual</b>	<b>FY 2006 Actual</b>	<b>FY 2007 Actual</b>	<b>FY 2008 Adopted</b>	<b>FY 2009 Adopted</b>
<b>Expenditures</b>					
Personnel	\$4,821,527	\$4,469,008	\$5,197,826	\$5,775,000	\$6,122,000
Operations & Maintenance	618,464	621,583	687,170	822,000	751,000
Capital Outlay & Capital Acquisitions	25,859	25,054	101,740	96,000	0
Transfer To Central Service Fund	51,490	154,866	47,678	0	0
<b>Total Expenditures</b>	<b>\$5,517,340</b>	<b>\$5,270,511</b>	<b>\$6,034,414</b>	<b>\$6,693,000</b>	<b>\$6,873,000</b>
<b>Revenues</b>					
Recovered Costs	\$24,827	\$6,508	\$12,940	\$0	\$24,000
State Shared Expenses	935,438	892,771	1,037,370	893,000	884,000
State Categorical Aid	13,900	13,900	15,525	0	0
Federal Categorical Aid	37,500	37,500	46,779	0	0
<b>Total Revenues</b>	<b>\$1,011,665</b>	<b>\$950,679</b>	<b>\$1,112,614</b>	<b>\$893,000</b>	<b>\$908,000</b>
<b>Total Local Tax Funding</b>	<b>\$4,505,675</b>	<b>\$4,319,832</b>	<b>\$4,921,800</b>	<b>\$5,800,000</b>	<b>\$5,965,000</b>
<b>FTE Summary</b>	<b>69.34</b>	<b>73.48</b>	<b>59.57</b>	<b>65.99</b>	<b>68.13</b>



Loudoun County Government  
FY 2009 Adopted Fiscal Plan

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**Sheriff's Office**  
**Criminal Investigations**

Performance Measures <sup>1</sup>	FY 2006 Actual	FY 2007 Actual	FY 2008 Estimated	FY 2009 Projected
<b>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.</b>				
• Number attending gang awareness sessions	n/a	417	500	500
• Number of gang awareness sessions	30	17	23	30
<b>Objective: Maintain a 100% closure rate of gang-related cases.</b>				
• Gang related crime closure rate (minus graffiti)	96%	100%	100%	100%
• Number of gang investigators	5	6	7	7
• Number of gang related cases per investigator	30	33	28	36
• Number of gang related crimes against persons cases	38	17	50	36
• Number of gang related crimes against property cases	5	6	17	10
• Number of gang related graffiti cases	104	85	100	108
• Number of gang related narcotics offenses	5	2	12	10

<sup>1</sup> All performance measures are based on calendar year due to reporting requirements.



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## Sheriff's Office Criminal Investigations

Performance Measures <sup>1</sup>	FY 2006 Actual	FY 2007 Actual	FY 2008 Estimated	FY 2009 Projected
<b>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%.</b>				
• Crimes against Persons closure rate	84%	75%	60%	55%
• Financial crimes closure rate	73%	65%	60%	55%
• Major Crimes closure rate	60%	63%	60%	55%
• Number of crimes against persons cases	864	1,298	1,045	1,253
• Number of crimes against persons cases per investigator	66	93	70	85
• Number of crimes against persons investigators	13	15	14	14
• Number of financial crimes cases	1,191	1,247	1,441	1,582
• Number of financial crimes cases per investigator	148	125	131	176
• Number of financial crimes investigators	8	9	10	10
• Number of property crimes cases	549	559	664	731
• Number of property crimes cases per investigator	78	70	60	91
• Number of property crimes investigators	7	8	8	8
• Property crimes closure rate	45%	32%	30%	25%
<b>Objective: Achieve 100 % closure rate for narcotics and special investigation cases.</b>				
• Narcotics closure rate	89%	88%	100%	100%
• Number of prescription fraud cases	128	82	145	160
• Number of prescription fraud cases per investigator	128	81	73	80
• Number of prescription fraud investigators	1	1	2	2
• Number of street level narcotics cases	398	388	496	520
• Number of street level narcotics cases per investigator	50	43	55	58
• Number of street level narcotics investigators	8	9	9	9

<sup>1</sup> All performance measures are based on calendar year due to reporting requirements.



## **Sheriff's Office Field Operations**

### **Description**

This program is responsible for the initial response to all calls for service and patrols the County 24-hours a day, 365 days a year. Included in those initial responses are criminal and traffic investigations, arrests, community relations, 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 program 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 2009 Issues**

- Population growth continues to create significant service demands that tax available resources.
- Investigators are needed to be fully functional at the newly opened Dulles South Public Safety Center.
- The Sheriff's Office believes staffing continues to be below levels required for timely response to calls for service. 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 a very complex task and typically requires 1 1/2 years to complete. This process represents a major challenge to fill all positions as quickly as possible.
- Proposed openings of new community-based stations at Eastern Loudoun and Brambleton are scheduled for FY 09 and FY 10 respectively. Due to budget constraints, the Board eliminated proposed staffing during the budget process for these facilities. As a result, the Sheriff's Office will need to redeploy existing resources to staff the new facilities.
- The office is working in collaboration with the Office of Capital Construction to begin the design process on the Western Loudoun Station for opening in 2010 or 2011.
- 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.
- Providing training and implementation for new police techniques and equipment (e.g., active shooter, patrol rifles, and tasers) to deal with law enforcement trends is a challenge with current training staff.

#### **FY 2009 Goals**

- The Office strives to maintain the average response for emergency and non-emergency calls for service.
- Transition of current staff to decentralized community based stations and problem solving police techniques will continue over the next several years.
- The Office will strive to maintain the average annual calls per deputy per year.



Loudoun County Government  
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**Sheriff's Office**  
**Field Operations**

<b>Program Financial Summary</b>	<b>FY 2005 Actual</b>	<b>FY 2006 Actual</b>	<b>FY 2007 Actual</b>	<b>FY 2008 Adopted</b>	<b>FY 2009 Adopted</b>
<b>Expenditures</b>					
Personnel	\$10,554,798	\$13,660,979	\$16,556,125	\$19,914,000	\$20,010,000
Operations & Maintenance	2,883,636	2,734,898	3,178,188	4,379,000	3,979,000
Capital Outlay & Capital Acquisitions	73,158	283,500	127,567	217,000	457,000
Transfer To General C/P Fund	0	0	34,800	0	0
Transfer To Central Service Fund	403,571	562,794	662,632	0	0
<b>Total Expenditures</b>	<b>\$13,915,163</b>	<b>\$17,242,171</b>	<b>\$20,559,312</b>	<b>\$24,510,000</b>	<b>\$24,446,000</b>
<b>Revenues</b>					
Fines & Forfeitures	\$1,099,044	\$1,363,441	\$1,046,598	\$1,180,000	\$1,128,000
Recovered Costs	121,319	251,572	182,621	220,000	185,000
State Shared Expenses	2,711,111	3,145,299	3,715,957	3,356,000	3,573,000
State Categorical Aid	0	13,900	15,525	0	0
Federal Categorical Aid	69,042	330,075	86,459	60,000	60,000
Other Financing Sources	0	0	139	0	0
<b>Total Revenues</b>	<b>\$4,000,516</b>	<b>\$5,104,287</b>	<b>\$5,047,299</b>	<b>\$4,816,000</b>	<b>\$4,946,000</b>
<b>Total Local Tax Funding</b>	<b>\$9,914,647</b>	<b>\$12,137,884</b>	<b>\$15,512,013</b>	<b>\$19,694,000</b>	<b>\$19,500,000</b>
<b>FTE Summary</b>	<b>173.27</b>	<b>207.16</b>	<b>247.82</b>	<b>257.45</b>	<b>252.10</b>



Loudoun County Government  
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**Sheriff's Office  
Field Operations**

Performance Measures	FY 2006 Actual	FY 2007 Actual	FY 2008 Estimated	FY 2009 Projected
<b>Objective: Through community and problem solving policing techniques, increase visibility, presence and security in selected communities throughout Loudoun County.</b>				
• Number of communities implemented	8	8	9	8
• Number of community meetings attended	163	196	250	200
• Number of Community Policing deputies	8	8	9	8
• Number of service incidents	1,865	2,704	3,200	3,200
<b>Objective: Reduce the number of high risk and repeat domestic violence cases.</b>				
• Number of residences where multiple cases were reported	186	73	160	80
• Total number of cases generated from the affected residences	459	159	200	160
<b>Objective: Maintain safety and security for Dulles Town Center (DTC) mall employees and patrons by maintaining current staffing levels.</b>				
• Annual number of calls responded to at the DTC Mall	2,278	2,434	2,600	2,600
• Calls responded to DTC per deputy	456	487	520	520
<b>Objective: Reduce the average number of annual calls for service per deputy per year from 1,125 to 900 calls.</b>				
• Annual average calls for service per deputy	987	882	925	926
• Annual calls for service	171,496	169,286	185,000	187,000
• Authorized Patrol Deputies	174	192	200	200
• Part 1 arrests	573	698	560	600
• Part 2 arrests	5,250	5,440	5,000	5,600
• Total arrests	5,823	6,138	5,360	6,200
• Total DUI arrests	715	631	650	700
• Total traffic stops	31,261	32,261	38,000	40,000
• Total traffic summons	19,451	19,265	21,000	22,000
• Totals warrants served	4,993	5,049	5,500	5,750



Loudoun County Government  
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**Sheriff's Office  
Field Operations**

Performance Measures	FY 2006 Actual	FY 2007 Actual	FY 2008 Estimated	FY 2009 Projected
<b>Objective: Maintain an average response time of 9:00 min/secs for emergency calls and 11:15 min/secs for non-emergency calls for service.</b>				
• Average response time for emergency calls (in mins.secs.)	8:36	8:12	8:15	9:00
• Average response time for non-emergency calls (in mins.secs.)	11:37	10:24	11:20	11:15
<b>Objective: Maintain the safety and security of middle and high schools through the School Resource Officer (SRO) program.</b>				
• Average calls per SRO	97	277	250	257
• High Schools - number of calls for service	n/a	2,095	2,000	2,475
• Middle Schools - number of calls for service	n/a	1,796	1,780	1,830
• Number of GREAT Program classes taught in Middle Schools	160	160	120 <sup>1</sup>	125 <sup>1</sup>
• Number of High School programs and presentations	n/a	n/a	80	100
• Number of High Schools	8	8	8	8
• Number of Middle Schools	9	9	10	10
• Number of SRO's assigned to High Schools	8	8	8	8
• Number of SRO's assigned to Middle Schools	6	9	10	10
<b>Objective: Establish liaison with the Hispanic community through the Spanish interpreter and outreach program.</b>				
• Liaisons with Hispanic communities to improve relations	1	10	20	25
• Number of contacts/interpretations w/Hispanic community	132	189	300	200

<sup>1</sup> Reduced class volume reflects larger blocks of instruction time with fewer numbers of classes.



## **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 five general categories, which include Traffic Safety and Enforcement, Crime Scene Investigations, Field Operations Support, Response Teams, and Education. The Special Operations Division consists of the following units: Bicycle Patrol, Special Event Coordination, Crossing Guards, Project Fairness, Dive Response Team, Explosive Ordnance Disposal (EOD), Crisis Negotiations, Sheriff's Emergency Response Team, K-9, Adult and Juvenile Crime Prevention, Command Unit Operations, Crime Scene Investigations, Computer Forensics, Latent Print Examiner, Crash Reconstruction, Motor Carrier Safety, Motors, Civil Disturbance, Sheriff's Auxiliary, ATV/Search and Rescue, and the Honor Guard.

### **Budget Overview**

#### **FY 2009 Issues**

- There is an increased demand in the number of truck safety inspections requested by the residents and businesses.
- Maintaining effective levels of service for elementary DARE instruction program with the opening of four new schools in FY 09 is a challenge with current staffing levels.
- Maintaining service levels within the Evidence Collection and Documentation Unit is an issue as the number of investigation is 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 during emergencies. Ensuring 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 for four new schools in FY 09 will be a challenge with existing staff.
- Collecting evidence and documentation is more demanding as the number of investigative cases increase.

#### **FY 2009 Goals**

- Meet the increasing number of calls for K-9 assistance.
- Due to student population increases, the demand for Crime Prevention and DARE instruction programs continues to increase. The Sheriff's Office will strive to meet every request even though this section has not had a sufficient increase in staff.
- Ensure that all Sheriff's Office personnel are adequately trained regarding Homeland Security procedures with the limited available resources.
- The increase in vehicular traffic on congested roadways results in an increase in the number of accidents requiring investigation by the Traffic Section. This results in a significant increase in the amount of time traffic section personnel will spend investigating accidents without an increase in staff.
- Meet the increased demand for Crossing Guard coverage with currently available resources.



Loudoun County Government  
FY 2009 Adopted Fiscal Plan

**Sheriff's Office**  
**Special Operations**

<b>Program Financial Summary</b>	<b>FY 2005 Actual</b>	<b>FY 2006 Actual</b>	<b>FY 2007 Actual</b>	<b>FY 2008 Adopted</b>	<b>FY 2009 Adopted</b>
<b>Expenditures</b>					
Personnel	\$3,898,653	\$4,602,318	\$5,254,645	\$5,694,000	\$6,149,000
Operations & Maintenance	811,092	871,244	1,075,302	1,117,000	1,091,000
Capital Outlay & Capital Acquisitions	56,991	27,046	28,073	147,000	16,000
Transfer To Central Service Fund	32,175	42,611	78,956	0	0
<b>Total Expenditures</b>	<b>\$4,798,911</b>	<b>\$5,543,219</b>	<b>\$6,436,976</b>	<b>\$6,958,000</b>	<b>\$7,256,000</b>
<b>Revenues</b>					
Fines & Forfeitures	\$595,844	\$308,338	\$471,826	\$546,000	\$546,000
Recovered Costs	56,547	63,277	67,803	56,000	58,000
State Shared Expenses	932,538	1,138,749	1,195,423	1,085,000	1,101,000
Federal Categorical Aid	95,645	150,168	31,651	0	0
<b>Total Revenues</b>	<b>\$1,680,574</b>	<b>\$1,660,532</b>	<b>\$1,766,703</b>	<b>\$1,687,000</b>	<b>\$1,705,000</b>
<b>Total Local Tax Funding</b>	<b>\$3,118,337</b>	<b>\$3,882,687</b>	<b>\$4,670,273</b>	<b>\$5,271,000</b>	<b>\$5,551,000</b>
<b>FTE Summary</b>	<b>61.35</b>	<b>69.85</b>	<b>67.43</b>	<b>69.79</b>	<b>71.71</b>



Loudoun County Government  
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## Sheriff's Office Special Operations

Performance Measures	FY 2006 Actual	FY 2007 Actual	FY 2008 Estimated	FY 2009 Projected
<b>Objective: Support and respond to calls from the Sheriff's Office and outside agencies as requested or needed.</b>				
• Calls for service (collateral teams)	n/a	n/a	300	300
<b>Objective: Maintain crime prevention awareness to prevent crime through increased information dissemination, home security checks, safety presentations, and improved neighborhood watch involvement.</b>				
• Active neighborhood watch programs	n/a	n/a	n/a	35
• Number of attendees/crime prevention awareness	1,132	1,561	1,600	1,700
• Number of meetings and presentations	91	111	100	225
<b>Objective: Continue drug prevention presentations to raise awareness of drug abuse among juveniles.</b>				
• Number of attendees/drug prevention presentations	3,916	3,882	4,300	4,250
• Number of drug prevention presentations	1,777	1,879	2,117	2,100
<b>Objective: Continue to perform crime scene and evidence processing to include phone, video/digital media and latent enhancements.</b>				
• Additional processing of evidence requested	n/a	n/a	120	180
• Average number of video/phone forensic examination requests	n/a	n/a	45	60
• Calls for CSI processing including Field evidence techs	n/a	n/a	400	500
<b>Objective: Achieve a 30-day turn around time on computer forensic examinations.</b>				
• Average amount of wait time for examination (# of days)	45	35	30	40
• Average monthly backlog (# of computers)	21 <sup>1</sup>	12 <sup>1</sup>	11 <sup>1</sup>	35
<b>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.</b>				
• Number of crossing guard posts	52	52	70	60
<b>Objective: Ensure that all Sheriff's Office first responders are trained to work within the National Incident Management System and the Incident Command System during a major event.</b>				
• Total first responders trained	n/a	n/a	230	100 <sup>2</sup>
• Total supervisors trained	n/a	20	30	30

<sup>1</sup> FY 06, FY 07, & FY 08 reflect number of cases, while FY 09 reflects the number of computer examined.

<sup>2</sup> FY 09 data include new hires and not previously trained.



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**Sheriff's Office  
Special Operations**

Performance Measures	FY 2006 Actual	FY 2007 Actual	FY 2008 Estimated	FY 2009 Projected
<b>Objective: Continue to support all divisions within the Sheriff's Office and outside jurisdictions as requested and needed.</b>				
• Calls for scene security and searches	219	150	250	300
• Community relations demonstrations	45	41	50	60
• Explosives searches	10	6	10	15
• Narcotics searches	306	257	300	375
• Number of full-time K-9's	4	4	4	6
• Tracks followed	45	46	52	60
<b>Objective: Continue to support all divisions within the Sheriff's Office and other jurisdictions on a part-time basis as requested and needed.</b>				
• Community relations demonstrations (part-time K-9s)	n/a	n/a	15	25
• Explosive searches (part-time K-9s)	15	16	40	75 <sup>1</sup>
• Number of part-time K-9's	3	3	3	3
• Tracks followed (part-time K-9s)	n/a	n/a	10	15
<b>Objective: Maintain the current level of enforcement to ensure compliance regarding payment of County taxes.</b>				
• Number of violations recorded	3,070	2,257	3,684	2,500
• Number of warning notices issued	14,816	14,630	17,779	15,000
<b>Objective: Coordinate off duty employment requests for special events.</b>				
• Number of billable events scheduled/worked	1,067	925	575	650
• Number of billable off-duty working deputies	1,438	1,146	1,700	1,200
• Number of non-billable (departmental) off-duty working deputies	n/a	344	325	330
• Number of non-billable events scheduled/worked	n/a	115	125	150

<sup>1</sup> Explosion Ordinance Disposal (EOD) K-9 will be fully operational in FY 09.



Loudoun County Government  
FY 2009 Adopted Fiscal Plan

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**Sheriff's Office**  
**Special Operations**

Performance Measures	FY 2006 Actual	FY 2007 Actual	FY 2008 Estimated	FY 2009 Projected
<b>Objective: Manage the number of fatal, personal injury and property damage accidents by proactive and reactive enforcement efforts.</b>				
• Annual sobriety checkpoints	12	12	12	12
• Average number of calls handled not related to primary duties	n/a	n/a	400	500
• Average number of traffic summons issued per deputy	755	673	750	812
• Number of accidents investigated	1,587	1,435	1,700	1,800
• Number of traffic summons issued	10,576	10,763	12,000	13,000
<b>Objective: Maintain the annual average number of truck inspections at 450 each per deputy.</b>				
• Number of truck safety inspections completed	1,968	1,902	2,100	2,100
• Number of trucks taken out of service	1,138	967	1,200	1,200
• <b>Number</b> of trucks per deputy assigned to unit	492	475	525	525



## 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 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.

### Budget Overview

#### FY 2009 Issues

- Retaining experienced staff continues to be a challenge, which adversely impacts the efficiency and effectiveness of processing telephone calls. Non-emergency telephone calls are placed on hold so that more urgent 911 calls can be answered.
- Due to the volume and complexity of criminal database transactions, processing these entries and verifying responses can take extended time. Delays in processing those requests can increase civil liability as well as officer safety issues because the information is not made available for end users in a timely manner.
- Information entered into the computer aided dispatch system is a summary of the completed law enforcement activity concerning an incident. The recording of this information in the system as the 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.

#### FY 2009 Goals

- Reduce the number and average time a person is placed on hold.
- 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.

<b>Program Financial Summary</b>	<b>FY 2005 Actual</b>	<b>FY 2006 Actual</b>	<b>FY 2007 Actual</b>	<b>FY 2008 Adopted</b>	<b>FY 2009 Adopted</b>
<b>Expenditures</b>					
Personnel	\$2,002,272	\$2,223,509	\$2,582,581	\$3,157,000	\$3,236,000
Operations & Maintenance	64,266	78,302	71,447	75,000	69,000
<b>Total Expenditures</b>	<b>\$2,066,538</b>	<b>\$2,301,811</b>	<b>\$2,654,028</b>	<b>\$3,232,000</b>	<b>\$3,305,000</b>
<b>Revenues</b>					
Other Local Taxes	\$0	\$0	\$0	\$4,484,000	\$5,533,000
State Shared Expenses	0	0	0	296,000	299,000
<b>Total Revenues</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$4,781,000</b>	<b>\$5,832,000</b>
<b>Public Safety Communications Fund<sup>1</sup></b>	<b>\$2,397,440</b>	<b>\$2,309,850</b>	<b>\$1,680,236</b>	<b>\$0</b>	<b>\$0</b>
<b>Total Local Tax Funding</b>	<b>\$(330,902)</b>	<b>\$(8,039)</b>	<b>\$973,792</b>	<b>\$(1,549,000)</b>	<b>\$(2,527,000)</b>
<b>FTE Summary</b>	<b>41.32</b>	<b>47.99</b>	<b>51.35</b>	<b>51.06</b>	<b>51.35</b>

<sup>1</sup> 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 Fund are now included in the General Fund.



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**Sheriff's Office**  
**Emergency Communications**

Performance Measures	FY 2006 Actual	FY 2007 Actual	FY 2008 Estimated	FY 2009 Projected
<b>Objective: Document all incidents according to Standard Operations Procedures to ensure that all information is entered accurately and timely using all criminal information databases.</b>				
• Total number of CAD incidents	204,957	199,388	203,377	205,500
• Total number of VCIN/NCIC transactions	264,353	267,603	272,955	286,600
<b>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 17 %.</b>				
• Average hold time for non-emergency phone calls (in seconds)	34	37	20	45 <sup>1</sup>
• Average ring time for non-emergency phone calls (in seconds)	7	5	5	12 <sup>1</sup>
• Total 911 telephone calls (landline and cell phone)	n/a	n/a	21,000	24,427
• Total non-emergency telephone calls	n/a	n/a	260,000	255,927
<b>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%</b>				
• Rate of reduction for false alarm calls	10%	19%	10%	5%
• Total number of false alarm calls <sup>2</sup>	7,704	7,381	6,412	6,091

<sup>1</sup> FY 09 reflects the implementation of a new system that calculates hold time and ring time differently.

<sup>2</sup> False alarm stats are done on calendar year due to the billing cycle.



## **Sheriff's Office Corrections & Detention**

### **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 working in the community.

### **Budget Overview**

#### **FY 2009 Issues**

- Inmate population of 455 will continue to rise beyond the capacity of 220 inmate beds at the new jail, which requires housing overflow of inmates in other facilities throughout the State of Virginia.
- Overtime and staffing issues shall continue to be a challenge due to the large transport volume and vacancies. Inmates are transported every day to and from court, different housing facilities, doctors' appointments, and mental health facilities. On an average day the division provides eight transports, requiring two deputies at any given time, which can require up to 10 hours depending on the transport.
- Due to budget constraints, the Board eliminated proposed enhancements for the Adult Detention Center which will require either a redeployment of existing resources or a delay in opening the Phase II expansion.

#### **FY 2009 Goals**

##### **ADC:**

- Safely manage current ADC operations during construction of the Phase II addition.
- Successfully achieve unconditional compliance following the first Life, Health, and Safety inspection in the New ADC by the Department of Corrections. Life, Health and Safety inspection is an audit of the DOC standards in these areas that must be met in order to be certified to operate.
- Fill and train all vacant positions.
- Reduce the overall per inmate cost by purchasing bulk items such as food, linen, cleaning supplies, and other necessities.
- Continue to proactively manage inmate populations to reduce overcrowding at Loudoun County's ADC by housing inmates in other jurisdictions' facilities.
- Work cooperatively with County staff and contractors to complete the ADC Phase II Addition.

##### **Work Release:**

- Prepare and train for the future transfer into the new facility when Phase II is complete.
- 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.



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**Sheriff's Office**  
**Corrections & Detention**

<b>Program Financial Summary</b>	<b>FY 2005 Actual</b>	<b>FY 2006 Actual</b>	<b>FY 2007 Actual</b>	<b>FY 2008 Adopted</b>	<b>FY 2009 Adopted</b>
<b>Expenditures</b>					
Personnel	\$5,173,806	\$6,322,242	\$7,525,567	\$8,324,000	\$9,966,000
Operations & Maintenance	2,111,361	2,322,033	3,647,747	4,978,000	4,977,000
Capital Outlay & Capital Acquisitions	24,085	0	0	0	81,000
Transfer To General C/P Fund	0	0	120,500	0	0
Transfer To Central Service Fund	119,923	1,549	84,766	0	0
<b>Total Expenditures</b>	<b>\$7,429,175</b>	<b>\$8,645,824</b>	<b>\$11,378,580</b>	<b>\$13,302,000</b>	<b>\$15,024,000</b>
<b>Revenues</b>					
Permits Privilege Fees & Reg Licenses	\$235	\$89	\$30	\$0	\$0
Use Of Money & Property	272	617	266	0	0
Charges For Services	24,435	41,290	40,021	36,000	42,000
Miscellaneous Revenue	0	0	1,000	0	0
Recovered Costs	678,981	628,386	704,032	655,000	710,000
State Shared Expenses	940,493	987,756	1,281,541	1,013,000	1,985,000
Federal Categorical Aid	36,530	6,922	8,572	0	0
<b>Total Revenues</b>	<b>\$1,680,946</b>	<b>\$1,665,060</b>	<b>\$2,035,462</b>	<b>\$1,704,000</b>	<b>\$2,737,000</b>
<b>Total Local Tax Funding</b>	<b>\$5,748,229</b>	<b>\$6,980,764</b>	<b>\$9,343,118</b>	<b>\$11,598,000</b>	<b>\$12,287,000</b>
<b>FTE Summary</b>	<b>96.88</b>	<b>97.81</b>	<b>98.88</b>	<b>119.07</b>	<b>119.07</b>



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**Sheriff's Office**  
**Corrections & Detention**

Performance Measures <sup>1</sup>	FY 2006 Actual	FY 2007 Actual	FY 2008 Estimated	FY 2009 Projected
<b>Objective: Protect individuals in custody and care by providing a safe and humane environment in the most cost effective manner as possible.</b>				
• Average daily cost per inmate	\$131.57	\$149.16	\$143.7	\$187.81
• Average daily inmates housed outside of Loudoun County	145	190	235	250
• Average daily population of inmates housed in Loudoun County	148	142	175	175
• Daily food cost per inmate housed at Loudoun County	\$2.95	\$3.91	\$3.75	\$3.62
• Daily health cost per inmate housed in Loudoun County	\$16.75	\$17.98	\$19.47	\$21.00
• Number of inmate bookings per year	6,473	7,222	8,000	9,000
<b>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.</b>				
• Annual average cost of transporting inmates to other jails	n/a	n/a	n/a	\$352,000
• Average transportation cost per inmate	n/a	n/a	n/a	\$78.22
• Number of inmates transported to other jails	n/a	n/a	n/a	4,500

<sup>1</sup> New measures to begin in FY 09.



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## 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 tax payer 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 2009 Issues

##### Court Security:

- Vacancies continue to cause the section to use overtime to meet service demands.
- With the addition of two new court rooms, increasing security presence maybe required.
- Proposed enhancements for courtroom security were eliminated, which the Sheriff's Office to redeploy resources or rely on increased overtime.

##### Civil Process:

- The quality of documents submitted to Civil Process for service is a continual issue. Information provided to the courts by the plaintiffs is not always accurate and/or complete which causes delays for service delivery.
- Service demands placed on each process server are increasing due to historic County growth rates. Traffic congestion has made it more difficult and time consuming to navigate through the County.

#### FY 2009 Goals

##### Court Security:

- Identify, present, and implement ideas to reduce overtime expenditures as service demands increases.
- Meet the increasing security needs of the courts complex in the most efficient manner possible.

##### Civil Process:

- Work with all involved in the locality to improve the quality of documents submitted to Civil Process for service.
- Implement the unit's relocation to its new facility on Sycolin Road while maintaining a high level of service.
- Continue to process and serve writs and notices efficiently and comply with the mandated deadlines.

Program Financial Summary	FY 2005 Actual	FY 2006 Actual	FY 2007 Actual	FY 2008 Adopted	FY 2009 Adopted
<b>Expenditures</b>					
Personnel	\$2,628,458	\$3,069,197	\$3,466,717	\$3,892,000	\$3,998,000
Operations & Maintenance	67,881	97,070	45,808	72,000	90,000
<b>Total Expenditures</b>	<b>\$2,696,339</b>	<b>\$3,166,267</b>	<b>\$3,512,525</b>	<b>\$3,965,000</b>	<b>\$4,088,000</b>
<b>Revenues</b>					
Charges For Services	\$121,599	\$203,679	\$248,955	\$183,000	\$251,000
State Shared Expenses	791,922	846,529	745,667	668,000	694,000
<b>Total Revenues</b>	<b>\$913,521</b>	<b>\$1,050,208</b>	<b>\$994,622</b>	<b>\$851,000</b>	<b>\$945,000</b>
<b>Total Local Tax Funding</b>	<b>\$1,782,818</b>	<b>\$2,116,059</b>	<b>\$2,517,903</b>	<b>\$3,114,000</b>	<b>\$3,143,000</b>
<b>FTE Summary</b>	<b>36.17</b>	<b>45.73</b>	<b>52.15</b>	<b>51.08</b>	<b>51.08</b>



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**Sheriff's Office**  
**Court Services**

Performance Measures	FY 2006 Actual	FY 2007 Actual	FY 2008 Estimated	FY 2009 Projected
<b>Objective: Execute and serve 100% of all civil process papers mandated by the Commonwealth of Virginia.</b>				
• Average attempts required to serve papers	1.12	1.13	1.12	1.11
• Average number of papers served per day	129	126	132	148
• Number of papers served annually	32,069	31,741	33,000	37,000
• Total service attempts by Civil Process	35,942	36,000	37,000	41,000
<b>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).</b>				
• Number of incidents reported	n/a	n/a	300	300
• Number of transports	3,823	5,235	4,648	5,400
• Percentage of incidents reported per transports	n/a	n/a	6.5%	5.6%
<b>Objective: Provide safety by conducting security checks and minimize incidents.</b>				
• Number of incidents (contraband) in the courts <sup>1</sup>	n/a	n/a	n/a	520
• Number of security posts	1	2	2	2
• Number of visitors in the courts	13,679	15,044	16,000	18,000
<b>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.</b>				
• Number of authorized sworn positions in Civil Process	6	6	6	6
• Number of authorized sworn positions in Court Security	33	38	38	38
• Percentage of certifications completed	n/a	n/a	100%	100%
• Percentage of training completed	n/a	n/a	100%	100%

<sup>1</sup> New measures to begin in FY 09.



## **Sheriff's Office**

### **Administrative & Technical Services**

#### **Description**

The Sheriff's Office Administrative and Technical Services Division provide 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 dissemination of Sheriff's Office General Orders and agency-wide policies and procedures.

#### **Budget Overview**

##### **FY 2009 Issues**

- Input a variety of documents and information into the computer aided dispatch system in a timely manner to extract current-day statistics for preparing relevant reports.
- Support the other divisions within the office and manage the training, promotional, ammunition, uniforms and police supply budget accounts without increasing personnel within the Training Section/Firearms Unit, without obtaining another Administrative Assistant position or without instituting the Sheriff's Youth Cadet Program.
- Begin the new four year process of agency accreditation without the manpower requested.
- Recruit and hire qualified applicants for all vacated positions so specialty positions can be back-filled.
- Continue to manage the support functions with the same number of civilian employees while the number of sworn deputies increases annually.

##### **FY 2009 Goals**

- Continue to develop 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 coordinate and support a variety of training opportunities for specialized weapons and positions.
- Complete the implementation of the property bar coding system for all evidence and found property.
- Implement building security for the Sheriff's Administration Office.
- Cross-train the Records Clerks on the different duties within the section, which will provide more cohesiveness and less disruption during times of transition.
- Successfully move the Sheriff's Office Administration to its new facility without causing a major disruption to customer services.



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**Sheriff's Office**  
**Administrative & Technical Services**

<b>Program Financial Summary</b>	<b>FY 2005 Actual</b>	<b>FY 2006 Actual</b>	<b>FY 2007 Actual</b>	<b>FY 2008 Adopted</b>	<b>FY 2009 Adopted</b>
<b>Expenditures</b>					
Personnel	\$1,704,603	\$1,931,169	\$2,263,018	\$2,513,000	\$2,711,000
Operations & Maintenance	1,255,996	1,231,978	1,630,023	1,773,000	2,096,000
Capital Outlay & Capital Acquisitions	99,440	78,378	0	24,000	92,000
Transfer To Central Service Fund	0	20,382	36,419	0	0
<b>Total Expenditures</b>	<b>\$3,060,039</b>	<b>\$3,261,907</b>	<b>\$3,929,460</b>	<b>\$4,310,000</b>	<b>\$4,899,000</b>
<b>Revenues</b>					
Permits Privilege Fees & Reg Licenses	\$19,026	\$18,532	\$218,366	\$122,000	\$228,000
Charges For Services	39,689	41,263	44,184	44,000	48,000
Miscellaneous Revenue	150	2	0	0	0
Recovered Costs	267	182	3,756	0	0
State Shared Expenses	417,158	464,038	542,427	497,000	576,000
Other Financing Sources	0	3,220	0	0	0
<b>Total Revenues</b>	<b>\$476,290</b>	<b>\$527,237</b>	<b>\$808,733</b>	<b>\$663,000</b>	<b>\$852,000</b>
<b>Total Local Tax Funding</b>	<b>\$2,583,749</b>	<b>\$2,734,670</b>	<b>\$3,120,727</b>	<b>\$3,647,000</b>	<b>\$4,047,000</b>
<b>FTE Summary</b>	<b>28.56</b>	<b>32.63</b>	<b>32.63</b>	<b>34.84</b>	<b>35.84</b>



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**Sheriff's Office**  
**Administrative & Technical Services**

Performance Measures	FY 2006 Actual	FY 2007 Actual	FY 2008 Estimated	FY 2009 Projected
<b>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.</b>				
• Number of applicants hired	75	83	72	55
• Number of applicants processed	1,253	1,887	1,600	2,100
• Number of approved enhancements	62	33	37	0
• Number of polygraph exams administered	167	169	170	140
• Number of vacancies - resignation/retirement/discipline	n/a	49	35	40
<b>Objective: Ensure that the description of all evidence and found property is entered into the CAD system accurately and placed into storage within one (1) day of receipt. Ensure that all evidence is located and available for court or transport at the time of the request, and handled in accordance with the Code of Virginia.</b>				
• % of pieces of evidence stored within 1 business day	95%	95%	99%	99%
• Hours out of the office to transport evidence/appear in court	n/a	n/a	1,040	1,500
• Pieces of evidence submitted and entered	7,504	7,800	7,100	8,000
<b>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.</b>				
• Number of accident reports entered into CAD	3,962	4,034	4,200	4,400
• Number of arrest reports entered into CAD	5,725	6,045	6,174	6,300
• Number of citations entered into CAD	22,110	22,623	23,500	24,000
• Number of offense reports entered into CAD	21,484	22,049	23,778	24,500
• Number of pieces of mail answered	2,427	3,149	3,200	3,300
• Number of walk-in requests	6,062	6,536	6,692	7,000
• Number of warrants entered into CAD/processed to patrol	6,944	6,756	7,500	7,600
• Percentage of documents processed within time frames	50%	75%	80%	80%



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**Sheriff's Office**  
**Administrative & Technical Services**

Performance Measures	FY 2006 Actual	FY 2007 Actual	FY 2008 Estimated	FY 2009 Projected
<b>Objective: Provide required training to all sworn and non-sworn personnel.</b>				
• Deputies attending mandatory biennial re-training	n/a	106	210	200
• Deputy recruits attending NVCJA	n/a	48	44	38
• Number of instructor hours used for weapons training	n/a	5,918	10,000	6,000
• Number of registrations processed - training/conferences	n/a	2,158	2,500	3,000
• Sworn attending blood borne pathogen & lead safety classes	n/a	426	560	600
• Sworn fit testing performed	n/a	65	100	150



Loudoun County Government  
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**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, planner, 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 2009 Issues**

- Most services provided by the program staff one person. With agency growth, the increased workload requires additional staff to support the entire agency.

**FY 2009 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.

<b>Program Financial Summary</b>	<b>FY 2005 Actual</b>	<b>FY 2006 Actual</b>	<b>FY 2007 Actual</b>	<b>FY 2008 Adopted</b>	<b>FY 2009 Adopted</b>
<b>Expenditures</b>					
Personnel	\$992,158	\$1,205,408	\$1,378,831	\$2,090,000	\$2,226,000
Operations & Maintenance	1,088,057	2,233,340	1,582,489	93,000	87,000
Capital Outlay & Capital Acquisitions	103,170	175,845	277,691	0	0
Transfer To Central Service Fund	128,945	20,382	0	0	0
<b>Total Expenditures</b>	<b>\$2,312,330</b>	<b>\$3,634,975</b>	<b>\$3,239,011</b>	<b>\$2,183,000</b>	<b>\$2,313,000</b>
<b>Revenues</b>					
State Shared Expenses	\$292,867	\$324,006	\$356,352	\$310,000	\$357,000
State Categorical Aid	0	60,000	0	0	0
Federal Categorical Aid	1,274,380	2,094,257	1,742,415	0	0
Other Financing Sources	0	0	133	0	0
<b>Total Revenues</b>	<b>\$1,567,247</b>	<b>\$2,478,263</b>	<b>\$2,098,900</b>	<b>\$310,000</b>	<b>\$357,000</b>
<b>Total Local Tax Funding</b>	<b>\$745,083</b>	<b>\$1,156,712</b>	<b>\$1,140,111</b>	<b>\$1,873,000</b>	<b>\$1,956,000</b>
<b>FTE Summary</b>	<b>13.35</b>	<b>14.07</b>	<b>14.35</b>	<b>14.35</b>	<b>14.35</b>



Loudoun County Government  
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**Sheriff's Office**  
**Office of the Sheriff**

Performance Measures	FY 2006 Actual	FY 2007 Actual	FY 2008 Estimated	FY 2009 Projected
<b>Objective: Process personnel action requests for new hires, transfers, promotions, demotions and separations within 1 week of request.</b>				
• Number of authorized positions	596	664	660	660
• Number of PA's processed	521	536	700	700
• Number of PA's processed within 1 week of request	10	12	20	20
<b>Objective: Inform the media and the public of law enforcement activity in compliance with State disclosure laws and the Freedom of Information Act.</b>				
• Number of Media/Public inquires to include FOIA request <sup>1</sup>	n/a	n/a	n/a	1,200
• Number of press releases on crimes and major incidents	315	275	300	325
<b>Objective: Process all purchase orders within one week of request.</b>				
• Average turnaround time (in days)	1.70	1.51	2.00	2.00
• Number of purchase orders created by the buyer	383	429	550	550
• Total dollar amount of purchase orders created by the buyer	\$607,000	\$793,595	\$1,000,000	\$1,200,000

<sup>1</sup> New measures to begin in FY 09.



## NOTES



## Health and Welfare

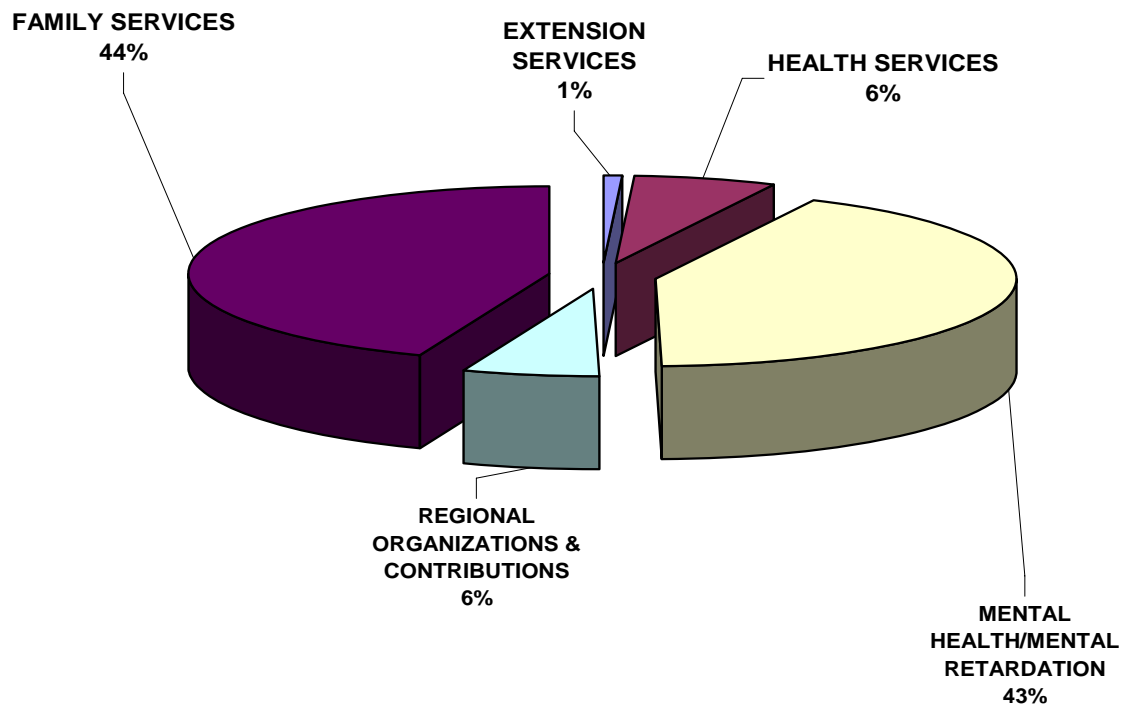
### HEALTH AND WELFARE SUMMARY

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## HEALTH AND WELFARE FY 2009

### ADOPTED EXPENDITURES





**Loudoun County Government  
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**Health And Welfare**

	<b>FY 2005 ACTUAL</b>	<b>FY 2006 ACTUAL</b>	<b>FY 2007 ACTUAL</b>	<b>FY 2008 ADOPTED</b>	<b>FY 2009 ADOPTED</b>
EXTENSION SERVICES	\$465,984	\$471,898	\$516,962	\$584,000	\$586,000
FAMILY SERVICES	27,112,041	29,124,409	30,770,934	31,798,000	32,639,000
HEALTH SERVICES	3,512,415	3,886,190	4,013,121	4,219,000	4,697,000
MENTAL HEALTH/ MENTAL RETARDATION	21,943,378	24,705,253	27,571,867	30,091,000	31,359,000
REGIONAL ORGANIZATIONS	<u>3,466,769</u>	<u>4,294,678</u>	<u>4,446,381</u>	<u>4,556,000</u>	<u>4,480,000</u>
<b>TOTAL HEALTH AND WELFARE</b>	\$56,500,587	\$62,482,428	\$67,319,265	\$71,248,000	\$73,761,000



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## 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 citizens through a process which uses scientific, research-based knowledge, and to address relevant issues and needs to help them improve their lives. It serves as the primary source of assistance for agriculture and horticulture production within the County.

### **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. 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 2009 Issues**

- A safe and secure food supply and producer/handler safety is important given its implications for Homeland Security.
- The new National Animal Identification System allows 48 hour trace back on livestock found with communicable disease.
- Homeowners need to be educated on the proper use of fertilizers & pesticides in order to protect water quality and the environment.
- Farm sustainability is at risk and programs pertaining to business management, profitability, and marketing are needed.
- Programs focused on character development and educations for youth are requested by County residents within the 4-H program.
- The increased cost of living in Loudoun has decreased family financial stability.
- The growth in the County local population dramatically enhanced the need for affordable, accessible, and quality child care. The shortage of child care impacts 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 2009 Major Goals**

- Provide farm management educational assistance, training and crop diagnostic services to local landowners.
- Inform local landowners about the National Animal Identification System.
- Provide educational programming and responsive consulting to commercial horticultural businesses.
- Provide educational programming and services to homeowners & pesticide applicators on protecting the environment and water quality.
- Provide character development, leadership and life skills to youth through the 4-H program.
- Educate parents and child care providers to improve their knowledge about elements of quality child care.

#### **FY 2008 Major Achievements**

- 246 local producers received management information on innovative agricultural enterprises.
- Extension provided in-depth production and marketing training for 157 small ruminant producers with 92% reporting that they will incorporate new improved production methods or incorporate new management strategies during the next 6 months.
- Worked jointly with the Department of Economic Development to develop a hay/pasture supply list of over 80 properties that was made available to local livestock producers for drought relief.
- Pesticide recertification training was provided for 468 green industry commercial pesticide applicators and 82 personnel to obtain their commercial pesticide applicator or registered technician licenses.
- Twenty-five attended the commercial horticulture educational program, Berry Field Day, where they learned the latest research to improve their production.
- Twenty-two new commercial horticulture producers received technical assistance in getting their land ready for horticultural production (wine grapes, cut flowers, brambles, blueberries, vegetables, nursery stock). Twelve of these new producers installed plantings during Spring 07.
- Numerous horticultural and environmental education programs were provided to 2,642 homeowners; educational resources were provided to attendees at the Leesburg Flower & Garden Festival (attendance: 32,000).
- 4-H has partnered with Parks, Recreation and Community Services to provide educational programming for the after school CASA program. 4-H reached 317 youth with education in the areas of electricity, magnetism, nutrition, and leadership.
- Extension provided 4-H project training and resource materials to 50 Loudoun County teachers to enhance the school curriculum of 2,027 students.
- Information was provided for 162 child care providers to establish family child care businesses.
- Extension sponsored the Child Care Fair which served 550 families with information on selecting and monitoring child care.
- The "Reality Store" program increased the financial literacy of 1,193 high school seniors. Extension also increased the financial knowledge of 182 adults through workshops.
- Extension trained 260 food service managers from restaurants, hospitals, child care centers, bed and breakfast, grocery stores, and temporary food vendors in the ServSafe Food Sanitation program whereby 186 received certification from the National Restaurant Association.



Loudoun County Government  
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### Extension Services

Departmental Financial Summary	FY 2005 Actual	FY 2006 Actual	FY 2007 Actual	FY 2008 Adopted	FY 2009 Adopted
<b>Expenditures</b>					
Personnel	\$363,048	\$355,577	\$400,715	\$455,000	\$449,000
Operations & Maintenance	102,936	116,320	116,247	129,000	137,000
<b>Total Expenditures</b>	<b>\$465,984</b>	<b>\$471,897</b>	<b>\$516,962</b>	<b>\$584,000</b>	<b>\$586,000</b>
 <b>Local Tax Funding</b>	 <b>\$465,984</b>	 <b>\$471,897</b>	 <b>\$516,962</b>	 <b>\$584,000</b>	 <b>\$586,000</b>
 County FTE	 6.00	 6.00	 6.00	 6.00	 6.35
State FTE	4.37	5.37	5.37	5.37	5.37
<b>FTE Summary</b>	<b>10.37</b>	<b>11.37</b>	<b>11.37</b>	<b>11.37</b>	<b>11.72</b>

#### FY 2009 Board Action

The FY 09 Adopted Fiscal Plan for Extension Services includes funding for compensation increases and increased benefits costs effective September 2008. 0.35 FTE was transferred from Parks, Recreation and Community Services subsequent to adoption of the FY 08 budget

#### Budget History

FY 05: The State restored a 4-H Extension Agent position.

FY 06: The State added 1.00 FTE for a Regional Horse Extension Agent position.

FY 08 Mid-Year: 0.35 FTE were transferred from Parks, Recreation and Community Services.



Loudoun County Government  
FY 2009 Adopted Fiscal Plan

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### Extension Services

<b>Expenditures by Program</b>	<b>FY 2005 Actual</b>	<b>FY 2006 Actual</b>	<b>FY 2007 Actual</b>	<b>FY 2008 Adopted</b>	<b>FY 2009 Adopted</b>
Agriculture & Natural Resources	\$239,760	\$231,773	\$259,767	\$291,000	\$281,000
4-H Youth Development	107,656	117,488	127,007	140,000	144,000
Family & Consumer Sciences	118,568	122,636	130,188	153,000	161,000
<b>Total Expenditures</b>	<b>\$465,984</b>	<b>\$471,897</b>	<b>\$516,962</b>	<b>\$584,000</b>	<b>\$586,000</b>
<b>Local Tax Funding by Program</b>	<b>FY 2005 Actual</b>	<b>FY 2006 Actual</b>	<b>FY 2007 Actual</b>	<b>FY 2008 Adopted</b>	<b>FY 2009 Adopted</b>
Agriculture & Natural Resources	\$239,760	\$231,773	\$259,767	\$291,000	\$281,000
4-H Youth Development	107,656	117,488	127,007	140,000	144,000
Family & Consumer Sciences	118,568	122,636	130,188	153,000	161,000
<b>Total Local Tax Funding</b>	<b>\$465,984</b>	<b>\$471,897</b>	<b>\$516,962</b>	<b>\$584,000</b>	<b>\$586,000</b>
<b>Staffing Summary by Program</b>	<b>FY 2005 Actual</b>	<b>FY 2006 Actual</b>	<b>FY 2007 Actual</b>	<b>FY 2008 Adopted</b>	<b>FY 2009 Adopted</b>
Agriculture & Natural Resources	4.10	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	3.27	3.27	3.62
<b>Total FTE</b>	<b>10.37</b>	<b>11.37</b>	<b>11.37</b>	<b>11.37</b>	<b>11.72</b>



## **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, and specialty crop production is provided to landowners and residents on a non-fee basis. Program volunteers are recruited, trained, and utilized to expand educational programs and service delivery. 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 2009 Issues**

- According to the Census of Agriculture developed by the National Agriculture Statistics Service, the number of farms (1,516) in the County is on the rise, growing by 32% from 1997-2002.
- 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.
- Rising production costs, coupled with a long term drought, have created economic conditions that have a significant 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 directly to consumer sales.
- 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% or more.
- Acreage devoted to urban landscapes is increasing each year and thousands of new homeowners are asked to care for 1-5 acre tracts of land resulting in overuse/abuse of fertilizers & pesticides and increased use of water table resources.
- School sponsored agricultural education classes are being eliminated in the public school system.

##### **FY 2009 Goals**

- Extension Services' Agricultural & Commercial Horticulture program focuses on providing research based technology so that Loudoun's citizens will be able to improve profitability, sustainability, natural resource conservation and security on their farmland. The Urban Horticulture program focuses on protecting the environment & water quality by educating homeowners on the proper use of pesticides and fertilizers on their lawns and gardens. To accomplish this, diagnostic services, onsite farm consultations, and educational programs will be conducted.



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**Extension Services**  
**Agriculture & Natural Resources**

<b>Program Financial Summary</b>	<b>FY 2005 Actual</b>	<b>FY 2006 Actual</b>	<b>FY 2007 Actual</b>	<b>FY 2008 Adopted</b>	<b>FY 2009 Adopted</b>
<b>Expenditures</b>					
Personnel	\$193,443	\$176,158	\$209,657	\$239,000	\$227,000
Operations & Maintenance	46,317	55,615	50,110	52,000	54,000
<b>Total Expenditures</b>	<b>\$239,760</b>	<b>\$231,773</b>	<b>\$259,767</b>	<b>\$291,000</b>	<b>\$281,000</b>
 <b>Total Local Tax Funding</b>	 <b>\$239,760</b>	 <b>\$231,773</b>	 <b>\$259,767</b>	 <b>\$291,000</b>	 <b>\$281,000</b>
 County FTE	 3.00	 3.00	 3.00	 3.00	 3.00
State FTE	1.10	2.10	2.10	2.10	2.10
<b>FTE Summary</b>	<b>4.10</b>	<b>5.10</b>	<b>5.10</b>	<b>5.10</b>	<b>5.10</b>



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**Extension Services**  
**Agriculture & Natural Resources**

Performance Measures	FY 2006 Actual	FY 2007 Actual	FY 2008 Estimated	FY 2009 Projected
<b>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.</b>				
• Agricultural educational programs	33	30	28	28
• Onsite farm consultations	83	97	90	90
• Participants in agricultural programs	1,664	2,082	1,500	1,520
<b>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.</b>				
• Commercial horticulture education programs	5	16	20	25
• Onsite commercial horticultural farm consultations	37	58	75	75
• Participants in commercial horticultural programs	112	283	300	350
<b>Objective: Protect the environment and water quality by utilizing integrated pest management (IPM) methods through the Master Gardener Volunteer Program and Extension Office staff.</b>				
• Help desk calls/visits	1,372	2,176	2,200	2,300
• Participants in urban horticultural programs	1,378	2,642	2,700	2,800
• Urban horticultural educational programs conducted	45	63	65	67



**Loudoun County Government  
FY 2009 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. 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 after school 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 2009 Issues

- Development of leadership and character have 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.

#### FY 2009 Goals

- Extension's 4-H program purpose is to provide experiential learning opportunities to teach the latest research-based subject matter for youth, ages 5-18, to develop skills for successful living. This is accomplished by supporting the traditional 4-H community club structure, providing educational programming for youth in after school programs and school enrichment programs, as well as providing an annual 4-H camping experience.

<b>Program Financial Summary</b>	<b>FY 2005 Actual</b>	<b>FY 2006 Actual</b>	<b>FY 2007 Actual</b>	<b>FY 2008 Adopted</b>	<b>FY 2009 Adopted</b>
<b>Expenditures</b>					
Personnel	\$86,639	\$91,702	\$98,366	\$103,000	\$106,000
Operations & Maintenance	21,017	25,786	28,641	37,000	38,000
<b>Total Expenditures</b>	<b>\$107,656</b>	<b>\$117,488</b>	<b>\$127,007</b>	<b>\$140,000</b>	<b>\$144,000</b>
 <b>Total Local Tax Funding</b>	 <b>\$107,656</b>	 <b>\$117,488</b>	 <b>\$127,007</b>	 <b>\$140,000</b>	 <b>\$144,000</b>
 County FTE	 1.60	 1.60	 1.60	 1.60	 1.60
State FTE	1.40	1.40	1.40	1.40	1.40
<b>FTE Summary</b>	<b>3.00</b>	<b>3.00</b>	<b>3.00</b>	<b>3.00</b>	<b>3.00</b>



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**Extension Services**  
**4-H Youth Development**

Performance Measures	FY 2006 Actual	FY 2007 Actual	FY 2008 Estimated	FY 2009 Projected
<b>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.</b>				
• Number of 4-H program offerings	9	14	10	12
• Participants enrolled in 4-H after school programs	317	479	340	400
• Percent increase in 4-H after school program participation	-6% <sup>1</sup>	34%	0%	25%
<b>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.</b>				
• Number of individually enrolled 4-H campers	140	0 <sup>2</sup>	135	145
• Number of new 4-H camp program offerings	3	0 <sup>2</sup>	2	2
• Percent increase of participants in 4-H camps	4%	0% <sup>2</sup>	16%	7%
<b>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.</b>				
• Number of individually enrolled 4-H youth	1,531	3,054	3,500	3,800
• Number of new 4-H program offerings	95	2	2	0
• Percent increase of individually enrolled 4-H youth	-38% <sup>3</sup>	49%	13%	8%
<b>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.</b>				
• Number of 4-H program offerings (clubs)	6	21	22	26
• Number of individually enrolled 4-H youth (clubs)	496	447	580	490
• Percent increase of individually enrolled 4-H youth (clubs)	-20% <sup>4</sup>	-10% <sup>4</sup>	7%	4%

<sup>1</sup> FY 05-06 collaboration with Parks, Recreation & Community Services – used a different formula to administer the program year.

<sup>2</sup> FY 2007 4-H camp did not occur this fiscal year because of end of school year; camp was held in August 2007.

<sup>3</sup> FY 05-06 reduced enrollment in 4-H embryology project in schools because of a communication error with school administration.

<sup>4</sup> FY 05-06 due to volunteer turnover. 4-H Agent was new in 2005 and had to recruit new leadership.



## **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 2009 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.
- 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.
- There is a tremendous 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.
- 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.
- 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.
- 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 2009 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 increase financial literacy of high school students.
- Increase the knowledge of individuals on making healthy food choices and increasing physical activity to improve dietary health.
- With obesity and other health problems on the rise in this country, nutrition and prevention education has become critical.



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**Extension Services**  
**Family & Consumer Sciences**

<b>Program Financial Summary</b>	<b>FY 2005 Actual</b>	<b>FY 2006 Actual</b>	<b>FY 2007 Actual</b>	<b>FY 2008 Adopted</b>	<b>FY 2009 Adopted</b>
<b>Expenditures</b>					
Personnel	\$82,966	\$87,717	\$92,692	\$114,000	\$116,000
Operations & Maintenance	35,602	34,919	37,496	40,000	45,000
<b>Total Expenditures</b>	<b>\$118,568</b>	<b>\$122,636</b>	<b>\$130,188</b>	<b>\$153,000</b>	<b>\$161,000</b>
 <b>Total Local Tax Funding</b>	 <b>\$118,568</b>	 <b>\$122,636</b>	 <b>\$130,188</b>	 <b>\$153,000</b>	 <b>\$161,000</b>
 County FTE	 1.40	 1.40	 1.40	 1.40	 1.75
State FTE	1.87	1.87	1.87	1.87	1.87
<b>FTE Summary</b>	<b>3.27</b>	<b>3.27</b>	<b>3.27</b>	<b>3.27</b>	<b>3.62</b>



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**Extension Services**  
**Family & Consumer Sciences**

Performance Measures	FY 2006 Actual	FY 2007 Actual	FY 2008 Estimated	FY 2009 Projected
<b>Objective: Increase the quality of child care services by helping child care providers establish family child care businesses and educating parents on selecting and monitoring child care.</b>				
• Number of individuals trained to start a child care business	96	162	120 <sup>1</sup>	120 <sup>1</sup>
• Number of parents provided information on child care	600	550	600	600
<b>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.</b>				
• Number of Financial Counseling cases served	n/a <sup>2</sup>	n/a <sup>2</sup>	40	60
• Number of Financial Management Programs provided	10	7 <sup>3</sup>	10	10
• Number of participants in financial management workshops	264	182	200	225
<b>Objective: Increase participation in the Reality Store Program to increase financial literacy of high school youth.</b>				
• Number of students trained in financial literacy	496	1,193	1,000 <sup>1</sup>	1,000 <sup>1</sup>
• Percent of participants indicating increased knowledge	n/a <sup>2</sup>	62%	65%	65%
<b>Objective: Improve the knowledge and skills of food handler personnel in restaurants, schools, hospitals, child care centers, nursing homes, churches, and other food industries.</b>				
• Number of food service managers trained	149	260	150 <sup>1</sup>	150 <sup>1</sup>
• Percentage of Food Service Managers receiving certification	80%	72%	75%	75%
<b>Objective: Increase the knowledge of individuals on making healthy food choices and increasing physical activity to improve dietary health.</b>				
• Number of individuals provided information on nutrition, fitness and health	n/a <sup>2</sup>	n/a <sup>2</sup>	500	550
• Percent of participants who increase knowledge	n/a <sup>2</sup>	n/a <sup>2</sup>	85%	85%

<sup>1</sup> Fewer classes with a wider selection will be offered.

<sup>2</sup> This is a new measure for FY 08; prior year history is not available.

<sup>3</sup> Position was not fully staffed FY 07.



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## 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 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 who 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 action, community development, child and adult protective services, foster care and adoption, Medicaid, food stamps, emergency services and child daycare.

The department has changed in look and scope of work over the last ten 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 Department of Housing Services was brought under DFS. This county reorganization brought 28 employees, a homeless shelter, a transitional housing facility and 11 programs that administer over \$20,000,000 of Federal, State and local funds to eligible residents of Loudoun County. In addition to the two citizen boards already supported by DFS staff, four additional boards, including the Housing Advisory Board, the Affordable Dwelling Unit Board, the Disability Services Board and the Continuum of Care Committee, were added. Since 1997 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 and the Community Development Block Grant (CDBG) Program.

### **Budget Overview**

#### **FY 2009 Issues**

- The demand for services outpaces resources in areas of most critical need, i.e. child and adult protection, affordable housing, affordable day care, affordable health care, the Youth Shelter, the Juvenile Detention Center, Homeless Shelters and employment needs. Enhancements for a Child Protective and an Adult Protective worker were included in the FY 09 Proposed Fiscal Plan. The Board of Supervisors directed the County Administrator to reassign existing vacant positions from elsewhere in the organization to meet the need for additional staff.
- The rising cost of health care, fuel, utilities and other basic living expenses affect both clients and staff.
- There is insufficient work space for staff to carry out their daily responsibilities.
- A softening housing market and subsequent foreclosures may lead to increased demands to assist families with basic housing needs.
- There is an increasing need to provide interpretation and translation for Non-English speaking residents.
- Public/Private partnerships are essential to providing effective and efficient services to Loudoun's most vulnerable families.
- Traffic congestion negatively impacts response time and fieldwork.

#### **FY 2009 Major Goals**

- The time and costs for children placed in residential treatment will be reduced through the use of practice models such as Wraparound and Family Group Decision Making.
- The trauma to children who have been severely abused will be reduced through cooperative arrangements that provide for a singular forensic interview that serves both criminal and civil purposes.
- A second Youth Shelter will begin the design phase.
- DFS staff will be placed at community health centers and/or local hospitals to process Medicaid applications.
- An ongoing process will be developed for assisting families on the Housing Choice Voucher waitlist as families leave through attrition.
- Plans will be developed to increase the focus of the Young Adults Project from an alternative school program to a community based transition program.
- Private sector partnerships with DFS will be sought for the construction of new affordable housing units.
- The department will develop an annual needs assessment and evaluation process.
- The supply of a variety of housing types affordable to households that earn below 100% average median income, with an emphasis on 30% AMI and below, will be increased.



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## **Family Services**

- The design process for an addition to be built onto the Transitional Housing Program to provide emergency shelter to men, women and children will be completed.
- The Holiday Coalition program will establish a long term lease to house donated goods and operate the program.
- The department will 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 groups and any other group dealing with the issue of homelessness.
- The needs assessment process for the JDC will be completed and the design process begun for construction in FY 10.

### **FY 2008 Major Achievements**

- Through cooperative agreements with Loudoun Hospital, the Sheriff's Office, the Commonwealth Attorney, Leesburg Police, Juvenile Court Services, Loudoun Citizens for Social Justice, and others, a Child Advocacy Center has opened to serve children who have been abused or neglected.
- A Housing First pilot has been launched to address chronic homelessness.
- The number of Housing Choice Voucher (HCV) recipients has increased by 50 families.
- A process has been developed for assisting families on the child care assistance wait list as families leave through attrition on an ongoing basis.
- Revision of the County's housing policies will broaden the income range of program services and identify the use of public land for affordable housing.
- The sale of 100+ Affordable Dwelling Unity (ADUS) has been facilitated.
- Fourteen homes have been rehabilitated through the Loudoun County Home Improvement Program and the Eastern Loudoun Revitalization Program.
- Sixty-five below market-rate mortgage loans have been facilitated using a VHDA allocation of \$13 million.



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## Family Services

<b>Departmental Financial Summary</b>	<b>FY 2005 Actual</b>	<b>FY 2006 Actual</b>	<b>FY 2007 Actual</b>	<b>FY 2008 Adopted</b>	<b>FY 2009 Adopted</b>
<b>Expenditures</b>					
Personnel	\$10,307,284	\$11,185,570	\$12,836,636	\$14,118,000	\$14,622,000
Operations & Maintenance	16,536,795	17,620,171	17,609,348	17,630,000	18,007,000
Capital Outlay & Capital Acquisitions	252,980	285,430	298,652	50,000	10,000
Transfer To Central Service Fund	14,995	33,238	26,298	0	0
<b>Total Expenditures</b>	<b>\$27,112,054</b>	<b>\$29,124,409</b>	<b>\$30,770,934</b>	<b>\$31,798,000</b>	<b>\$32,639,000</b>
<b>Revenues</b>					
Use Of Money & Property	\$6,355	\$4,737	\$2,927	\$9,000	\$9,000
Miscellaneous Revenue	121,012	45,468	54,595	33,000	21,000
Recovered Costs	238,616	240,026	178,200	205,000	133,000
State Categorical Aid	2,680,094	2,861,738	2,915,600	3,059,000	3,207,000
Federal Categorical Aid	6,063,967	7,205,542	7,831,666	7,117,000	7,846,000
Other Financing Sources	196,945	183,000	183,108	259,000	183,000
<b>Total Revenues</b>	<b>\$9,306,989</b>	<b>\$10,540,511</b>	<b>\$11,166,096</b>	<b>\$10,681,000</b>	<b>\$11,398,000</b>
<b>Housing Choice Voucher Fund</b>	<b>\$7,853,950</b>	<b>\$7,669,555</b>	<b>\$7,696,347</b>	<b>\$7,755,000</b>	<b>\$7,668,000</b>
<b>Foster Care Reimbursement Fund</b>	<b>\$432,593</b>	<b>\$324,441</b>	<b>\$109,965</b>	<b>\$0</b>	<b>\$0</b>
<b>Local Tax Funding</b>	<b>\$9,518,522</b>	<b>\$10,589,902</b>	<b>\$11,798,526</b>	<b>\$13,361,000</b>	<b>\$13,571,000</b>
<b>FTE Summary</b>	<b>189.66</b>	<b>189.66</b>	<b>189.66</b>	<b>193.23</b>	<b>194.80</b>

### FY 2009 Board Action

The FY 09 Adopted Fiscal Plan for Family Services includes full-year funding for 1.57 FTE transferred from Parks, Recreation and Community Services for foster care and customer service and \$30,000 for the Leesburg Homeless Shelter. The FY 09 Fiscal Plan also provides funding for compensation increases and increased benefits costs effective September 2008 and increased energy costs.

Additional information on this department's Capital Improvement Program projects can be found in Volume 2 on pages 7 – 44, 7 – 74, 7 – 90 and 7 – 92. Information on scheduled projects for the Capital Asset Preservation Program can be found in the tables beginning on page 9 – 2 in Volume 2.



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## **Family Services**

### **Budget History**

FY 05 Mid-Year: 1.00 FTE was transferred to Management and Financial Services and 1.00 FTE was transferred from Health Services for a nurse at the JDC and 0.52 FTE was transferred from MH/MR/SAS for the Federal Foster Care Reimbursement program. 2.00 FTE were added for the Housing Trust Fund and the Disability Services Board.

FY 06: The Board approved enhancements totaling 5.20 FTE for Child Protective Services, Family Connections, and Administration.

FY 06 Mid-Year: 1.00 FTE was added for the Loudoun County Home Improvement Project.

FY 07: The Board approved enhancements totaling 2.60 FTE for Child Protective Services.

FY 07 Mid-Year: 1.00 FTE was transferred from General Services and 0.2 FTE was transferred from MH/MR/SAS.

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 Parks, Recreation and Community Services.



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## Family Services

<b>Expenditures by Program</b>	<b>FY 2005 Actual</b>	<b>FY 2006 Actual</b>	<b>FY 2007 Actual</b>	<b>FY 2008 Adopted</b>	<b>FY 2009 Adopted</b>
Child & Adult Services	\$4,325,928	\$4,546,910	\$5,152,475	\$5,582,000	\$5,681,000
Family Programs	15,164,196	15,110,696	15,243,509	15,773,000	15,927,000
Housing & Community Development	890,035	1,536,322	1,743,229	1,721,000	1,760,000
Facilities & Internal Operations	6,731,895	7,930,481	8,631,721	8,722,000	9,271,000
<b>Total Expenditures</b>	<b>\$27,112,054</b>	<b>\$29,124,409</b>	<b>\$30,770,934</b>	<b>\$31,798,000</b>	<b>\$32,639,000</b>
<b>Revenues by Program</b>	<b>FY 2005 Actual</b>	<b>FY 2006 Actual</b>	<b>FY 2007 Actual</b>	<b>FY 2008 Adopted</b>	<b>FY 2009 Adopted</b>
Child & Adult Services	\$1,586,050	\$1,685,886	\$1,664,475	\$1,388,000	\$1,501,000
Family Programs	12,962,557	13,048,984	12,850,344	12,979,000	13,003,000
Housing & Community Development	213,927	768,701	1,153,025	1,004,000	969,000
Facilities & Internal Operations	2,830,998	3,030,936	3,304,564	3,064,000	3,593,000
<b>Total Revenues</b>	<b>\$17,593,532</b>	<b>\$18,534,507</b>	<b>\$18,972,408</b>	<b>\$18,437,000</b>	<b>\$19,066,000</b>
<b>Local Tax Funding by Program</b>	<b>FY 2005 Actual</b>	<b>FY 2006 Actual</b>	<b>FY 2007 Actual</b>	<b>FY 2008 Adopted</b>	<b>FY 2009 Adopted</b>
Child & Adult Services	\$2,739,878	\$2,861,024	\$3,488,000	\$4,194,000	\$4,180,000
Family Programs	2,201,639	2,061,712	2,393,165	2,793,000	2,924,000
Housing & Community Development	676,108	767,621	590,204	716,000	791,000
Facilities & Internal Operations	3,900,897	4,899,545	5,327,157	5,657,000	5,678,000
<b>Total Local Tax Funding</b>	<b>\$9,518,522</b>	<b>\$10,589,902</b>	<b>\$11,798,526</b>	<b>\$13,361,000</b>	<b>\$13,571,000</b>
<b>Staffing Summary by Program</b>	<b>FY 2005 Actual</b>	<b>FY 2006 Actual</b>	<b>FY 2007 Actual</b>	<b>FY 2008 Adopted</b>	<b>FY 2009 Adopted</b>
Child & Adult Services	49.21	49.21	49.21	49.43	50.43
Family Programs	61.08	61.08	61.08	62.61	62.61
Housing & Community Development	10.86	10.86	10.86	12.86	12.86
Facilities & Internal Operations	68.51	68.51	68.51	68.33	68.90
<b>Total FTE</b>	<b>189.66</b>	<b>189.66</b>	<b>189.66</b>	<b>193.23</b>	<b>194.80</b>



## Family Services Child & Adult Services

### Description

The Children and Adult Protective Services area includes five program areas: Adult Protective Services, Child Protective Services, Foster Care and Adoptions, Comprehensive Services Act for at Risk Youth and Families, 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.

Child Protective Services (CPS) 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 the Department of Social Services. 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 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 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: a parenting skills class, 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 2009 Issues**

- Caseloads are continuing to grow in Child Protective Services (CPS) and Foster Care and Adoptions, causing heavy workload increases for staff. A vacant position from within the organization will be reassigned to CPS to address this growing workload.
- After hours work and legal requirements have increased in Child Protective Services, Adult Protective Services and Foster Care and Adoptions. A vacant position from within the organization will be reassigned to APS to address this growing workload
- 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 supports.
- The cost of treatment for seriously disturbed children continues to rise.

#### **FY 2009 Goals**

- The Adult Protective Services Unit will manage the increasing work and legal requirements in order to meet the needs of elderly, disabled and vulnerable adults to help them achieve the highest level of self sufficiency possible.
- The Comprehensive Services for At Risk Youth Program will provide services in a timely and efficient manner in order to minimize out of home placements while providing sufficient supports to young adults to manage the increasing number and complexity of problems.
- The Child Protective Services Unit will investigate the increasing numbers of complaints and provide services in order to protect children and minimize the need for future interventions.
- The Family Connections Program will assist families by providing education, counseling and continuing support to families with youth who engage in extreme and at-risk behavior.
- The Foster Care and Adoptions Unit will recruit a sufficient number of foster and adoptive homes to provide permanent placements to as many youth as possible who are currently in out of home placements and provide all the necessary supports to help those who cannot be permanently placed.



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**Family Services**  
**Child & Adult Services**

<b>Program Financial Summary</b>	<b>FY 2005 Actual</b>	<b>FY 2006 Actual</b>	<b>FY 2007 Actual</b>	<b>FY 2008 Adopted</b>	<b>FY 2009 Adopted</b>
<b>Expenditures</b>					
Personnel	\$2,671,085	\$2,903,473	\$3,456,182	\$3,831,000	\$3,970,000
Operations & Maintenance	1,485,228	1,540,010	1,649,068	1,752,000	1,711,000
Capital Outlay & Capital Acquisitions	154,620	87,430	20,927	0	0
Transfer To Central Service Fund	14,995	15,997	26,298	0	0
<b>Total Expenditures</b>	<b>\$4,325,928</b>	<b>\$4,546,910</b>	<b>\$5,152,475</b>	<b>\$5,582,000</b>	<b>\$5,681,000</b>
<b>Revenues</b>					
Recovered Costs	\$3,224	\$6,238	\$46,503	\$5,000	\$5,000
State Categorical Aid	185,925	169,069	226,375	232,000	235,000
Federal Categorical Aid	978,704	1,019,863	1,200,097	968,000	1,078,000
Other Financing Sources	0	183,000	183,000	183,000	183,000
<b>Total Revenues</b>	<b>\$1,167,853</b>	<b>\$1,378,170</b>	<b>\$1,655,975</b>	<b>\$1,388,000</b>	<b>\$1,501,000</b>
<b>Foster Care Reimbursement Fund</b>	<b>\$418,197</b>	<b>\$307,716</b>	<b>\$8,500</b>	<b>\$0</b>	<b>\$0</b>
<b>Total Local Tax Funding</b>	<b>\$2,739,878</b>	<b>\$2,861,024</b>	<b>\$3,488,000</b>	<b>\$4,194,000</b>	<b>\$4,180,000</b>
<b>FTE Summary</b>	<b>49.21</b>	<b>49.21</b>	<b>49.21</b>	<b>49.43</b>	<b>50.43</b>



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**Family Services**  
**Child & Adult Services**

Performance Measures	FY 2006 Actual	FY 2007 Actual	FY 2008 Estimated	FY 2009 Projected
<b>Objective: APS - Investigate all valid complaints with 85% of investigations completed within 45 days.</b>				
• Investigations completed within 45 days	92%	92%	85%	85%
• Number of complaints received deemed as valid	282	300	315	315
<b>Objective: APS - To maintain elderly and disabled adults in their homes through companion services.</b>				
• Elderly and disabled adults stabilized in the home setting	74%	53%	65%	66%
• Elderly/disabled adults stabilized in the home setting instead of other facilities	90	68	72	73
• Number of clients using companion services	121	128	110	110
<b>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.</b>				
• Medicaid prescreenings completed in 14 days	94%	98%	90%	90%
• Number of referrals for prescreenings	74	89	98	98
<b>Objective: CPS - Investigate and or assess all valid complaints of child abuse and/or neglect.</b>				
• Child abuse or neglect complaints received	913	1,076	1,208	1,394
• Complaints placed on investigation track	167	195	195	195
• Number of complaints diverted to family assessments	733	852	1,134	1,150
• Number of complaints investigated with a founded disposition	13	29	35	35
• Valid complaints that have a 2nd complaint within a year of the previous complaint	3%	22%	20%	20%
<b>Objective: All new CSA referrals will be initially staffed within 4 weeks as required by the Community Policy Management Team.</b>				
• New cases staffed within four weeks	91%	80%	95%	95%
• Number of new cases referred	93	58	75	75



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**Family Services**  
**Child & Adult Services**

Performance Measures	FY 2006 Actual	FY 2007 Actual	FY 2008 Estimated	FY 2009 Projected
<b>Objective: Family Connections - At least 70% of families who complete at least five sessions will state positive outcomes as measured by post-service survey.</b>				
• Families who attend at least one session completing the five sessions	n/a	78%	80%	85%
• Families who complete five sessions stating positive outcomes on survey	74%	99%	95%	95%
• Number of families who have completed at least five sessions	91	79	95	95
• Number of parents participating	n/a	134	140	150
<b>Objective: Family Connections - At least 75% of teens will complete at least 5 sessions.</b>				
• Number of teens participating	n/a	90	95	95
• Number of teens who have completed at least five sessions	n/a	64	70	70
• Teens completing at least five sessions	n/a	71%	74%	75%
<b>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.</b>				
• Children exiting foster care and achieving permanent living situations	90%	81%	85%	90%
• Children in foster care who have been in custody < 2.5 years	73%	72%	70%	70%
• Total number of children in Foster Care during the year	91	93	97	97
<b>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.</b>				
• Number of children requiring placement	37	52	50	50
• Number of trained foster/adoptive homes	44	39	45	45



## 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 which they can afford.

The Young Adults project is a collaboration between the Department of Family Services 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 2009 Issues**

- Caseloads continue to rise in Medicaid and Food Stamp programs.
- The increasing caseloads in the Welfare Reform Program called Virginia Initiative for Employment not Welfare (VIEW) and new program requirements have take up more of the caseworkers' time and result in lower employment rates for participants.
- The number of requests is increasing for assessments on children with severe disabilities in the community that require an additional staff time.

#### **FY 2009 Goals**

- The Benefits Unit will 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.
- The Career Support Services Unit will 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.
- The Housing Choice Voucher program will provide income eligible families the ability to maintain housing through rental assistance.
- The Young Adults Project will provide educational and behavior management tools to youth who have been unable to succeed in the traditional public school system.
- The Young Parent Service program will provide an intensive array of services in order to ensure that at least 90% of program participants complete high school.



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**Family Services**  
**Family Programs**

<b>Program Financial Summary</b>	<b>FY 2005 Actual</b>	<b>FY 2006 Actual</b>	<b>FY 2007 Actual</b>	<b>FY 2008 Adopted</b>	<b>FY 2009 Adopted</b>
<b>Expenditures</b>					
Personnel	\$3,563,380	\$3,594,254	\$3,976,536	\$4,280,000	\$4,396,000
Operations & Maintenance	11,600,816	11,516,442	11,266,973	11,448,000	11,531,000
Capital Outlay & Capital Acquisitions	0	0	0	45,000	0
<b>Total Expenditures</b>	<b>\$15,164,196</b>	<b>\$15,110,696</b>	<b>\$15,243,509</b>	<b>\$15,773,000</b>	<b>\$15,927,000</b>
<b>Revenues</b>					
Miscellaneous Revenue	\$4,448	\$0	\$0	\$0	\$0
Recovered Costs	31,196	1,372	832	0	0
State Categorical Aid	1,484,106	1,635,424	1,496,921	1,682,000	1,824,000
Federal Categorical Aid	3,588,857	3,742,633	3,656,244	3,542,000	3,512,000
<b>Total Revenues</b>	<b>\$5,108,607</b>	<b>\$5,379,429</b>	<b>\$5,153,997</b>	<b>\$5,224,000</b>	<b>\$5,336,000</b>
<b>Housing Choice Voucher Fund</b>	<b>\$7,853,950</b>	<b>\$7,669,555</b>	<b>\$7,696,347</b>	<b>\$7,755,000</b>	<b>\$7,668,000</b>
<b>Total Local Tax Funding</b>	<b>\$2,201,639</b>	<b>\$2,061,712</b>	<b>\$2,393,165</b>	<b>\$2,793,000</b>	<b>\$2,924,000</b>
<b>FTE Summary</b>	<b>61.08</b>	<b>61.08</b>	<b>61.08</b>	<b>62.61</b>	<b>62.61</b>



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**Family Services**  
**Family Programs**

Performance Measures	FY 2006 Actual	FY 2007 Actual	FY 2008 Estimated	FY 2009 Projected
<b>Objective: Benefits - All Food Stamp cases will be processed within the time frame mandated for the program.</b>				
• Food Stamp cases processed within mandated time frames	99%	99%	97%	97%
<b>Objective: Benefits - All inquiries will be screened and the appropriate referrals made.</b>				
• Benefits applications approved	2,779	3,043	3,293	3,335
• Benefits applications processed	3,623	4,156	4,756	4,889
• Benefits applications screened	8,735	10,151	11,151	11,220
<b>Objective: Career Support Unit - At least 380 children will receive child care assistance so that their families can work.</b>				
• Number of children on waiting list for child care assistance	537	438	458	475
• Number of children receiving day care assistance	369	356	390	400
<b>Objective: Career Support Unit - 75% of VIEW clients will gain and keep employment at least three months past termination from TANF.</b>				
• Number of VIEW clients	272	302	300	310
• Vehicles for Change Program vehicles donated for VIEW clients	97	35	108	110
• VIEW clients employed while in the program	78%	75%	75%	78%
• VIEW clients maintaining employment for at least three months	72%	79%	75%	78%
<b>Objective: Career Support Unit - At least 108 employer job fair and other events will be scheduled annually with 90% of employer/client evaluations marked satisfactory or above.</b>				
• Clients attending job fairs and employer events	167	388	360	375
• Employer evaluations marked satisfactory or above	97%	98%	98%	98%
• Number of Job Fairs/Meet the Employer events sponsored	86	97	108	135



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**Family Services**  
**Family Programs**

Performance Measures	FY 2006 Actual	FY 2007 Actual	FY 2008 Estimated	FY 2009 Projected
<b>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.</b>				
• Available Federal HCV funds expended	91%	90%	97%	97%
• HUD required home inspections completed timely	97%	84%	95%	95%
• Number of households receiving Housing Choice Vouchers	650	638	650	650
• Number of households on the HCV waitlist	1,041	1,119	784	784
<b>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.</b>				
• Average age of youth in the program	16	16	16	16
• Enrolled youth receiving a high school diploma	11	9	10	12
• Enrolled youth who return to regular school or earn enough credits to graduate	76%	100%	90%	98%
• Enrolled youth who return to regular school program	33	39	40	42
• Number of youth enrolled in YAP	58	48	55	55
<b>Objective: Young Parent Services - Provide an intensive array of services so that 90% of program participants stay in school.</b>				
• Current participants who do not drop out of school after enrollment	n/a	94%	90%	90%
• Number of parenting and pregnant youth enrolled in program	73	66	50	50
<b>Objective: Young Parent Services - 90% of program participants will not become pregnant again while in the program.</b>				
• Youth with no additional pregnancies after enrollment	95%	91%	90%	90%



## Family Services

### Housing & Community Development

#### Description

The Housing and Community Development Division administers housing policy and program development, needs assessment and program evaluation, private sector partnership development, the Affordable Dwelling Unit (ADU) program, the Community Development Block Grant (CDBG) program, the Homeownership Loan program, the Home-buyers Education program, the Loudoun County Home Improvement program (LCHIP) and the Eastern Loudoun Revitalization (LCHRP) program.

The division assists the Housing Advisory Board in assessing the County's housing needs and in 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 \$94,500 for 2007. The division provides overall policy coordination and assistance to the many County programs charged with implementing County housing policy and works closely with the Industrial Development Authority and other Federal, State, and non-profit agencies to develop funding sources for the provision of affordable housing.

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 the 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 Homeownership Loan and Homebuyers Education programs provide a variety of low-interest loans and downpayment 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 helps ADU purchasers understand the responsibilities of home-ownership and is required to be completed for the purchase of an ADU or for the use of any VHDA loan product.

#### Budget Overview

##### **FY 2009 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 (including teachers and Sheriff's department), warehouse and transportation (including Airport jobs), and construction industries.
- 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 and a deficit of housing stock affordable to households with incomes at 100% AMI and below.
- Accessible funding for emergency home repairs for major systems such as plumbing, furnaces and roofing is needed.
- Funding is needed to for improvements such as ramps, grab bars and other supporting items to enable the handicapped and elderly to age in-place in affordable housing, thus reducing the need for alternative housing.

##### **FY 2009 Goals**

- The supply of a variety of housing types affordable to households that earn below 100% AMI (\$94,500 for 2007) with an emphasis on 30% AMI and below will be increased.
- Studio and efficiency housing units will be added to assist those with lowest incomes.
- A variety of public and private funding sources will be sought to support a variety of programs.
- Private sector partnerships to support construction of new affordable units will be established.



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**Family Services**  
**Housing & Community Development**

<b>Program Financial Summary</b>	<b>FY 2005 Actual</b>	<b>FY 2006 Actual</b>	<b>FY 2007 Actual</b>	<b>FY 2008 Adopted</b>	<b>FY 2009 Adopted</b>
<b>Expenditures</b>					
Personnel	\$267,401	\$573,041	\$789,961	\$1,004,000	\$1,006,000
Operations & Maintenance	622,634	963,281	953,268	716,000	754,000
<b>Total Expenditures</b>	<b>\$890,035</b>	<b>\$1,536,322</b>	<b>\$1,743,229</b>	<b>\$1,721,000</b>	<b>\$1,760,000</b>
<b>Revenues</b>					
Use Of Money & Property	\$6,355	\$4,737	\$2,927	\$9,000	\$9,000
Miscellaneous Revenue	1,500	400	1,656	3,000	3,000
Recovered Costs	790	622	8,283	32,000	45,000
Federal Categorical Aid	57,269	762,942	1,140,159	883,000	912,000
Other Financing Sources	148,013	0	0	76,000	0
<b>Total Revenues</b>	<b>\$213,927</b>	<b>\$768,701</b>	<b>\$1,153,025</b>	<b>\$1,004,000</b>	<b>\$969,000</b>
<b>Total Local Tax Funding</b>	<b>\$676,108</b>	<b>\$767,621</b>	<b>\$590,204</b>	<b>\$716,000</b>	<b>\$791,000</b>
<b>FTE Summary</b>	<b>10.86</b>	<b>10.86</b>	<b>10.86</b>	<b>12.86</b>	<b>12.86</b>



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**Family Services**  
**Housing & Community Development**

Performance Measures	FY 2006 Actual	FY 2007 Actual	FY 2008 Estimated	FY 2009 Projected
<b>Objective: 150 homes will be available for purchase and 120 for rent at a price clients can afford.</b>				
• ADU purchase mean household income	\$39,966	\$39,302	\$40,000	\$40,000
• ADU rental mean household income	\$28,408	\$30,446	\$31,000	\$32,000
• Number of affordable dwelling units purchased	169	143	180	180
• Number of families with new leased units	120	133	130	135
• Number on ADU rental wait list	85	101	95	110
• Number on wait list for ADU purchases	246	332	265	275
<b>Objective: Distribute all CDBG funds to non profit organizations to help low and moderate income residents by enhancing their living environment, creating decent housing, and providing economic development opportunities.</b>				
• Amount of CDBG funds expended	\$434,613	\$880,150	\$909,973	\$909,973
• Organizations receiving CDBG funds	8	11	8	11
• Organizations receiving funds that fulfilled the terms of their application	n/a	91%	93%	95%
<b>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.</b>				
• Homeownership loans % allocations spent	n/a	98%	100%	100%
• Homeownership loans average income of non ADU mortgagees	n/a	\$67,571	\$78,783	\$86,000
• Homeownership loans purchased	n/a	127	130	135
• Number of participants in home ownership education programs	n/a	116	102	120
<b>Objective: LCHIP Home Renovations: Provide financial resources and guidance to assist 15 low and moderate income homeowners with basic home renovations.</b>				
• Average loan amount per homeowner	n/a	\$51,165	\$53,000	\$56,000
• Number of loans settled	n/a	9	12	12
• Number of renovation projects completed	n/a	4	9	12



## Family Services Facilities & Internal Operations

### Description

The Facilities and Internal Operations area includes contracts, finance and budgeting, 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 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 the emergency and crisis situations, such as the lack of adequate shelter, heat, food and funds for immediate medical care, to Loudoun residents. 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 unit is currently developing an agency wide management information system to better streamline service delivery and increase efficiency among work groups. This unit collects and provides for each area and manages the accountability functions such as assuring that all grant requirements are met as well as County compliance with all administrative, statutory and grant requirements.

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 Mental Retardation and Substance Abuse Services, Court Services unit or the Court. The Emergency Homeless Shelter serves single women, single parent households, families and couples with shelter for up to 89 days.

The Transitional Housing program is an eight unit facility that provides housing and supportive services for up to six homeless families and four single women. Program length is 24 months. Case management is provided and includes services and classes designed to help participants obtain and remain in permanent housing. In addition, the Transitional Opportunities program is available. This program provides supportive housing and services at scattered apartment sites for seven homeless families and/or individuals.

### Budget Overview

#### **FY 2009 Issues**

- Chronic overcrowding at the Juvenile Detention Center will continue. The second Youth Shelter will open during FY 09, 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 result in an increased need by citizens for fuel and utility assistance.

#### **FY 2009 Goals**

- Services will be provided 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.
- Community collaborations will be maintained in order to assist low income families to provide for family needs.
- Assistance to the homeless will be provided through safe and temporary housing, referrals for services and case management to homeless families to help them achieve permanent housing solutions.
- The use of Federal and State dollars to meet the needs of Loudoun citizens will be maximized.
- The streamlining of data collection and the designing and implementing of a one stop information system linking multiple Federal and State systems will reduce the amount of time and effort staff invest in administrative tasks.



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**Family Services**  
**Facilities & Internal Operations**

<b>Program Financial Summary</b>	<b>FY 2005 Actual</b>	<b>FY 2006 Actual</b>	<b>FY 2007 Actual</b>	<b>FY 2008 Adopted</b>	<b>FY 2009 Adopted</b>
<b>Expenditures</b>					
Personnel	\$3,805,418	\$4,114,802	\$4,613,957	\$5,003,000	\$5,250,000
Operations & Maintenance	2,828,117	3,600,438	3,740,039	3,714,000	4,011,000
Capital Outlay & Capital Acquisitions	98,360	198,000	277,725	5,000	10,000
Transfer To Central Service Fund	0	17,241	0	0	0
<b>Total Expenditures</b>	<b>\$6,731,895</b>	<b>\$7,930,481</b>	<b>\$8,631,721</b>	<b>\$8,722,000</b>	<b>\$9,271,000</b>
<b>Revenues</b>					
Miscellaneous Revenue	\$115,064	\$45,068	\$52,939	\$29,000	\$17,000
Recovered Costs	203,406	231,794	122,582	167,000	84,000
State Categorical Aid	1,010,063	1,057,245	1,192,304	1,145,000	1,149,000
Federal Categorical Aid	1,439,137	1,680,104	1,835,166	1,723,000	2,343,000
Other Financing Sources	48,932	0	108	0	0
<b>Total Revenues</b>	<b>\$2,816,602</b>	<b>\$3,014,211</b>	<b>\$3,203,099</b>	<b>\$3,064,000</b>	<b>\$3,593,000</b>
<b>Foster Care Reimbursement Fund</b>	<b>\$14,396</b>	<b>\$16,725</b>	<b>\$101,465</b>	<b>\$0</b>	<b>\$0</b>
<b>Total Local Tax Funding</b>	<b>\$3,900,897</b>	<b>\$4,899,545</b>	<b>\$5,327,157</b>	<b>\$5,657,000</b>	<b>\$5,678,000</b>
<b>FTE Summary</b>	<b>68.51</b>	<b>68.51</b>	<b>68.51</b>	<b>68.33</b>	<b>68.90</b>



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**Family Services**  
**Facilities & Internal Operations**

Performance Measures	FY 2006 Actual	FY 2007 Actual	FY 2008 Estimated	FY 2009 Projected
<b>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</b>				
• Number of phone calls received by front desk	89,782	79,800	80,000	82,000
• Number of walk-in clients	37,211	30,718	38,000	39,000
<b>Objective: Administration: Ensure 100% of state and federal dollars have been drawn down for County use.</b>				
• Amount of Federal/State Funds Available (in millions)	\$12.4	\$14.3	\$14.88	\$14.9
• Amount of Federal/State Funds Secured (in millions)	\$12.4	\$14.3	\$14.7	\$14.8
• Available Federal/State Dollars Secured	97%	100%	99%	99%
<b>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.</b>				
• Clients asking for assistance with shelter	2,111	2,007	2,200	2,400
• Clients asking for emergency food assistance	556	447	600	650
• Clients asking for emergency medical/prescription assistance	1,446	1,458	1,600	1,700
• Clients receiving emergency food assistance	556	447	500	500
• Clients receiving emergency medical/prescription assistance	403	424	450	450
• Clients receiving rent/shelter assistance	159	160	160	160
<b>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 are helped.</b>				
• Estimated value of funds and donated items given for Holiday Coalition	\$835,000	\$850,000	\$900,000	\$950,000
• Number of families served by the Holiday Coalition	1,198	1,400	1,800	2,000



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**Family Services**  
**Facilities & Internal Operations**

Performance Measures	FY 2006 Actual	FY 2007 Actual	FY 2008 Estimated	FY 2009 Projected
<b>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.</b>				
• Average annual utilization rate	62%	93%	95%	95%
• Emergency Homeless Shelter: Number turned away	392	532	500	500
• Families discharged to permanent housing	48%	51%	60%	70%
• Individuals requesting admission	470	745	700	700
• Individuals who are admitted	203	213	215	215
<b>Objective: Juvenile Detention Center: Fewer than 20% of admissions will require any period of disciplinary isolation during their stay in excess of 24 hours.</b>				
• Juveniles receiving disciplinary isolation>24 hours	20%	31%	20%	15%
<b>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.</b>				
• Average daily population at JDC	20.9	25.3	20.9	20
• Average length of stay at JDC in days	21.1	28.8	30.8	32
• Number of days JDC population exceeded 24	91	192	50	100
<b>Objective: Juvenile Detention Center: Fewer than 10% of admissions will require physical restraints during their stay.</b>				
• Admissions requiring restraints	2%	4%	4%	3%
<b>Objective: Transitional Housing Programs: In this 24 month program for persons in transition 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.</b>				
• Households discharged into permanent housing	100%	100%	85%	85%
• Number of individuals admitted to program	66	85	90	95
• Transitional Housing Utilization Rate	91%	82%	98%	99%
• Transitional Opportunity Apartment Utilization Rate	n/a	98%	98%	99%



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**Family Services**  
**Facilities & Internal Operations**

Performance Measures	FY 2006 Actual	FY 2007 Actual	FY 2008 Estimated	FY 2009 Projected
<b>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.</b>				
• Number of admissions	185	172	180	190
• Utilization rate	98%	106%	100%	100%
• Youth discharged in less than 30 days	90%	85%	85%	85%
• Youth discharged into a less restrictive setting	74%	73%	75%	80%



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## Health Services

### Health Services

#### Community Health

#### Environmental Health



## Loudoun County Government FY 2009 Adopted Fiscal Plan

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### 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, with State and Federal agencies, private organizations, and with 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 2009 Issues**

- The increasing demand for services continues to outpace available staffing, particularly for WIC nutrition and clinic services provided to vulnerable women and children.
- The number of permitted food establishments and swimming pools has been increasing by about 8% each year. This rapid growth has forced reductions in the number of routine inspections the department performs on each facility
- The County's well, onsite sewer system and swimming pool ordinances need to be updated and improved to reflect significant changes in technology and standards of care to best protect citizens.
- 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 2009 Major Goals**

- The department will continue to provide core public health services to eligible Loudoun County residents, with a focus on women and children.
- The department's ability to coordinate responses to possible public health emergencies will continue to improve.
- An Alternate Care Site plan will be created to improve the ability of the County to provide care to Loudoun residents should no hospital beds be available during a flu pandemic.
- The department's mass medication distribution plan will be exercised.
- The Women, Infants and Children (WIC) nutrition program will serve the maximum number of low-income pregnant and postpartum women and children possible without additional resources.

##### **FY 2008 Major Achievements**

- Worked with other County departments, the EPA and affected residents to list the Hidden Lane landfill as a National Priority List (Superfund) site.
- Conducted a mass medication distribution exercise involving over 4,000 students at three schools simultaneously.
- Opened an eastern Loudoun County satellite for immunization services.
- Investigated the potential exposure of commuter bus riders to tuberculosis.
- Received an Urban Area Security Initiative grant to conduct a community health needs assessment.
- Received a Virginia Association of Counties award for the County's pandemic influenza plan.
- Investigated and ensured appropriate notification of a community groundwater contamination issue in eastern Loudoun County.
- Worked closely with the Loudoun County Public School System to ensure that no child was excluded due to noncompliance with a new tuberculosis screening requirement for incoming students.



**Loudoun County Government  
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## Health Services

<b>Departmental Financial Summary</b>	<b>FY 2005 Actual</b>	<b>FY 2006 Actual</b>	<b>FY 2007 Actual</b>	<b>FY 2008 Adopted</b>	<b>FY 2009 Adopted</b>
<b>Expenditures</b>					
Personnel	\$1,492,446	\$1,758,126	\$1,932,360	\$2,189,000	\$2,216,000
Operations & Maintenance	2,013,350	2,101,608	2,080,761	2,019,000	2,471,000
Capital Outlay & Capital Acquisitions	6,621	5,316	0	10,000	10,000
Transfer To Central Service Fund	0	21,139	0	0	0
<b>Total Expenditures</b>	<b>\$3,512,417</b>	<b>\$3,886,189</b>	<b>\$4,013,121</b>	<b>\$4,219,000</b>	<b>\$4,697,000</b>
<b>Revenues</b>					
Permits Privilege Fees & Reg Licenses	\$540,767	\$834,236	\$427,463	\$560,000	\$309,000
Charges For Services	14,113	52,672	14,651	15,000	14,000
Miscellaneous Revenue	59,710	57,795	10,361	3,000	3,000
Recovered Costs	9,085	9,044	3,816	0	0
Federal Categorical Aid	0	0	14,000	0	0
<b>Total Revenues</b>	<b>\$623,675</b>	<b>\$953,747</b>	<b>\$470,291</b>	<b>\$578,000</b>	<b>\$326,000</b>
<b>Local Tax Funding</b>	<b>\$2,888,742</b>	<b>\$2,932,442</b>	<b>\$3,542,830</b>	<b>\$3,641,000</b>	<b>\$4,371,000</b>
County FTE	25.00	27.00	29.00	30.00	30.00
State FTE	49.00	53.00	53.00	54.00	52.00
<b>FTE Summary</b>	<b>74.00</b>	<b>80.00</b>	<b>82.00</b>	<b>84.00</b>	<b>82.00</b>

### FY 2009 Board Action

The FY 09 Adopted Fiscal Plan for Health Services includes funding for compensation increases and increased benefits costs effective September 2008, and an additional \$425,000 in expenditures in accordance with our funding agreement with the Virginia Department of Health. The decline in FY 09 revenue reflects the expected level of land development activity.

### Budget History

FY 05 Mid-Year: A nurse position (1.00 FTE) was transferred from the Health Department to Social Services for the JDC.

FY 06: The Board added 3.00 FTE for childhood immunization services in eastern Loudoun County.

FY 06 Mid-Year: The Board added 1.00 FTE for a fee offset Environmental Health inspector.

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.



Loudoun County Government  
FY 2009 Adopted Fiscal Plan

## Health Services

<b>Expenditures by Program</b>	<b>FY 2005 Actual</b>	<b>FY 2006 Actual</b>	<b>FY 2007 Actual</b>	<b>FY 2008 Adopted</b>	<b>FY 2009 Adopted</b>
Community Health	\$1,257,442	\$1,390,972	\$1,525,931	\$1,659,000	\$1,989,000
Environmental Health	2,254,975	2,495,217	2,487,190	2,560,000	2,707,000
<b>Total Expenditures</b>	<b>\$3,512,417</b>	<b>\$3,886,189</b>	<b>\$4,013,121</b>	<b>\$4,219,000</b>	<b>\$4,697,000</b>
<b>Revenues by Program</b>	<b>FY 2005 Actual</b>	<b>FY 2006 Actual</b>	<b>FY 2007 Actual</b>	<b>FY 2008 Adopted</b>	<b>FY 2009 Adopted</b>
Community Health	\$2,288	\$0	\$15,000	\$0	\$0
Environmental Health	621,387	953,747	455,291	578,000	326,000
<b>Total Revenues</b>	<b>\$623,675</b>	<b>\$953,747</b>	<b>\$470,291</b>	<b>\$578,000</b>	<b>\$326,000</b>
<b>Local Tax Funding by Program</b>	<b>FY 2005 Actual</b>	<b>FY 2006 Actual</b>	<b>FY 2007 Actual</b>	<b>FY 2008 Adopted</b>	<b>FY 2009 Adopted</b>
Community Health	\$1,255,154	\$1,390,972	\$1,510,931	\$1,659,000	\$1,989,000
Environmental Health	1,633,588	1,541,470	2,031,899	1,982,000	2,381,000
<b>Total Local Tax Funding</b>	<b>\$2,888,742</b>	<b>\$2,932,442</b>	<b>\$3,542,830</b>	<b>\$3,641,000</b>	<b>\$4,371,000</b>
<b>Staffing Summary by Program</b>	<b>FY 2005 Actual</b>	<b>FY 2006 Actual</b>	<b>FY 2007 Actual</b>	<b>FY 2008 Adopted</b>	<b>FY 2009 Adopted</b>
Community Health	37.00	41.00	42.00	42.00	45.00
Environmental Health	37.00	39.00	40.00	42.00	37.00
<b>Total FTE</b>	<b>74.00</b>	<b>80.00</b>	<b>82.00</b>	<b>84.00</b>	<b>82.00</b>



Loudoun County Government  
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## 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 2009 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 working poor disproportionately utilize the Health Department's maternity, immunization and WIC nutrition services, outpacing the capacity of available resources.
- The federal funding support for the Women, Infants and Children (WIC) program is not sufficient to support the current level of service demand.
- 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 reports receiving 288 reports in 2002, but more than 2,000 in 2007.
- The County must 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 2009 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 our community should there be a major outbreak of disease.
- Increase the number of staff certified as medical interpreters.
- Serve the maximum number of WIC program clients possible without additional resources.

<b>Program Financial Summary</b>	<b>FY 2005 Actual</b>	<b>FY 2006 Actual</b>	<b>FY 2007 Actual</b>	<b>FY 2008 Adopted</b>	<b>FY 2009 Adopted</b>
<b>Expenditures</b>					
Personnel	\$404,099	\$527,473	\$579,678	\$713,000	\$791,000
Operations & Maintenance	853,343	858,183	946,253	936,000	1,188,000
Capital Outlay & Capital Acquisitions	0	5,316	0	10,000	10,000
<b>Total Expenditures</b>	<b>\$1,257,442</b>	<b>\$1,390,972</b>	<b>\$1,525,931</b>	<b>\$1,659,000</b>	<b>\$1,989,000</b>
<b>Revenues</b>					
Miscellaneous Revenue	\$0	\$0	\$1,000	\$0	\$0
Recovered Costs	2,288	0	0	0	0
Federal Categorical Aid	0	0	14,000	0	0
<b>Total Revenues</b>	<b>\$2,288</b>	<b>\$0</b>	<b>\$15,000</b>	<b>\$0</b>	<b>\$0</b>
<b>Total Local Tax Funding</b>	<b>\$1,255,154</b>	<b>\$1,390,972</b>	<b>\$1,510,931</b>	<b>\$1,659,000</b>	<b>\$1,989,000</b>
County FTE	7.00	9.00	10.00	10.00	11.00 <sup>1</sup>
State FTE	30.00	32.00	32.00	32.00	34.00
<b>FTE Summary</b>	<b>37.00</b>	<b>41.00</b>	<b>42.00</b>	<b>42.00</b>	<b>45.00</b>

<sup>1</sup> Corrects FY 08 Adopted Community Health Division Enhancement previously included in the Environmental Health Division. No change in total departmental FTE.



**Loudoun County Government  
FY 2009 Adopted Fiscal Plan**

## Health Services Community Health

Performance Measures	FY 2006 Actual	FY 2007 Actual	FY 2008 Estimated	FY 2009 Projected
<b>Objective: Maintain a community health care clinic that offers the following services mandated by the State-County Cooperative Agreement: age-appropriate immunizations for children and adults, testing and treatment for sexually transmitted diseases, pre-natal and family planning care for low-income women, as well as the optional dental services for low- income children.</b>				
• Average cost per clinic visit <sup>1</sup>	n/a	n/a	\$120	\$124
• Number of County FTE providing clinic services	6	6	6	6
• Number of State FTE providing services at the clinic	11.25	9.4	9	10
• Total operating cost of the clinic <sup>1</sup>	n/a	n/a	\$1,180,000	\$1,250,000
<b>Objective: Provide preventive and corrective dental services to low-income children to ensure good dental health.</b>				
• Number of children receiving dental care	792	343 <sup>2</sup>	800	850
• Number of total dental visits	1,502	557 <sup>2</sup>	1,200	1,600
• Percentage of dental visits for corrective care <sup>3</sup>	19%	25%	20%	25%
• Percentage of dental visits for preventive care <sup>3</sup>	64%	56%	55%	55%
<b>Improve the ability to protect Loudoun County from a widespread outbreak of disease.</b>				
• Number of individuals participating in an emergency preparedness exercise	1,250	1,050	4,300	2,000
• Number of individuals participating in an emergency preparedness presentation	350	425	400	400
• Number of Loudoun residents in the Medical Reserve Corps.	550	700	800	850
• Number of Medical Reserve Corps members trained in the National Incident Management System	0	0	20	100
<b>Objective: Maintain a partnership with the Virginia Department of Health to ensure adequate staffing and funding for Community Health services.</b>				
• Percentage of total County funding for Community Health <sup>1</sup>	n/a	n/a	49%	53%
• Total County tax funding for Community Health	\$1,390,971	\$1,381,000	\$1,659,000	\$1,989,000
• Total state and federal tax and grant Community Health funding <sup>1</sup>	n/a	n/a	\$1,717,862	\$1,770,000

<sup>1</sup>The State position responsible for maintaining this data was vacated mid-FY 08. Prior year history will be provided in future documents.

<sup>2</sup>The Dentist position was vacant for a significant portion of FY 07. Once filled, the incumbent was on FMLA leave for a portion of FY 08.

<sup>3</sup>The remaining dental visits were for consultations, behavior management, post-surgical treatment, etc.



Loudoun County Government  
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**Health Services**  
**Community Health**

Performance Measures	FY 2006 Actual	FY 2007 Actual	FY 2008 Estimated	FY 2009 Projected
<b>Objective: Ensure that low-income women receive appropriate pre-natal care to ensure healthy births.</b>				
• Number of low birth-weight or premature births among maternity clients <sup>1</sup>	n/a	6	5	5
• Number of women completing six months or more of prenatal care <sup>1</sup>	n/a	n/a	110	110
• Number of women seen for maternity services	300	443	350	0
<b>Objective: Provide testing, treatment and information on sexually transmitted diseases.</b>				
• Number of individuals evaluated for sexually transmitted diseases	632	852	1,000	1,100
• Number of individuals treated for sexually transmitted diseases	n/a	n/a	90	99
• Rate of sexually transmitted disease per 1,000 patients seen	n/a	n/a	90	90
<b>Objective: Ensure that Tuberculosis (TB) reports are acted upon and that individuals with TB disease complete the appropriate course of treatment.</b>				
• Average number of month's tuberculosis cases are followed by Health Services staff	11	11	11	11
• Number of reports of suspected or confirmed tuberculosis	30	35	40	45
• Number of tuberculosis infections	377	346	350	365
• Percentage of confirmed tuberculosis cases completing prescribed treatment	100%	100%	100%	100%
<b>Objective: Provide age-appropriate vaccinations to decrease the incidence of vaccine-preventable diseases.</b>				
• Number of flu shots provided	926	1,153	1,150	1,175
• Number of illness reports for vaccine-preventable childhood diseases	112	79	85	90
• Number of Strep. pneumonia shots provided	41	37	40	45
• Number of vaccination visits	8,402	9,586	9,750	9,900
<b>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.</b>				
• Amount of federal funding for WIC services	\$150,844	\$148,709	\$145,822	\$143,000
• Average cost per client	n/a	n/a	\$104	\$118
• Average number of days waiting time to receive WIC services	5	25	25	15
• Number of Loudoun County WIC clients served by other jurisdictions	n/a	316	375	375
• Number of WIC clients	0	0	1,393	1,393

<sup>1</sup> New measures for FY 09; prior year history not available.



## 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. For instance, 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, vector control 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 2009 Issues

- Maintaining compliance with safety regulations for the rapidly increasing number and complexity of Loudoun County's restaurants, pools, spray parks, wells, and onsite sewage systems.
- Addressing groundwater contamination issues, particularly in eastern Loudoun County.
- Retaining expert staff is critical to providing efficient, quality service in a customer-focused manner.

#### FY 2009 Goals

- Meet the increasing demand for services for food service establishments, public pools, temporary events and environmental health complaints, while maintaining a high level of customer service.
- 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 2005 Actual	FY 2006 Actual	FY 2007 Actual	FY 2008 Adopted	FY 2009 Adopted
<b>Expenditures</b>					
Personnel	\$1,088,347	\$1,230,653	\$1,352,682	\$1,476,000	\$1,424,000
Operations & Maintenance	1,160,007	1,243,425	1,134,508	1,083,000	1,283,000
Capital Outlay & Capital Acquisitions	6,621	0	0	0	0
Transfer To Central Service Fund	0	21,139	0	0	0
<b>Total Expenditures</b>	<b>\$2,254,975</b>	<b>\$2,495,217</b>	<b>\$2,487,190</b>	<b>\$2,560,000</b>	<b>\$2,707,000</b>
<b>Revenues</b>					
Permits Privilege Fees & Reg Licenses	\$540,767	\$834,236	\$427,463	\$560,000	\$309,000
Charges For Services	14,113	52,672	14,651	15,000	14,000
Miscellaneous Revenue	59,710	57,795	9,361	3,000	3,000
Recovered Costs	6,797	9,044	3,816	0	0
<b>Total Revenues</b>	<b>\$621,387</b>	<b>\$953,747</b>	<b>\$455,291</b>	<b>\$578,000</b>	<b>\$326,000</b>
<b>Total Local Tax Funding</b>	<b>\$1,633,588</b>	<b>\$1,541,470</b>	<b>\$2,031,899</b>	<b>\$1,982,000</b>	<b>\$2,381,000</b>
County FTE	18.00	18.00	19.00	20.00	19.00 <sup>1</sup>
State FTE	19.00	21.00	21.00	22.00	18.00
<b>FTE Summary</b>	<b>37.00</b>	<b>39.00</b>	<b>40.00</b>	<b>42.00</b>	<b>37.00</b>

<sup>1</sup> Corrects FY 08 Adopted Community Health Division Enhancement previously included in the Environmental Health Division. No change in total departmental FTE.



Loudoun County Government  
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**Health Services**  
**Environmental Health**

Performance Measures	FY 2006 Actual	FY 2007 Actual	FY 2008 Estimated	FY 2009 Projected
<b>Conduct onsite investigations of environmental health complaints to protect the public from environmental and communicable disease hazards.</b>				
• Number of complaints received	422	439	450	475
• Number of complaints addressed	392	431	430	465
• Number of confirmed foodborne outbreaks	2	0	1	1
• Number of foodborne outbreak investigations	33	27	30	30
<b>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.</b>				
• Number of permitted food facilities requiring inspections	847	870	912	950
• Average number of inspections for permitted food facilities <sup>1</sup>	2.9	3.3	3.2	3.1
• Total number of inspections for permitted food facilities	2,496	2,892	2,900	2,900
• Number of permitted swimming pool facilities requiring inspections	162	183	197	210
• Average number of inspections for permitted swimming pool facilities <sup>1</sup>	2.6	2.9	2.8	2.8
• Total number of inspections for permitted swimming pool	426	535	550	580
• Number of other permitted facilities requiring inspections	44	48	54	60
<b>Maintain a partnership with the Virginia Department of Health to ensure adequate staffing and funding for Environmental Health services.</b>				
• County funding as a percentage of total Environmental Health funding <sup>2</sup>	n/a	n/a	74%	76%
• Total County tax funding for Environmental Health	\$1,541,470	\$2,031,899	\$1,982,000	\$2,381,000
• Total state and federal tax and grant funding for Environmental Health <sup>2</sup>	n/a	n/a	\$689,741	\$724,000

<sup>1</sup>Data is not reported as whole numbers as the number of inspections required by each type of facility can vary depending on individual facility circumstances.

<sup>2</sup>The State position responsible for maintaining this data was vacated mid-FY 08. Prior year history will be provided in later documents.



Loudoun County Government  
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**Health Services**  
**Environmental Health**

Performance Measures	FY 2006 Actual	FY 2007 Actual	FY 2008 Estimated	FY 2009 Projected
<b>Objective: Protect public's health and the environment by permitting and inspecting onsite sewage disposal</b>				
• Number of conventional inspections of on-site sewage disposal systems	11,821	12,046	12,171	12,296
• Number of newly installed conventional onsite sewage disposal systems	390	225	125	125
• Number of newly installed nonconventional onsite sewage disposal systems	261	165	125	150
• Number of nonconventional onsite sewage disposal systems	1,033	1,198	1,323	1,473
• Number of reported conventional onsite sewage disposal system failures	35	25	20	25
• Number of reported nonconventional onsite sewage disposal system failures	4	2	2	2
<b>Objective: Protect the public's health and the environment by permitting and inspecting private water wells.</b>				
• Number of dry wells reported to Health Services	18	20	31	30
• Number of known private drinking water wells	13,839	14,181	14,267	14,417
• Number of newly installed wells	1,261	385	110	150
• Number of well inspections	1,511	625	325	350



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## Mental Health, Mental Retardation & Substance Abuse Services

### Mental Health, Mental Retardation & Substance Abuse Services

**MH/SA Emergency Services**

**MH Outpatient Services**

**Parent Infant Education (PIE)**

**MR Group Home Services**

**MH Day Support Services**

**MH/SA Prevention & Community Outreach Services**

**MR Employment and Day Support Services**

**MH Residential Services**

**MR Case Management Services**

**MR Community Support Services**

**SA Residential Services**

**SA Outpatient Services**

**MH/MR/SAS Administration**



## **Mental Health, Mental Retardation & Substance Abuse Services**

### **Mission Statement**

The mission of the County's Community Services Board, through the Department of Mental Health/Mental Retardation/Substance Abuse Services, is to prevent or minimize the effects of mental illness, mental retardation and substance abuse, and to enhance the quality of life of County residents affected by these conditions.

### **Description**

The Loudoun County Department of MHMRSAS is responsible for the public mental health, mental retardation and substance abuse services system in the County. 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 and provides oversight to the department programs and policies. 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 each of the three aforementioned disability areas and to respond to State and Federal mandates and local policy. In addition, the department reaches residents serviced 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.

The department's programs are: mental health outpatient services, mental health/substance abuse emergency services, mental health residential services, mental health day support services, mental health/substance abuse outreach and prevention services, substance abuse outpatient services, substance abuse residential services, mental retardation case management services, mental retardation employment and day support services, mental retardation community support services, mental retardation group home services, a parent infant education program, and administrative services.

### **Budget Overview**

#### **FY 2009 Issues**

- Service demand continues to increase with population growth.
- 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 mental retardation limits services.
- State government has accelerated efforts to discharge residents of hospitals and training centers to local communities.
- Growing proportions of residents requiring services are underinsured or uninsured.
- Adult psychiatric bed capacity in Northern Virginia has been reduced in the past year as private hospitals have closed beds. Beds for committed adults in urgent crisis are especially difficult to find.
- Intermediate care facility opening has been delayed due to licensure issues.
- Anticipated change and broadening of commitment criteria in the Virginia Code will result in increase in hospitalizations and further stress service capacity.

#### **FY 2009 Major Goals**

- The department will maintain waiting time for Mental Health and Substance Abuse Outpatient services to 30 days or less.
- Implementation of the new client computer system will significantly enhance record-keeping and efficiency.

#### **FY 2008 Major Achievements**

- The County opened the third after-school apartment-based substance abuse and gang prevention program for at risk children and adolescents.
- Many volunteer organizations and non-profit groups donated time and funds for the various client programs in FY 07. Donated medications totaled \$376,960; 5,875 hours valued at \$171,000 were provided by the Masters Level interns; 4,082 hours of volunteer time valued at \$101,800 was given; and donations and in-kind contributions of \$51,085 were provided.



Loudoun County Government  
FY 2009 Adopted Fiscal Plan

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**Mental Health, Mental Retardation & Substance Abuse Services**

<b>Departmental Financial Summary</b>	<b>FY 2005 Actual</b>	<b>FY 2006 Actual</b>	<b>FY 2007 Actual</b>	<b>FY 2008 Adopted</b>	<b>FY 2009 Adopted</b>
<b>Expenditures</b>					
Personnel	\$17,784,330	\$20,409,060	\$22,847,882	\$24,770,000	\$25,626,000
Operations & Maintenance	4,027,194	4,214,745	4,618,728	5,299,000	5,733,000
Capital Outlay & Capital Acquisitions	0	0	0	22,000	0
Transfer To Central Service Fund	131,864	81,468	105,257	0	0
<b>Total Expenditures</b>	<b>\$21,943,388</b>	<b>\$24,705,273</b>	<b>\$27,571,867</b>	<b>\$30,091,000</b>	<b>\$31,359,000</b>
<b>Revenues</b>					
Charges For Services	\$640,524	\$761,452	\$778,132	\$777,000	\$764,000
Miscellaneous Revenue	2,849	7,129	3,642	2,000	2,000
Recovered Costs	3,295,839	3,546,071	3,661,777	4,880,000	4,600,000
State Categorical Aid	2,459,536	2,579,725	2,759,648	2,500,000	2,705,000
Federal Categorical Aid	696,123	562,371	849,447	759,000	697,000
<b>Total Revenues</b>	<b>\$7,094,871</b>	<b>\$7,456,748</b>	<b>\$8,052,646</b>	<b>\$8,918,000</b>	<b>\$8,768,000</b>
<b>Foster Care Reimbursement Fund</b>	<b>\$27,804</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>
<b>Local Tax Funding</b>	<b>\$14,820,713</b>	<b>\$17,248,525</b>	<b>\$19,519,221</b>	<b>\$21,173,000</b>	<b>\$22,591,000</b>
<b>FTE Summary</b>	<b>324.83</b>	<b>341.30</b>	<b>344.64</b>	<b>343.44</b>	<b>344.10</b>

**FY 2009 Board Action**

The FY 09 Adopted Fiscal Plan for Mental Health, Mental Retardation & Substance Abuse Services includes full year funding for 1.66 FTE added by the State for case managers at the JDC and the elimination of a 1.0 FTE administrative manager. The FY 09 Fiscal Plan also includes funding for compensation increases and increased benefit costs effective September 2008, professional services for mentally retarded youth and energy costs.



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## Mental Health, Mental Retardation & Substance Abuse Services

### Budget History

FY 05 Mid-year: 3.00 FTE were added in mid-FY 05 for Medicaid, the Tobacco Settlement, and the State Mental Health Initiative. The FY 05 budget also reflects the transfer of 2.00 FTE to the Sheriff's Office and General Services in mid-FY 05.

FY 06: The Board of Supervisors added 16.00 FTE which included 1.00 FTE for the Drug Court and 15.00 FTE for expanded services in In-Home Support, Prevention, Substance Abuse, Adult Detention, and Mental Health.

FY 06 Mid-year: 1.93 FTE were transferred to Parks, Recreation & Community Services and County Administration, 1.00 FTE was added for the Community Access Program and 2.00 FTE associated with expired grants were eliminated.

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.

Additional information on this department's Capital Improvement Program projects can be found in Volume 2 on pages 7 – 79, 7 – 80, 7 – 81, 7 – 82, 7 – 83, 7 – 84, 7 – 85, 7 – 86, 7 – 87, 7 – 88, 7 – 89 and 7 – 92. Information on scheduled projects for the Capital Asset Preservation Program can be found in the tables beginning on page 9 – 2 in Volume 2.



Loudoun County Government  
FY 2009 Adopted Fiscal Plan

## Mental Health, Mental Retardation & Substance Abuse Services

Expenditures by Program	FY 2005 Actual	FY 2006 Actual	FY 2007 Actual	FY 2008 Adopted	FY 2009 Adopted
MH/SA Emergency Services	\$822,249	\$837,708	\$807,117	\$1,016,000	\$994,000
MH Outpatient Services	2,700,013	3,120,144	3,192,667	3,597,000	3,702,000
Parent Infant Education (PIE)	949,407	1,157,752	1,329,828	1,480,000	1,462,000
MR Group Home Services	3,307,322	4,219,986	4,952,167	4,662,000	4,855,000
MH Day Support Services	706,110	722,096	899,078	998,000	888,000
MH/SA Prevention & Community Outreach	447,621	469,598	595,300	813,000	837,000
MR Employment and Day Support Services	2,452,905	2,559,068	2,963,777	3,318,000	3,806,000
MH Residential Services	4,548,811	5,017,161	5,798,938	6,326,000	6,474,000
MR Case Management Services	528,229	662,906	704,952	812,000	782,000
MR Community Support Services	594,944	732,802	693,438	994,000	917,000
SA Residential Services	287,250	269,848	311,436	256,000	262,000
SA Outpatient Services	1,460,498	1,654,347	1,942,811	2,028,000	2,288,000
MH/MR/SAS Administration	3,138,029	3,281,857	3,380,358	3,791,000	4,092,000
<b>Total Expenditures</b>	<b>\$21,943,388</b>	<b>\$24,705,273</b>	<b>\$27,571,867</b>	<b>\$30,091,000</b>	<b>\$31,359,000</b>

Revenues by Program	FY 2005 Actual	FY 2006 Actual	FY 2007 Actual	FY 2008 Adopted	FY 2009 Adopted
MH/SA Emergency Services	\$917,638	\$965,396	\$1,025,221	\$929,000	\$1,038,000
MH Outpatient Services	746,934	859,930	952,224	861,000	862,000
Parent Infant Education (PIE)	308,584	408,573	630,573	638,000	587,000
MR Group Home Services	1,732,882	1,871,707	1,898,295	2,580,000	2,269,000
MH Day Support Services	268,796	300,333	336,296	411,000	412,000
MH/SA Prevention & Community Outreach	161,870	98,826	142,333	165,000	165,000
MR Employment and Day Support Services	265,634	299,474	270,316	320,000	326,000
MH Residential Services	1,213,745	972,397	1,066,487	1,286,000	1,288,000
MR Case Management Services	261,542	373,633	391,456	434,000	469,000
MR Community Support Services	185,332	257,949	250,638	266,000	271,000
SA Residential Services	98,178	102,307	128,802	99,000	99,000
SA Outpatient Services	960,540	946,223	960,005	928,000	982,000
MH/MR/SAS Administration	1,000	0	0	0	0
<b>Total Revenues</b>	<b>\$7,122,675</b>	<b>\$7,456,748</b>	<b>\$8,052,646</b>	<b>\$8,918,000</b>	<b>\$8,768,000</b>

Local Tax Funding by Program	FY 2005 Actual	FY 2006 Actual	FY 2007 Actual	FY 2008 Adopted	FY 2009 Adopted
MH/SA Emergency Services	\$(95,389)	\$(127,688)	\$(218,104)	\$88,000	\$(44,000)
MH Outpatient Services	1,953,079	2,260,214	2,240,443	2,736,000	2,840,000
Parent Infant Education (PIE)	640,823	749,179	699,255	842,000	875,000
MR Group Home Services	1,574,440	2,348,279	3,053,872	2,083,000	2,586,000
MH Day Support Services	437,314	421,763	562,782	587,000	476,000
MH/SA Prevention & Community Outreach	285,751	370,772	452,967	648,000	672,000
MR Employment and Day Support Services	2,187,271	2,259,594	2,693,461	2,998,000	3,480,000
MH Residential Services	3,335,066	4,044,764	4,732,451	5,040,000	5,186,000
MR Case Management Services	266,687	289,273	313,496	378,000	313,000
MR Community Support Services	409,612	474,853	442,800	727,000	646,000
SA Residential Services	189,072	167,541	182,634	157,000	163,000
SA Outpatient Services	499,958	708,124	982,806	1,100,000	1,306,000
MH/MR/SAS Administration	3,137,029	3,281,857	3,380,358	3,791,000	4,092,000
<b>Total Local Tax Funding</b>	<b>\$14,820,713</b>	<b>\$17,248,525</b>	<b>\$19,519,221</b>	<b>\$21,173,000</b>	<b>\$22,591,000</b>



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**Mental Health, Mental Retardation & Substance Abuse Services**

<b>Staffing Summary by Program</b>	<b>FY 2005 Actual</b>	<b>FY 2006 Actual</b>	<b>FY 2007 Actual</b>	<b>FY 2008 Adopted</b>	<b>FY 2009 Adopted</b>
MH/SA Emergency Services	9.72	11.72	9.72	9.72	9.72
MH Outpatient Services	30.00	32.47	33.47	35.54	35.53
Parent Infant Education (PIE)	13.00	14.00	14.00	14.00	14.00
MR Group Home Services	59.48	61.85	60.92	56.39	56.39
MH Day Support Services	11.07	11.07	14.07	14.07	12.07
MH/SA Prevention & Community Outreach	5.00	7.00	7.00	10.00	10.00
MR Employment and Day Support Services	25.65	23.65	23.65	24.65	25.65
MH Residential Services	79.92	84.92	86.39	83.92	83.92
MR Case Management Services	7.00	8.50	8.50	9.50	8.50
MR Community Support Services	8.00	14.50	12.50	12.83	12.03
SA Residential Services	1.00	1.00	1.00	1.00	1.00
SA Outpatient Services	23.67	25.20	24.20	23.20	25.87
MH/MR/SAS Administration	51.32	45.42	49.22	48.62	49.42
<b>Total FTE</b>	<b>324.83</b>	<b>341.30</b>	<b>344.64</b>	<b>343.44</b>	<b>344.10</b>



## **Mental Health, Mental Retardation & Substance Abuse Services**

### **MH/SA 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. Employee Assistance Program (EAP) services, i.e. assessment and referral, are also provided to County government employees and their families.

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. 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 2009 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.
- Broadening of commitment criteria in the State Code will result in increase in hospitalizations and number of persons committed to outpatient treatment.
- High volume of requests for Emergency Services continues, including in-person evaluations at three INOVA Loudoun Hospital Emergency Rooms. The Hospital Corporation of America (HCA) plans to open an ER in the Rt. 50 corridor in 2009 which will further stretch capacity.

##### **FY 2009 Goals**

- The unit will maintain effective mental health and substance abuse emergency services.
- Response to all county government EAP requests will be provided.
- The unit will 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.



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**Mental Health, Mental Retardation & Substance Abuse Services**  
**MH/SA Emergency Services**

<b>Program Financial Summary</b>	<b>FY 2005 Actual</b>	<b>FY 2006 Actual</b>	<b>FY 2007 Actual</b>	<b>FY 2008 Adopted</b>	<b>FY 2009 Adopted</b>
<b>Expenditures</b>					
Personnel	\$660,089	\$665,088	\$710,052	\$753,000	\$760,000
Operations & Maintenance	162,160	172,620	97,065	263,000	234,000
<b>Total Expenditures</b>	<b>\$822,249</b>	<b>\$837,708</b>	<b>\$807,117</b>	<b>\$1,016,000</b>	<b>\$994,000</b>
<b>Revenues</b>					
Charges For Services	\$13,667	\$13,474	\$9,495	\$15,000	\$15,000
Recovered Costs	19,161	17,572	14,611	18,000	18,000
State Categorical Aid	880,910	930,683	984,508	896,000	1,005,000
Federal Categorical Aid	3,900	3,667	16,607	0	0
<b>Total Revenues</b>	<b>\$917,638</b>	<b>\$965,396</b>	<b>\$1,025,221</b>	<b>\$929,000</b>	<b>\$1,038,000</b>
<b>Total Local Tax Funding</b>	<b>\$(95,389)</b>	<b>\$(127,688)</b>	<b>\$(218,104)</b>	<b>\$88,000</b>	<b>\$(44,000)</b>
<b>FTE Summary</b>	<b>9.72</b>	<b>11.72</b>	<b>9.72</b>	<b>9.72</b>	<b>9.72</b>



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**Mental Health, Mental Retardation & Substance Abuse Services**  
**MH/SA Emergency Services**

Performance Measures	FY 2006 Actual	FY 2007 Actual	FY 2008 Estimated	FY 2009 Projected
<b>Objective: Respond to all requests for Critical Incident Stress Management support through activities of County multi-disciplinary team.</b>				
• Number of CISM debriefings and defusings requested	25	37	37	37
• Number of individuals served	124	125	125	125
<b>Objective: Provide response to requests for emergency services within 5 minutes.</b>				
• Number of emergency clients	2,131	1,934	2,250	2,250
• On-time responses based on a sampling	94%	96%	95%	95%
<b>Objective: Provide timely response to EAP requests.</b>				
• EAP requests responded to within one business day	81%	100%	100%	100%
• Number of EAP requests	85	61	80	80



## **Mental Health, Mental Retardation & Substance Abuse 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 2009 Issues**

- Changes in civil commitment criteria in the State Code, particularly for outpatient commitment, will further stress service capacity.
- The public sector is the only resource for the uninsured and medically indigent.
- 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.
- 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 2009 Goals**

- Effective and timely mental health services will be provided to children, adolescents, adults, and their families.
- Effective and timely forensic MH/SA services will be provided for the criminal justice system.



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**Mental Health, Mental Retardation & Substance Abuse Services**  
**MH Outpatient Services**

<b>Program Financial Summary</b>	<b>FY 2005 Actual</b>	<b>FY 2006 Actual</b>	<b>FY 2007 Actual</b>	<b>FY 2008 Adopted</b>	<b>FY 2009 Adopted</b>
<b>Expenditures</b>					
Personnel	\$2,133,795	\$2,477,761	\$2,587,523	\$2,994,000	\$3,127,000
Operations & Maintenance	566,218	642,383	571,150	603,000	575,000
Transfer To Central Service Fund	0	0	33,994	0	0
<b>Total Expenditures</b>	<b>\$2,700,013</b>	<b>\$3,120,144</b>	<b>\$3,192,667</b>	<b>\$3,597,000</b>	<b>\$3,702,000</b>
<b>Revenues</b>					
Charges For Services	\$234,610	\$236,322	\$236,331	\$251,000	\$251,000
Miscellaneous Revenue	30	0	0	0	0
Recovered Costs	288,193	354,744	402,552	389,000	389,000
State Categorical Aid	172,441	216,160	234,821	201,000	201,000
Federal Categorical Aid	51,660	52,704	78,520	20,000	21,000
<b>Total Revenues</b>	<b>\$746,934</b>	<b>\$859,930</b>	<b>\$952,224</b>	<b>\$861,000</b>	<b>\$862,000</b>
<b>Total Local Tax Funding</b>	<b>\$1,953,079</b>	<b>\$2,260,214</b>	<b>\$2,240,443</b>	<b>\$2,736,000</b>	<b>\$2,840,000</b>
<b>FTE Summary</b>	<b>30.00</b>	<b>32.47</b>	<b>33.47</b>	<b>35.54</b>	<b>35.53</b>



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**Mental Health, Mental Retardation & Substance Abuse Services**  
**MH Outpatient Services**

Performance Measures	FY 2006 Actual	FY 2007 Actual	FY 2008 Estimated	FY 2009 Projected
<b>Objective: Reduce waiting times and demonstrate improvement in functioning of adults served.</b>				
• Adults receiving medication within two weeks of referral	31%	31%	30%	30%
• Adults with improved functioning using the Global Assessment of Functioning scale	68%	63%	70%	70%
• Aftercare scheduled within seven days	65%	66%	80%	80%
• Number of adults receiving MH outpatient services	2,027	2,037	2,040	2,040
• Number of adults receiving psychiatric medication services	1,017	1,026	1,050	1,050
<b>Objective: Reduce waiting times and demonstrate improvement in functioning of youth served.</b>				
• Number of youth receiving MH outpatient services	558	479	560	560
• Number of youth receiving psychiatric medication services	180	157	190	190
• Youth receiving medication within two weeks of referral	16%	19%	20%	20%
• Youth scheduled for MH intake within 30 days	93%	89%	95%	95%
• Youth with improved functioning using the Global Assessment of Functioning scale	73%	73%	70%	70%
<b>Objective: Comply with all court orders and provide MH/SA treatment for Adult Detention Center (ADC) referrals.</b>				
• Court ordered evaluations completed on time	72%	87%	90%	90%
• Number of ADC inmates receiving MH/SA Services	169	208	250	300
• Number of court ordered and other evaluations	226	224	225	225



## Mental Health, Mental Retardation & Substance Abuse Services

### Parent Infant Education (PIE)

#### Description

PIE is mandated to provide or make available the 17 early intervention services 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, special instruction, 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 special instruction to parents. Other services are provided through contracts. Each eligible child and family has an Individualized Family Service Plan (IFSP) developed by a team which 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 sources include Hospitals, Family Services, private providers and families themselves.

#### Budget Overview

##### **FY 2009 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.
- 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 impact the development of the children served and enhance the ability of parents to deal with their children's disabilities.

##### **FY 2009 Goals**

- The effects of disabling conditions on children in the PIE Program will be minimized.
- Federal guidelines for the development of Individualized Family Services Plan (IFSP) will be met as required.
- The needs of all eligible children referred to the PIE Program will be addressed.

<b>Program Financial Summary</b>	<b>FY 2005 Actual</b>	<b>FY 2006 Actual</b>	<b>FY 2007 Actual</b>	<b>FY 2008 Adopted</b>	<b>FY 2009 Adopted</b>
<b>Expenditures</b>					
Personnel	\$859,511	\$1,032,499	\$1,218,716	\$1,277,000	\$1,325,000
Operations & Maintenance	89,896	125,253	81,692	204,000	137,000
Transfer To Central Service Fund	0	0	29,420	0	0
<b>Total Expenditures</b>	<b>\$949,407</b>	<b>\$1,157,752</b>	<b>\$1,329,828</b>	<b>\$1,480,000</b>	<b>\$1,462,000</b>
<b>Revenues</b>					
Charges For Services	\$47,748	\$55,655	\$43,468	\$55,000	\$55,000
Recovered Costs	94,766	80,917	82,253	93,000	93,000
State Categorical Aid	0	163,825	205,042	193,000	205,000
Federal Categorical Aid	166,070	108,176	299,810	297,000	234,000
<b>Total Revenues</b>	<b>\$308,584</b>	<b>\$408,573</b>	<b>\$630,573</b>	<b>\$638,000</b>	<b>\$587,000</b>
<b>Total Local Tax Funding</b>	<b>\$640,823</b>	<b>\$749,179</b>	<b>\$699,255</b>	<b>\$842,000</b>	<b>\$875,000</b>
<b>FTE Summary</b>	<b>13.00</b>	<b>14.00</b>	<b>14.00</b>	<b>14.00</b>	<b>14.00</b>



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**Mental Health, Mental Retardation & Substance Abuse Services**  
**Parent Infant Education (PIE)**

Performance Measures	FY 2006 Actual	FY 2007 Actual	FY 2008 Estimated	FY 2009 Projected
<b>Objective: Increase by 2% the number of children not requiring special education upon discharge from PIE.</b>				
• Children not requiring special education upon discharge from PIE	19%	21%	23%	25%
<b>Objective: 100% of eligible families will have an Individual Family Service Plan developed within 45 days of referral.</b>				
• Eligible families who have IFSP within 45 days	98%	100%	100%	100%
<b>Objective: 100% of children will receive the services indicated on their Individual Family Service Plan.</b>				
• Children who receive services on IFSP	100%	100%	100%	100%
• Number of children receiving ongoing services	292	317	340	350
• Total number of children who request PIE services	525	582	600	620



## Mental Health, Mental Retardation & Substance Abuse Services

### MR Group Home Services

#### 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. The MR 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 MR group home system comes from the Medicaid Home and Community Based Waiver program (Medicaid Waiver).

#### Budget Overview

##### **FY 2009 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.
- Changes in the distribution of Section 8 vouchers for people with Medicaid Waivers, which allow individuals to rent their own apartments, have made it difficult for individuals to obtain housing on their own.
- 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.

##### **FY 2009 Goals**

- The quality of life in MR Group Homes will be enhanced through the development of supportive relationships within the community.
- The recovery rate of Medicaid Waiver Revenue will be maximized.
- The amount of time spent on the immediate need wait list will be reduced.

<b>Program Financial Summary</b>	<b>FY 2005 Actual</b>	<b>FY 2006 Actual</b>	<b>FY 2007 Actual</b>	<b>FY 2008 Adopted</b>	<b>FY 2009 Adopted</b>
<b>Expenditures</b>					
Personnel	\$2,489,111	\$3,352,973	\$3,774,989	\$3,578,000	\$3,707,000
Operations & Maintenance	778,113	831,536	1,164,755	1,085,000	1,148,000
Transfer To Central Service Fund	40,098	35,477	12,423	0	0
<b>Total Expenditures</b>	<b>\$3,307,322</b>	<b>\$4,219,986</b>	<b>\$4,952,167</b>	<b>\$4,662,000</b>	<b>\$4,855,000</b>
<b>Revenues</b>					
Charges For Services	\$127,113	\$141,751	\$156,538	\$134,000	\$119,000
Miscellaneous Revenue	0	250	250	0	0
Recovered Costs	1,242,985	1,444,926	1,447,957	2,175,000	1,849,000
State Categorical Aid	356,344	291,220	293,550	270,000	301,000
Federal Categorical Aid	6,440	(6,440)	0	0	0
<b>Total Revenues</b>	<b>\$1,732,882</b>	<b>\$1,871,707</b>	<b>\$1,898,295</b>	<b>\$2,580,000</b>	<b>\$2,269,000</b>
<b>Total Local Tax Funding</b>	<b>\$1,574,440</b>	<b>\$2,348,279</b>	<b>\$3,053,872</b>	<b>\$2,083,000</b>	<b>\$2,586,000</b>
<b>FTE Summary</b>	<b>59.48</b>	<b>61.85</b>	<b>60.92</b>	<b>56.39</b>	<b>56.39</b>



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**Mental Health, Mental Retardation & Substance Abuse Services**  
**MR Group Home Services**

Performance Measures	FY 2006 Actual	FY 2007 Actual	FY 2008 Estimated	FY 2009 Projected
<b>Objective: Increase the number of clients in directly operated Group Homes who develop relationships with people in the community.</b>				
• Individual Service Plan objectives met	95%	95%	90%	98%
• Individuals who develop community relationships	15	20	20	25
• Total number of individuals served	32	32	32	36
<b>Objective: MR directly operated residential group homes will recover 100% of hours billed to Medicaid.</b>				
• MR residential group homes recovery rate	96%	97%	96%	100%
<b>Objective: Reduce the number of people in immediate need who are waiting for group home slots.</b>				
• Clients served in directly operated and vendor operated programs	56	56	56	60
• People waiting who are in immediate need of group home services	n/a	n/a	12	14



## Mental Health, Mental Retardation & Substance Abuse 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 2009 Issues

- Space at the Friendship House facility is inadequate due to an increase in daily attendance; alternative solutions are being considered.
- Persons with serious mental illness have limited vocational opportunities due to lack of access to comprehensive vocational rehabilitation services.

##### FY 2009 Goals

- Educational programs will be provided to improve family understanding of serious mental illness and recovery.
- The unit will endeavor to reduce the effects of serious mental illness and support client independence.

<b>Program Financial Summary</b>	<b>FY 2005 Actual</b>	<b>FY 2006 Actual</b>	<b>FY 2007 Actual</b>	<b>FY 2008 Adopted</b>	<b>FY 2009 Adopted</b>
<b>Expenditures</b>					
Personnel	\$625,131	\$632,062	\$782,319	\$910,000	\$812,000
Operations & Maintenance	80,979	90,034	116,759	88,000	76,000
<b>Total Expenditures</b>	<b>\$706,110</b>	<b>\$722,096</b>	<b>\$899,078</b>	<b>\$998,000</b>	<b>\$888,000</b>
<b>Revenues</b>					
Charges For Services	\$10,783	\$7,587	\$9,999	\$7,000	\$7,000
Miscellaneous Revenue	0	53	0	0	0
Recovered Costs	235,439	292,693	326,297	405,000	405,000
<b>Total Revenues</b>	<b>\$246,222</b>	<b>\$300,333</b>	<b>\$336,296</b>	<b>\$411,000</b>	<b>\$412,000</b>
<b>Foster Care Reimbursement Fund</b>	<b>\$22,574</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>
<b>Total Local Tax Funding</b>	<b>\$437,314</b>	<b>\$421,763</b>	<b>\$562,782</b>	<b>\$587,000</b>	<b>\$476,000</b>
<b>FTE Summary</b>	<b>11.07</b>	<b>11.07</b>	<b>14.07</b>	<b>14.07</b>	<b>12.07</b>



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**Mental Health, Mental Retardation & Substance Abuse Services**  
**MH Day Support Services**

Performance Measures	FY 2006 Actual	FY 2007 Actual	FY 2008 Estimated	FY 2009 Projected
<b>Objective: Involve family members in Psychosocial Rehabilitation (PSR).</b>				
• Number of family members involved in PSR activities	38	50	60	70
• Number of family members participating in education programs	20	53	55	57
<b>Objective: Increase number served, timely service access and community participation by citizens with mental illness.</b>				
• Clients achieving community participation goals	88%	92%	88%	100%
• Clients satisfied with services	98%	96%	95%	100%
• Intakes completed within one week	98%	93%	95%	100%
• Number of clients served by MH day support	102	105	115	120



## Mental Health, Mental Retardation & Substance Abuse Services

### MH/SA Prevention & Community Outreach Services

#### Description

Prevention and Community Outreach 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 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 staff also represents the Department of MH/MR/SA 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 2009 Issues**

- The number of at-risk youth in schools and community is increasing with subsequent 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 2009 Goals**

- The unit will endeavor to increase resiliency and facilitate achievement of age appropriate goals of at-risk youth.
- Substance abuse, violence, gang involvement, and bullying among at-risk youth in Loudoun County will be addressed.

<b>Program Financial Summary</b>	<b>FY 2005 Actual</b>	<b>FY 2006 Actual</b>	<b>FY 2007 Actual</b>	<b>FY 2008 Adopted</b>	<b>FY 2009 Adopted</b>
<b>Expenditures</b>					
Personnel	\$389,466	\$397,559	\$517,602	\$691,000	\$719,000
Operations & Maintenance	58,155	56,042	77,698	122,000	118,000
Transfer To Central Service Fund	0	15,997	0	0	0
<b>Total Expenditures</b>	<b>\$447,621</b>	<b>\$469,598</b>	<b>\$595,300</b>	<b>\$813,000</b>	<b>\$837,000</b>
<b>Revenues</b>					
State Categorical Aid	\$65,170	\$2,443	\$47,128	\$68,000	\$68,000
Federal Categorical Aid	96,700	96,383	95,205	97,000	97,000
<b>Total Revenues</b>	<b>\$161,870</b>	<b>\$98,826</b>	<b>\$142,333</b>	<b>\$165,000</b>	<b>\$165,000</b>
<b>Total Local Tax Funding</b>	<b>\$285,751</b>	<b>\$370,772</b>	<b>\$452,967</b>	<b>\$648,000</b>	<b>\$672,000</b>
<b>FTE Summary</b>	<b>5.00</b>	<b>7.00</b>	<b>7.00</b>	<b>10.00</b>	<b>10.00</b>



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**Mental Health, Mental Retardation & Substance Abuse Services**  
**MH/SA Prevention & Community Outreach Services**

Performance Measures	FY 2006 Actual	FY 2007 Actual	FY 2008 Estimated	FY 2009 Projected
<b>Objective: Provide case management to connect families with education, health and other social services.</b>				
• Number of family members receiving case management	360	404	413	413
• Number of youth involved in positive alternative activities	118	122	130	140
• Number of youth receiving case management	118	122	125	125
<b>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.</b>				
• Number of youth served in the community	175	210	286	286
• Number of youth served in the schools	1,456	1,591	1,600	1,600
• Youth in after school program who maintain/improve grades	64%	63%	70%	70%
• Youth who maintain/increase prevention skills	86%	83%	85%	75%



## Mental Health, Mental Retardation & Substance Abuse Services

### MR Employment and Day Support Services

#### Description

Employment Services and Day Support Services provide a range of support levels to help clients with mental illness and mental retardation 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 MR 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 MR 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 2009 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 CARF (Commission on Accreditation of Rehabilitation Facilities) accreditation standards. This accreditation was achieved in FY 05 but maintenance of accreditation will require significant further effort. Standards are revised periodically and must be implemented and documented accordingly.

##### **FY 2009 Goals**

- The employment needs of eligible Loudoun County residents with disabilities will be addressed.

<b>Program Financial Summary</b>	<b>FY 2005 Actual</b>	<b>FY 2006 Actual</b>	<b>FY 2007 Actual</b>	<b>FY 2008 Adopted</b>	<b>FY 2009 Adopted</b>
<b>Expenditures</b>					
Personnel	\$1,164,293	\$1,317,451	\$1,580,196	\$1,661,000	\$1,751,000
Operations & Maintenance	1,253,608	1,241,617	1,354,161	1,635,000	2,055,000
Capital Outlay & Capital Acquisitions	0	0	0	22,000	0
Transfer To Central Service Fund	35,004	0	29,420	0	0
<b>Total Expenditures</b>	<b>\$2,452,905</b>	<b>\$2,559,068</b>	<b>\$2,963,777</b>	<b>\$3,318,000</b>	<b>\$3,806,000</b>
<b>Revenues</b>					
Charges For Services	\$0	\$760	\$146	\$1,000	\$1,000
Miscellaneous Revenue	24	0	0	0	0
Recovered Costs	214,382	248,523	225,875	242,000	247,000
State Categorical Aid	46,049	50,191	44,295	78,000	78,000
<b>Total Revenues</b>	<b>\$260,455</b>	<b>\$299,474</b>	<b>\$270,316</b>	<b>\$320,000</b>	<b>\$326,000</b>
<b>Foster Care Reimbursement Fund</b>	<b>\$5,179</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>
<b>Total Local Tax Funding</b>	<b>\$2,187,271</b>	<b>\$2,259,594</b>	<b>\$2,693,461</b>	<b>\$2,998,000</b>	<b>\$3,480,000</b>
<b>FTE Summary</b>	<b>25.65</b>	<b>23.65</b>	<b>23.65</b>	<b>24.65</b>	<b>25.65</b>



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**Mental Health, Mental Retardation & Substance Abuse Services**  
**MR Employment and Day Support Services**

Performance Measures	FY 2006 Actual	FY 2007 Actual	FY 2008 Estimated	FY 2009 Projected
<b>Objective: Provide effective employment services to eligible applicants.</b>				
• Eligible applicants receiving services	96.6%	98%	95%	100%
• Employed clients working for 90 days or more	93%	90%	88%	90%
• Number of people served	158	160	170	175
• Value of average hourly earnings	\$1.38	\$1.35	\$1.20	\$1.40



## Mental Health, Mental Retardation & Substance Abuse 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, mental retardation and co-occurring mental illness and retardation. 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 2009 Issues**

- The average time on the waiting list for Mental Health Residential Services continues to be two years.
- There are limited funding options for development of intensive MH residential programs.
- Despite limited State funding, pressure continues by the State to provide community-based residential and other services for hospitalized persons with serious mental illness.

##### **FY 2009 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.

<b>Program Financial Summary</b>	<b>FY 2005 Actual</b>	<b>FY 2006 Actual</b>	<b>FY 2007 Actual</b>	<b>FY 2008 Adopted</b>	<b>FY 2009 Adopted</b>
<b>Expenditures</b>					
Personnel	\$4,180,721	\$4,700,752	\$5,441,185	\$5,893,000	\$6,039,000
Operations & Maintenance	343,322	316,409	357,753	433,000	435,000
Transfer To Central Service Fund	24,768	0	0	0	0
<b>Total Expenditures</b>	<b>\$4,548,811</b>	<b>\$5,017,161</b>	<b>\$5,798,938</b>	<b>\$6,326,000</b>	<b>\$6,474,000</b>
<b>Revenues</b>					
Charges For Services	\$97,568	\$156,361	\$184,935	\$211,000	\$211,000
Recovered Costs	702,304	447,497	497,861	822,000	824,000
State Categorical Aid	413,873	368,539	383,691	253,000	253,000
<b>Total Revenues</b>	<b>\$1,213,745</b>	<b>\$972,397</b>	<b>\$1,066,487</b>	<b>\$1,286,000</b>	<b>\$1,288,000</b>
<b>Total Local Tax Funding</b>	<b>\$3,335,066</b>	<b>\$4,044,764</b>	<b>\$4,732,451</b>	<b>\$5,040,000</b>	<b>\$5,186,000</b>
<b>FTE Summary</b>	<b>79.92</b>	<b>84.92</b>	<b>86.39</b>	<b>83.92</b>	<b>83.92</b>



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**Mental Health, Mental Retardation & Substance Abuse Services**  
**MH Residential Services**

Performance Measures	FY 2006 Actual	FY 2007 Actual	FY 2008 Estimated	FY 2009 Projected
<b>Objective: Provide residential treatment services to eligible applicants.</b>				
• Clients avoiding psychiatric hospitalization of longer than 15 days	97%	100%	100%	100%
• Number of adults awaiting MH residential services	50	58	60	65
• Number of clients served	87	95	100	105
<b>Objective: Assess and refer home bound senior citizens to appropriate services within 2 weeks of request.</b>				
• Assessments performed within two weeks	99%	100%	100%	100%
• Clients referred to MH or other services	98%	70%	95%	100%
• Number of clients served by senior outreach	26	32	35	37
<b>Objective: Provide outreach to homeless mentally ill persons and connect to MH treatment services.</b>				
• Number of homeless persons receiving PATH services	171	184	215	235
• PATH clients connected to MH treatment services	41%	33%	45%	45%
• Rating on annual State audit	n/a	98%	98%	98%
• Requests responded to within 48 hours	78%	100%	100%	100%



## Mental Health, Mental Retardation & Substance Abuse Services

### MR Case Management Services

#### Description

Case Management services ensure that individuals with mental retardation 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 cadre 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. 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 2009 Issues**

- Many of the program's consumers 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 mental retardation graduating from the school system needing access to programs to maintain quality life.

##### **FY 2009 Goals**

- The unit will endeavor to increase the availability of case management services to the adult population.
- Families and clients will be satisfied with case management services.
- The number of children waiting for case management services will be reduced.

<b>Program Financial Summary</b>	<b>FY 2005 Actual</b>	<b>FY 2006 Actual</b>	<b>FY 2007 Actual</b>	<b>FY 2008 Adopted</b>	<b>FY 2009 Adopted</b>
<b>Expenditures</b>					
Personnel	\$498,326	\$607,745	\$663,631	\$760,000	\$717,000
Operations & Maintenance	29,903	39,164	41,321	51,000	65,000
Transfer To Central Service Fund	0	15,997	0	0	0
<b>Total Expenditures</b>	<b>\$528,229</b>	<b>\$662,906</b>	<b>\$704,952</b>	<b>\$812,000</b>	<b>\$782,000</b>
<b>Revenues</b>					
Charges For Services	\$203	\$116	\$823	\$0	\$1,000
Recovered Costs	261,339	373,517	390,633	434,000	468,000
<b>Total Revenues</b>	<b>\$261,542</b>	<b>\$373,633</b>	<b>\$391,456</b>	<b>\$434,000</b>	<b>\$469,000</b>
<b>Total Local Tax Funding</b>	<b>\$266,687</b>	<b>\$289,273</b>	<b>\$313,496</b>	<b>\$378,000</b>	<b>\$313,000</b>
<b>FTE Summary</b>	<b>7.00</b>	<b>8.50</b>	<b>8.50</b>	<b>9.50</b>	<b>8.50</b>



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**Mental Health, Mental Retardation & Substance Abuse Services**  
**MR Case Management Services**

Performance Measures	FY 2006 Actual	FY 2007 Actual	FY 2008 Estimated	FY 2009 Projected
<b>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.</b>				
• Number of adults awaiting case management services	50	59	60	55
• Number of adults receiving MR case management services	186	190	196	215
<b>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.</b>				
• Clients/families satisfied with MR case management services	90%	95%	96%	100%
• Number of individuals served by MR case management	204	211	228	260
<b>Objective: Assess children on the waiting list and add them to case loads as openings become available.</b>				
• Average waiting time in years for MR case management services	1.5	1.5	1.5	1
• Number of children under 18 awaiting MR case management services	47	42	65	52
• Number of children under 18 receiving MR case management services	18	21	32	45



## Mental Health, Mental Retardation & Substance Abuse Services

### MR Community Support Services

#### Description

MR Community Support Services are provided through Adult Foster Care, Family Support, In-Home Support Services, and Consumer Directed Services. Services are designed to meet the assessed needs and desires of each client. The Adult Foster Care program provides clients with the opportunity to live in a family environment. This alternative is available to clients that require moderate personal care, and have moderate behavioral and medical needs. Potential families are screened and trained to become approved providers. Providers and clients are then matched through interviews and visits. Families are paid a stipend of \$1,300 per month with part of the stipend being paid by the 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 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 2009 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.
- Only one private vendor is providing this service in Loudoun County at the present time.
- The department has experienced difficulty recruiting qualified applicants to staff this program.

##### **FY 2009 Goals**

- All clients will have access to the community during In-Home Support service hours.
- More autonomy for families through consumer directed services will be provided.
- Alternative supported living arrangements for people with mental retardation will be provided so they may continue to live in a least restrictive environment.
- Eligible individuals will be provided the opportunity to live in a family environment.
- The wait list for In-Home Support Services will be reduced.

<b>Program Financial Summary</b>	<b>FY 2005 Actual</b>	<b>FY 2006 Actual</b>	<b>FY 2007 Actual</b>	<b>FY 2008 Adopted</b>	<b>FY 2009 Adopted</b>
<b>Expenditures</b>					
Personnel	\$454,402	\$587,407	\$564,223	\$812,000	\$769,000
Operations & Maintenance	108,548	131,398	129,215	182,000	148,000
Transfer To Central Service Fund	31,994	13,997	0	0	0
<b>Total Expenditures</b>	<b>\$594,944</b>	<b>\$732,802</b>	<b>\$693,438</b>	<b>\$994,000</b>	<b>\$917,000</b>
<b>Revenues</b>					
Miscellaneous Revenue	\$2,795	\$6,526	\$3,392	\$2,000	\$2,000
Recovered Costs	123,414	177,144	181,788	176,000	181,000
State Categorical Aid	59,123	74,279	65,458	89,000	88,000
<b>Total Revenues</b>	<b>\$185,332</b>	<b>\$257,949</b>	<b>\$250,638</b>	<b>\$266,000</b>	<b>\$271,000</b>
<b>Total Local Tax Funding</b>	<b>\$409,612</b>	<b>\$474,853</b>	<b>\$442,800</b>	<b>\$727,000</b>	<b>\$646,000</b>
<b>FTE Summary</b>	<b>8.00</b>	<b>14.50</b>	<b>12.50</b>	<b>12.83</b>	<b>12.03</b>



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**Mental Health, Mental Retardation & Substance Abuse Services**  
**MR Community Support Services**

Performance Measures	FY 2006 Actual	FY 2007 Actual	FY 2008 Estimated	FY 2009 Projected
<b>Objective: Assist in-home clients to participate in community activities of their choosing.</b>				
• Clients consistently participating in community activities	10	9	10	14
<b>Objective: Provide support to assist families to use consumer directed services.</b>				
• Number of families enrolled in consumer directed services	26	32	40	42
<b>Objective: Serve four more people per year through the In-Home Support Program.</b>				
• Number of people receiving Medicaid Waiver in-home support	10	9	10	14
• Number of people requesting Medicaid Waiver in-home support	48	45	48	50



## Mental Health, Mental Retardation & Substance Abuse 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 -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 2009 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 2009 Goals**

- A satisfactory transition from residential to outpatient treatment for chemically dependent adolescents and adults will be achieved.
- Transitional residential care for chemically dependent persons will be provided.

<b>Program Financial Summary</b>	<b>FY 2005 Actual</b>	<b>FY 2006 Actual</b>	<b>FY 2007 Actual</b>	<b>FY 2008 Adopted</b>	<b>FY 2009 Adopted</b>
<b>Expenditures</b>					
Personnel	\$83,335	\$85,913	\$98,734	\$97,000	\$101,000
Operations & Maintenance	203,915	183,935	212,702	159,000	161,000
<b>Total Expenditures</b>	<b>\$287,250</b>	<b>\$269,848</b>	<b>\$311,436</b>	<b>\$256,000</b>	<b>\$262,000</b>
<b>Revenues</b>					
Charges For Services	\$14,985	\$32,569	\$23,526	\$14,000	\$14,000
Federal Categorical Aid	83,193	69,738	105,276	85,000	85,000
<b>Total Revenues</b>	<b>\$98,178</b>	<b>\$102,307</b>	<b>\$128,802</b>	<b>\$99,000</b>	<b>\$99,000</b>
<b>Total Local Tax Funding</b>	<b>\$189,072</b>	<b>\$167,541</b>	<b>\$182,634</b>	<b>\$157,000</b>	<b>\$163,000</b>
<b>FTE Summary</b>	<b>1.00</b>	<b>1.00</b>	<b>1.00</b>	<b>1.00</b>	<b>1.00</b>



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**Mental Health, Mental Retardation & Substance Abuse Services**  
**SA Residential Services**

Performance Measures	FY 2006 Actual	FY 2007 Actual	FY 2008 Estimated	FY 2009 Projected
<b>Objective: Provide detoxification and residential treatment to clients with substance use disorders.</b>				
• Number of adolescents receiving residential treatment	8	8	8	8
• Number of adults receiving residential treatment	77	76	76	76
• Number of residential clients transitioning to outpatient	57	64	64	64
• Residential clients transitioning to outpatient	74%	77%	77%	77%
<b>Objective: Support and facilitate client substance-free living, on-going employment, and Alcoholics Anonymous/Narcotics Anonymous participation.</b>				
• Clients successfully completing the program	44%	32%	36%	38%
• Number of clients in apartment program for 60 or more days	16	16	14	16
• Number of persons successfully completing the program	7	5	5	6



## Mental Health, Mental Retardation & Substance Abuse 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 2009 Issues**

- Loudoun County's continuing population increases are 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 2009 Goals**

- Mental health and substance abuse Student Assistance and Assessment (SAA) services including early intervention, evaluation and referral for Loudoun County Schools will be provided.
- Effective and timely substance abuse services to children, adolescents, adults and their families will be provided.

<b>Program Financial Summary</b>	<b>FY 2005 Actual</b>	<b>FY 2006 Actual</b>	<b>FY 2007 Actual</b>	<b>FY 2008 Adopted</b>	<b>FY 2009 Adopted</b>
<b>Expenditures</b>					
Personnel	\$1,223,861	\$1,437,553	\$1,711,402	\$1,786,000	\$2,024,000
Operations & Maintenance	236,637	216,794	231,409	242,000	264,000
<b>Total Expenditures</b>	<b>\$1,460,498</b>	<b>\$1,654,347</b>	<b>\$1,942,811</b>	<b>\$2,028,000</b>	<b>\$2,288,000</b>
<b>Revenues</b>					
Charges For Services	\$93,847	\$116,857	\$112,871	\$90,000	\$90,000
Miscellaneous Revenue	0	300	0	0	0
Recovered Costs	113,856	108,538	91,950	126,000	126,000
State Categorical Aid	465,626	482,385	501,155	451,000	506,000
Federal Categorical Aid	287,160	238,143	254,029	260,000	260,000
<b>Total Revenues</b>	<b>\$960,489</b>	<b>\$946,223</b>	<b>\$960,005</b>	<b>\$928,000</b>	<b>\$982,000</b>
<b>Foster Care Reimbursement Fund</b>	<b>\$51</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>
<b>Total Local Tax Funding</b>	<b>\$499,958</b>	<b>\$708,124</b>	<b>\$982,806</b>	<b>\$1,100,000</b>	<b>\$1,306,000</b>
<b>FTE Summary</b>	<b>23.67</b>	<b>25.20</b>	<b>24.20</b>	<b>23.20</b>	<b>25.87</b>



Loudoun County Government  
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**Mental Health, Mental Retardation & Substance Abuse Services**  
**SA Outpatient Services**

Performance Measures	FY 2006 Actual	FY 2007 Actual	FY 2008 Estimated	FY 2009 Projected
<b>Objective: Achieve a rate of 80% of youth/family follow through on recommendations from Student Assistance and Assessment Services.</b>				
• Number of youth receiving student assistance assessments	357	462	475	475
• Youth/families following recommendations	81%	80%	80%	80%
<b>Objective: Reduce waiting time to 30 days or less and demonstrate initiation of recovery in 75% of adults treated.</b>				
• Adults admitted for SA treatment within 30 days	87%	90%	87%	75%
• Number adults receiving assessment and/or treatment	1,405	1,573	1,580	1,580
• Treatment discharges abstinent more than 60 days	67%	69%	75%	75%
<b>Objective: Reduce waiting time to 30 days or less and demonstrate initiation of recovery in 75% of youth treated.</b>				
• Number of youth receiving SA outpatient services	463	579	625	650
• Treatment discharges abstinent more than 60 days	93%	79%	75%	75%
• Youth admitted for treatment within 30 days	96%	100%	100%	100%



## Mental Health, Mental Retardation & Substance Abuse Services

### MH/MR/SAS Administration

#### Description

MHMRSAS Administration provides direction and support for all department activities. Activities include policy development and implementation, capital planning and acquisition, human resources, customer service, financial management, information systems, facility management, program development and support, quality assurance and compliance with regulatory requirements (HIPAA, Human Rights, OSHA, and State licensure). In addition, Administration provides support to the Community Services Board.

#### Budget Overview

##### **FY 2009 Issues**

- The complexity of licensure regulations causes pressure on 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 with 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 2009 Goals**

- The unit will maintain accurate, complete and auditable electronic and paper client and employee records that meet regulatory requirements.
- MH/SA clinical services will be facilitated through efficient and effective MH/SA administrative support.
- Regulatory compliance with HIPAA, Human Rights, OSHA, and State licensure will be maintained.
- Timely, effective and sound financial management will be provided.
- The client data management system will be fully operational.

<b>Program Financial Summary</b>	<b>FY 2005 Actual</b>	<b>FY 2006 Actual</b>	<b>FY 2007 Actual</b>	<b>FY 2008 Adopted</b>	<b>FY 2009 Adopted</b>
<b>Expenditures</b>					
Personnel	\$3,022,289	\$3,114,297	\$3,197,310	\$3,558,000	\$3,775,000
Operations & Maintenance	115,740	167,560	183,048	233,000	317,000
<b>Total Expenditures</b>	<b>\$3,138,029</b>	<b>\$3,281,857</b>	<b>\$3,380,358</b>	<b>\$3,791,000</b>	<b>\$4,092,000</b>
<b>Revenues</b>					
Federal Categorical Aid	\$1,000	\$0	\$0	\$0	\$0
<b>Total Revenues</b>	<b>\$1,000</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>
<b>Total Local Tax Funding</b>	<b>\$3,137,029</b>	<b>\$3,281,857</b>	<b>\$3,380,358</b>	<b>\$3,791,000</b>	<b>\$4,092,000</b>
<b>FTE Summary</b>	<b>51.32</b>	<b>45.42</b>	<b>49.22</b>	<b>48.62</b>	<b>49.42</b>



Loudoun County Government  
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**Mental Health, Mental Retardation & Substance Abuse Services**  
**MH/MR/SAS Administration**

Performance Measures	FY 2006 Actual	FY 2007 Actual	FY 2008 Estimated	FY 2009 Projected
<b>Objective: Ensure that all records include the 10 critical regulatory requirements and that mandatory deadlines for each type of review are met.</b>				
• Client records reviewed	n/a	n/a	5%	10%
• Client records reviewed that are in compliance	n/a	n/a	85%	85%
• Employee records reviewed	n/a	n/a	10%	10%
• Employee records reviewed that are in compliance	n/a	n/a	85%	85%
• Error free Community Consumer Submission (CCS) reports submitted on time	100%	100%	100%	100%
<b>Objective: Provide timely and effective customer service.</b>				
• Client satisfaction with MH/SA administrative services	87%	95%	85%	90%
• MH/SA admission packets mailed w/in 24 hrs of request	97%	99%	95%	95%
• MH/SA medical records requests completed on time	87%	100%	85%	100%
<b>Objective: Improve the safety and security of clients and employees through quality assurance activities such as training, inspections and site visits.</b>				
• Number of safety inspection corrective action plans developed	20	6	9	8
• Number of safety inspections completed	23	20	30	30
• Staff in compliance with licensure mandated training	n/a	n/a	80%	85%
• Staff receiving mandated training within 30 days of employment	63%	67%	80%	85%
<b>Objective: Maximize revenue and effectively manage expenditures.</b>				
• Budgeted revenue collected	90%	93%	93%	93%
• Client accounts less than 120 days old	67%	67%	67%	70%
• Total billed charges collected	84%	84%	85%	85%



**Loudoun County Government  
FY 2009 Adopted Fiscal Plan**

## **Regional Organizations and Contributions**

### **Description:**

Regional Organizations include a number of separate organizations to which the County is either a formulary-based member or contributes as a funding resource. 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.

The County provides funding allocations to regional organizations based on available resources. Allocations are subject to annual review and decision, and allocations may be subject to reduction or discontinuation. An allocation in one year does not guarantee future allocations.

<b>Departmental Financial Summary</b>	<b>FY 2005 Actual</b>	<b>FY 2006 Actual</b>	<b>FY 2007 Actual</b>	<b>FY 2008 Adopted</b>	<b>FY 2009 Adopted</b>
<b>Expenditures</b>					
Operations & Maintenance	\$3,466,769	\$4,429,678	\$4,446,381	\$4,568,336	\$4,411,369
<b>Total Expenditures:</b>	<b>\$3,466,769</b>	<b>\$4,429,678</b>	<b>\$4,446,381</b>	<b>\$4,568,336</b>	<b>\$4,411,369</b>
<b>Local Tax Funding:</b>	<b>\$3,466,769</b>	<b>\$4,429,678</b>	<b>\$4,446,381</b>	<b>\$4,568,336</b>	<b>\$4,411,369</b>

### **FY 09 Board Action:**

The FY 09 Adopted Fiscal Plan for regional organizations totals \$4,411,369 which includes \$1,508,732 for organizations that do not have a government contract or agreement. Organizations in which Loudoun is an active, formulary-based member and for which a formal contract/agreement for funding exists are funded at \$2,902,637. During the Budget Worksessions, the Board of Supervisors voted to move \$30,000 in funding to the Department of Family Services to provide for the costs of operating a drop-in homeless shelter in Leesburg. The Board also voted to fund two Economic Development organizations for a total of \$127,714 and the Leesburg School Resource Officers for \$247,200. Remaining funds of \$1,133,818 were placed in a contingency for Health and Welfare and Recreation and Arts organizations subject to subsequent appropriation by the Board prior to the beginning of FY 09.



**Loudoun County Government  
FY 2009 Adopted Fiscal Plan**

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**Regional Organizations: Recommended**

**Agency Name:** Loudoun Small Business Development Center  
**FY 08 Adopted:** \$122,714  
**FY 09 Adopted:** \$122,714 (\$155,000 Requested)

**Agency Description:** The Loudoun County Small Business Development Center (SBDC) educates and assists small business owners in increasing their opportunity for entrepreneurial success. SBDC provides management counseling, technical assistance and training to businesses that need assistance, 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 CY 06, SBDC served 940 Loudoun residents through seminars and 389 residents via counseling. Funding from Loudoun County government supports staff salaries. County funds make up 68.17% of the organization's total annual budget through a combination of general funds and IDA funds (\$35,000).

**Agency Name:** Washington Airport Task Force  
**FY 08 Adopted:** \$15,000  
**FY 09 Adopted:** \$5,000 (\$15,000 Requested)

**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 make it a major international crossroads and gateway to the United States and the mid-Atlantic region. The formulary contribution amount is based on Loudoun's population and number of air travelers. The Board reduced funding for this organization during its FY 09 Budget Worksessions. The Task Force did not ask for an increase in FY 09.

**Agency Name:** Town of Leesburg for School Resource Officers  
**FY 08 Adopted:** \$247,200  
**FY 09 Adopted:** \$247,200 (\$349,927 Requested)

**Agency Description:** The contribution to the Town of Leesburg for School Resource Officers (SRO) is considered a regional organization contribution. This contribution provides 50% of the cost for SROs at Simpson Middle School, Harper Park Middle School, Heritage High School, Loudoun County High School and Smart's Mill Middle School.



**Loudoun County Government  
FY 2009 Adopted Fiscal Plan**

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**Regional Organizations: Contractual Agreements**

Loudoun is a participating member of the following organizations and has a formal contract or agreement:

<b>Agency Name:</b>	<b>Birmingham Green</b>
FY 08 Adopted:	Northern Virginia Health Care Center Commission (Nursing Home Facility) \$210,816
FY 09 Adopted:	\$227,670
	<b>Birmingham Green Adult Care Residence (formerly the District Home)</b>
FY 08 Adopted	\$215,188
FY 09 Adopted	\$256,960
<b>Agency Description:</b>	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 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 actual bed usage by Loudoun residents who are not covered by General Assistance Grants. During FY 07 Loudoun is projected to have an average bed utilization at the nursing facility of 26 and 7 at the assisted living facility. For FY 09, utilization by Loudoun residents at the nursing facility is expected to be 26 and 9 at the assisted living facility.
<b>Agency Name:</b>	<b>Metropolitan Washington Council of Governments (MWCOCG)</b>
FY 08 Adopted:	\$271,284
FY 09 Adopted:	\$191,201
<b>Agency Description:</b>	MWCOG 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, MWCOG works on regional issues such as growth, transportation, the environment, public safety and housing. Loudoun's general local contribution is based on its formula share of the population of the metropolitan area (3.3%). Loudoun's share of the various MWCOG regional funds in which it participates is based on sharing arrangements approved by the participating member jurisdictions.
<b>Agency Name:</b>	<b>Northern Virginia Community College</b>
FY 08 Adopted:	\$275,437
FY 09 Adopted:	\$288,059
<b>Agency Description:</b>	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.



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FY 2009 Adopted Fiscal Plan**

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**Regional Organizations: Contractual Agreements**

**Agency Name:** Northern Virginia Regional Commission  
**FY 08 Adopted:** \$130,283  
**FY 09 Adopted:** \$134,910

**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.

**Agency Name:** Northern Virginia Regional Park Authority  
**FY 08 Adopted:** \$1,183,310  
**FY 09 Adopted:** \$1,245,322

**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.

**Agency Name:** Occoquan Watershed Monitoring Program  
**FY 08 Adopted:** \$12,744  
**FY 09 Adopted:** \$12,744

**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 funding agreement with the Occoquan Watershed Monitoring Subcommittee of the Virginia State Water Control Board.

**Agency Name:** Peumansend Creek Regional Jail Authority Service Agreement:  
**FY 08 Adopted:** \$619,851  
**FY 09 Adopted:** \$459,401

**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 has been 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 prorata share of the total costs of the facility. Revenue bonds were issued by the Authority to finance the capital costs of the facility. The reduction in the FY 09 amount is due to a change in the payment policy beginning July 1. For FY 09 and future years, the County will be billed annually for its prorated share of the operating costs, and will be responsible for paying for additional beds if it goes over its prorata share limit.



**Loudoun County Government  
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**Regional Organizations: Contractual Agreements**

**Agency Name:** Town of Hamilton (Sewer)  
**FY 08 Adopted:** \$88,000  
**FY 09 Adopted:** \$88,000

**Agency Description:** The contribution to the Town of Hamilton (Sewer) is considered a regional organization contribution. This contribution consists of the County's commitment to provide a portion of the Town of Hamilton's debt service on a \$2.8 million loan from the Virginia Department of Environmental Quality. The loan, which has an interest rate of three percent and a term of 20 years, is for the construction of sewer lines and improvements to the Hamilton Sewer plant.

<b><u>Organization</u></b>	<b><u>FY 2005 Actual</u></b>	<b><u>FY 2006 Actual</u></b>	<b><u>FY 2007 Actual</u></b>	<b><u>FY 2008 Adopted</u></b>	<b><u>FY 2009 Adopted</u></b>
<b>Contractual Agreements</b>					
Birmingham Green Assisted Living	\$118,467	\$133,981	\$388,666	\$215,188	\$256,360
Metropolitan Wash Council of Governments	174,200	190,709	205,698	271,284	191,201
No. VA Community College	225,706	245,004	264,409	275,437	288,059
No. VA Health Center Commission	182,845	158,824	189,231	210,816	227,670
No. VA Regional Commission	88,395	108,638	131,285	130,283	134,190
No. VA Regional Park Authority	829,745	997,868	1,100,687	1,183,310	1,245,322
Peumansend Creek Regional Jail	544,319	551,084	563,501	619,851	459,401
Occuquan Water Monitoring Program	10,713	11,189	11,943	12,744	12,744
Town of Hamilton Sewer District Contribution	88,000	88,000	88,000	88,000	88,000
<b>Subtotal Contractual Agreements:</b>	<b>\$2,262,390</b>	<b>\$2,485,297</b>	<b>\$2,943,420</b>	<b>\$3,019,713</b>	<b>\$2,902,637</b>
<b>Total Contractual Agreements:</b>	<b>\$2,262,390</b>	<b>\$2,485,297</b>	<b>\$2,943,420</b>	<b>\$3,019,713</b>	<b>\$2,902,637</b>
<b>Economic Development</b>					
Loudoun Small Business Development Center	115,000	115,000	119,140	122,714	122,714
Washington Airport Task Force	15,000	15,000	15,000	15,000	5,000
<b>Subtotal Economic Development:</b>	<b>\$152,500</b>	<b>\$152,500</b>	<b>\$157,450</b>	<b>\$161,723</b>	<b>\$127,714</b>
<b>Leesburg Police School Resource Officers (SROs):</b>	<b>\$113,700</b>	<b>\$240,000</b>	<b>\$240,000</b>	<b>\$247,200</b>	<b>\$247,200</b>
<b>Recreation/Arts and Health &amp; Welfare:</b>	<b>\$938,179</b>	<b>\$1,146,881</b>	<b>\$1,105,541</b>	<b>\$1,139,700</b>	<b>\$1,133,818</b>
<b>Total Non-Contractual:</b>	<b>\$1,204,379</b>	<b>\$1,809,381</b>	<b>\$1,502,991</b>	<b>\$1,548,623</b>	<b>\$1,508,732</b>



**Loudoun County Government  
FY 2009 Adopted Fiscal Plan**

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**Notes**



## REGIONAL ORGANIZATIONS AND CONTRIBUTIONS

### Landfill Fee Waivers

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.

Organizations interested in applying for the fee waiver and organizations currently receiving the fee waiver apply for the landfill fee waiver on a biennial basis. On December 4, 2007, the Finance/Government Services Committee reviewed and recommended 40 eligible applications for the FY 09/10 landfill fee waiver for approval by the full Board of Supervisors as part of the FY 09 Adopted Fiscal Plan. The Board adopted the Committee recommendation and approved two late applications. The fee waiver period is from July 1, 2008 through June 30, 2010. The 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 09 is \$1,578,820 and \$1,707,785 for FY 10. Approximately 64% the waivers recommended for FY 09/10 are for Loudoun County Government departments and agencies (including the Public School System), 11% for town governments, less than 1% for volunteer fire companies, 21% for other government entities (primarily the Virginia Department of Transportation), and 4% for nonprofit organizations.



## FY 09-10 LANDFILL FEE WAIVERS

Organization Type	Organization Name	FY 09	FY 10
		Adopted	Adopted
Loudoun County Government and Public Schools	Loudoun Animal Care & Control	\$300	\$300
	Loudoun General Services	\$242,100	\$267,900
	Loudoun Solid Waste Management	\$149,160	\$149,160
	Loudoun Parks & Recreation Dept.	\$48,600	\$53,100
	Loudoun Sheriff's Community Workforce	\$2,550	\$2,835
	Loudoun County Public Schools	\$511,012	\$562,112
	Loudoun Office of Transportation	\$48,000	\$54,000
	<b>Subtotal</b>	<b>\$1,001,722</b>	<b>\$1,089,407</b>
Towns in County	Town of Hamilton	\$9,600	\$11,220
	Town of Hillsboro	\$300	\$300
	Town of Leesburg	\$147,000	\$147,000
	Town of Purcellville	\$12,000	\$13,200
	Town of Round Hill	\$1,200	\$1,800
	<b>Subtotal</b>	<b>\$170,100</b>	<b>\$173,520</b>
Loudoun Fire and Rescue Companies	Ashburn Volunteer Fire & Rescue Co.	\$480	\$480
	Purcellville Volunteer Fire Co	\$120	\$120
	Round Hill Volunteer Fire Co.	\$480	\$480
	Philomont Volunteer Fire Co.	\$240	\$240
	<b>Subtotal</b>	<b>\$1,320</b>	<b>\$1,320</b>
Other Government Entities	Fairfax City Goose Creek Water Treatment Plant	\$240	\$240
	Loudoun Co. Sanitation Authority	\$28,440	\$33,900
	No. Va. Community College	\$960	\$1,200
	No. Va. Regional Park Authority	\$4,860	\$5,220
	VPI -- Middleburg Agricultural Center (VA Tech. Univ.)	\$240	\$240
	Virginia Department of Transportation	\$305,586	\$336,144
	Federal Aviation Administration	\$240	\$240
	<b>Subtotal</b>	<b>\$340,566</b>	<b>\$377,184</b>
Nonprofit Organizations	Blossom & Bloom	\$60	\$60
	Christmas in April	\$240	\$240
	George C. Marshall International Center/Dodona Manor	\$270	\$270
	Gladyin School & Camps	\$720	\$720
	Good Shepherd Alliance	\$540	\$540
	Graydon Manor	\$480	\$480
	Highroad Program Center	\$1,440	\$1,440
	Hillsboro Ruritan Club	\$6,000	\$6,000
	Keep Loudoun Beautiful	\$798	\$660
	Ladies Board - Loudoun Hospital Center	\$660	\$0
	Loudoun Fair & Associates	\$792	\$792
	Loudoun Abused Women Shelter	\$78	\$78
	Loudoun Interfaith Relief, Inc.	\$60	\$60
	Lucketts Ruritan Club	\$31,200	\$31,200
	Middleburg Community Center	\$1,500	\$1,500
	Notre Dame Academy	\$1,500	\$1,500
	Salvation Army	\$18,000	\$21,000
	Sterling Ruritan Club	\$240	\$360
	Waterford Foundation	\$534	\$534
	<b>Total Nonprofit Organizations:</b>	<b>\$65,112</b>	<b>\$67,434</b>
<b>Total Landfill Fee Waivers</b>		<b>\$1,578,820</b>	<b>\$1,707,785</b>



## **Parks, Recreation and Culture**

### **PARKS, RECREATION AND CULTURE SUMMARY**

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**Library Services** **Page 4 – 3**

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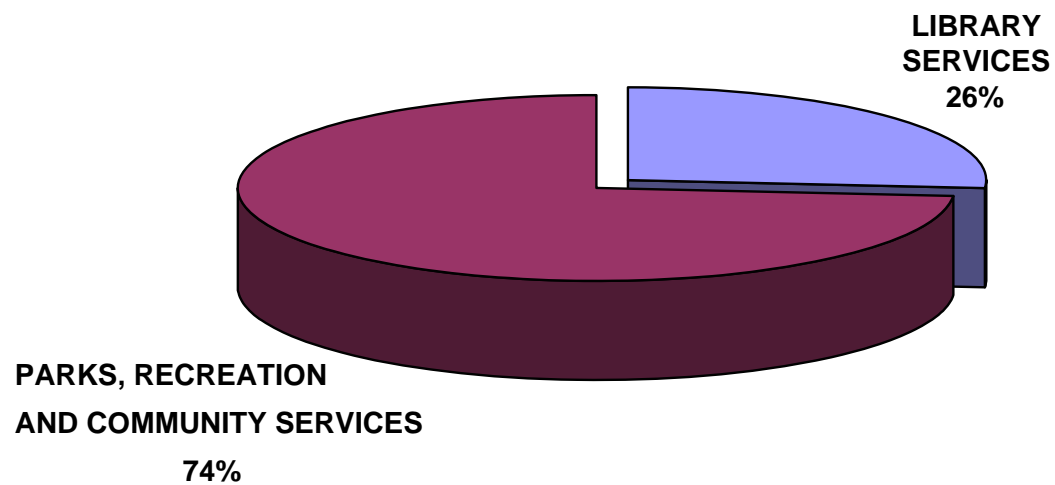
**Parks, Recreation and Community Services**  
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## **PARKS, RECREATION AND CULTURE FY 2009**

### **ADOPTED EXPENDITURES**





**Loudoun County Government  
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**Parks, Recreation and Culture**

	<b>FY 2005 ACTUAL</b>	<b>FY 2006 ACTUAL</b>	<b>FY 2007 ACTUAL</b>	<b>FY 2008 ADOPTED</b>	<b>FY 2009 ADOPTED</b>
LIBRARY SERVICES	\$ 9,433,194	\$10,200,285	\$ 10,903,123	\$ 11,641,000	\$ 11,953,000
PARKS, RECREATION & COMMUNITY SERVICES	<u>22,884,573</u>	<u>24,962,105</u>	<u>27,603,459</u>	<u>32,792,000</u>	<u>33,291,000</u>
<b>TOTAL PARKS, RECREATION &amp; CULTURE</b>	\$32,137,767	\$35,162,390	\$38,506,582	\$44,433,000	\$45,244,000



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## Library Services

**Library Services**

**Support Services**

**Public Services**

**Administration**



## 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 supplies 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.

### Budget Overview

#### **FY 2009 Issues**

- The challenge of rapid growth of the community continues to impact the library's space, materials and staffing.
- Defining the community needs and priorities through the planning process and retraining staff with the appropriate skills sets to match the demands from growth.
- State support continues to fall: Library Services will receive approximately \$226,967 in funding from the Library of Virginia, which is about 68% of the full funding allocation.
- The continual management of logistics maintained for the Gum Spring Library, the Rust Library renovation and the relocation of Support Services and Library Administration to North Street.

#### **FY 2009 Major Goals**

- The department will provide the most current and efficient technologies to allow all users the opportunity for maximum access to library resources.
- The department will implement the recommendations of the strategic planning process within a defined timeframe.
- The department will actively pursue other sources of revenue to enhance library services.
- The department will provide facilities and resources to meet the demand from the growth and diversity of the community.

#### **FY 2008 Major Achievements**

- More than 16,000 children and teens participated in the annual Summer Reading Program.
- Recognition awards were received from Virginia Library Director's Award, American Library Association Excellence, Association Excellence in Library Service to Teen, Library Journal's Honorable Mention Library of the Year, and Library Public Relations Council Certificate of Merit.
- More than 40,000 County residents will participate in the One Book-One Community Program.
- Online registration for library programs implemented.
- RSS "Really Simple Syndication" feeds implemented to notify users of new library materials, events and library news.
- Interactive technologies made available that allow for social networking such as live book chats, teen films, and Loudounpedia.
- New electronic resources made available for language learning and on-demand downloadable video.
- Opened the Rust@Catocin facility in September 2007 to serve the Leesburg community during the Rust Library expansion and renovation.



**Loudoun County Government  
FY 2009 Adopted Fiscal Plan**

## Library Services

<b>Departmental Financial Summary</b>	<b>FY 2005 Actual</b>	<b>FY 2006 Actual</b>	<b>FY 2007 Actual</b>	<b>FY 2008 Adopted</b>	<b>FY 2009 Adopted</b>
<b>Expenditures</b>					
Personnel	\$7,173,627	\$7,624,231	\$8,303,293	\$8,947,000	\$9,235,000
Operations & Maintenance	2,218,292	2,503,376	2,570,845	2,691,000	2,709,000
Capital Outlay & Capital Acquisitions	41,275	72,683	0	4,000	9,000
Transfer To Central Service Fund	0	0	28,985	0	0
<b>Total Expenditures</b>	<b>\$9,433,194</b>	<b>\$10,200,290</b>	<b>\$10,903,123</b>	<b>\$11,641,000</b>	<b>\$11,953,000</b>
<b>Revenues</b>					
Use Of Money & Property	\$30,276	\$26,758	\$25,712	\$27,000	\$18,000
Charges For Services	22,412	11,586	7,668	24,000	9,000
Miscellaneous Revenue	37,291	52,492	55,466	23,000	21,000
Recovered Costs	0	15	5,426	0	0
State Categorical Aid	216,025	222,559	239,861	236,000	227,000
Federal Categorical Aid	1,645	0	0	0	0
Other Financing Sources	0	0	512	0	0
<b>Total Revenues</b>	<b>\$307,649</b>	<b>\$313,410</b>	<b>\$334,645</b>	<b>\$310,000</b>	<b>\$276,000</b>
<b>Local Tax Funding</b>	<b>\$9,125,545</b>	<b>\$9,886,880</b>	<b>\$10,568,478</b>	<b>\$11,331,000</b>	<b>\$11,676,000</b>
<b>FTE Summary</b>	<b>144.63</b>	<b>144.63</b>	<b>145.16</b>	<b>145.71</b>	<b>145.71</b>

### FY 2009 Board Action

The FY 09 Adopted Fiscal Plan for Library Services includes funding for compensation increases and increased benefits costs effective September 2008. A decrease in revenue is due to a reduction in State Library funding and the renovation/expansion of Rust Library.

Additional information on this department's Capital Improvements Program projects can be found in Volume 2 on pages 7 – 103 and 7 – 104. Information on scheduled projects for the Capital Asset Preservation Fund can be found in the tables beginning on page 9 – 2 in Volume 2.

### 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 2009 Adopted Fiscal Plan

### Library Services

<b>Expenditures by Program</b>	<b>FY 2005 Actual</b>	<b>FY 2006 Actual</b>	<b>FY 2007 Actual</b>	<b>FY 2008 Adopted</b>	<b>FY 2009 Adopted</b>
Support Services	\$3,488,907	\$3,943,463	\$4,221,260	\$4,304,000	\$4,401,000
Public Services	5,672,795	5,996,868	6,417,199	7,060,000	7,267,000
Administration	271,492	259,959	264,664	277,000	285,000
<b>Total Expenditures</b>	<b>\$9,433,194</b>	<b>\$10,200,290</b>	<b>\$10,903,123</b>	<b>\$11,641,000</b>	<b>\$11,953,000</b>
<b>Revenues by Program</b>	<b>FY 2005 Actual</b>	<b>FY 2006 Actual</b>	<b>FY 2007 Actual</b>	<b>FY 2008 Adopted</b>	<b>FY 2009 Adopted</b>
Support Services	\$221,547	\$223,674	\$246,938	\$236,000	\$226,000
Public Services	86,102	89,721	85,095	74,000	49,000
Administration	0	15	2,612	0	0
<b>Total Revenues</b>	<b>\$307,649</b>	<b>\$313,410</b>	<b>\$334,645</b>	<b>\$310,000</b>	<b>\$276,000</b>
<b>Local Tax Funding by Program</b>	<b>FY 2005 Actual</b>	<b>FY 2006 Actual</b>	<b>FY 2007 Actual</b>	<b>FY 2008 Adopted</b>	<b>FY 2009 Adopted</b>
Support Services	\$3,267,360	\$3,719,789	\$3,974,322	\$4,068,000	\$4,174,000
Public Services	5,586,693	5,907,147	6,332,104	6,986,000	7,217,000
Administration	271,492	259,944	262,052	277,000	285,000
<b>Total Local Tax Funding</b>	<b>\$9,125,545</b>	<b>\$9,886,880</b>	<b>\$10,568,478</b>	<b>\$11,331,000</b>	<b>\$11,676,000</b>
<b>Staffing Summary by Program</b>	<b>FY 2005 Actual</b>	<b>FY 2006 Actual</b>	<b>FY 2007 Actual</b>	<b>FY 2008 Adopted</b>	<b>FY 2009 Adopted</b>
Support Services	24.47	24.45	25.75	28.82	28.86
Public Services	117.16	117.18	116.77	114.25	114.21
Administration	3.00	3.00	2.64	2.64	2.64
<b>Total FTE</b>	<b>144.63</b>	<b>144.63</b>	<b>145.16</b>	<b>145.71</b>	<b>145.71</b>



Loudoun County Government  
FY 2009 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 2009 Issues**

- There is an insufficient number of library materials in a variety of formats for the current population.
- Citizens expect an interactive web portal that allows them easy access to all the services the library offers.
- Changes in ownership of the library's automation system and trends in this technology will necessitate exploration and possible procurement of a new product.
- Decreased financial support from corporate sponsors impacts library programming especially summer reading programs.

#### **FY 2009 Goals**

- Provide adequate new and replacement materials to meet public demand with available funding.
- Expand the library web page and enable library customers to use the site as their portal to the Internet.
- 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.
- Finance youth services programming and increase emphasis on early literacy programs, the summer reading program and teen library activities.

<b>Program Financial Summary</b>	<b>FY 2005 Actual</b>	<b>FY 2006 Actual</b>	<b>FY 2007 Actual</b>	<b>FY 2008 Adopted</b>	<b>FY 2009 Adopted</b>
<b>Expenditures</b>					
Personnel	\$1,614,850	\$1,756,584	\$1,991,869	\$2,060,000	\$2,176,000
Operations & Maintenance	1,835,157	2,130,191	2,200,406	2,244,000	2,225,000
Capital Outlay & Capital Acquisitions	38,900	56,688	0	0	0
Transfer To Central Service Fund	0	0	28,985	0	0
<b>Total Expenditures</b>	<b>\$3,488,907</b>	<b>\$3,943,463</b>	<b>\$4,221,260</b>	<b>\$4,304,000</b>	<b>\$4,401,000</b>
<b>Revenues</b>					
Use Of Money & Property	\$0	\$0	\$2,202	\$0	\$0
Miscellaneous Revenue	4,202	1,115	1,549	0	0
Recovered Costs	0	0	3,326	0	0
State Categorical Aid	216,025	222,559	239,861	236,000	227,000
Federal Categorical Aid	1,320	0	0	0	0
<b>Total Revenues</b>	<b>\$221,547</b>	<b>\$223,674</b>	<b>\$246,938</b>	<b>\$236,000</b>	<b>\$227,000</b>
<b>Total Local Tax Funding</b>	<b>\$3,267,360</b>	<b>\$3,719,789</b>	<b>\$3,974,322</b>	<b>\$4,068,000</b>	<b>\$4,174,000</b>
<b>FTE Summary</b>	<b>24.47</b>	<b>24.45</b>	<b>25.75</b>	<b>28.82</b>	<b>28.86</b>



Loudoun County Government  
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**Library Services  
Support Services**

Performance Measures	FY 2006 Actual	FY 2007 Actual	FY 2008 Estimated	FY 2009 Projected
<b>Objective: Meet the Planning for Library Excellence (PLE) and Department standard of three items per capita.</b>				
• Loudoun County Public Library System collection size	576,822	606,235	628,657	641,001
• PLE and BOS standard achieved	73.2%	74.5%	75%	74.6%
• Recommended number of items per capita standards based on population	787,827	813,207	838,314	858,735
<b>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.</b>				
• .Web Page Usage	590,081	831,289	850,000	1,039,111
• Rate of increase of usage	65%	41%	20%	25%
<b>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.</b>				
• Circulation of non-traditional materials	956,954	1,010,961	1,055,042	1,055,042
• Percentage growth from previous year	35%	5%	5%	5%
<b>Objective: Increase the percentage of total materials circulated by self checkout methods to 30% systemwide. This will be encouraged through staff and public education and orientation, and reassignment of machines where appropriate.</b>				
• Self checkout machine share of circulation	15%	13%	20%	30%
<b>Objective: Meet the needs and demands for more programming, literacy and reading opportunities for residents birth to 14 years of age.</b>				
• Attendance standard achieved by LCPL for children's program	n/a <sup>1</sup>	n/a <sup>1</sup>	n/a <sup>1</sup>	167%
• Loudoun County Public Library children's program attendance	n/a <sup>1</sup>	n/a <sup>1</sup>	n/a <sup>1</sup>	96,192
• National average of annual children's program attendance	n/a <sup>1</sup>	n/a <sup>1</sup>	n/a <sup>1</sup>	57,389

<sup>1</sup> This is a new measure for FY 09, prior year history is not available.



Loudoun County Government  
FY 2009 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 are 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 2009 Issues**

- Usage of the library has increased over previous years and new efficiencies and services are needed to meet the increased demand for services.
- Adapt existing space in the branches to meet changing needs.

#### **FY 2009 Goals**

- Meet the increasing requests from customers and their service needs by providing new staff, reallocating current 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.

<b>Program Financial Summary</b>	<b>FY 2005 Actual</b>	<b>FY 2006 Actual</b>	<b>FY 2007 Actual</b>	<b>FY 2008 Adopted</b>	<b>FY 2009 Adopted</b>
<b>Expenditures</b>					
Personnel	\$5,300,922	\$5,615,771	\$6,054,108	\$6,620,000	\$6,783,000
Operations & Maintenance	369,498	365,102	363,091	436,000	475,000
Capital Outlay & Capital Acquisitions	2,375	15,995	0	4,000	9,000
<b>Total Expenditures</b>	<b>\$5,672,795</b>	<b>\$5,996,868</b>	<b>\$6,417,199</b>	<b>\$7,060,000</b>	<b>\$7,267,000</b>
<b>Revenues</b>					
Use Of Money & Property	\$30,276	\$26,758	\$23,510	\$27,000	\$18,000
Charges For Services	22,412	11,586	7,668	24,000	9,000
Miscellaneous Revenue	33,089	51,377	53,917	23,000	23,000
Federal Categorical Aid	325	0	0	0	0
<b>Total Revenues</b>	<b>\$86,102</b>	<b>\$89,721</b>	<b>\$85,095</b>	<b>\$74,000</b>	<b>\$49,000</b>
<b>Total Local Tax Funding</b>	<b>\$5,586,693</b>	<b>\$5,907,147</b>	<b>\$6,332,104</b>	<b>\$6,986,000</b>	<b>\$7,217,000</b>
<b>FTE Summary</b>	<b>117.16</b>	<b>117.18</b>	<b>116.77</b>	<b>114.25</b>	<b>114.21</b>



Loudoun County Government  
FY 2009 Adopted Fiscal Plan

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**Library Services**  
**Public Services**

Performance Measures	FY 2006 Actual	FY 2007 Actual	FY 2008 Estimated	FY 2009 Projected
<b>Objective: Increase the efficiency of public service staff by reconfigure staffing hours and reassigning locations based on statistical analysis of hours and desk coverage.</b>				
• Check in-Check out transactions per FTE	74,653	81,505	78,386	85,580
• Library visits per FTE	12,329	12,888	12,945	13,532
• Reference question per FTE	3,539	3,683	3,716	3,867
<b>Objective: Achieve the Planning for Library Excellence (PLE) and departmental staffing standard of one FTE per 1,392 residents.</b>				
• Current staffing level	144.63	145.16	145.71	145.71
• Number of staff required to meet PLE standard	178	189	201	206
• Percentage of standard achieved	82%	77%	73%	71%



Loudoun County Government  
FY 2009 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 2009 Issues**

- There is no staff dedicated to planning new facilities and the preparation necessary to open them.
- The completion of the Rust Library renovation, expansion and reopening will take place in early FY 2009.
- Relocation of Library Administration and Support Service to North Street is taking place and will require the planning for the move.
- The need to provide library services to areas in the County that are not currently served, including exploring the possibilities of collocating facilities is a primary concern of the library services.
- The department needs to develop a plan to provide service to an increasingly diverse community.
- There is no philanthropic entity in place to support the Loudoun County Public Library.

#### **FY 2009 Goals**

- Manage the increased workload due to all activities involved in preparing for new facilities with current support staff.
- Expedite the Rust Library renovation and expansion including upgrading the collection and technology.
- Prepare for the relocation of Library Administration and Support Services.
- Work with the Planning Commission and the Board of Supervisors to identify opportunities for library facilities.
- The library will hire an outside consultant to develop a strategic plan and a plan to implement the goals and objective.
- The Loudoun County Public Library will begin the process to develop a philanthropic entity to raise funds for the library.

<b>Program Financial Summary</b>	<b>FY 2005 Actual</b>	<b>FY 2006 Actual</b>	<b>FY 2007 Actual</b>	<b>FY 2008 Adopted</b>	<b>FY 2009 Adopted</b>
<b>Expenditures</b>					
Personnel	\$257,855	\$251,876	\$257,316	\$267,000	\$276,000
Operations & Maintenance	13,637	8,083	7,348	10,000	9,000
<b>Total Expenditures</b>	<b>\$271,492</b>	<b>\$259,959</b>	<b>\$264,664</b>	<b>\$277,000</b>	<b>\$285,000</b>
<b>Revenues</b>					
Recovered Costs	\$0	\$15	\$2,100	\$0	\$0
Other Financing Sources	0	0	512	0	0
<b>Total Revenues</b>	<b>\$0</b>	<b>\$15</b>	<b>\$2,612</b>	<b>\$0</b>	<b>\$0</b>
<b>Total Local Tax Funding</b>	<b>\$271,492</b>	<b>\$259,944</b>	<b>\$262,052</b>	<b>\$277,000</b>	<b>\$285,000</b>
<b>FTE Summary</b>	<b>3.00</b>	<b>3.00</b>	<b>2.64</b>	<b>2.64</b>	<b>2.64</b>



Loudoun County Government  
FY 2009 Adopted Fiscal Plan

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**Library Services**  
**Administration**

Performance Measures	FY 2006 Actual	FY 2007 Actual	FY 2008 Estimated	FY 2009 Projected
<b>Objective: Meet the Planning for Library Excellence (PLE) and Board of Supervisors' current standard of 0.6 square foot per capita by proactively updating the CIP and CNA.</b>				
• County Population	262,609	271,069	279,069	285,674
• Facilities PLE and Board of Supervisors recommended standard based on population	155,535	167,267	168,995	171,747
• Facilities PLE and Board of Supervisors standard achieved	69%	64%	68%	71%
• Loudoun Library System actual square footage	107,400	107,400	107,400	122,400



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## 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. Facilities used include a recreation center, community centers, athletic fields, swimming pools, senior centers, 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-appointed Parks Advisory Board, Open Space Advisory Board and the Commission on Aging, which provide advice regarding citizen needs, program and facility input, and new initiatives. Numerous volunteers, 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 2009 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.

#### **FY 2009 Major Goals**

- 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 effectively plan for proffers, asset preservation and CIP projects through coordination with other agencies and community groups.
- Open Brambleton East and Stone Gate parks.
- Complete the renovations to E.E. Lake Store funded through Virginia Department of Transportation grants.
- Enhance customer service strategies and implement a "Satisfaction Guarantee Policy" to replace the department's prior refund policy.
- Develop and implement a department-wide strategic plan.

#### **FY 2008 Major Achievements**

- Developed several new youth programs and implemented the redesigned Youth After School activities program.
- 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.
- Worked with the County's Youth Initiative to develop strategies and implement programs for youth development and outreach;
- Enhanced marketing to publicize the new Claude Moore Park Recreation Center.
- Upgraded RecTrac, WebTrac and TeleTrac systems.
- Continued working with the Lovettsville community to enhance and plan improvements to the Lovettsville Community Park.
- Opened the Visual and Performing Arts Center at Franklin Park, the Dulles South Multipurpose Center and completed the renovation of Loudoun Valley Community Center.
- Completed the Sterling Blvd. beautification project with Virginia Department of Transportation grant funds.
- Continued to use 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 29 sports tournaments including approximately 1,000 teams with an estimated positive economic impact to the County in excess of \$5 million dollars in revenue.
- Staff 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.
- Completed the Construction and the Design Standards Draft for PRCS facilities.
- Opened the new Claude Moore Community Center and closed the Sterling Annex Community Center.
- Bond Referendum for \$13.5 million was approved to renovate 5 Community Centers.



**Loudoun County Government  
FY 2009 Adopted Fiscal Plan**

## Parks, Recreation & Community Services

<b>Departmental Financial Summary</b>	<b>FY 2005 Actual</b>	<b>FY 2006 Actual</b>	<b>FY 2007 Actual</b>	<b>FY 2008 Adopted</b>	<b>FY 2009 Adopted</b>
<b>Expenditures</b>					
Personnel	\$16,527,330	\$18,105,950	\$19,912,529	\$24,739,000	\$25,864,000
Operations & Maintenance	5,687,829	5,672,408	7,195,089	7,528,000	7,427,000
Capital Outlay & Capital Acquisitions	421,628	983,187	404,597	525,000	0
Transfers To General Fund	46,256	0	0	0	0
Transfer To Central Service Fund	201,528	194,816	91,244	0	0
<b>Total Expenditures</b>	<b>\$22,884,571</b>	<b>\$24,956,361</b>	<b>\$27,603,459</b>	<b>\$32,792,000</b>	<b>\$33,291,000</b>
<b>Revenues</b>					
Permits Privilege Fees & Reg Licenses	\$0	\$30,707	\$(527)	\$12,000	\$10,000
Use Of Money & Property	382,134	412,890	591,277	727,000	901,000
Charges For Services	9,210,739	9,993,088	10,343,959	13,340,000	13,556,000
Miscellaneous Revenue	152,000	339,217	181,076	39,000	89,000
Recovered Costs	268,360	242,159	268,448	310,000	295,000
State Categorical Aid	243,842	162,564	124,748	121,000	121,000
Federal Categorical Aid	949,904	784,089	619,280	267,000	267,000
Other Financing Sources	34,163	329,065	(194,828)	0	0
<b>Total Revenues</b>	<b>\$11,241,142</b>	<b>\$12,293,779</b>	<b>\$11,933,433</b>	<b>\$14,817,000</b>	<b>\$15,239,000</b>
<b>Local Tax Funding</b>	<b>\$11,643,429</b>	<b>\$12,662,582</b>	<b>\$15,670,026</b>	<b>\$17,975,000</b>	<b>\$18,052,000</b>
<b>FTE Summary</b>	<b>383.18</b>	<b>428.65</b>	<b>476.65</b>	<b>494.84</b>	<b>496.52</b>

### FY 2009 Board Action

The FY 09 Adopted Fiscal Plan for Parks, Recreation and Community Services includes fee-offset enhancements totaling 7.10 FTE, and eliminates 1.0 FTE from the Aging Services Division. A variety of fees in the Children's Programs, Parks, Community Center, Adaptive Recreation, and Aging Services Divisions were raised from 5%-10%. The YAS program in the Youth Services Division increased fees from \$20 per year to \$20 per month. The FY 09 Fiscal Plan also includes funding for compensation increases and increased benefits costs effective September 2008.

### Budget History

FY 05 Mid-Year: The Board added 6.63 FTE for three Youth After School (YAS) program leaders, three YAS supervisors and two daycare assistants. 1.93 FTE was transferred to Management & Financial Services.

FY 06: The Board added 40.77 FTE for the expansion of programs in sports, youth and senior services, community centers and new facilities.

FY 06 Mid-Year: 0.93 FTE was transferred to the department from MHMRS for an administrative assistant position. 1.00 FTE was added by the Board of Supervisors to provide outreach into the Spanish-speaking community for the YAS program.

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 and 8.84 FTE were transferred to General Services, County Administration, Management and Financial Services, Extension Services, Family Services, and the Treasurer's Office.



Loudoun County Government  
FY 2009 Adopted Fiscal Plan

## Parks, Recreation & Community Services

Expenditures by Program	FY 2005 Actual	FY 2006 Actual	FY 2007 Actual	FY 2008 Adopted	FY 2009 Adopted
Children's Programs	\$3,151,775	\$3,101,623	\$3,361,851	\$4,865,000	\$4,951,000
Maintenance Services	2,789,673	2,796,253	3,298,337	4,273,000	3,450,000
Sports	1,577,669	1,926,817	1,994,207	2,179,000	2,350,000
Parks	2,483,024	2,723,610	3,545,249	4,765,000	5,048,000
Community Centers	5,787,345	6,392,905	6,507,750	7,314,000	7,810,000
Adaptive Recreation	325,180	353,990	331,747	454,000	472,000
Aging Services	3,160,279	3,485,128	4,298,422	4,712,000	5,021,000
Youth Services	974,437	976,458	977,964	1,239,000	1,133,000
Facilities Planning & Development	1,278,755	1,602,831	871,395	414,000	440,000
Administration	1,356,434	1,596,746	2,416,537	2,578,000	2,616,000
<b>Total Expenditures</b>	<b>\$22,884,571</b>	<b>\$24,956,361</b>	<b>\$27,603,459</b>	<b>\$32,792,000</b>	<b>\$33,291,000</b>

Revenues by Program	FY 2005 Actual	FY 2006 Actual	FY 2007 Actual	FY 2008 Adopted	FY 2009 Adopted
Children's Programs	\$3,603,527	\$3,849,543	\$3,852,573	\$5,388,000	\$5,206,000
Maintenance Services	62,934	23,212	24,091	9,000	9,000
Sports	1,030,090	1,203,350	1,164,646	1,437,000	1,382,000
Parks	495,390	597,820	1,313,241	2,860,000	2,886,000
Community Centers	3,711,741	4,023,208	4,029,932	3,981,000	4,435,000
Adaptive Recreation	81,202	94,665	91,416	78,000	97,000
Aging Services	1,177,444	1,261,749	1,257,779	1,043,000	1,135,000
Youth Services	404,370	313,224	54,731	7,000	79,000
Facilities Planning & Development	668,007	922,507	136,496	12,000	10,000
Administration	6,437	4,501	8,528	0	0
<b>Total Revenues</b>	<b>\$11,241,142</b>	<b>\$12,293,779</b>	<b>\$11,933,433</b>	<b>\$14,817,000</b>	<b>\$15,239,000</b>

Local Tax Funding by Program	FY 2005 Actual	FY 2006 Actual	FY 2007 Actual	FY 2008 Adopted	FY 2009 Adopted
Children's Programs	\$(451,752)	\$(747,920)	\$(490,722)	\$(524,000)	\$(255,000)
Maintenance Services	2,726,739	2,773,041	3,274,246	4,263,000	3,441,000
Sports	547,579	723,467	829,561	742,000	968,000
Parks	1,987,634	2,125,790	2,232,008	1,905,000	2,162,000
Community Centers	2,075,604	2,369,697	2,477,818	3,333,000	3,375,000
Adaptive Recreation	243,978	259,325	240,331	375,000	375,000
Aging Services	1,982,835	2,223,379	3,040,643	3,669,000	3,886,000
Youth Services	570,067	663,234	923,233	1,231,000	1,054,000
Facilities Planning & Development	610,748	680,324	734,899	401,000	430,000
Administration	1,349,997	1,592,245	2,408,009	2,578,000	2,616,000
<b>Total Local Tax Funding</b>	<b>\$11,643,429</b>	<b>\$12,662,582</b>	<b>\$15,670,026</b>	<b>\$17,975,000</b>	<b>\$18,052,000</b>



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**Parks, Recreation & Community Services**

<b>Staffing Summary by Program</b>	<b>FY 2005 Actual</b>	<b>FY 2006 Actual</b>	<b>FY 2007 Actual</b>	<b>FY 2008 Adopted</b>	<b>FY 2009 Adopted</b>
Children's Programs	84.92	88.15	90.67	90.40	87.59
Maintenance Services	31.37	31.37	33.37	39.59	38.63
Sports	20.36	28.20	28.20	32.72	32.64
Parks	37.39	41.39	76.85	78.70	83.42
Community Centers	117.07	122.52	125.45	136.47	137.42
Adaptive Recreation	7.99	11.80	9.80	9.80	9.68
Aging Services	45.73	56.06	66.92	65.88	65.71
Youth Services	17.39	23.95	25.18	19.39	19.79
Facilities Planning & Development	6.00	10.00	4.00	4.00	4.00
Administration	14.96	15.21	16.21	17.89	17.64
<b>Total FTE</b>	<b>383.18</b>	<b>428.65</b>	<b>476.65</b>	<b>494.84</b>	<b>496.52</b>

Additional information on this department's Capital Improvement Program projects can be found in Volume 2 on pages 7 – 97, 7 – 98, 7 – 99, 7 – 100 and 7 – 101. Information on scheduled projects for the Capital Asset Preservation Program can be found in the tables beginning on page 9 – 2 in Volume 2.



## Parks, Recreation & Community Services

### Children's Programs

#### Description

Children's Programs provides a continuum of services for youth from kindergarten through high school. The primary programs in this division, After School Programs (CASA) and Camps, were part of the Youth Services division prior to FY 07. 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 2009 Issues**

- The CASA and Summer Camps programs need to be expanded in order to meet needs of the County's growing school-aged population.
- The CASA and Summer Camps programs must continue to hire and train quality supervisors and leaders to maximize program performance.

##### **FY 2009 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 are more accessible to all families and children living in the County.
- Recruit, train and retain qualified staff to cover the large number of program sites.

<b>Program Financial Summary</b>	<b>FY 2005 Actual</b>	<b>FY 2006 Actual</b>	<b>FY 2007 Actual</b>	<b>FY 2008 Adopted</b>	<b>FY 2009 Adopted</b>
<b>Expenditures</b>					
Personnel	\$2,544,737	\$2,602,987	\$2,773,636	\$4,121,000	\$4,211,000
Operations & Maintenance	607,038	498,636	588,215	744,000	740,000
<b>Total Expenditures</b>	<b>\$3,151,775</b>	<b>\$3,101,623</b>	<b>\$3,361,851</b>	<b>\$4,865,000</b>	<b>\$4,951,000</b>
<b>Revenues</b>					
Charges For Services	\$3,603,519	\$3,849,193	\$3,852,573	\$5,388,000	\$5,206,000
Miscellaneous Revenue	0	350	0	0	0
Recovered Costs	8	0	0	0	0
<b>Total Revenues</b>	<b>\$3,603,527</b>	<b>\$3,849,543</b>	<b>\$3,852,573</b>	<b>\$5,388,000</b>	<b>\$5,206,000</b>
<b>Total Local Tax Funding</b>	<b>\$(451,752)</b>	<b>\$(747,920)</b>	<b>\$(490,722)</b>	<b>\$(524,000)</b>	<b>\$(255,000)</b>
<b>FTE Summary</b>	<b>84.92</b>	<b>88.15</b>	<b>90.67</b>	<b>90.40</b>	<b>87.59</b>



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**Parks, Recreation & Community Services**  
**Children's Programs**

Performance Measures	FY 2006 Actual	FY 2007 Actual	FY 2008 Estimated	FY 2009 Projected
<b>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.</b>				
• Customer satisfaction rate for Children's Programs <sup>1</sup>	n/a	n/a	90%	90%
• Number of hours provided of required state child care licensing training	2,904	2,112	2,256	3,168
• Number of staff trained annually to ensure safe recreational activities	121	88	86	132
<b>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.</b>				
• Enrollment percentage of capacity for all CASA sites	90%	87%	92%	92%
• Number of CASA participants annually	1,617	1,622	1,820	1,911
• Number of CASA sites	36	36	38	40
• Number of children on waiting list for CASA	201	183	252	192
• Number of Specialty and Schools' Out Camp Participants	315	363	375	378
• Number of Summer Camp participants	763	900	950	950

<sup>1</sup>Customer satisfaction survey was implemented in FY 08.



## Parks, Recreation & Community Services

### Maintenance Services

#### Description

The Maintenance Services division performs daily, seasonal, corrective and preventative property and facility maintenance and repairs. This division also lends technical support and assistance to affiliated youth sports organizations that include managing, preparing, and renovating all 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, waste water and potable water and irrigation systems. 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 renovation of facilities in cooperation with the Facility Development and Planning Division and the Department of General Services. The division coordinates snow removal at County facilities, assists with debris removal during emergencies, and provides services in emergency response situations.

#### Budget Overview

##### FY 2009 Issues

- The division must continue to keep facilities safe and well-maintained for a growing population.
- Playgrounds require daily inspections, prompt repairs and an appropriate replacement schedule to remain safe for children.
- The division supports the entire department with maintenance, event setup and break down, and special projects throughout the year.
- New unmanned facilities must be maintained with limited resources.

##### FY 2009 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 and field paint.
- Crew coverage of daily field maintenance is slowed by the distance traveled from the central maintenance warehouse to sites throughout the County.
- The project crew supports parks, community centers, and program events, in addition to performing the general tasks of conducting repairs and responding to maintenance calls. It is difficult for project crews to keep up with the maintenance needs of countywide special events due to the workload factors of project crews and travel time between locations.

<b>Program Financial Summary</b>	<b>FY 2005 Actual</b>	<b>FY 2006 Actual</b>	<b>FY 2007 Actual</b>	<b>FY 2008 Adopted</b>	<b>FY 2009 Adopted</b>
<b>Expenditures</b>					
Personnel	\$1,538,202	\$1,689,633	\$1,909,585	\$2,262,000	\$2,292,000
Operations & Maintenance	797,979	949,507	1,234,182	1,486,000	1,158,000
Capital Outlay & Capital Acquisitions	324,070	150,323	105,342	525,000	0
Transfer To Central Service Fund	129,422	6,790	49,228	0	0
<b>Total Expenditures</b>	<b>\$2,789,673</b>	<b>\$2,796,253</b>	<b>\$3,298,337</b>	<b>\$4,273,000</b>	<b>\$3,450,000</b>
<b>Revenues</b>					
Use Of Money & Property	\$3,960	\$9,651	\$8,953	\$2,000	\$2,000
Miscellaneous Revenue	9,114	3,400	0	0	0
Recovered Costs	22,360	10,161	7,138	7,000	7,000
Other Financing Sources	27,500	0	8,000	0	0
<b>Total Revenues</b>	<b>\$62,934</b>	<b>\$23,212</b>	<b>\$24,091</b>	<b>\$9,000</b>	<b>\$9,000</b>
<b>Total Local Tax Funding</b>	<b>\$2,726,739</b>	<b>\$2,773,041</b>	<b>\$3,274,246</b>	<b>\$4,263,000</b>	<b>\$3,441,000</b>
<b>FTE Summary</b>	<b>31.37</b>	<b>31.37</b>	<b>33.37</b>	<b>39.59</b>	<b>38.63</b>



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**Parks, Recreation & Community Services**  
**Maintenance Services**

Performance Measures	FY 2006 Actual	FY 2007 Actual	FY 2008 Estimated	FY 2009 Projected
<b>Objective: Ensure clean and safe playground facilities.</b>				
• Number of playground inspections completed	4,210	4,410	4,410	4,800
• Number of playgrounds	21	22	22	24
<b>Objective: Maintain and improve athletic field quality to ensure safe play without interrupting use by youth and adult leagues.</b>				
• Number of athletic fields maintained	200	220	250	250
• Number of ball fields renovated <sup>1</sup>	n/a	2	5	5
• Number of Maintenance Division man hours dedicated to maintaining athletic fields <sup>1</sup>	n/a	n/a	n/a	28,000
<b>Objective: Provide efficient and timely support for maintenance, repairs and projects.</b>				
• Number of emergency management events dedicated to respond to or in preparation for snow/ice removal <sup>2</sup>	n/a	n/a	n/a	10
• Number of Maintenance Division man hours to complete emergency management events <sup>2</sup>	n/a	n/a	n/a	5,000
• Number of Maintenance Division non-PRCS event setup and take downs or bus trips to support other county functions <sup>2</sup>	n/a	n/a	n/a	30
• Number of Maintenance man hours to complete event setups and take downs <sup>2</sup>	n/a	n/a	n/a	500
• Number of work orders completed in time requested	1,416	1,400	1,450	1,400
• Number of work orders requested	1,416	1,450	1,450	1,400

<sup>1</sup>This program activity began in FY 07.

<sup>2</sup>This is a new measure for FY 09; prior year history is not available.



## **Parks, Recreation & Community Services**

### **Sports**

#### **Description**

The Sports division is composed of the Youth Sports and Adult Sports programs. Youth Sports supports 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 reserves park and school space for these activities and schedules their use as well as community cultural groups use of school space. In addition, Youth Sports staffs game and practice sites at indoor facilities and outdoor lighted facilities. Staff also provides guidance and support to youth recreational leagues (mostly run by volunteer sports organizations) 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 and tournaments. 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 impact the County's economy.

#### **Budget Overview**

##### **FY 2009 Issues**

- Community demand for additional sports 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 attempt to meet the challenges of addressing the growing needs of both the adult and youth sports communities.

##### **FY 2009 Goals**

- Educating the public about specialty camps and clinics with limited increases in funding for marketing.
- Managing the growing number of citizens participating in activities with limited new facilities.
- Coordinating the shared use of facilities between leagues to meet the needs of both youth and adult sports with limited available space.
- Balancing the demand for limited facility space between new and established sports organizations.



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**Parks, Recreation & Community Services**

**Sports**

<b>Program Financial Summary</b>	<b>FY 2005 Actual</b>	<b>FY 2006 Actual</b>	<b>FY 2007 Actual</b>	<b>FY 2008 Adopted</b>	<b>FY 2009 Adopted</b>
<b>Expenditures</b>					
Personnel	\$963,966	\$1,180,004	\$1,238,589	\$1,323,000	\$1,500,000
Operations & Maintenance	605,281	746,813	755,618	856,000	850,000
Capital Outlay & Capital Acquisitions	8,422	0	0	0	0
<b>Total Expenditures</b>	<b>\$1,577,669</b>	<b>\$1,926,817</b>	<b>\$1,994,207</b>	<b>\$2,179,000</b>	<b>\$2,350,000</b>
<b>Revenues</b>					
Use Of Money & Property	\$140	\$4,313	\$2,578	\$10,000	\$10,000
Charges For Services	978,846	1,143,263	1,123,658	1,427,000	1,372,000
Miscellaneous Revenue	75	15,412	1,344	0	0
Recovered Costs	44,366	17,744	22,143	0	0
Other Financing Sources	6,663	22,618	14,923	0	0
<b>Total Revenues</b>	<b>\$1,030,090</b>	<b>\$1,203,350</b>	<b>\$1,164,646</b>	<b>\$1,437,000</b>	<b>\$1,382,000</b>
<b>Total Local Tax Funding</b>	<b>\$547,579</b>	<b>\$723,467</b>	<b>\$829,561</b>	<b>\$742,000</b>	<b>\$968,000</b>
<b>FTE Summary</b>	<b>20.36</b>	<b>28.20</b>	<b>28.20</b>	<b>32.72</b>	<b>32.64</b>



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**Parks, Recreation & Community Services**  
**Sports**

Performance Measures	FY 2006 Actual	FY 2007 Actual	FY 2008 Estimated	FY 2009 Projected
<b>Objective: Ensure opportunities are available for youth and adults to learn and improve sports skills and provide fitness opportunities to promote healthy lifestyles.</b>				
• Number of citizens on waiting lists for camps and clinics	170	213	264	200
• Number of participants in sports camps and clinics	9,264	7,620	8,000	8,500
• Percentage increase in participation	14%	-18%	5%	11%
<b>Objective: Host sports tournaments to provide Loudoun County athletes a local venue while generating economic impact for Loudoun County.</b>				
• Number of room nights generated by sports tournaments <sup>1</sup>	n/a	n/a	1,200	1,200
• Number of tournament bids submitted <sup>1</sup>	n/a	5	8	12
• Number of Tournaments hosted by PRCS sites	0	0	6	29
<b>Objective: Provide high quality sports leagues and athletic opportunities for adults in Loudoun County.</b>				
• Number of adults participating adult sports leagues	9,119	9,871	9,750	10,000
• Number of leagues available for adult participation	73	88	90	91
• Number of teams participating in adult sports leagues	511	544	540	550
<b>Objective: Provide all children of Loudoun County the opportunity to actively participate in youth sports.</b>				
• Estimated number of youth participating on independent teams and tournaments <sup>2</sup>	n/a	n/a	n/a	27,000
• Number of affiliated youth sports leagues	n/a	n/a	46	48
• Number of children participating in affiliated youth sports leagues <sup>2</sup>	82,400	86,700	94,000	60,000 <sup>3</sup>

<sup>1</sup>Prior year history is not available.

<sup>2</sup>FY 06 Actual – FY 08 Estimated data for youth participating on independent teams and tournaments was included in the data reported for children participating in affiliated youth sports leagues.

<sup>3</sup>Beginning in FY 09, data will be reported for seasons rather than for fiscal quarters.



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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 County's first recreation center at Claude Moore Park. The division provides a wide range of active and passive recreational opportunities to the public. It also provides youth and adult sports programs on over 27 ball fields, 11 of which are lighted. Parks manages many 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 a diversity of cultural, interpretive, educational, environmental, historic, athletic, passive and active recreational pursuits.

#### Budget Overview

##### **FY 2009 Issues**

- A growing and diverse population forces the division to balance requests for the use of facilities for active, passive, cultural and educational recreation activities.
- The division must continue to create new and innovative ways to provide the same level of service to the growing community with limited operational dollars.
- 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 2009 Goals**

- The division must meet citizen demand to expand programs with limited facilities and funding.
- Current facilities must be maintained at safe levels despite increased usage by a growing population.
- As workload and expectations increase, staff morale must be kept at a high level to maximize performance.
- The new Claude Moore Recreation Center and the Franklin Park Performing and Visual Arts Center must meet and exceed citizen expectations in order to meet revenue obligations.

<b>Program Financial Summary</b>	<b>FY 2005 Actual</b>	<b>FY 2006 Actual</b>	<b>FY 2007 Actual</b>	<b>FY 2008 Adopted</b>	<b>FY 2009 Adopted</b>
<b>Expenditures</b>					
Personnel	\$1,685,973	\$1,913,470	\$2,641,487	\$3,797,000	\$4,033,000
Operations & Maintenance	694,373	662,032	830,671	968,000	1,015,000
Capital Outlay & Capital Acquisitions	56,422	136,718	73,091	0	0
Transfers To General Fund	46,256	0	0	0	0
Transfer To Central Service Fund	0	11,390	0	0	0
<b>Total Expenditures</b>	<b>\$2,483,024</b>	<b>\$2,723,610</b>	<b>\$3,545,249</b>	<b>\$4,765,000</b>	<b>\$5,048,000</b>
<b>Revenues</b>					
Use Of Money & Property	\$59,821	\$71,153	\$214,531	\$355,000	\$529,000
Charges For Services	371,017	399,362	989,419	2,328,000	2,161,000
Miscellaneous Revenue	31,803	50,143	58,920	11,000	61,000
Recovered Costs	32,749	39,637	50,260	166,000	135,000
Other Financing Sources	0	37,525	111	0	0
<b>Total Revenues</b>	<b>\$495,390</b>	<b>\$597,820</b>	<b>\$1,313,241</b>	<b>\$2,860,000</b>	<b>\$2,886,000</b>
<b>Total Local Tax Funding</b>	<b>\$1,987,634</b>	<b>\$2,125,790</b>	<b>\$2,232,008</b>	<b>\$1,905,000</b>	<b>\$2,162,000</b>
<b>FTE Summary</b>	<b>37.39</b>	<b>41.39</b>	<b>76.85</b>	<b>78.70</b>	<b>83.42</b>



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## Parks, Recreation & Community Services

### Parks

Performance Measures	FY 2006 Actual	FY 2007 Actual	FY 2008 Estimated	FY 2009 Projected
<b>Objective: Maximize attendance by properly maintaining facilities and providing an expanded level of diverse recreational opportunities while developing innovative methods to maintain service levels.</b>				
• Number of cultural programs held in the Parks Division <sup>1</sup>	n/a	283	333	335
• Number of daily and special event park visits	613,517	637,443	700,000	662,000
• Number of fitness, sports and skill development programs held in the Parks Division	n/a	49	70	70
• Number of nature programs held in the Parks Division <sup>1</sup>	n/a	531	590	600
• Number of park program participants <sup>1</sup>	n/a	25,303	25,500	25,500
• Number of swimming pool visits	42,652	80,954	63,250	81,000
• Number of volunteer hours for the Parks Division	19,037	24,062	20,000	21,000
• Value of Parks Division volunteer hours	\$381,121	\$481,721	\$400,000	\$420,000
• Number of work orders requested	n/a	n/a	90	90
• Number of work orders completed in the Parks Division <sup>1</sup>	n/a	n/a	n/a	90

<sup>1</sup>Prior year history is not available.



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## Parks, Recreation & Community Services

### Parks

Performance Measures	FY 2006 Actual	FY 2007 Actual	FY 2008 Estimated	FY 2009 Projected
<b>Objective: Provide a wide variety of safe and healthy recreational opportunities at Claude Moore Recreation Center (CMRC) while remaining a revenue neutral operation.<sup>1</sup></b>				
• Number of 25-pass swipe cards/punch cards purchased for the Recreation Center	n/a	996	3,158	3,253
• Number of all types of daily admissions to CMRC	n/a	470	432	495
• Number of annual adult daily admissions at the Recreation Center	n/a	8,055	8,135	8,216
• Number of annual memberships at CMRC	n/a	1,252	692	925
• Number of annual senior daily admissions at the Recreation Center	n/a	676	715	736
• Number of annual youth daily admissions at the Recreation Center	n/a	14,612	16,834	18,012
• Number of daily rental reservations at CMRC	n/a	7	18	18
• Number of programs planned at CMRC	n/a	158	728	765
• Percentage of expenses recovered through revenue at the Recreation Center	n/a	38%	100%	100%

<sup>1</sup>FY 07 Actual data represents activity from the opening of the Claude Moore Recreation Center on March 31, 2007 through June 30, 2007.



**Loudoun County Government  
FY 2009 Adopted Fiscal Plan**

**Parks, Recreation & Community Services  
Community Centers**

**Description**

The Community Centers division consists of ten community centers located throughout the County, including: Arcola (moving to Dulles South Multipurpose Center in May 2008), Bluemont, Lucketts (both to be renovated in FY09-FY10), Douglass, Loudoun Valley (renovated in FY08), Lovettsville, Middleburg, Philomont, Sterling and the Sterling Annex which moved to Claude Moore in Nov 2007 and was renamed the Claude Moore Community Center. The facilities include outdoor amenities such as playgrounds, small parks, pavilions, and ball fields, an outdoor swimming pool (Lovettsville), and an in-line hockey rink (Douglass). 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 citizen volunteers, other department programs, County departments, the private sector and citizen advisory boards.

**Budget Overview**

**FY 2009 Issues**

- The County's growing and diverse population demand high-quality, high-value services that meet their varying needs.
- Renovations to the Bluemont, Philomont, Lovettsville, Lucketts and Sterling Community Centers have been funded by a \$13.5 million bond 2007 bond referendum, however temporary facilities have not been identified.
- The customer base of three community centers that have been, or will be, relocated must be re-established: Loudoun Valley (renovated in 2008), Arcola (to be moved to the new Dulles South Center) and Sterling Annex (moved to the new Claude Moore Center).
- Staff training is needed in the following areas: computerized registration process training, CPR, First Aid, and childcare as required by state licensing standards, and best practices for recreation programming.
- The demand for pre-school programs exceeds available space.
- Hire and retain qualified individuals as preschool teachers, aides, substitutes and class instructors.

**FY 2009 Goals**

- Secure alternative facilities for community centers that are undergoing renovations to ensure a continuation of some services and programs.
- Employ 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.
- Surpass State standards for all licensed childcare programs and preschool programs.
- Maintain safety and security policies and procedures for management of facilities, staff, and participants.
- Recruit and retain center staff, instructors and contract vendors to increase levels of program implementation to meet residents' expectations for quality programs at a good value.

<b>Program Financial Summary</b>	<b>FY 2005 Actual</b>	<b>FY 2006 Actual</b>	<b>FY 2007 Actual</b>	<b>FY 2008 Adopted</b>	<b>FY 2009 Adopted</b>
<b>Expenditures</b>					
Personnel	\$5,110,578	\$5,614,790	\$5,651,631	\$6,356,000	\$6,788,000
Operations & Maintenance	666,729	769,408	840,641	958,000	1,022,000
Capital Outlay & Capital Acquisitions	10,038	8,707	15,478	0	0
<b>Total Expenditures</b>	<b>\$5,787,345</b>	<b>\$6,392,905</b>	<b>\$6,507,750</b>	<b>\$7,314,000</b>	<b>\$7,810,000</b>
<b>Revenues</b>					
Use Of Money & Property	\$239,396	\$248,724	\$281,629	\$281,000	\$281,000
Charges For Services	3,454,962	3,765,026	3,741,113	3,699,000	4,153,000
Miscellaneous Revenue	17,228	9,376	6,715	1,000	1,000
Recovered Costs	155	82	475	0	0
<b>Total Revenues</b>	<b>\$3,711,741</b>	<b>\$4,023,208</b>	<b>\$4,029,932</b>	<b>\$3,981,000</b>	<b>\$4,435,000</b>
<b>Total Local Tax Funding</b>	<b>\$2,075,604</b>	<b>\$2,369,697</b>	<b>\$2,477,818</b>	<b>\$3,333,000</b>	<b>\$3,375,000</b>
<b>FTE Summary</b>	<b>117.07</b>	<b>122.52</b>	<b>125.45</b>	<b>136.47</b>	<b>137.42</b>



Loudoun County Government  
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**Parks, Recreation & Community Services**  
**Community Centers**

Performance Measures	FY 2006 Actual	FY 2007 Actual	FY 2008 Estimated	FY 2009 Projected
<b>Objective: Demonstrate the cost effectiveness of services offered at the community centers.</b>				
• Average daily participant sessions	2,718	2,747	2,800	3,150
• Expenditure per participant	\$6.34	\$6.40	\$7.00	\$7.00
• Number of participant session per fiscal year	992,070	1,000,727	1,100,000	1,150,000
• Percentage rate of cost recovery	64%	63%	65%	66%
• Revenue per participant	\$4.06	\$4.02	\$6	\$6.27
<b>Objective: Meet the demand for programs and services by increasing the number of programs offered and operated for each target age population.</b>				
• Number of Community Center programs offered to preschool children	1,609	1,713	1,857	1,910
• Number of preschool children participant sessions in Community Center programs	193,208	194,317	193,000	195,000
• Number of Community Center programs offered to elementary school youth	1,292	1,481	1,365	1,405
• Number of elementary school children participant sessions in Community Center programs	141,892	138,111	142,000	143,000
• Number of Community Center programs offered to middle and high school children	491	909	547	560
• Number of middle and high school children participant sessions in Community Center programs	54,905	65,352	55,000	66,000
• Number of Community Center programs operated for adults	462	1,093	630	650
• Number of adult participant sessions in Community Center programs	543,747	557,666	550,000	555,000
<b>Objective: Encourage volunteerism to reduce staff costs, provide meaningful opportunities for contributions of time and talent, and increase program offerings.</b>				
• Number of volunteer hours served	9,849	8,536	9,160	9,800
• Value of volunteer hours for Community Centers	\$197,177	\$170,897	\$216,216	\$196,196



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## Parks, Recreation & Community Services

### Adaptive Recreation

#### Description

The Adaptive Recreation Program, which is a part of the Children's Program 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 2–22. Programs and activities are provided in cooperation with volunteers, other department programs, various County agencies, nonprofit and 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 2009 Issues**

- The division must offer programs and services appropriate for a growing and diverse population of citizens with cognitive and physical disabilities.
- Division staff must undergo training to meet State licensing requirements for training to ensure that seasonal staff is prepared to work effectively with an increased number of participants with severe disabilities.

##### **FY 2009 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.

<b>Program Financial Summary</b>	<b>FY 2005 Actual</b>	<b>FY 2006 Actual</b>	<b>FY 2007 Actual</b>	<b>FY 2008 Adopted</b>	<b>FY 2009 Adopted</b>
<b>Expenditures</b>					
Personnel	\$255,870	\$300,886	\$288,131	\$404,000	\$424,000
Operations & Maintenance	69,310	53,104	43,616	50,000	48,000
<b>Total Expenditures</b>	<b>\$325,180</b>	<b>\$353,990</b>	<b>\$331,747</b>	<b>\$454,000</b>	<b>\$472,000</b>
<b>Revenues</b>					
Charges for Services	\$77,874	\$92,886	\$84,279	\$78,000	\$97,000
Miscellaneous Revenue	3,316	1,779	7,108	0	0
Recovered Costs	12	0	29	0	0
<b>Total Revenues</b>	<b>\$81,202</b>	<b>\$94,665</b>	<b>\$91,416</b>	<b>\$78,000</b>	<b>\$97,000</b>
<b>Total Local Tax Funding</b>	<b>\$243,978</b>	<b>\$259,325</b>	<b>\$240,331</b>	<b>\$375,000</b>	<b>\$375,000</b>
<b>FTE Summary</b>	<b>7.99</b>	<b>11.80</b>	<b>9.80</b>	<b>9.80</b>	<b>9.68</b>



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**Parks, Recreation & Community Services**  
**Adaptive Recreation**

Performance Measures	FY 2006 Actual	FY 2007 Actual	FY 2008 Estimated	FY 2009 Projected
<b>Objective: Expand and increase the number of programs operated for children and adults with disabilities.</b>				
• Adaptive Recreation customer satisfaction rate	93%	94%	94%	94%
• Number of hours of participation	14,004	14,889	14,928	15,673
• Number of preschool Adaptive Recreation participants	1,609	1,713	1,857	1,910
• Number of elementary school Adaptive Recreation participants	1,441	1,471	1,500	1,530
• Number of middle school Adaptive Recreation participants	668	794	860	900
• Number of high school Adaptive Recreation participants	694	827	890	935
• Number of adult Adaptive Recreation participants	1,560	2,464	2,542	2,700
<b>Objective: Maintain and increase program offerings by increasing volunteer staffing levels.</b>				
• Number of volunteer hours for Adaptive Recreation	8,425	3,923	4,000	4,316
• Number of volunteers recruited	2,122	1,552	1,657	1,629
• Value of volunteer hours for Adaptive Recreation	\$168,668	\$78,538	\$80,080	\$86,406



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## Parks, Recreation & Community Services

### Aging Services

#### Description

Through the Area Agency on Aging (AAA), Aging Services plans, coordinates and promotes services to enhance the well being and independence of older Loudoun residents. Through the Elder Resource program, Aging Services 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 which includes the Retired and Senior Volunteer Program (RSVP) provides volunteer placement, training and recognition opportunities. Aging Services also provides home-delivered meals and seven congregate meal programs. Aging Services staff manages adult day care centers, full-service senior centers, smaller senior activity programs and the Central Kitchen. The Central Kitchen prepares and delivers congregate and home-delivered meals to service locations, the Juvenile Detention Center, as well as to various locations during 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 needs and interests.

#### Budget Overview

##### **FY 2009 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 additional transportation services, trip programs, and Central Kitchen services.
- The aging population and current cohort of seniors require increasing prevention and wellness programming.

##### **FY 2009 Goals**

- Oversee senior-related projects in various stages of development including an adult day care center for Eastern Loudoun, a full service senior center in Leesburg, and senior activity space in the new Dulles South multi-purpose center.
- Continue to develop programs for seniors at the Carver Center.
- 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.

<b>Program Financial Summary</b>	<b>FY 2005 Actual</b>	<b>FY 2006 Actual</b>	<b>FY 2007 Actual</b>	<b>FY 2008 Adopted</b>	<b>FY 2009 Adopted</b>
<b>Expenditures</b>					
Personnel	\$2,186,026	\$2,335,815	\$2,910,485	\$3,653,000	\$3,720,000
Operations & Maintenance	902,147	1,014,997	1,345,921	1,059,000	1,301,000
Transfer To Central Service Fund	72,106	134,316	42,016	0	0
<b>Total Expenditures</b>	<b>\$3,160,279</b>	<b>\$3,485,128</b>	<b>\$4,298,422</b>	<b>\$4,712,000</b>	<b>\$5,021,000</b>
<b>Revenues</b>					
Use Of Money & Property	\$78,817	\$79,049	\$83,586	\$79,000	\$79,000
Charges For Services	467,508	572,413	543,152	412,000	488,000
Miscellaneous Revenue	71,593	80,179	53,824	27,000	27,000
Recovered Costs	166,292	173,962	184,198	136,000	153,000
State Categorical Aid	177,627	107,314	123,748	121,000	121,000
Federal Categorical Aid	215,607	248,832	269,271	267,000	267,000
<b>Total Revenues</b>	<b>\$1,177,444</b>	<b>\$1,261,749</b>	<b>\$1,257,779</b>	<b>\$1,043,000</b>	<b>\$1,135,000</b>
<b>Total Local Tax Funding</b>	<b>\$1,982,835</b>	<b>\$2,223,379</b>	<b>\$3,040,643</b>	<b>\$3,669,000</b>	<b>\$3,886,000</b>
<b>FTE Summary</b>	<b>45.73</b>	<b>56.06</b>	<b>66.92</b>	<b>65.88</b>	<b>65.71</b>



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**Parks, Recreation & Community Services**  
**Aging Services**

Performance Measures	FY 2006 Actual	FY 2007 Actual	FY 2008 Estimated	FY 2009 Projected
<b>Objective: Increase community awareness of Loudoun County Aging services by maintaining community outreach.</b>				
• Number of Aging Services Volunteer hours <sup>1</sup>	n/a	47,972	47,936	48,895
• Number of units of service provided to participants by AAA	436,653	447,190	427,000	435,540
• Value of service provided by volunteers	\$965,745	\$960,399	\$959,679	\$978,878
<b>Objective: Ensure quality programs and services at the Carver Center by providing a wide variety of programs.<sup>2</sup></b>				
• Number of Carver Center activities held	n/a	355	1,665	1,700
• Number of Carver Center activities planned	n/a	463	1,910	1,948
• Number of Carver Center Adult Daycare Center program participants	n/a	0	13	15
• Number of Carver Center memberships	n/a	250	280	305
• Number of Carver Center program participants	n/a	4,054	17,776	18,132
• Number of Carver Center rentals	n/a	18	160	164
<b>Objective: Meet the needs of a growing senior population by maintaining services and contacts with seniors and their families.</b>				
• Number of adult daycare hours assisting clients & families	36,600	36,710	45,500	46,410
• Number of Central Kitchen meals	132,857	136,588	150,000	151,000
• Number of Information & Assistance contacts	68,848	49,078	40,000	40,800
• Number of one way trips for senior services participants	32,000	32,071	35,000	35,700
• Number of senior meals provided	96,435	100,187	120,000	117,300

<sup>1</sup>Prior year history is not available.

<sup>2</sup>The Carver Center opened in FY 07 while the Carver Adult Daycare Center opened in FY 08.



## 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 programs included in prevention activities are 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 2009 Issues**

- The YAS program must hire and retain high-quality supervisors and leaders to maximize program performance.
- Additional funding sources must be identified in order to expand program offerings that address the changing developmental needs of youth.
- 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 limited resources despite its increased fee structure.

##### **FY 2009 Goals**

- Develop programs that keep pace with the demand for services by a growing and increasingly diverse community.
- Prepare staff to handle the changing needs of youth.
- 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.

<b>Program Financial Summary</b>	<b>FY 2005 Actual</b>	<b>FY 2006 Actual</b>	<b>FY 2007 Actual</b>	<b>FY 2008 Adopted</b>	<b>FY 2009 Adopted</b>
<b>Expenditures</b>					
Personnel	\$834,549	\$813,016	\$797,283	\$1,017,000	\$1,012,000
Operations & Maintenance	139,888	163,442	180,681	221,000	121,000
<b>Total Expenditures</b>	<b>\$974,437</b>	<b>\$976,458</b>	<b>\$977,964</b>	<b>\$1,239,000</b>	<b>\$1,133,000</b>
<b>Revenues</b>					
Charges For Services	\$257,013	\$170,870	\$9,765	\$7,000	\$79,000
Miscellaneous Revenue	7,125	87,104	43,641	0	0
Recovered Costs	0	0	325	0	0
State Categorical Aid	66,215	55,250	1,000	0	0
Federal Categorical Aid	74,017	0	0	0	0
<b>Total Revenues</b>	<b>\$404,370</b>	<b>\$313,224</b>	<b>\$54,731</b>	<b>\$7,000</b>	<b>\$79,000</b>
<b>Total Local Tax Funding</b>	<b>\$570,067</b>	<b>\$663,234</b>	<b>\$923,233</b>	<b>\$1,231,000</b>	<b>\$1,054,000</b>
<b>FTE Summary</b>	<b>17.39</b>	<b>23.95</b>	<b>25.18</b>	<b>19.39</b>	<b>19.79</b>



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**Parks, Recreation & Community Services**  
**Youth Services**

Performance Measures	FY 2006 Actual	FY 2007 Actual	FY 2008 Estimated	FY 2009 Projected
<b>Objective: Provide safe recreational activities for middle school aged children.</b>				
• Average number of Middle School youth served per month	180	233	364	364
• Number of children on the YAS wait list	n/a	60	25	140
• Number of outreach programs offered	0	7	7	8
• Number of YAS programs offered/communities served	11	9	11	9
• Program utilization rate	40%	100%	90%	100%
<b>Objective: To provide court ordered youth the opportunity to give back to society by performing meaningful community service work in their neighborhood.</b>				
• Number of hours of community service completed	4,126	4,950	4,500	5,000
• Number of youth in WORK program <sup>1</sup>	n/a	150	150	160
• Recidivism percentage rate of WORK program participants <sup>1</sup>	n/a	2%	2%	2%
• Value of community service work performed	\$82,603	\$99,099	\$90,090	\$100,100

<sup>1</sup>Prior year history is not available.



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**Parks, Recreation & Community Services  
Facilities Planning & Development**

**Description**

Facilities Planning and Development reviews land development applications, implements proffers, assists with short and long range planning, and offers site specific design for PRCS facilities. It supports the department through facility planning and design, proffer management, trail development, and project management including some federal Transportation Enhancement program grant projects.

**Budget Overview**

**FY 2009 Issues**

- The rapidly growing and increasingly diverse County population has resulted in an increased demand for facilities.
- The volume of land development application reviews reduces the resources available for other purposes.
- Development of proffered facilities requires oversight and management.
- The department requires a strategic plan to meet future needs of a dynamic, growing community.

**FY 2009 Goals**

- Meet the continued demands for a diverse range of facilities in the face of a growing County population.
- Identify partnerships to maximize the value and impact of tax dollars.
- Create long range plans with limited dedicated resources.
- Develop needed facilities on available land.

<b>Program Financial Summary</b>	<b>FY 2005 Actual</b>	<b>FY 2006 Actual</b>	<b>FY 2007 Actual</b>	<b>FY 2008 Adopted</b>	<b>FY 2009 Adopted</b>
<b>Expenditures</b>					
Personnel	\$440,918	\$611,749	\$336,962	\$372,000	\$397,000
Operations & Maintenance	815,161	254,063	322,685	42,000	43,000
Capital Outlay & Capital Acquisitions	22,676	687,439	210,686	0	0
<b>Total Expenditures</b>	<b>\$1,278,755</b>	<b>\$1,553,251</b>	<b>\$870,333</b>	<b>\$414,000</b>	<b>\$440,000</b>
<b>Revenues</b>					
Permits Privilege Fees & Reg Licenses	\$0	\$30,707	\$(527)	\$12,000	\$10,000
Charges For Services	0	75	0	0	0
Miscellaneous Revenue	7,727	87,546	5,294	0	0
Federal Categorical Aid	660,280	535,257	350,009	0	0
<b>Total Revenues</b>	<b>\$668,007</b>	<b>\$653,585</b>	<b>\$354,776</b>	<b>\$12,000</b>	<b>\$10,000</b>
<b>Total Local Tax Funding</b>	<b>\$610,748</b>	<b>\$899,666</b>	<b>\$515,557</b>	<b>\$401,000</b>	<b>\$430,000</b>
<b>FTE Summary</b>	<b>6.00</b>	<b>10.00</b>	<b>4.00</b>	<b>4.00</b>	<b>4.00</b>



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**Parks, Recreation & Community Services**  
**Facilities Planning & Development**

Performance Measures	FY 2006 Actual	FY 2007 Actual	FY 2008 Estimated	FY 2009 Projected
<b>Objective: To assist department staff in strategic planning, project development and management, and planning processes.</b>				
• Number of administrative and legislative applications	2	3	3	9
• Number of landscape/amenity improvement projects <sup>1</sup>	0	2	2	8
<b>Objective: To implement and manage new projects through partnerships, donations, grants and the Capital Asset Preservation Program (CAPP).</b>				
• Number of CAPP projects approved	n/a <sup>2</sup>	14	14	7
• Number of CAPP projects delivered	n/a <sup>2</sup>	8	14	7
• Number of grants awarded	n/a <sup>2</sup>	5	5	4
• Number of partnerships under development	3	7	12	1
<b>Objective: To increase public program space and recreational opportunities through proffer completion and delivery.</b>				
• Number of proffered facilities delivered	6	5	1	3
• Number of proffered facilities under development	n/a <sup>2</sup>	2	4	6
<b>Objective: To perform reviews on land development applications submitted to the department in order to achieve meaningful proffered facilities, improvements, and/or cash contributions.</b>				
• Number of administrative referrals (SBPL, CPAP, STPL, SBRD)	24	30	49	60
• Number of legislative referrals (ZMAP, ZCPA, SPEX)	127	133	100	75

<sup>1</sup>This program activity began in FY 07.

<sup>2</sup>Prior year history is not available.



## **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 division gained the County Government's Horticulture Program in FY 07 which 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 2009 Issues**

- The division provides recruiting support to all divisions in order to attract qualified applicants, and assists in reducing the departmental turnover rate through training, recognition, and effective leadership by supervisors.
- 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 grounds maintenance services for a projected six new County facilities within its already limited horticultural program resources.

##### **FY 2009 Goals**

- Increase program and facility support in human resources, buying, receiving, marketing and automated systems to meet demand for additional recreational activities resulting from population growth.
- Cross-train department staff to increase the potential for professional growth and continuity of service.
- Emphasize employee recruitment and retention as its major focus.
- Ensure all department divisions, facilities and program areas have created an operation manual to ensure consistency, quality and smooth continuity of services.
- Implement the department's strategic plan.
- Continue to develop partnerships and seek alternative funding sources.



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**Parks, Recreation & Community Services**  
**Administration**

<b>Program Financial Summary</b>	<b>FY 2005 Actual</b>	<b>FY 2006 Actual</b>	<b>FY 2007 Actual</b>	<b>FY 2008 Adopted</b>	<b>FY 2009 Adopted</b>
<b>Expenditures</b>					
Personnel	\$966,511	\$1,043,600	\$1,364,740	\$1,434,000	\$1,487,000
Operations & Maintenance	389,923	553,146	1,051,797	1,145,000	1,129,000
<b>Total Expenditures</b>	<b>\$1,356,434</b>	<b>\$1,596,746</b>	<b>\$2,416,537</b>	<b>\$2,578,000</b>	<b>\$2,616,000</b>
<b>Revenues</b>					
Miscellaneous Revenue	\$4,019	\$3,928	\$4,230	\$0	\$0
Recovered Costs	2,418	573	3,880	0	0
Other Financing Sources	0	0	418	0	0
<b>Total Revenues</b>	<b>\$6,437</b>	<b>\$4,501</b>	<b>\$8,528</b>	<b>\$0</b>	<b>\$0</b>
<b>Total Local Tax Funding</b>	<b>\$1,349,997</b>	<b>\$1,592,245</b>	<b>\$2,408,009</b>	<b>\$2,578,000</b>	<b>\$2,616,000</b>
<b>FTE Summary</b>	<b>14.96</b>	<b>15.21</b>	<b>16.21</b>	<b>17.89</b>	<b>17.64</b>



Loudoun County Government  
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**Parks, Recreation & Community Services**  
**Administration**

Performance Measures	FY 2006 Actual	FY 2007 Actual	FY 2008 Estimated	FY 2009 Projected
<b>Objective: To attract and retain a quality workforce in order to deliver quality services to County citizens.</b>				
• Number of employment ads	133	55	99	100
• Number of job fairs held	3	4	6	4
• Number of performance plans and assessments	n/a <sup>1</sup>	1,200	1,022	1,260
• Number of Personnel Actions completed	n/a <sup>1</sup>	2,069	2,230	2,275
• Number of special recognitions	65	60	55	60
<b>Objective: Develop strategies for effective leadership for all managers and supervisors that targets building core competency skills to improve staff retention rates to ensure continuity of operations and succession planning.</b>				
• Develop strategies for reducing employee turnover	3	6	5	5
• Full time employee turnover rate percentage	14.6%	15.8%	8%	5%
• Offer training opportunities for professional growth	2	3	12	10
<b>Objective: Increase exposure and utilization of the PRCS web site in order to promote on-line transactions.</b>				
• Average monthly WebTrac transactions	807	958	1,150	1,357
• Average number of web site hits on PRCS main web pages	6,909	8,568	9,000	11,990
• Value of WebTrac transactions/year	\$1,982,312	\$2,490,654	\$2,773,000	\$2,916,000
<b>Objective: Increase the total number of RecTrac transactions and participation levels through increased marketing efforts.</b>				
• Number of households in RecTrac	39,064	45,054	47,000	49,200
• Number of participant hours	3,187,320	2,835,651	3,200,000	3,500,000
• Number of program participants	80,927	74,633	98,000	103,000
• Number of programs offered	7,707	7,550	9,000	9,476
• Number of transactions	96,532	120,077	110,000	148,077

<sup>1</sup>Prior year history is not available.



Loudoun County Government  
FY 2009 Adopted Fiscal Plan

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**Parks, Recreation & Community Services**  
**Administration**

Performance Measures	FY 2006 Actual	FY 2007 Actual	FY 2008 Estimated	FY 2009 Projected
<b>Objective: Effectively manage contracted landscape maintenance and improvements to County owned facilities.</b>				
• Number of sites mowed under turf maintenance contract <sup>1</sup>	n/a	52	58	64
• Number of sites updated in tree inventory <sup>2</sup>	n/a	n/a	n/a	10
• Percentage of OCC site plans reviewed as requested <sup>2</sup>	n/a	n/a	100%	100%
• Percentage of sites inspected quarterly	n/a	n/a	n/a	100%
<b>Objective: To ensure operational excellence in the procurement of goods and services to continually provide efficiency and effectiveness.</b>				
• Number of purchase orders completed	n/a <sup>2</sup>	976	1,820	1,040
• Number of turn around days for purchase orders	n/a <sup>2</sup>	3	14	4
• Value of purchase orders	n/a <sup>2</sup>	\$1,617,323	\$1,800,000	\$1,980,000

<sup>1</sup>This activity was transferred to PRCS from General Services in FY 07.

<sup>2</sup>Prior year history is not available.



## NOTES



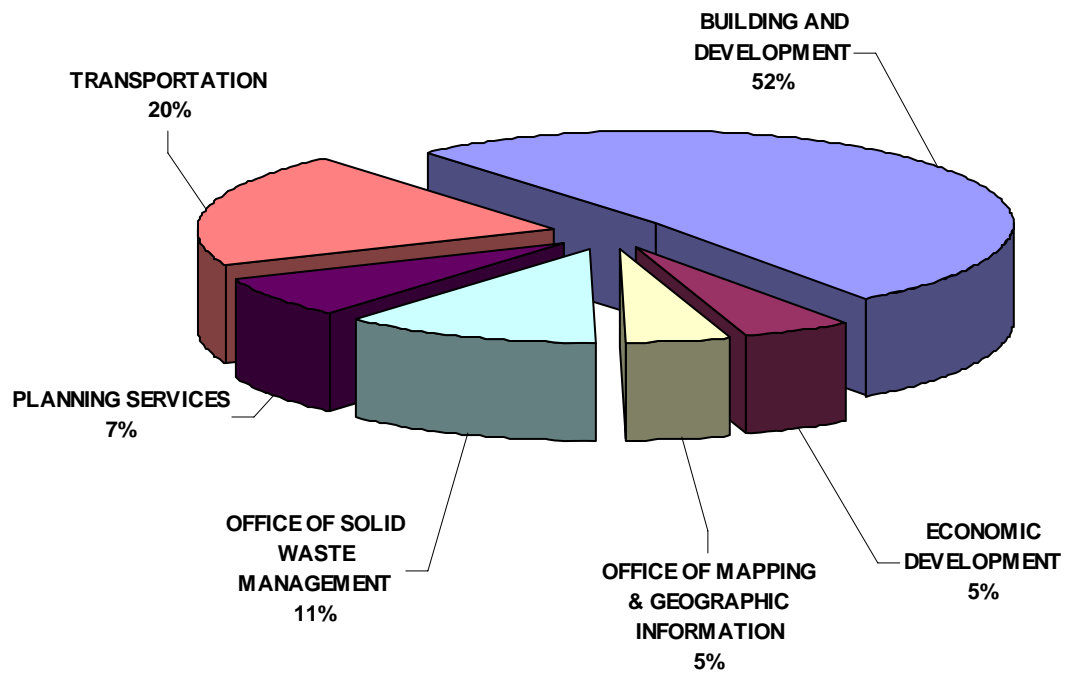
## Community Development

### COMMUNITY DEVELOPMENT SUMMARY

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## COMMUNITY DEVELOPMENT FY 2009 ADOPTED EXPENDITURES





**Loudoun County Government  
FY 2009 Adopted Fiscal Plan**

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**Community Development**

	<b>FY 2005 ACTUAL</b>	<b>FY 2006 ACTUAL</b>	<b>FY 2007 ACTUAL</b>	<b>FY 2008 ADOPTED</b>	<b>FY 2009 ADOPTED</b>
BUILDING AND DEVELOPMENT	\$15,545,951	\$18,281,995	\$20,488,119	\$23,000,000	\$23,194,000
ECONOMIC DEVELOPMENT	1,818,849	2,001,283	1,895,782	1,894,000	2,234,000
MAPPING & GEOGRAPHIC INFORMATION	1,824,308	1,776,390	2,069,769	2,247,000	2,250,000
PLANNING SERVICES	2,001,846	2,460,399	2,809,374	3,138,000	3,275,000
SOLID WASTE MANAGEMENT	1,824,308	4,513,681	4,529,633	5,075,000	5,187,000
TRANSPORTATION	<u>4,859,883</u>	<u>5,823,475</u>	<u>7,510,080</u>	<u>8,313,000</u>	<u>9,266,000</u>
<b>TOTAL COMMUNITY DEVELOPMENT</b>	\$27,875,145	\$34,857,223	\$39,302,757	\$43,667,000	\$45,406,000



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## 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 construction of public and private structures in the County by enforcing Best Engineering Practices and the Statewide Building Code during design and construction. 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 enforcement 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 2009 Issues**

- Existing resources and staff may need to be re-deployed or cross-trained due to the changes in building industry activity.
- Pro-active enforcement of ordinances addressing quality of life issues such as overcrowding and blighted properties must be implemented.
- Data regarding water quality and supply is emerging after years of empirical study, and must be analyzed for any required action by the County.
- Major new environmental programs (e.g. limestone overlay district, green building, etc.) at the local, state and federal level will require staff to draft revised regulations and procedures for the Board of Supervisors.
- Retention and recruitment of a professionally qualified workforce to manage and review complex planning projects and land development applications are an ongoing challenge.
- Professional associations have increased educational and training requirements to obtain and maintain certifications.

#### **FY 2009 Major Goals**

- Improved methods for processing land development applications afforded by the use of technology (e.g. electronic filing and simplification of review) will be explored and implemented.
- The department will expand training opportunities to include the general public in order to improve community understanding of governing regulations.
- A new ministerial application fee schedule will be reviewed to ensure that fee revenue offsets the cost of Land Development Enforcement services as deemed appropriate by the Board of Supervisors.
- Digital file storage will be used increasingly to protect the quality, safety and accessibility of historical records.
- Enable the public to access zoning, floodplains and soils mapping via the County's website.
- Erosion and Sediment Control and Zoning inspectors will be mobilized to improve response to customers and reduce staff space requirements.
- The comprehensive Watershed Management Plan will be completed.

#### **FY 2008 Major Achievements**

- Over 42,000 building permits and 8,200 zoning permits were accepted and processed.
- Eighteen hundred land development applications were accepted;
- Changes to the Zoning Ordinance were implemented, and the Zoning Map was updated to reflect these changes.
- Approximately 220,000 building code inspections were conducted.
- E-Permitting continues to be in the implementation process for no-fee permits, while a pilot test was conducted on the electronic submission and tracking of land development applications.
- Following the successful pilot of mobilizing building inspectors, the department is beginning the full implementation the remainder of the inspection staff;
- Participated in the completion of 30 miles of public roads that were accepted into the state maintenance program, exceeding the original goal of having 25 miles accepted.
- Received another consistent rating from the State for its highly-effective County-wide Erosion and Sediment Control program.



**Loudoun County Government  
FY 2009 Adopted Fiscal Plan**

## Building & Development

<b>Departmental Financial Summary</b>	<b>FY 2005 Actual</b>	<b>FY 2006 Actual</b>	<b>FY 2007 Actual</b>	<b>FY 2008 Adopted</b>	<b>FY 2009 Adopted</b>
<b>Expenditures</b>					
Personnel	\$14,136,379	\$16,443,931	\$18,957,690	\$20,512,000	\$21,001,000
Operations & Maintenance	1,336,542	1,685,673	1,511,918	2,401,000	2,352,000
Capital Outlay & Capital Acquisitions	23,414	15,938	0	88,000	87,000
Transfer To Central Service Fund	49,619	136,453	18,511	0	0
<b>Total Expenditures</b>	<b>\$15,545,954</b>	<b>\$18,281,995</b>	<b>\$20,488,119</b>	<b>\$23,000,000</b>	<b>\$23,440,000</b>
<b>Revenues</b>					
Other Local Taxes	\$0	\$(3,483)	\$0	\$0	\$0
Permits Privilege Fees & Reg Licenses	21,320,345	18,591,308	13,915,017	16,485,000	17,431,000
Fines & Forfeitures	13,513	19,707	20,094	15,000	20,000
Charges For Services	118,321	78,311	74,166	83,000	78,000
Miscellaneous Revenue	26,189	0	0	0	0
State Categorical Aid	0	2,877	0	0	0
Federal Categorical Aid	11,315	243,062	113,182	0	0
Other Financing Sources	0	0	0	0	98,000
<b>Total Revenues</b>	<b>\$21,489,683</b>	<b>\$18,931,782</b>	<b>\$14,122,459</b>	<b>\$16,583,000</b>	<b>\$17,627,000</b>
<b>Local Tax Funding</b>	<b>\$(5,943,729)</b>	<b>\$(649,787)</b>	<b>\$6,365,660</b>	<b>\$6,418,000</b>	<b>\$5,813,000</b>
<b>FTE Summary</b>	<b>235.60</b>	<b>255.40</b>	<b>256.90</b>	<b>258.80</b>	<b>253.80</b>

### FY 2009 Board Action

The FY 09 Adopted Fiscal Plan for Building and Development eliminates 4.00 FTE and associated operating expenditures from Building Code Enforcement and 1.00 FTE from Land Development Planning due to the slowdown in land development activity. The Board included a \$1,500,000 increase in land development revenue in anticipation of increasing fees for administrative applications, as well as a transfer of \$98,000 in interest revenue from the Proffer Fund to partially offset personnel costs associated with administration of the County's proffer system. The FY 09 Adopted Fiscal Plan also includes funding for compensation increases and increased benefits costs effective September 2008.

Resources in this department associated with management of the County's capital program have previously been budgeted in the Capital Projects Fund. Beginning in FY 09, these resources are located in the General Fund and are supported by a transfer from the Capital Projects Fund.

### Budget History

FY 05 Mid-Year: The Board added 2.00 FTE for occupancy inspectors. 0.20 FTE was transferred to Management & Financial Services.

FY 06: The Board added 18.00 FTE for code enforcement, engineering, administration and zoning staff.

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.



Loudoun County Government  
FY 2009 Adopted Fiscal Plan

## Building & Development

<b>Expenditures by Program</b>	<b>FY 2005 Actual</b>	<b>FY 2006 Actual</b>	<b>FY 2007 Actual</b>	<b>FY 2008 Adopted</b>	<b>FY 2009 Adopted</b>
Land Development Planning	\$1,292,710	\$1,451,223	\$1,666,487	\$1,822,000	\$1,805,000
Land Development Engineering	4,012,130	4,812,481	5,480,808	6,115,000	6,317,000
Zoning Administration	1,509,158	1,823,748	2,161,167	2,573,000	2,699,000
Building Code Enforcement	6,388,621	7,565,077	8,147,648	9,162,000	9,098,000
Permit Issuance/Department Management	2,343,335	2,629,466	3,032,009	3,329,000	3,522,000
<b>Total Expenditures</b>	<b>\$15,545,954</b>	<b>\$18,281,995</b>	<b>\$20,488,119</b>	<b>\$23,000,000</b>	<b>\$23,440,000</b>

<b>Revenues by Program</b>	<b>FY 2005 Actual</b>	<b>FY 2006 Actual</b>	<b>FY 2007 Actual</b>	<b>FY 2008 Adopted</b>	<b>FY 2009 Adopted</b>
Land Development Planning	\$564,780	\$1,080,171	\$715,431	\$583,000	\$470,000
Land Development Engineering	3,536,720	3,192,548	2,393,629	2,580,000	2,330,000
Zoning Administration	467,628	329,801	148,525	222,000	295,000
Building Code Enforcement	16,256,070	13,277,853	8,328,650	9,720,000	11,213,000
Permit Issuance/Department Management	664,485	1,051,409	2,536,224	3,477,000	3,320,000
<b>Total Revenues</b>	<b>\$21,489,683</b>	<b>\$18,931,782</b>	<b>\$14,122,459</b>	<b>\$16,583,000</b>	<b>\$17,627,000</b>

<b>Local Tax Funding by Program</b>	<b>FY 2005 Actual</b>	<b>FY 2006 Actual</b>	<b>FY 2007 Actual</b>	<b>FY 2008 Adopted</b>	<b>FY 2009 Adopted</b>
Land Development Planning	\$727,930	\$371,052	\$951,056	\$1,239,000	\$1,335,000
Land Development Engineering	475,410	1,619,933	3,087,179	3,535,000	3,987,000
Zoning Administration	1,041,530	1,493,947	2,012,642	2,351,000	2,405,000
Building Code Enforcement	(9,867,449)	(5,712,776)	(181,002)	(558,000)	(2,115,000)
Permit Issuance/Department Management	1,678,850	1,578,057	495,785	(148,000)	202,000
<b>Total Local Tax Funding</b>	<b>\$(5,943,729)</b>	<b>\$(649,787)</b>	<b>\$6,365,660</b>	<b>\$6,418,000</b>	<b>\$5,813,000</b>

<b>Staffing Summary by Program</b>	<b>FY 2005 Actual</b>	<b>FY 2006 Actual</b>	<b>FY 2007 Actual</b>	<b>FY 2008 Adopted</b>	<b>FY 2009 Adopted</b>
Land Development Planning	21.00	21.00	22.00	22.00	21.00
Land Development Engineering	59.00	63.80	61.80	63.80	63.80 <sup>1</sup>
Zoning Administration	24.60	27.60	29.10	29.00	29.00
Building Code Enforcement	93.00	102.00	102.00	102.00	97.00
Permit Issuance/Department Management	38.00	41.00	42.00	42.00	43.00
<b>Total FTE</b>	<b>235.60</b>	<b>255.40</b>	<b>256.90</b>	<b>258.80</b>	<b>253.80</b>

<sup>1</sup> The Board eliminated 1.00 FTE from Land Development Engineering, however the FTE total in this Division remains unchanged, as 1.00 FTE was transferred from Building Code Enforcement to Land Development Engineering for an Archaeologist mid-year FY 08.



## 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 Customer Service Team responds to citizen concerns and questions related to specific applications and projects, interprets ordinances, and explains the County's Land Use policies. The program also prepares amendments to the subdivision ordinance and implements adopted Board policies.

#### Budget Overview

##### **FY 2009 Issues**

- The number and volume of records required to be maintained is approaching the limits of available space.
- Increasing numbers of County-initiated projects will require extensive training and coordination among various agencies.
- It will be challenging to accommodate the demand for project reviews if there is an upswing in the residential construction market.

##### **FY 2009 Goals**

- Create electronic files for several application types and remove these files to the warehouse for storage.
- Implement the Career Development Program to reduce turnover and maintain staff expertise.

<b>Program Financial Summary</b>	<b>FY 2005 Actual</b>	<b>FY 2006 Actual</b>	<b>FY 2007 Actual</b>	<b>FY 2008 Adopted</b>	<b>FY 2009 Adopted</b>
<b>Expenditures</b>					
Personnel	\$1,254,545	\$1,400,930	\$1,622,294	\$1,752,000	\$1,745,000
Operations & Maintenance	38,165	50,293	44,193	70,000	60,000
<b>Total Expenditures</b>	<b>\$1,292,710</b>	<b>\$1,451,223</b>	<b>\$1,666,487</b>	<b>\$1,822,000</b>	<b>\$1,805,000</b>
<b>Revenues</b>					
Permits Privilege Fees & Reg Licenses	\$561,624	\$1,071,745	\$708,711	\$579,000	\$465,000
Charges For Services	3,156	8,426	6,720	4,000	5,000
<b>Total Revenues</b>	<b>\$564,780</b>	<b>\$1,080,171</b>	<b>\$715,431</b>	<b>\$583,000</b>	<b>\$470,000</b>
<b>Total Local Tax Funding</b>	<b>\$727,930</b>	<b>\$371,052</b>	<b>\$951,056</b>	<b>\$1,239,000</b>	<b>\$1,335,000</b>
<b>FTE Summary</b>	<b>21.00</b>	<b>21.00</b>	<b>22.00</b>	<b>22.00</b>	<b>21.00</b>



Loudoun County Government  
FY 2009 Adopted Fiscal Plan

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**Building & Development**  
**Land Development Planning**

Performance Measures	FY 2006 Actual	FY 2007 Actual	FY 2008 Estimated	FY 2009 Projected
<b>Objective: Improve customer service by returning all hotline calls within one business day.</b>				
• Number of hotline calls	3,617	4,012	4,200	3,200
• Number of calls returned within one business day	2,972	3,087	4,000	3,100
• Percentage of calls returned within one business day	82%	77%	98%	97%
<b>Objective: Improve quality of minimum submission checklist review to reduce the number of 4th and 5th submission reviews, number of comments, and overall review time.</b>				
• Number of subdivision applications submitted	381	416	400	400
• Number of 4 <sup>th</sup> or 5 <sup>th</sup> submission reviews	4	151 <sup>1</sup>	50	50
• Percentage of comment letters sent within 45 days	65%	66%	80%	85%
<b>Objective: Complete initial setup of all Land Development Applications within two working days.</b>				
• Total number of land development applications submitted	1,047	1,289	1,050	1,050
• Number of checklists completed within two working days	850	995	900	900
• Percentage of checklists completed within two working days	81%	77%	86%	86%

<sup>1</sup> Temporary increase due to the quality of applications as property owners quickly submitted applications to qualify for grandfathering after the zoning ordinance amendment was overturned in court.



## Building & Development

### Land Development Engineering

#### Description

This program provides detailed technical review, approval and management of land development applications related to subdivision 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 rezonings 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 2009 Issues

- Water quality and supply issues are increasingly complex to manage as they are regulated by at least five different departments and numerous external government agencies.
- Existing levels of staff support expended on processing land development applications continues to exceed land development fee revenue.
- Staff must implement and educate customers on new design requirements such as increased water quality permitting requirements or "green building" standards that will present additional challenges to applicants in designing economically feasible and finance-able projects.

##### FY 2009 Goals

- Amplify the effectiveness of existing staff by taking advantage of available resources such as electronic plan submission and processing, increased coordination with the Engineers and Surveyors Institute, and regional standardization initiatives.
- Simplify review, processing and enforcement procedures to ensure consistency and predictability despite changing economies and conditions.
- Improve the use of established systems and forums, such as LMIS, Active Citizen Response (ACR) system.

<b>Program Financial Summary</b>	<b>FY 2005 Actual</b>	<b>FY 2006 Actual</b>	<b>FY 2007 Actual</b>	<b>FY 2008 Adopted</b>	<b>FY 2009 Adopted</b>
<b>Expenditures</b>					
Personnel	\$3,494,956	\$4,193,588	\$5,095,762	\$5,562,000	\$5,787,000
Operations & Maintenance	509,698	618,893	385,046	501,000	479,000
Capital Outlay & Capital Acquisitions	7,476	0	0	51,000	51,000
<b>Total Expenditures</b>	<b>\$4,012,130</b>	<b>\$4,812,481</b>	<b>\$5,480,808</b>	<b>\$6,115,000</b>	<b>\$6,317,000</b>
<b>Revenues</b>					
Other Local Taxes	\$0	\$(3,483)	\$0	\$0	\$0
Permits Privilege Fees & Reg Licenses	3,525,405	2,949,892	2,280,172	2,580,000	2,330,000
Charges For Services	0	200	275	0	0
State Categorical Aid	0	2,877	0	0	0
Federal Categorical Aid	11,315	243,062	113,182	0	0
<b>Total Revenues</b>	<b>\$3,536,720</b>	<b>\$3,192,548</b>	<b>\$2,393,629</b>	<b>\$2,580,000</b>	<b>\$2,330,000</b>
<b>Total Local Tax Funding</b>	<b>\$475,410</b>	<b>\$1,619,933</b>	<b>\$3,087,179</b>	<b>\$3,535,000</b>	<b>\$3,987,000</b>
<b>FTE Summary</b>	<b>59.00</b>	<b>63.80</b>	<b>61.80</b>	<b>63.80</b>	<b>63.80<sup>1</sup></b>

<sup>1</sup> The Board eliminated 1.00 FTE from Land Development Engineering, however the FTE total in this Division remains unchanged, as 1.00 FTE was transferred from Building Code Enforcement to Land Development Engineering for an Archaeologist mid-year FY 08.



Loudoun County Government  
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## Building & Development

### Land Development Engineering

Performance Measures	FY 2006 Actual	FY 2007 Actual	FY 2008 Estimated	FY 2009 Projected
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**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	17.69	13.1	21.41	23.55
• Number of performance bond agreements in default	359	337	324	292

**Objective: Meet the state guidelines for Erosion and Sediment Control Permit inspection frequency of one visit every two weeks.**

• Number of active grading permits	872	1192	3,090	3,183
• Number of Erosion and Sediment Control permit inspections conducted	7,935	8,840	10,815	17,092
• Average number of inspections per Erosion and Sediment control permit <sup>1</sup>	n/a	n/a	3.50	5.37
• Percentage of inspections conducted on time	93.8%	84.8%	99.7%	99.8%

**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 homeowner complaints	618	592	942	594
• Number of landslide and sinkhole complaints <sup>2</sup>	n/a	n/a	n/a	2
• Number of roads and sidewalks complaints <sup>2</sup>	n/a	n/a	n/a	117
• Number of stormwater management complaints <sup>2</sup>	n/a	n/a	n/a	321
• Number of tree complaints <sup>2</sup>	n/a	n/a	n/a	47
• Number of erosion and sediment control complaints <sup>2</sup>	n/a	n/a	n/a	107
• Percentage of homeowner complaints per new home approval	24%	22%	20%	18%

**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).**

• Number of Construction Plans and Profiles (CPAPs)	162	186	160	160
• Average number of days to process CPAPs	234	310	190	279
• Number of site plans submitted (initial submissions only)	253	268	206	220
• Average number of days to process site plans (STPL)	334	339	274	305

<sup>1</sup> New inspection requirements were instituted in FY 08.

<sup>2</sup> Homeowner complaints were not tracked by type in prior years.



**Loudoun County Government  
FY 2009 Adopted Fiscal Plan**

## Building & Development Zoning Administration

### Description

Zoning Administration staff administers and enforces the zoning standards and proffer language adopted by the Board of Supervisors by updating the zoning map and responding to referrals on ZMAP, CPAM, ZCPA, SPEX and proffer amendments from Planning Services, and site plan applications from the Engineering Division. Staff enforces the Zoning Ordinance 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 Revised Zoning Ordinance and staff reports for 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 also responds to citizen inquiries in writing, by e-mail or by telephone.

### Budget Overview

#### **FY 2009 Issues**

- This division will play a large role in addressing overcrowding and other quality of life issues.
- Non-fee based Board initiatives compete with fee-based applications (and their associated timeline requirements) for staff resources.

#### **FY 2009 Goals**

- Provide training to groups outside the Zoning Division on the provisions of the zoning ordinance.
  - Continue incremental improvement in meeting established timelines for review of fee-based applications.
  - Fully implement the proffer audit review process.
- Provide the Board with measurable results from the pilot pro-active enforcement program to inform a decision on whether to continue the program.
- Draft and process amendments to the County's Zoning Ordinance as directed by the Board of Supervisors.
  - Meet the challenge of administering several ordinances as applied to individual properties countywide.

<b>Program Financial Summary</b>	<b>FY 2005 Actual</b>	<b>FY 2006 Actual</b>	<b>FY 2007 Actual</b>	<b>FY 2008 Adopted</b>	<b>FY 2009 Adopted</b>
<b>Expenditures</b>					
Personnel	\$1,414,675	\$1,698,374	\$2,020,523	\$2,377,000	\$2,519,000
Operations & Maintenance	94,483	125,374	122,133	174,000	159,000
Capital Outlay & Capital Acquisitions	0	0	0	21,000	21,000
Transfer To Central Service Fund	0	0	18,511	0	0
<b>Total Expenditures</b>	<b>\$1,509,158</b>	<b>\$1,823,748</b>	<b>\$2,161,167</b>	<b>\$2,573,000</b>	<b>\$2,699,000</b>
<b>Revenues</b>					
Permits Privilege Fees & Reg Licenses	\$427,576	\$310,094	\$128,431	\$207,000	\$177,000
Fines & Forfeitures	13,513	19,707	20,094	15,000	20,000
Charges For Services	350	0	0	0	0
Miscellaneous Revenue	26,189	0	0	0	0
Other Financing Sources	0	0	0	0	98,000
<b>Total Revenues</b>	<b>\$467,628</b>	<b>\$329,801</b>	<b>\$148,525</b>	<b>\$222,000</b>	<b>\$295,000</b>
<b>Total Local Tax Funding</b>	<b>\$1,041,530</b>	<b>\$1,493,947</b>	<b>\$2,012,642</b>	<b>\$2,351,000</b>	<b>\$2,404,000</b>
<b>FTE Summary</b>	<b>24.60</b>	<b>27.60</b>	<b>29.10</b>	<b>29.00</b>	<b>29.00</b>



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## Building & Development Zoning Administration

Performance Measures	FY 2006 Actual	FY 2007 Actual	FY 2008 Estimated	FY 2009 Projected
<b>Objective: Provide support to the Board of Zoning Appeals by processing appeals and variances within the state-mandated 90 day guidelines.</b>				
• Number of Board of Zoning Appeals applications	28	41	40	40
• Percentage of appeals and variances responded to within State mandated guidelines	100%	100%	100%	100%
• Process Zoning complaints within established timeframes <sup>1</sup>	n/a	n/a	n/a	90%
<b>Objective: Improve timelines for legislative referrals by providing referrals within established 30-60 days timeframes.</b>				
• Number of legislative referral applications <sup>1</sup>	n/a	n/a	n/a	131
• Average number of days to provide legislative referral <sup>1</sup>	n/a	n/a	n/a	44%
• Number of pre-applications	150	120	116	116
• Percentage of referrals provided within timeline	39%	50%	60%	60%
<b>Objective: Enforce provisions of the Zoning Ordinance and Property Maintenance Code in accordance with established Board of Supervisor's policy.</b>				
• Number of overcrowding complaints	193	216	340	400
• Average number of days from acceptance of a complaint to an inspection	2	2	2	2
• Percentage of inspections resulting in an overcrowding violation <sup>1</sup>	n/a	n/a	n/a	10%
• Percentage of overcrowding violations brought into compliance without a court order <sup>1</sup>	n/a	n/a	n/a	95%
<b>Objective: Respond to written correspondence and site plan referrals within four weeks.</b>				
• Number of Zoning Correspondence applications	368	345	330	330
• Percentage of applications responded to within four weeks <sup>2</sup>	72%	73%	65%	30%
• Percentage of applications responded to within the legal guidelines of 90 days <sup>2</sup>	96%	97%	96%	96%
• Average number of days to respond to Zoning Correspondence applications <sup>1</sup>	n/a	n/a	n/a	30
• Number of site plans submitted (initial and subsequent submissions)	465	553	400	410
• Percentage of site plan referrals responded to within three weeks <sup>3</sup>	62%	76%	55%	55%

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

<sup>2</sup> Legal guidelines call for responding to Zoning Correspondence within 90 days. The division has set an internal service guideline of four weeks.

<sup>3</sup> Legal guidelines call for responding to site plan referrals within 60 days. The division has set an internal service guideline of three weeks.



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## 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 2009 Issues**

- A new State Code is scheduled to be adopted in Spring 2009, and will include increased staff training and certification requirements that will temporarily reduce the amount of time available for field inspections.
- The inspection environment and workload is impacted by larger homes, new technologies, and additional inspection requirements that require more time per inspection and allow for fewer inspections per inspector.

#### **FY 2009 Goals**

- Successfully hire, train and maintain qualified staff.
- Refine present systems to minimize the time required to address customer complaints even as increasing numbers of new owners demand greater levels of attention.
- Complete implementation of building inspector mobilization so that inspectors are able to manage and complete their work at the inspection site.

<b>Program Financial Summary</b>	<b>FY 2005 Actual</b>	<b>FY 2006 Actual</b>	<b>FY 2007 Actual</b>	<b>FY 2008 Adopted</b>	<b>FY 2009 Adopted</b>
<b>Expenditures</b>					
Personnel	\$5,721,012	\$6,628,420	\$7,275,391	\$7,638,000	\$7,561,000
Operations & Maintenance	602,052	784,266	872,257	1,509,000	1,522,000
Capital Outlay & Capital Acquisitions	15,938	15,938	0	15,000	15,000
Transfer To Central Service Fund	49,619	136,453	0	0	0
<b>Total Expenditures</b>	<b>\$6,388,621</b>	<b>\$7,565,077</b>	<b>\$8,147,648</b>	<b>\$9,162,000</b>	<b>\$9,098,000</b>
<b>Revenues</b>					
Permits Privilege Fees & Reg Licenses	\$16,256,070	\$13,277,853	\$8,328,650	\$9,720,000	\$11,213,000
<b>Total Revenues</b>	<b>\$16,256,070</b>	<b>\$13,277,853</b>	<b>\$8,328,650</b>	<b>\$9,720,000</b>	<b>\$11,213,000</b>
<b>Total Local Tax Funding</b>	<b>\$(9,867,449)</b>	<b>\$(5,712,776)</b>	<b>\$(181,002)</b>	<b>\$(558,000)</b>	<b>\$(2,115,000)</b>
<b>FTE Summary</b>	<b>93.00</b>	<b>102.00</b>	<b>102.00</b>	<b>102.00</b>	<b>97.00</b>



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**Building & Development**  
**Building Code Enforcement**

Performance Measures	FY 2006 Actual	FY 2007 Actual	FY 2008 Estimated	FY 2009 Projected
<b>Objective: Improve construction plans turnaround time and work with the private sector to limit average number of times plans are returned for review.</b>				
• Number of plans submitted for review	11,985	21,099	13,600	13,800
• Average number of times plans are reviewed prior to approval <sup>1</sup>	n/a	n/a	n/a	1.2
• Percentage of plans reviewed within 10 days	98%	98%	98%	98%
<b>Objective: Improve inspection services by completing the mobilization of inspectors and maintaining an average of not less than 18 minutes per inspection.</b>				
• Number of inspections performed	220,889	200,476	249,255	250,000
• Cross-trained inspectors <sup>1</sup>	n/a	n/a	n/a	27%
• Number of failed inspections <sup>2</sup>	52,041	47,232	58,724	58,900
• Number of fully mobilized inspectors <sup>3</sup>	n/a	n/a	66	66
• Average minutes per inspection	18.3	25.3	20.3	20.3
<b>Objective: Resolve Building Code-related complaints and respond to inquiries in a timely manner.</b>				
• Number of code-related inquiries per year	2,190	2,109	2,300	2,350
• Number of complaints received per year <sup>1</sup>	n/a	n/a	150	110
• Percentage of complaints resolved within 10 working days	70%	71%	72%	72%
• Percentage of complaints responded to within 24 hours	98%	98%	98%	98%

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

<sup>2</sup> This is a new measure for FY 09; prior year history is estimated.

<sup>3</sup> This program began as a pilot in FY 07, and is expected to be completed in FY 08 or early FY 09.



## 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 2009 Issues**

- Staff will continue to evaluate and adjust customer service procedures and resources, incorporating efficiencies to better service customers in the event of an increase in permit issuances.
- An online permit system will be implemented requiring staff training, while maintaining or improving existing permit processing times.
- Three different zoning ordinances and an increasing number of sign permit packages makes processing permits more difficult and time consuming.

##### **FY 2009 Goals**

- Continue to provide excellent customer service for permits while complying with three different zoning ordinances.
- Implementation of the e-permitting system while maintaining accurate service delivery to the public.
- Maintain a well-trained staff to continue excellent customer service.

<b>Program Financial Summary</b>	<b>FY 2005 Actual</b>	<b>FY 2006 Actual</b>	<b>FY 2007 Actual</b>	<b>FY 2008 Adopted</b>	<b>FY 2009 Adopted</b>
<b>Expenditures</b>					
Personnel	\$2,251,191	\$2,522,619	\$2,943,720	\$3,182,000	\$3,390,000
Operations & Maintenance	92,144	106,847	88,289	147,000	132,000
<b>Total Expenditures</b>	<b>\$2,343,335</b>	<b>\$2,629,466</b>	<b>\$3,032,009</b>	<b>\$3,329,000</b>	<b>\$3,522,000</b>
<b>Revenues</b>					
Permits Privilege Fees & Reg Licenses	\$549,670	\$981,724	\$2,469,053	\$3,398,000	\$3,247,000
Charges For Services	114,815	69,685	67,171	79,000	73,000
<b>Total Revenues</b>	<b>\$664,485</b>	<b>\$1,051,409</b>	<b>\$2,536,224</b>	<b>\$3,477,000</b>	<b>\$3,320,000</b>
<b>Total Local Tax Funding</b>	<b>\$1,678,850</b>	<b>\$1,578,057</b>	<b>\$495,785</b>	<b>\$(148,000)</b>	<b>\$202,000</b>
<b>FTE Summary</b>	<b>38.00</b>	<b>41.00</b>	<b>42.00</b>	<b>42.00</b>	<b>43.00</b>



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**Building & Development**  
**Permit Issuance/Department Management**

Performance Measures	FY 2006 Actual	FY 2007 Actual	FY 2008 Estimated	FY 2009 Projected
<b>Objective: Issue permits requiring plans review over the counter and via the internet.</b>				
• Number of Building/Zoning permits issued	51,186	50,451	54,000	48,000
• Number of No-Fee permits issued	15,843	13,825	12,875	12,000
• Percentage of E-permitting programming completed	25%	90%	100%	95%
• Percentage of staff trained to implement e-permitting	n/a	40%	100%	100%
<b>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.</b>				
• Average number of phone calls per day	260	255	300	308
• Average number of seconds callers are on hold	54	50	62	60
• Number of hang-ups per day	26	23	30	24
<b>Objective: Manage grading, performance bond, and proffer collection linked to development projects.</b>				
• Value of grading bonds managed <sup>1</sup>	n/a	n/a	n/a	\$9,600,000
• Value of performance bonds approved <sup>1</sup>	n/a	n/a	n/a	\$1,100,000,000
• Value of cash proffers collected with zoning permits <sup>1</sup>	n/a	n/a	n/a	\$10,000,000

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



## Economic Development

### Mission Statement

The mission of the Department of Economic Development is to work with key partners to encourage continued business investment and development of a community recognized as one of the top 20 places in the United States. The department's mission is guided by the Economic Development Strategic Plan, adopted in 2004 by the Board of Supervisors, with the vision for the County to be an innovative, globally competitive economy known for its favorable business environment, exceptional quality of place, and strong sense of community.

### Description

The Board of Supervisors' Economic Development Strategic Plan identifies five goals for the department 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, possessing a high quality of place, and maintaining sound fiscal health.

Recognizing these strategic goals, the department: leads the county's overall economic development team in implementing the Board of Supervisors' strategy; works to enhance Loudoun's three distinct geographies (suburban communities, towns, and rural areas) as attractive places for residents, employees, visitors and businesses; provides tailored site selection and business expansion services, and markets Loudoun to existing and prospective businesses; produces information and research, web content, and advice for businesses, rural enterprises, prospects, citizens, County government, and media; provides strategic advice on economic development; and manages projects that support elements of the Strategic Plan. In addition, the department works closely with six public-private partnerships: the Economic Development Commission, the Rural Economic Development Council, the Main Street Loudoun Partnership, the Design Cabinet, the Science and Technology Cabinet and the CEO Cabinet.

### Budget Overview

#### **FY 2009 Issues**

- Transportation congestion continues to be one of the top concerns of both businesses and residents, potentially causing business decisions to be made to relocate to other regions.
- The cost of living and the availability of workforce housing continue to impact businesses' ability to hire and retain employees.
- The full impact of the housing correction on large investors of residential and commercial land in Loudoun is unknown.
- The potential for a national recession indicates a need to establish a pipeline of prospects.
- As the County's financial resources become increasingly stressed, it will be even more important to strategically deploy existing resources in areas that can best fulfill the Board's adopted Economic Development Strategic Plan.
- The department is continuing to work with the Board of Supervisors' Economic Development Committee to prioritize cluster initiatives and marketing strategies.

#### **FY 2009 Major Goals**

- Raise Loudoun's profile in the Washington D.C. metropolitan region as a preferred community for business formation, expansion, and relocation.
- Position Loudoun as a major science & technology center by participating in the Third Annual Medical Automation Conference, prospecting at BIO 2009 conference, and participating in the joint marketing program with the Northern Virginia Life Science Communities.
- Build on the initial FY 08 marketing campaign in the San Francisco-San Jose metro area.
- Continue to improve the existing business outreach program.
- Convene corridor/developer groups to focus on the future of key commercial corridors.
- Conduct local broker outreach program.
- Expand the department's website to include additional photos, video and audio, and continue developing an improved site selection tool, and showcase stories of Loudoun businesses.
- Promote innovative rural business growth through the fifth "Rural Innovation Forum" to be held in the spring of 2009, develop a guide to county processes for rural businesses, and continue to expand the market for local foods and goods in Loudoun and locations to purchase such products.
- Elevate the Design Cabinet's design award program to a signature event, encouraging greater investment in the County.
- Work with the Economic Development Commission and the new Board of Supervisors to update Loudoun's Economic Development Strategic Plan
- Complete programming phase of the Board-initiated Wayfinding project.



## Economic Development

### FY 2008 Major Achievements

- Launched redesign of the department's website in line with the current branding.
- Leveraged resources by teaming with Arlington, Fairfax and Prince William Counties and the George Mason University to collaboratively market the region to targeted life-sciences audiences at the Mid-Atlantic Bio Conference in October 2007.
- Acted as lead on the Board-initiated Wayfinding project and as project manager to the consultant.
- Expanded Loudoun's two farm tours by increasing participation of farms on tour.
- Produced, in cooperation with neighboring counties, the fourth Rural Innovation Forum in March 2008.
- Proposed process improvements to the County's Agricultural & Forestal District Program, adopted in November 2007 and 2008.
- Presented Loudoun's Design Cabinet as a "model" for successful public-private partnerships at the annual meeting of Virginia AIA.
- CEO cabinet leveraged Loudoun's business community to identify and act on key legislative issues; as well as furthered the Cabinet's initiative with Loudoun County Public Schools to make students workforce- and college-ready.
- Expanded rural market outlets, highlighting "Buy Local" campaign for Holiday gifts and a winter farmers market.
- Conducted a national marketing campaign in the San Francisco-San Jose metro, targeting federal contractors, information and communications technology companies, and life sciences companies.
- The Economic Development Commission accomplished three key projects: identified initial measures to monitor the change over time of the Quality of Life; gained an understanding on the contribution of the business community to the county's tax base; and held the County's 6th VIP Reception.
- Proactively outreached to commercial property owners to conduct forums and meetings to communicate the new changes to the zoning ordinance.
- Expanded the department's commercial land study by integrating department stand-alone database into LMIS for countywide access and launching a web-based, interactive commercial land information system.



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## Economic Development

<b>Departmental Financial Summary</b>	<b>FY 2005 Actual</b>	<b>FY 2006 Actual</b>	<b>FY 2007 Actual</b>	<b>FY 2008 Adopted</b>	<b>FY 2009 Adopted</b>
<b>Expenditures</b>					
Personnel	\$1,300,421	\$1,321,398	\$1,249,790	\$1,480,000	\$1,574,000
Operations & Maintenance	518,430	679,888	645,992	414,000	660,000
<b>Total Expenditures</b>	<b>\$1,818,851</b>	<b>\$2,001,286</b>	<b>\$1,895,782</b>	<b>\$1,894,000</b>	<b>\$2,234,000</b>
<b>Revenues</b>					
Permits Privilege Fees & Reg Licenses	\$0	\$16,364	\$5,016	\$8,000	\$8,000
Charges For Services	91	1,050	50	0	0
Miscellaneous Revenue	1,507	3,000	0	0	0
Recovered Costs	8,772	8,772	0	0	0
Federal Categorical Aid	45,414	0	0	0	0
Other Financing Sources	61,597	50,176	66,933	0	547,000
<b>Total Revenues</b>	<b>\$117,381</b>	<b>\$79,362</b>	<b>\$71,999</b>	<b>\$8,000</b>	<b>\$555,000</b>
<b>Local Tax Funding</b>	<b>\$1,701,470</b>	<b>\$1,921,924</b>	<b>\$1,823,783</b>	<b>\$1,886,000</b>	<b>\$1,679,000</b>
<b>FTE Summary</b>	<b>16.00</b>	<b>16.77</b>	<b>16.77</b>	<b>15.77</b>	<b>16.77</b>

### FY 2009 Board Action

The FY 09 Adopted Fiscal Plan for Department of Economic Development includes enhancements totaling 1.00 FTE for \$90,000 in local tax funding. The Board allocated \$250,000 in Restricted Transient Occupancy Tax funding to target business development and \$296,000 to fund four current positions (3.0 FTE) to support tourism activities. The FY 09 Fiscal Plan also includes funding for compensation increases and increased benefits costs effective September 2008.

### Budget History

FY 04: Mid-year: A 1.00 FTE assistant director position was eliminated. A 1.00 FTE demographer position was transferred from Planning Services.

FY 05: The Board of Supervisors eliminated a 1.00 FTE for a regional economist position.

FY 06: The Board of Supervisors added 0.77 FTE for an agricultural enterprise manager.

FY 07 Mid-year: A 1.00 FTE demographer position was transferred to Management & Financial Services.



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## Economic Development

<b>Expenditures by Program</b>	<b>FY 2005 Actual</b>	<b>FY 2006 Actual</b>	<b>FY 2007 Actual</b>	<b>FY 2008 Adopted</b>	<b>FY 2009 Adopted</b>
Economic Development	\$1,818,851	\$2,001,286	\$1,895,782	\$1,894,000	\$2,234,000
<b>Total Expenditures</b>	<b>\$1,818,851</b>	<b>\$2,001,286</b>	<b>\$1,895,782</b>	<b>\$1,894,000</b>	<b>\$2,234,000</b>
<b>Revenues by Program</b>	<b>FY 2005 Actual</b>	<b>FY 2006 Actual</b>	<b>FY 2007 Actual</b>	<b>FY 2008 Adopted</b>	<b>FY 2009 Adopted</b>
Economic Development	\$117,381	\$79,362	\$71,999	\$8,000	\$555,000
<b>Total Revenues</b>	<b>\$117,381</b>	<b>\$79,362</b>	<b>\$71,999</b>	<b>\$8,000</b>	<b>\$555,000</b>
<b>Local Tax Funding by Program</b>	<b>FY 2005 Actual</b>	<b>FY 2006 Actual</b>	<b>FY 2007 Actual</b>	<b>FY 2008 Adopted</b>	<b>FY 2009 Adopted</b>
Economic Development	\$1,701,470	\$1,921,924	\$1,823,783	\$1,886,000	\$1,679,000
<b>Total Local Tax Funding</b>	<b>\$1,701,470</b>	<b>\$1,921,924</b>	<b>\$1,823,783</b>	<b>\$1,886,000</b>	<b>\$1,679,000</b>
<b>Staffing Summary by Program</b>	<b>FY 2005 Actual</b>	<b>FY 2006 Actual</b>	<b>FY 2007 Actual</b>	<b>FY 2008 Adopted</b>	<b>FY 2009 Adopted</b>
Economic Development	16.00	16.77	16.77	15.77	16.77
<b>Total FTE</b>	<b>16.00</b>	<b>16.77</b>	<b>16.77</b>	<b>15.77</b>	<b>16.77</b>



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## Economic Development

Performance Measures	FY 2006 Actual	FY 2007 Actual	FY 2008 Estimated	FY 2009 Projected
<b>Objective: Maintain and support a prosperous business environment by executing business retention, expansion and attraction programs.</b>				
• Marketing pieces distributed	1,700	79,344	72,000	200,000
• Number of prospects	55	72	76	80
• Ombudsman assistance (total number of projects assisted)	58	83	65	65
• Sales increase at PYOs, CSAs, and Farmers Markets	n/a <sup>1</sup>	n/a <sup>1</sup>	n/a <sup>1</sup>	10%
• Total # of visits existing businesses for industry outreach	234	155	210	210
• Unique web visits	125,518	214,725	160,000	225,000
<b>Objective: Maintain Loudoun's high quality of place by leveraging Loudoun civic entrepreneurs to implement strategic initiatives.</b>				
• # of meetings for all partnerships	107	147	110	120
• Number of design assistance activities	3	5	3	4
• Percent change in customers' growth rate at farmers markets and wineries	n/a <sup>1</sup>	n/a <sup>1</sup>	n/a <sup>1</sup>	10%
• Town-related events	n/a <sup>1</sup>	n/a <sup>1</sup>	n/a <sup>1</sup>	3
<b>Objective: Contribute to Loudoun's sound fiscal health.</b>				
• New jobs	5,940	3,784	3,000	3,000
• Square feet of commercial and industrial permits	4,472,903	3,637,430	3,500,000	3,250,000
<b>Objective: Make Loudoun a favored visitor destination by marketing and promoting rural events.</b>				
• Loudoun Farm tour participants	n/a <sup>1</sup>	n/a <sup>1</sup>	n/a <sup>1</sup>	12,000
• Winery visitors	n/a <sup>1</sup>	n/a <sup>1</sup>	n/a <sup>1</sup>	175,000
<b>Objective: Drive to be a recognized center for innovation by developing industry clusters.</b>				
• Meetings, forums, events to develop targeted clusters	n/a <sup>1</sup>	n/a <sup>1</sup>	n/a <sup>1</sup>	5
• Targeted marketing campaigns	n/a <sup>1</sup>	n/a <sup>1</sup>	n/a <sup>1</sup>	8

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



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## Mapping & Geographic Info

### Mapping & Geographic Info

Public Information

System Development & Support

Land Records Development & Analysis

Land Records Maintenance



## Mapping & Geographic Info

### 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 LMIS Steering Committee provides general direction for the office's programs.

### Budget Overview

#### **FY 2009 Issues**

- Web mapping has become vital to many of the County's residents and businesses, and changes in GIS technology have allowed for improvements in Web based services; many new applications come with a mapping component. Reprogramming the web mapping services, supporting the maintenance and distribution of regional public safety data for E-911, using web based tools, completing metadata to support data distribution, evolving database support for new web based applications, and developing better web services for the private sector will be department issues for FY 09.
- The office will test a variety of strategies for ensuring continued operations including telecommuting and data retention strategies.
- The operation of a GIS requires the recruitment and retention of a highly technical staff. A major issue is recruitment for the most technical positions. As the GIS software continues to evolve, another major challenge will be to continue to maintain proficiencies and to retain staff.
- The office provides internal support to many County agencies. The experience of the office in this area will be to use the improvements to the GIS software to focus on improved visualization, output quality, and spatial modeling.
- The office's ability to implement technology initiatives is dependent upon the Department of Information Technology.

#### **FY 2009 Major Goals**

- Reprogram the web mapping services to take advantage of new technology and improve data distribution.
- Apply the new tools of the upgraded GIS to improve data maintenance processes, quality control, reporting, and web based distribution of spatial data.
- Develop spatial data and applications that support the County's business practices.
- Revise data distribution and web services to better support private sector information needs.
- Use the upgraded GIS to improve mapping and spatial modeling services.

#### **FY 2008 Major Achievements**

- Convened the second GIS forum to improve coordination between the public and private sectors.
- Completed metadata for most of the County's data layers.
- Began supporting Automatic Vehicle Locator (AVL), Customer Response Management (CRM), and Reverse 911.



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## Mapping & Geographic Info

Departmental Financial Summary	FY 2005 Actual	FY 2006 Actual	FY 2007 Actual	FY 2008 Adopted	FY 2009 Adopted
<b>Expenditures</b>					
Personnel	\$1,483,800	\$1,550,091	\$1,794,171	\$2,019,000	\$1,990,000
Operations & Maintenance	335,040	226,297	275,598	228,000	260,000
Capital Outlay & Capital Acquisitions	5,898	0	0	0	0
<b>Total Expenditures</b>	<b>\$1,824,738</b>	<b>\$1,776,388</b>	<b>\$2,069,769</b>	<b>\$2,247,000</b>	<b>\$2,250,000</b>
<b>Revenues</b>					
Charges For Services	\$83,949	\$86,012	\$67,230	\$69,000	\$68,000
Miscellaneous Revenue	0	0	0	0	5,000
<b>Total Revenues</b>	<b>\$83,949</b>	<b>\$86,012</b>	<b>\$67,230</b>	<b>\$69,000</b>	<b>\$73,000</b>
<b>Public Safety Communications Fund<sup>1</sup></b>	<b>\$68,966</b>	<b>\$116,829</b>	<b>\$26,728</b>	<b>\$0</b>	<b>\$0</b>
<b>Local Tax Funding</b>	<b>\$1,671,823</b>	<b>\$1,573,547</b>	<b>\$1,975,811</b>	<b>\$2,178,000</b>	<b>\$2,177,000</b>
<b>FTE Summary</b>	<b>23.80</b>	<b>23.80</b>	<b>23.80</b>	<b>23.80</b>	<b>23.80</b>

### FY 2009 Board Action

The FY 09 Adopted Fiscal Plan for the Office of Mapping & Geographic Information includes funding for compensation increases and increased benefits costs effective September 2008. A \$26,000 reduction in personnel is matched by an increase in operations and maintenance for the reallocation of funding for mapping intern services through George Mason University. The budget also reflects a Board authorized revenue increase of \$25,000 for the sale of digital data.

### Budget History

None.

<sup>1</sup>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 Fund are now included in the General Fund.



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## Mapping & Geographic Info

<b>Expenditures by Program</b>	<b>FY 2005 Actual</b>	<b>FY 2006 Actual</b>	<b>FY 2007 Actual</b>	<b>FY 2008 Adopted</b>	<b>FY 2009 Adopted</b>
Public Information	\$253,981	\$239,750	\$251,026	\$255,000	\$271,000
System Development & Support	786,690	640,633	740,270	753,000	772,000
Land Records Development & Analysis	402,368	392,009	501,955	599,000	555,000
Land Records Maintenance	381,699	503,996	576,518	640,000	652,000
<b>Total Expenditures</b>	<b>\$1,824,738</b>	<b>\$1,776,388</b>	<b>\$2,069,769</b>	<b>\$2,247,000</b>	<b>\$2,250,000</b>
<b>Revenues by Program</b>	<b>FY 2005 Actual</b>	<b>FY 2006 Actual</b>	<b>FY 2007 Actual</b>	<b>FY 2008 Adopted</b>	<b>FY 2009 Adopted</b>
Public Information	\$83,949	\$86,012	\$67,230	\$69,000	\$73,000
Land Records Maintenance	68,966	116,829	26,728	0	0
<b>Total Revenues</b>	<b>\$152,915</b>	<b>\$202,841</b>	<b>\$93,958</b>	<b>\$69,000</b>	<b>\$73,000</b>
<b>Local Tax Funding by Program</b>	<b>FY 2005 Actual</b>	<b>FY 2006 Actual</b>	<b>FY 2007 Actual</b>	<b>FY 2008 Adopted</b>	<b>FY 2009 Adopted</b>
Public Information	\$170,032	\$153,738	\$183,796	\$186,000	\$198,000
System Development & Support	786,690	640,633	740,270	753,000	772,000
Land Records Development & Analysis	402,368	392,009	501,955	599,000	555,000
Land Records Maintenance	312,733	387,167	549,790	640,000	652,000
<b>Total Local Tax Funding</b>	<b>\$1,671,823</b>	<b>\$1,573,547</b>	<b>\$1,975,811</b>	<b>\$2,178,000</b>	<b>\$2,177,000</b>
<b>Staffing Summary by Program</b>	<b>FY 2005 Actual</b>	<b>FY 2006 Actual</b>	<b>FY 2007 Actual</b>	<b>FY 2008 Adopted</b>	<b>FY 2009 Adopted</b>
Public Information	3.90	3.90	3.10	3.10	3.10
System Development & Support	5.40	5.40	7.20	6.20	6.20
Land Records Development & Analysis	7.30	7.30	6.30	7.30	7.30
Land Records Maintenance	7.20	7.20	7.20	7.20	7.20
<b>Total FTE</b>	<b>23.80</b>	<b>23.80</b>	<b>23.80</b>	<b>23.80</b>	<b>23.80</b>



## Mapping & Geographic Info 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. This program is responsible for servicing the printers and plotters of the office, for most of the administrative functions, and for managing the County Store.

### Budget Overview

#### **FY 2009 Issues**

- New web-based mapping tools and functionality will become available through Web LOGIS resulting in increased calls for help desk support from both the public and County staff.

#### **FY 2009 Goals**

- The primary challenge is to 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 Web LOGIS will be redeveloped to help the public and staff make effective use of the new technology.

<b>Program Financial Summary</b>	<b>FY 2005 Actual</b>	<b>FY 2006 Actual</b>	<b>FY 2007 Actual</b>	<b>FY 2008 Adopted</b>	<b>FY 2009 Adopted</b>
<b>Expenditures</b>					
Personnel	\$227,722	\$203,010	\$217,838	\$229,000	\$238,000
Operations & Maintenance	26,259	36,740	33,188	26,000	33,000
<b>Total Expenditures</b>	<b>\$253,981</b>	<b>\$239,750</b>	<b>\$251,026</b>	<b>\$255,000</b>	<b>\$271,000</b>
<b>Revenues</b>					
Charges For Services	\$83,949	\$86,012	\$67,230	\$69,000	\$68,000
Miscellaneous Revenue	0	0	0	0	5,000
<b>Total Revenues</b>	<b>\$83,949</b>	<b>\$86,012</b>	<b>\$67,230</b>	<b>\$69,000</b>	<b>\$73,000</b>
<b>Total Local Tax Funding</b>	<b>\$170,032</b>	<b>\$153,738</b>	<b>\$183,796</b>	<b>\$186,000</b>	<b>\$198,000</b>
<b>FTE Summary</b>	<b>3.90</b>	<b>3.90</b>	<b>3.10</b>	<b>3.10</b>	<b>3.10</b>



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**Mapping & Geographic Info**  
**Public Information**

Performance Measures	FY 2006 Actual	FY 2007 Actual	FY 2008 Estimated	FY 2009 Projected
<b>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.</b>				
• Average new user evaluation (scale of 1-7)	6.70	6.77	6.40	6.60
• Number of new users trained	35	46	50	50
<b>Objective: Facilitate public access to maps and spatial data through the maintenance of public information counter services during all normal business hours.</b>				
• Number of data CD's or DVD's mastered	410	466	410	410
• Number of parcel/address maps produced and distributed	10,951	24,248	15,000	5,500
• Number of phone calls received	4,724	3,985	3,192	3,100
• Number of walk-in customers	5,178	4,609	4,284	4,200 <sup>1</sup>
• Overall customer service response rating (scale of 1-5)	5	5	5	5
• Requested plotted and copied maps	17,839	15,137	18,000	16,500

<sup>1</sup>FY 2009 projections are reflective of increased availability of scanned plats in LMIS.



## Mapping & Geographic Info System Development & Support

### Description

System Development and Support provides 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 and 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 maintenance of 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 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. 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 basic programs that maintain parcel data were designed in 1993 and modified in 1999 to transfer data to the Land Management Information System (LMIS). The program supports data distribution through the development and maintenance of programming on the web servers and assists in complex data analysis tasks.

### Budget Overview

#### **FY 2009 Issues**

- The latest revisions to the GIS software are considerably more complex and require a greater level of expertise and training than has been the case in the past.
- The programmer/analysts in this program are particularly difficult to recruit and retain.
- The demand for web-based mapping services has increased substantially in many different service areas.
- The County's legacy systems for web services must continually be redeveloped.

#### **FY 2009 Goals**

- Reprogram and replatform web services to improve data distribution, public access, and response to the county's business needs.
- Develop automated checks and reporting to monitor the quality of the county's corporate GIS data.
- Improve the performance of the GIS through analyses of processes, monitoring, and adding new data maintenance processes.
- Improve staff training to better manage software upgrades and new technology.

<b>Program Financial Summary</b>	<b>FY 2005 Actual</b>	<b>FY 2006 Actual</b>	<b>FY 2007 Actual</b>	<b>FY 2008 Adopted</b>	<b>FY 2009 Adopted</b>
<b>Expenditures</b>					
Personnel	\$492,107	\$471,680	\$562,606	\$597,000	\$616,000
Operations & Maintenance	288,685	168,953	177,664	155,000	156,000
Capital Outlay & Capital Acquisitions	5,898	0	0	0	0
<b>Total Expenditures</b>	<b>\$786,690</b>	<b>\$640,633</b>	<b>\$740,270</b>	<b>\$753,000</b>	<b>\$772,000</b>
 <b>Total Local Tax Funding</b>	 <b>\$786,690</b>	 <b>\$640,633</b>	 <b>\$740,270</b>	 <b>\$753,000</b>	 <b>\$772,000</b>
 <b>FTE Summary</b>	 <b>5.40</b>	 <b>5.40</b>	 <b>7.20</b>	 <b>6.20</b>	 <b>6.20</b>



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## Mapping & Geographic Info System Development & Support

Performance Measures	FY 2006 Actual	FY 2007 Actual	FY 2008 Estimated	FY 2009 Projected
<b>Objective: Ensure that critical geospatial data are stored and accessible by managing SDE database and security.</b>				
• Data sets managed in Spatial Database Engine	7	184	190	215
<b>Objective: Maintain GIS functionality to a level that supports all users of the Loudoun County GIS.</b>				
• Average number of internet visits per day	900	1,056	1,000	1,100
• Average number of intranet visitors per day	125	136	140	150
• Number of software upgrades managed.	12	21	38	40
<b>Objective: Provide sufficient trained staff to support both internal GIS users and external users (web based customers).</b>				
• Number of applications supported	5	5	13	15
• Number of calls for support	279	335	316	335
• Number of users supported	152	204	220	250



## Mapping & Geographic Info 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, selected 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 and the 1995 Land Records Management 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 2009 Issues**

- As GIS is increasingly used to manage service delivery across the County, this program must respond across its full range of services including spatial modeling, training, and quality control of the base map. Strong project management has become increasingly important to ensure that priority demands are met.
- The County must maintain the highest competency in technology if it is to respond to advanced policy issues and to maintain existing programs

#### **FY 2009 Goals**

- The primary challenge will be to adapt new technology to support sophisticated data modeling, visualization, and improved cartographic output while maintaining service levels. Standardized map templates to improve cartographic quality and reporting will be developed.

<b>Program Financial Summary</b>	<b>FY 2005 Actual</b>	<b>FY 2006 Actual</b>	<b>FY 2007 Actual</b>	<b>FY 2008 Adopted</b>	<b>FY 2009 Adopted</b>
<b>Expenditures</b>					
Personnel	\$392,910	\$381,451	\$479,540	\$576,000	\$532,000
Operations & Maintenance	9,458	10,558	22,415	23,000	23,000
<b>Total Expenditures</b>	<b>\$402,368</b>	<b>\$392,009</b>	<b>\$501,955</b>	<b>\$599,000</b>	<b>\$555,000</b>
 <b>Total Local Tax Funding</b>	 <b>\$402,368</b>	 <b>\$392,009</b>	 <b>\$501,955</b>	 <b>\$599,000</b>	 <b>\$555,000</b>
 <b>FTE Summary</b>	 <b>7.30</b>	 <b>7.30</b>	 <b>6.30</b>	 <b>7.30</b>	 <b>7.30</b>



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## Mapping & Geographic Info

### Land Records Development & Analysis

Performance Measures	FY 2006 Actual	FY 2007 Actual	FY 2008 Estimated	FY 2009 Projected
<b>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.</b>				
• Average overall evaluation rating (scale of 1-7)	6.0	6.0	6.2	6.2
• Number of new users trained	12	46	20 <sup>1</sup>	50
<b>Objective: Develop maps, spatial models, and software tools that facilitate service delivery and policy decisions.</b>				
• Number of applications developed	19	9	25	19
• Number of maps developed	233	206	210	250
• Number of spatial models developed	9	9	10	10
<b>Objective: Develop new data sets as needed and develop new maintenance processes that support county business practices.</b>				
• Number of data layers developed	41	21	50	40
• Number of data layers edited	59	196	60	60
<b>Objective: Ensure that complete, consistent, clear, useable, and current documentation (metadata) is available for all County data.</b>				
• Layers with metadata (documentation used to screen and evaluate data)	25%	55%	60%	70%
<b>Objective: Maintain quality control of base map contract deliverables to meet or exceed national standards.</b>				
• Number of square miles of base map data updated and reviewed	82.20	40.14	64.00	130.00 <sup>2</sup>

<sup>1</sup>FY 2008 estimate is lower because of redevelopment of the curricula.

<sup>2</sup>Reflects a change in the update process from isolated update areas to large contiguous areas to lower costs.



## Mapping & Geographic Info 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 21 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 they are used in the issuance of building permits. LMIS transfers the data to the County's Computer Aided Mass Appraisal (CAMA) system. The street centerline mapped database and the addresses are delivered to Fire and Rescue Services for processing and incorporation into Computer Aided Dispatch (CAD).

### Budget Overview

#### **FY 2009 Issues**

- Ability to retain qualified technical staff and to ensure a timely and accurate product.
- The purchase of additional application software with a GIS component may require adapting some maintenance processes.
- Daily coordination with the private sector is critical to the success of this program.

#### **FY 2009 Goals**

- Because so many other programs and services, including building permits and E-911, rely on the prompt and accurate creation and transmittal of these data sets, the data maintenance processes must be constant, fast, and accurate. Improvements to the GIS software are permitting the program to continue to improve the data maintenance and quality control processes so as to better support LMIS and other systems.
- Adapt data models to coordinate database structures with surrounding counties and the state, while continuing to maintain support for CAD.
- Integrate GIS with the County's other automated systems and services.

<b>Program Financial Summary</b>	<b>FY 2005 Actual</b>	<b>FY 2006 Actual</b>	<b>FY 2007 Actual</b>	<b>FY 2008 Adopted</b>	<b>FY 2009 Adopted</b>
<b>Expenditures</b>					
Personnel	\$371,061	\$493,950	\$534,187	\$617,000	\$604,000
Operations & Maintenance	10,638	10,046	42,331	24,000	48,000
<b>Total Expenditures</b>	<b>\$381,699</b>	<b>\$503,996</b>	<b>\$576,518</b>	<b>\$640,000</b>	<b>\$652,000</b>
 <b>Public Safety Communications Fund<sup>1</sup></b>	 <b>\$68,966</b>	 <b>\$116,829</b>	 <b>\$26,728</b>	 <b>\$0</b>	 <b>\$0</b>
<b>Total Local Tax Funding</b>	<b>\$312,733</b>	<b>\$387,167</b>	<b>\$549,790</b>	<b>\$640,000</b>	<b>\$652,000</b>
 <b>FTE Summary</b>	 <b>7.20</b>	 <b>7.20</b>	 <b>7.20</b>	 <b>7.20</b>	 <b>7.20</b>

<sup>1</sup>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 Fund are now included in the General Fund.



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## Mapping & Geographic Info

### Land Records Maintenance

Performance Measures	FY 2006 Actual	FY 2007 Actual	FY 2008 Estimated	FY 2009 Projected
<b>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.</b>				
• Number of miles of street centerline transferred	93.3	56.25	115	77*
<b>Objective: Maintain parcel, address, and street data to a level that supports E-911, LMIS, CAMA, CRM, and AVL.</b>				
• Number of addresses assigned and transferred to LMIS	6,008	3,428	3,400	3,300 <sup>1</sup>
• Number of addressing customer calls.	1,155	1,039	1,300	930 <sup>1</sup>
• Number of data update or correction projects	0	11	20	15
• Number of miles of new public roads added to the database.	93.3	56.25	115	100
• Number of plats mapped, scanned, and transferred to LMIS	518	503	570	470 <sup>1</sup>
• Number of record plat and site plans addressed	94	56	68	70 <sup>1</sup>
• Number of spatial and tabular updates to supported applications	796	743	788	820
• Number of street name referrals	650	722	968	522 <sup>1</sup>
• Number of updates to computer programs	N/A	N/A	12	10

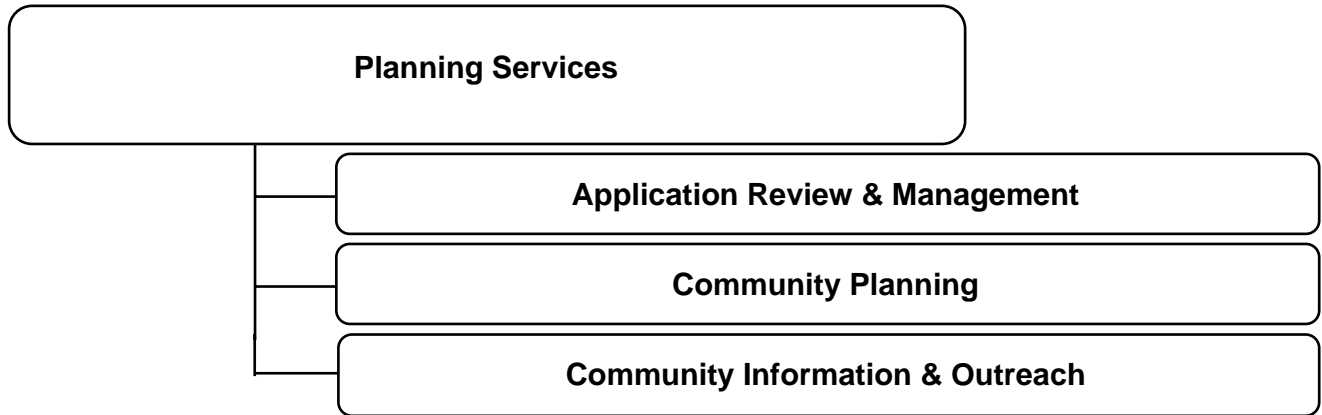
<sup>1</sup>FY 2009 projections are reflective of an anticipated decline in building permits and development activity trends in the County.



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## Planning Services





## **Planning Services**

### **Mission Statement**

The Planning Department assists the Planning Commission, Board of Supervisors, and citizens in the development of policies that guide the use of land, the provision of facilities and infrastructure and protect environmental, historical, and transportation 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. Loudoun 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 assists the public and supports community outreach with respect to environmental compliance.

### **Budget Overview**

#### **FY 2009 Issues**

- While the accelerated pace of development activity has slowed, overall department workload remains at high levels. The Board of Supervisors acted on 90 cases in FY 07 and has acted on nine cases through the 1st quarter of FY 08.
- Project management assignments have been distributed to planners not normally assigned cases to handle the increased legislative caseload, limiting resources available to review and process newly initiated Comprehensive Plan Amendments.
- The Department expects to work with the Board to prioritize the 10 active plan amendments in FY 09 (eight plan amendments were active in FY 07 and 11 were active in FY 06).
- The frontline customer service staff responds to inquiries, general requests for information, and Freedom of Information Act requests 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.
- Significant staff time is required to respond to Freedom of Information Act requests and provide general litigation support.
- The department must continue to support the work efforts of the Planning Commission and the Historic District Review Committee.
- Cooperative planning efforts with Loudoun's seven incorporated towns including the Main Street Program and Joint Review Committees will continue.
- Retention and recruitment of a professionally qualified workforce to manage and review complex planning projects and land development applications are an ongoing challenge.
- Professional associations have increased educational and training requirements to obtain and maintain certifications.

#### **FY 2009 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.
- Implement area, strategic and amendment planning processes in accordance with Board priorities and County and State regulations.
- Expand citizen involvement at the direction of the Board in planning and development initiatives through a comprehensive public outreach program.
- Support the program implementation of various policy initiatives such as affordable housing and the Main Street Program.
- Coordinate planning with the County's Towns, including initiatives in the Joint Land Management Areas of Purcellville and Leesburg.
- Support other County divisions and departments, the Loudoun County Public Schools, neighboring jurisdictions, State agencies and the Federal government to ensure their projects and activities are consistent with the County's Comprehensive Plan.
- Continue to support and coordinate with local and regional agencies such as Metropolitan Council of Governments (COG), Metropolitan Washington Airports Authority (MWAA) and Northern Virginia Regional Commission (NVRC).

#### **FY 2008 Major Achievements**

- The department held 23 pre-application conferences through the 1st quarter of FY 08 and has 144 total active cases.
- The department is reviewing plan amendments in accordance with Board priorities; eight were completed during FY 07 and five are anticipated to be completed in FY 08.
- There were 2,165 customer requests for assistance at the front counter along with 7,703 phone and email inquiries in FY 07.
- The department received a grant from the Virginia Department of Historic Resources (VDHR) to update the Historic District Guidelines and is working with a selected consultant on this effort.
- The department received an award from the Association for the Preservation of Virginia Antiquities for the "The Loudoun County Historic District Website".



**Loudoun County Government  
FY 2009 Adopted Fiscal Plan**

## Planning Services

<b>Departmental Financial Summary</b>	<b>FY 2005 Actual</b>	<b>FY 2006 Actual</b>	<b>FY 2007 Actual</b>	<b>FY 2008 Adopted</b>	<b>FY 2009 Adopted</b>
<b>Expenditures</b>					
Personnel	\$1,857,478	\$2,237,560	\$2,590,808	\$2,877,000	\$3,022,000
Operations & Maintenance	144,367	222,838	218,566	260,000	252,000
<b>Total Expenditures</b>	<b>\$2,001,845</b>	<b>\$2,460,398</b>	<b>\$2,809,374</b>	<b>\$3,138,000</b>	<b>\$3,274,000</b>
<b>Revenues</b>					
Permits Privilege Fees & Reg Licenses	\$659,114	\$702,387	\$143,108	\$348,000	\$331,000
Charges For Services	4,177	2,878	1,676	4,000	4,000
Recovered Costs	0	0	460	0	0
Federal Categorical Aid	0	0	10,000	0	0
<b>Total Revenues</b>	<b>\$663,291</b>	<b>\$705,265</b>	<b>\$155,244</b>	<b>\$352,000</b>	<b>\$335,000</b>
<b>Local Tax Funding</b>	<b>\$1,338,554</b>	<b>\$1,755,133</b>	<b>\$2,654,130</b>	<b>\$2,785,000</b>	<b>\$2,939,000</b>
<b>FTE Summary</b>	<b>27.00</b>	<b>28.00</b>	<b>31.00</b>	<b>31.00</b>	<b>31.00</b>

### FY 2009 Board Action

The FY 09 Adopted Fiscal Plan for Planning Services includes funding for compensation increases and increased benefits costs effective September 2008. FY 09 Adopted revenue amounts reflect the expected level of land development activity.

### Budget History

FY 05 Mid-Year: 1.00 FTE was transferred from County Administration to Planning Services for the environmental program manager.

FY 06 Mid-year: 2.00 FTE were added and 1.00 FTE was converted from a long-term temporary to a full-time position in Application Review & Management in response to an increase in land development caseloads.



Loudoun County Government  
FY 2009 Adopted Fiscal Plan

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**Planning Services**

<b>Expenditures by Program</b>	<b>FY 2005 Actual</b>	<b>FY 2006 Actual</b>	<b>FY 2007 Actual</b>	<b>FY 2008 Adopted</b>	<b>FY 2009 Adopted</b>
Application Review & Management	\$1,060,119	\$1,287,707	\$1,483,209	\$1,705,000	\$1,788,000
Community Planning	528,685	558,587	577,354	680,000	695,000
Community Information & Outreach	413,041	614,104	748,811	753,000	792,000
<b>Total Expenditures</b>	<b>\$2,001,845</b>	<b>\$2,460,398</b>	<b>\$2,809,374</b>	<b>\$3,138,000</b>	<b>\$3,274,000</b>
<b>Revenues by Program</b>					
	<b>FY 2005 Actual</b>	<b>FY 2006 Actual</b>	<b>FY 2007 Actual</b>	<b>FY 2008 Adopted</b>	<b>FY 2009 Adopted</b>
Application Review & Management	\$659,323	\$539,957	\$119,698	\$271,000	\$259,000
Community Planning	3,968	2,466	1,040	4,000	4,000
Community Information & Outreach	0	162,842	34,506	77,000	72,000
<b>Total Revenues</b>	<b>\$663,291</b>	<b>\$705,265</b>	<b>\$155,244</b>	<b>\$352,000</b>	<b>\$335,000</b>
<b>Local Tax Funding by Program</b>					
	<b>FY 2005 Actual</b>	<b>FY 2006 Actual</b>	<b>FY 2007 Actual</b>	<b>FY 2008 Adopted</b>	<b>FY 2009 Adopted</b>
Application Review & Management	\$400,796	\$747,750	\$1,363,511	\$1,434,000	\$1,529,000
Community Planning	524,717	556,121	576,314	676,000	691,000
Community Information & Outreach	413,041	451,262	714,305	676,000	720,000
<b>Total Local Tax Funding</b>	<b>\$1,338,554</b>	<b>\$1,755,133</b>	<b>\$2,654,130</b>	<b>\$2,785,000</b>	<b>\$2,939,000</b>
<b>Staffing Summary by Program</b>					
	<b>FY 2005 Actual</b>	<b>FY 2006 Actual</b>	<b>FY 2007 Actual</b>	<b>FY 2008 Adopted</b>	<b>FY 2009 Adopted</b>
Application Review & Management	14.10	14.10	17.20	17.50	17.50
Community Planning	7.80	6.90	6.40	6.30	6.30
Community Information & Outreach	5.10	7.00	7.40	7.20	7.20
<b>Total FTE</b>	<b>27.00</b>	<b>28.00</b>	<b>31.00</b>	<b>31.00</b>	<b>31.00</b>



## 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. 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 2009 Issues**

- The number of pre-application conferences, which serves as a barometer of application activity is expected to reach 115, continuing the six-year trend of exceeding 100 per year.
- While the number of new cases accepted continues to decline from the FY 05 high of 178 cases, the number of total active cases for the year is expected to remain stable as processing continues on existing cases.
- Planners in other divisions continue to be assigned to serve as project managers, however this is expected to diminish during FY 09 as the active caseload is processed to final action.

##### **FY 2009 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.
- 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 advice 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.
- Ensure resources to maintain professional certifications given new training and education maintenance requirements.



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**Planning Services**  
**Application Review & Management**

<b>Program Financial Summary</b>	<b>FY 2005 Actual</b>	<b>FY 2006 Actual</b>	<b>FY 2007 Actual</b>	<b>FY 2008 Adopted</b>	<b>FY 2009 Adopted</b>
<b>Expenditures</b>					
Personnel	\$999,764	\$1,160,954	\$1,394,392	\$1,595,000	\$1,514,000
Operations & Maintenance	60,355	126,753	88,817	110,000	106,000
<b>Total Expenditures</b>	<b>\$1,060,119</b>	<b>\$1,287,707</b>	<b>\$1,483,209</b>	<b>\$1,705,000</b>	<b>\$1,620,000</b>
<b>Revenues</b>					
Permits Privilege Fees & Reg Licenses	\$659,159	\$539,545	\$119,062	\$271,000	\$259,000 <sup>1</sup>
Charges For Services	164	412	636	0	0
<b>Total Revenues</b>	<b>\$659,323</b>	<b>\$539,957</b>	<b>\$119,698</b>	<b>\$271,000</b>	<b>\$259,000</b>
<b>Total Local Tax Funding</b>	<b>\$400,796</b>	<b>\$747,750</b>	<b>\$1,363,511</b>	<b>\$1,434,000</b>	<b>\$1,361,000</b>
<b>FTE Summary</b>	<b>14.10</b>	<b>14.10</b>	<b>17.20</b>	<b>17.50</b>	<b>17.50<sup>2</sup></b>

<sup>1</sup> FY 09 Adopted Fiscal Plan revenue amount includes \$57,000 shown in Community Planning in the FY 09 Proposed Fiscal Plan.

<sup>2</sup> FY 09 Adopted Fiscal Plan corrects 2.0 FTE from this Division that were shown in the Community Planning Division in the FY 09 Proposed Fiscal Plan.



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FY 2009 Adopted Fiscal Plan

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**Planning Services**  
**Application Review & Management**

Performance Measures	FY 2006 Actual	FY 2007 Actual	FY 2008 Estimated	FY 2009 Projected
<b>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.</b>				
• Number of active cases	147	162	131	130
• Number of legislative cases accepted	134	128	100	100
• Number of pre-application conferences	130	125	116	115
<b>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.</b>				
• Number of cases acted upon by the Board of Supervisors	81	116	85	80
• Number of Planning Commission hearings <sup>1,2</sup>	19	12	12	12
• Number of Planning Commission meetings <sup>2</sup>	39	25	20	36
<b>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.</b>				
• Number of CAPP applications submitted	38	24	33	30
• Number of CAPP applications approved	45	25	33	29
• Number of Historic District Review Committee meetings	11	12	10	11

<sup>1</sup>FY 09 projected increase is due to continued meetings regarding the Countywide Transportation Plan and the Zoning Ordinance.

<sup>2</sup>Planning Commission hearings and meetings are typically four to five hours in length.



## 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. Due to the increased legislative caseload and the time required to process current plan amendments, staff resources to review and process newly initiated Comprehensive Plan amendments have been limited.

### Budget Overview

#### **FY 2009 Issues**

- The Community Planning program will continue to work on policy initiatives in accordance with Board priorities.
- 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 2009 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.

<b>Program Financial Summary</b>	<b>FY 2005 Actual</b>	<b>FY 2006 Actual</b>	<b>FY 2007 Actual</b>	<b>FY 2008 Adopted</b>	<b>FY 2009 Adopted</b>
<b>Expenditures</b>					
Personnel	\$466,856	\$499,335	\$555,691	\$599,000	\$794,000
Operations & Maintenance	61,829	59,252	21,663	81,000	68,000
<b>Total Expenditures</b>	<b>\$528,685</b>	<b>\$558,587</b>	<b>\$577,354</b>	<b>\$680,000</b>	<b>\$862,000</b>
<b>Revenues</b>					
Permits Privilege Fees & Reg Licenses	\$(45)	\$0	\$0	\$0	\$0 <sup>1</sup>
Charges For Services	4,013	2,466	1,040	4,000	4,000
<b>Total Revenues</b>	<b>\$3,968</b>	<b>\$2,466</b>	<b>\$1,040</b>	<b>\$4,000</b>	<b>\$4,000</b>
<b>Total Local Tax Funding</b>	<b>\$524,717</b>	<b>\$556,121</b>	<b>\$576,314</b>	<b>\$676,000</b>	<b>\$858,000</b>
<b>FTE Summary</b>	<b>7.80</b>	<b>6.90</b>	<b>6.40</b>	<b>6.30</b>	<b>6.30<sup>2</sup></b>

<sup>1</sup> The FY 09 Proposed Fiscal Plan included \$57,000 in revenue which has been moved to Application Review and Management.

<sup>2</sup> The FY 09 Adopted Fiscal Plan corrects 2.0 FTE shown in this Division in FY 09 Proposed Fiscal Plan. These 2.0 FTE are now correctly shown in the Application Review & Management Division.



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FY 2009 Adopted Fiscal Plan

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**Planning Services**  
**Community Planning**

Performance Measures	FY 2006 Actual	FY 2007 Actual	FY 2008 Estimated	FY 2009 Projected
<b>Objective: To support 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.</b>				
• Number of plans/amendments initiated	7	6	4	4
• Number of plans/amendments in queue	7	9	18	10
• Number of plans/amendments active with resources	11	8	9	9
• Number of plans/amendments completed	5	5	7	5
<b>Objective Involve citizens in the planning process through community meetings, and forums while advocating for the County's policies on regional and local planning matters, and provide consistent and current interpretations of the Comprehensive Plan and proffer policies in the development review process.</b>				
• Number of community outreach programs and opportunities	150	133	100	100



## Planning Services

### Community Information & Outreach

#### Description

The Community Information and Outreach (CIO) staff provides front counter and frontline customer service for the entire department. Staff responds to inquiries and requests for information from the general public, applicants, and County officials. Staff develops printed materials and web-based tools to educate the public about land use planning and heritage and environmental resource management. Staff conducts outreach efforts to inform and engage the public on planning processes and programs. CIO provides technical support to the Board in its service on regional committees including Metropolitan Washington Airport Authority (MWAA), the Committee on Noise Abatement and Aviation at National and Dulles Airports (CONAANDA), state committees, and committees associated with the Council of Government (COG). Staff coordinates with other jurisdictions including towns and adjoining counties to implement and ensure consistency with the adopted Comprehensive Plan policy. Staff also provides advice and support to the Board of Supervisors through the County administrator on environmental issues. Assistance is provided to the Planning Commission in its review of the Capital Needs Assessment and the Capital Improvements Program. Staff coordinates mutual planning issues with the Loudoun County Sanitation Authority, School planning staff and other local and internal agencies. Reviews are provided for land development applications in neighboring jurisdictions and federal projects. CIO works with Loudoun's towns on cooperative planning efforts including the Main Street Program, Joint Review Committees and jurisdictional issues.

#### Budget Overview

##### **FY 2009 Issues**

- Respond to inquiries, general requests for information, and Freedom of Information Act requests 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 planning and administrative coordination with local and regional agencies will continue to be an important component of the program's work (i.e., Loudoun County Sanitation Authority, towns, Loudoun County Public Schools, etc.).
- Anticipated discussion of potential changes to several town and county jurisdictional boundaries will require work on annexation agreements and/or boundary line adjustments.
- Increase efforts to work with property owners in the County's historic districts which have been challenged over the past year.

##### **FY 2009 Goals**

- Provide planning support to other County departments and divisions, the Loudoun County Public Schools, Loudoun's towns, neighboring jurisdictions, and State and federal agencies to ensure consistency with the Comprehensive Plan.
- Support implementation of various policy initiatives, such as environmental compliance, affordable housing initiatives, and the Main Street program.
- Promote effective communication with the public through the website and in-person community outreach efforts.
- Establish community outreach and education strategies related to County land use policies.
- Assist the general public and clients by responding to inquiries and providing planning information, additional application forms, schedules and other materials.
- Respond to customer service requests in a timely, accurate and efficient manner.
- Provide support on Countywide initiatives in the areas of automation, management, and human resources.



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**Planning Services**  
**Community Information & Outreach**

<b>Program Financial Summary</b>	<b>FY 2005 Actual</b>	<b>FY 2006 Actual</b>	<b>FY 2007 Actual</b>	<b>FY 2008 Adopted</b>	<b>FY 2009 Adopted</b>
<b>Expenditures</b>					
Personnel	\$390,858	\$577,271	\$640,725	\$684,000	\$714,000
Operations & Maintenance	22,183	36,833	108,086	69,000	78,000
<b>Total Expenditures</b>	<b>\$413,041</b>	<b>\$614,104</b>	<b>\$748,811</b>	<b>\$753,000</b>	<b>\$792,000</b>
<b>Revenues</b>					
Permits Privilege Fees & Reg Licenses	\$0	\$162,842	\$24,046	\$77,000	\$72,000
Recovered Costs	0	0	460	0	0
Federal Categorical Aid	0	0	10,000	0	0
<b>Total Revenues</b>	<b>\$0</b>	<b>\$162,842</b>	<b>\$34,506</b>	<b>\$77,000</b>	<b>\$72,000</b>
<b>Total Local Tax Funding</b>	<b>\$413,041</b>	<b>\$451,262</b>	<b>\$714,305</b>	<b>\$676,000</b>	<b>\$720,000</b>
<b>FTE Summary</b>	<b>5.10</b>	<b>7.00</b>	<b>7.40</b>	<b>7.20</b>	<b>7.20</b>



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**Planning Services**  
**Community Information & Outreach**

Performance Measures	FY 2006 Actual	FY 2007 Actual	FY 2008 Estimated	FY 2009 Projected
<b>Objective: Provide planning and environmental support to other departments, divisions, Loudoun County Public Schools and neighboring jurisdictions and State and federal agencies to achieve coordinated planning while ensuring consistency with the Comprehensive Plan.</b>				
• Number of planning/implementation support meetings	213	255	100	250
• Participate in regional meetings <sup>1</sup>	4	20	15	20
<b>Objective: Respond to inquiries and provide information to the general public, local and State government agencies, and other clients at the front counter to ensure the accurate flow of information on growth and development activity in the County.</b>				
• Number of community outreach and educational meetings	29	40	8	45
• Number of front counter customer assistance requests	2,458	2,165	2,900	2,200
• Number of telephone inquiries/comments and email inquiries	9,384	7,703	10,000	7,600
<b>Objective: Improve the public's environmental literacy and access to environmental education opportunities.</b>				
• Educational materials produced <sup>2</sup>	n/a	n/a	2	6
• Meetings attended	n/a	n/a	10	12
• Training sessions conducted	n/a	n/a	2	12

<sup>1</sup> Approximately 0.30 FTE of division resources are associated with participation in regional meetings/activities with organizations such as the Metropolitan Washington Council of Governments, Northern Virginia Regional Commission, Metropolitan Washington Airport Authority and the Committee on Noise Abatement and Aviation at National and Dulles Airports, and associated committees and task forces.

<sup>2</sup> This is a new measure for FY 08; prior year history is not available.



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## Solid Waste Management

**Solid Waste Management**

**Solid Waste Diversion & Recycling**

**Environmental Assurance & Strategic Planning**

**Disposal Operations**



## **Solid Waste Management**

### **Mission Statement**

The Office of Solid Waste Management (OSWM) 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.

### **Description**

The Office of Solid Waste Management coordinates the County's role in a solid waste management system that includes both public and private entities. Guided by public demand for health and safety, the system is responsive to a variety of local, State and Federal laws, regulations and policies. The Office of Solid Waste Management conducts three major programs: Environmental Assurance and Strategic Planning, Recycling/Diversion Operations, and Disposal Operations.

### **Budget Overview**

#### **FY 2009 Issues**

Solid waste management issues may be understood most clearly in the context of local, State and regional market forces:

- Locally, the growth in population now means a little over one ton of municipal solid waste (MSW) is generated per year for every person in Loudoun County (305,000 tons projected in FY 09).
- The County must ensure that there are disposal and recycling options for waste generated within the County. Currently, the County facility receives 25 – 30% of the County's MSW for disposal. The remainder is transported out of the County through a private transfer station or to the Fairfax County waste-to-energy plant.
- Higher transportation costs, traffic trip times across the metro region and wait times within busy facilities are driving the County facility's daily intake of MSW.
- Virginia remains the second largest waste-importing state, with large volumes of waste coming down the northeast corridor to mega-landfills in southeastern Virginia. Less than 10 years of surplus landfill capacity remains in the State.

#### **FY 2009 Major Goals**

- Conduct all regulatory, policy and compliance activities in accordance with State regulations and County ordinances for waste stream and recycling reporting, landfill closure and post closure, environmental management, permitting, solid waste facility regulation, illegal dumping and vehicle inspections.
- Operate the County's Solid Waste Management Facility in a sound, economical manner while receiving satisfactory State inspections.
- Maintain all infrastructure (erosion and sediment control structures, land features, roads, etc.) and environmental management systems to meet State regulations and County requirements.
- Demonstrate achievement of State-mandated recycling goals; provide solid waste recycling services to citizens and businesses through recycling drop-off centers, household hazardous waste events, and special waste collection programs.
- Conduct biennial review of the Loudoun County Solid Waste Management Planning District Solid Waste Management Plan
- Resolve citizen complaints regarding illegal dumping and improper solid waste disposal; respond to requests for information on solid waste management services and recycling opportunities.

#### **FY 2008 Major Achievements**

- The department met tonnage and revenue goals in FY 07 related to the revenue neutrality plan which requires landfill revenues to pay for disposal operations and future landfill cell construction, and expects to meet its goals for FY 08, as well.
- 85,866 customers received service at the County's Solid Waste Management Facility in FY 07. Fee increases designed to cover increasing costs and to discourage Construction and Demolition (C&D) waste were effective in maintaining revenue and waste streams while conserving capacity by taking less construction waste.
- Cell IIC construction was completed and is accepting waste; Sequence II Closure was also designed and constructed in FY 07 to meet State Closure regulations.
- The County reported a 30% recycling rate to the State for Calendar Year 2006 (reported annually in April), and expects to continue meeting or exceeding the State-mandated rate of 25%.



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## Solid Waste Management

<b>Departmental Financial Summary</b>	<b>FY 2005 Actual</b>	<b>FY 2006 Actual</b>	<b>FY 2007 Actual</b>	<b>FY 2008 Adopted</b>	<b>FY 2009 Adopted</b>
<b>Expenditures</b>					
Personnel	\$1,612,791	\$1,875,468	\$2,137,578	\$2,256,000	\$2,330,000
Operations & Maintenance	1,819,274	2,597,021	2,461,681	2,779,000	2,827,000
Capital Outlay & Capital Acquisitions	44,334	41,190	38,490	40,000	30,000
Transfer To General C/P Fund	2,397,295 <sup>1</sup>	0	0	0	0
<b>Total Expenditures</b>	<b>\$5,873,694</b>	<b>\$4,513,679</b>	<b>\$4,637,749</b>	<b>\$5,075,000</b>	<b>\$5,187,000</b>
<b>Revenues</b>					
Permits Privilege Fees & Reg Licenses	\$33,074	\$32,900	\$28,735	\$31,000	\$31,000
Charges For Services	3,820,078	1,717,942	2,147,219	2,506,000	\$2,551,000
State Categorical Aid	18,615	45,653	55,480	33,000	\$33,000
Other Financing Sources	38,000	0	0	0	\$0
<b>Total Revenues</b>	<b>\$3,909,767</b>	<b>\$1,796,495</b>	<b>\$2,231,434</b>	<b>\$2,570,000</b>	<b>\$2,615,000</b>
<b>Local Tax Funding</b>	<b>\$1,963,927</b>	<b>\$2,717,184</b>	<b>\$2,352,257</b>	<b>\$2,504,000</b>	<b>\$2,572,000</b>
<b>FTE Summary</b>	<b>25.10</b>	<b>25.10</b>	<b>28.10</b>	<b>28.10</b>	<b>28.10</b>

### FY 2009 Board Action

The FY 09 Adopted Fiscal Plan for the Office of Solid Waste Management includes funding for compensation increases and increased benefits costs effective September 2008.

Additional information on this department's Capital Improvement Program projects can be found in Volume 2 on pages TBD. Information on scheduled projects for the Capital Asset Preservation Program can be found in tables beginning on page **TBD** in Volume 2.

### Budget History

FY 06 Mid-year: The Board added 3.00 FTE to support disposal operations at the County Solid Waste Management Facility.

<sup>1</sup> Funds were transferred to Solid Waste Management Facility construction projects included in the Adopted CIP.



Loudoun County Government  
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## Solid Waste Management

<b>Expenditures by Program</b>	<b>FY 2005 Actual</b>	<b>FY 2006 Actual</b>	<b>FY 2007 Actual</b>	<b>FY 2008 Adopted</b>	<b>FY 2009 Adopted</b>
Solid Waste Diversion & Recycling	\$924,056	\$1,035,793	\$1,141,911	\$1,201,000	\$1,204,000
Environmental Assurance & Strategic	1,230,785	1,228,257	1,358,617	1,417,000	1,483,000
Disposal Operations	3,718,853	2,249,629	2,083,163	2,456,000	2,500,000
<b>Total Expenditures</b>	<b>\$5,873,694</b>	<b>\$4,513,679</b>	<b>\$4,583,691</b>	<b>\$5,075,000</b>	<b>\$5,187,000</b>
<b>Revenues by Program</b>	<b>FY 2005 Actual</b>	<b>FY 2006 Actual</b>	<b>FY 2007 Actual</b>	<b>FY 2008 Adopted</b>	<b>FY 2009 Adopted</b>
Solid Waste Diversion & Recycling	\$80,246	\$96,689	\$117,467	\$83,000	\$84,000
Environmental Assurance & Strategic	36,350	35,371	30,804	31,000	31,000
Disposal Operations	3,793,171	1,664,435	2,083,163	2,456,000	2,500,000
<b>Total Revenues</b>	<b>\$3,909,767</b>	<b>\$1,796,495</b>	<b>\$2,231,434</b>	<b>\$2,570,000</b>	<b>\$2,615,000</b>
<b>Local Tax Funding by Program</b>	<b>FY 2005 Actual</b>	<b>FY 2006 Actual</b>	<b>FY 2007 Actual</b>	<b>FY 2008 Adopted</b>	<b>FY 2009 Adopted</b>
Solid Waste Diversion & Recycling	\$843,810	\$939,104	\$1,024,444	\$1,118,000	\$1,120,000
Environmental Assurance & Strategic	1,194,435	1,192,886	1,327,813	1,386,000	1,452,000
Disposal Operations	(74,318)	585,194 <sup>1</sup>	0	0	0
<b>Total Local Tax Funding</b>	<b>\$1,963,927</b>	<b>\$2,717,184</b>	<b>\$2,352,257</b>	<b>\$2,504,000</b>	<b>\$2,572,000</b>
<b>Staffing Summary by Program</b>	<b>FY 2005 Actual</b>	<b>FY 2006 Actual</b>	<b>FY 2007 Actual</b>	<b>FY 2008 Adopted</b>	<b>FY 2009 Adopted</b>
Solid Waste Diversion & Recycling	4.25	4.25	4.25	4.25	4.25
Environmental Assurance & Strategic	9.35	9.35	9.35	9.35	9.35
Disposal Operations	11.50	11.50	14.50	14.50	14.50
<b>Total FTE</b>	<b>25.10</b>	<b>25.10</b>	<b>28.10</b>	<b>28.10</b>	<b>28.10</b>

<sup>1</sup> FY 06 Local Tax funding for Disposal Operations consists of expenditures associated with increased volume at the County landfill and offsets Solid Waste Management Facility revenue retained by the General Fund in FY 04 and FY 05.



## Solid Waste Management Solid Waste Diversion & Recycling

### Description

Solid Waste Recycling and Diversion 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 2009 Issues**

- Continuing to demonstrate a minimum 25% recycling rate for municipal solid waste as required by State solid waste regulations.
- Providing concise and clear messages to residents about refuse collection and recycling despite the wide array of solid waste management service providers performing waste removal.
- Focus on business and residential recycling requirements in accordance with Chapters 1084 (Solid Waste Collection and Transportation) and Chapter 1086 (Solid Waste Reduction and Recycling).
- Continuing efforts to provide recycling infrastructure through a public-private partnership in the County.
- Meeting increasing demands for household hazardous waste, electronics and other special materials collection events as current service levels are not keeping up with those provided by surrounding jurisdictions.

#### **FY 2009 Goals**

- Continue to develop concise and clear messages to residents about refuse collection and recycling.
- Recycling Centers (DOC's), household hazardous waste (HHW) and electronics recycling collection events provide for the proper disposal of hazardous materials. These activities are under increasing pressure to handle larger quantities of recyclable materials, contaminants and bulky items left for pickup.
- While annual HHW collection events serve thousands of households, many residents require special accommodation by the Office of Solid Waste Management staff at the HHW temporary storage facility; seek solutions to increased demand.
- The only collection center for used motor oil, antifreeze and auto batteries is at the Loudoun County Solid Waste Management Facility, which experiences continuous growth in the volume of material received annually; continue to work with capital facilities planning to develop satellite centers for special materials.

<b>Program Financial Summary</b>	<b>FY 2005 Actual</b>	<b>FY 2006 Actual</b>	<b>FY 2007 Actual</b>	<b>FY 2008 Adopted</b>	<b>FY 2009 Adopted</b>
<b>Expenditures</b>					
Personnel	\$246,052	\$281,270	\$307,253	\$317,000	\$321,000
Operations & Maintenance	672,631	754,523	834,658	876,000	879,000
Capital Outlay & Capital Acquisitions	5,373	0	0	8,000	4,000
<b>Total Expenditures</b>	<b>\$924,056</b>	<b>\$1,035,793</b>	<b>\$1,141,911</b>	<b>\$1,201,000</b>	<b>\$1,204,000</b>
<b>Revenues</b>					
Charges For Services	\$61,631	\$51,036	\$61,987	\$50,000	\$51,000
State Categorical Aid	18,615	45,653	55,480	33,000	33,000
<b>Total Revenues</b>	<b>\$80,246</b>	<b>\$96,689</b>	<b>\$117,467</b>	<b>\$83,000</b>	<b>\$84,000</b>
<b>Total Local Tax Funding</b>	<b>\$843,810</b>	<b>\$939,104</b>	<b>\$1,024,444</b>	<b>\$1,118,000</b>	<b>\$1,120,000</b>
<b>FTE Summary</b>	<b>4.25</b>	<b>4.25</b>	<b>4.25</b>	<b>4.25</b>	<b>4.25</b>



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**Solid Waste Management**  
**Solid Waste Diversion & Recycling**

Performance Measures	FY 2006 Actual	FY 2007 Actual	FY 2008 Estimated	FY 2009 Projected
<b>Objective: Provide a clear and consistent message about solid waste management solid waste services and requirements in Loudoun County.</b>				
• Number of media releases regarding solid waste and recycling	34	122	60	60
• Number of solid waste and recycling educational programs	61	55	35	35
• Number of telephone inquiries per year	13,427	13,560	13,822	14,098
• Percentage of inquiries answered on first call or within one day	100%	100%	100%	100%
• Solid waste and recycling educational program participants	10,180	5,152	5,000	5,000
<b>Objective: Demonstrate compliance with Commonwealth of Virginia mandated recycling goal of 25%.</b>				
• Reported countywide recycling rate <sup>1</sup>	32%	30%	25%	25%
<b>Objective: Provide recycling opportunities for residents and businesses at the Loudoun County Solid Waste Management Facility (LCMSWF), Recycling Dropoff Centers, and through collection events for household hazardous waste, electronics and other special materials.</b>				
• Number of households participating in Household Hazardous Waste and Electronics Recycling events	2,622	2,769	3,400	3,500
• Tons of household hazardous waste and electronics collected for proper disposal and/or recycling	176	184	185	187
• Tons of material collected at LCMSWF for reuse on site or return to public for use (rubble and yardwaste/mulch) <sup>2</sup>	13,611	12,004	20,000	12,500
• Tons of recyclables collected at the County's Recycling Dropoff Centers (paper, cardboard, commingled containers)	3,006	3,285	3,100	3,200
• Tons of Special Materials collected at LCMSWF (tires, grass, waste oil, antifreeze, batteries, metal)	3,006	3,200	3,000	3,000

<sup>1</sup> Recycling services in the County are largely a private sector effort which is difficult for OSWM to control or project. The estimated and projected data are derived from the state-mandated 25% minimum.

<sup>2</sup> The FY 08 estimated data is due to a temporary expected increase in materials delivered by the Virginia Department of Transportation.



## Solid 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 including leachate, landfill gas, surface water, storm water, and groundwater monitoring; closure/post-closure care of closed landfill sites including environmental monitoring and site maintenance as required by State law for environmental liability; policy and planning support to the Board of Supervisors; enforcement of the County's solid waste ordinances for solid waste facilities, trash collection, illegal dumping and litter control; planning, design and construction of future County solid waste facilities; implementing the County's Solid Waste Management Plan; frontline citizen/customer service; and legislative, compliance and emergency response to solid waste issues.

### Budget Overview

#### FY 2009 Issues

- Planning and financing a solid waste management service delivery that meets the demand for local waste disposal and recycling services.
- Using limited available resources to address increasing complaints related to suspected violations of local ordinances related to illegal dumping, littering and private solid waste collection service providers.

#### FY 2009 Goals

- Provide adequate system capacity for all waste types - including municipal solid waste, construction and demolition debris, yard waste and recycling - by supporting and implementing the solid waste management planning process.
- Maintain quality assurance and control for Solid Waste Management Facility environmental management systems (gas, leachate, groundwater, and surface water), financial assurance, waste stream handling and reporting, site operations and landfill closure/post closure.
- Enforce Chapters 1080, 1084, 1086, and 1088 of the County Codified Ordinances for solid waste facilities, vehicles, illegal dumping and recycling.
- Responding to increasing requests for information and complaints regarding solid waste collection and recycling services, illegal dumping, litter, and hazardous material disposal.
- Developing a funding strategy for sustaining adequate disposal capacity.

<b>Program Financial Summary</b>	<b>FY 2005 Actual</b>	<b>FY 2006 Actual</b>	<b>FY 2007 Actual</b>	<b>FY 2008 Adopted</b>	<b>FY 2009 Adopted</b>
<b>Expenditures</b>					
Personnel	\$679,513	\$740,423	\$807,729	\$851,000	\$881,000
Operations & Maintenance	514,768	486,934	550,888	549,000	591,000
Capital Outlay & Capital Acquisitions	36,504	900	0	17,000	11,000
<b>Total Expenditures</b>	<b>\$1,230,785</b>	<b>\$1,228,257</b>	<b>\$1,358,617</b>	<b>\$1,417,000</b>	<b>\$1,483,000</b>
<b>Revenues</b>					
Permits Privilege Fees & Reg Licenses	\$33,074	\$32,900	\$28,735	\$31,000	\$31,000
Charges For Services	276	2,471	2,069	0	0
Other Financing Sources	3,000	0	0	0	0
<b>Total Revenues</b>	<b>\$36,350</b>	<b>\$35,371</b>	<b>\$30,804</b>	<b>\$31,000</b>	<b>\$31,000</b>
<b>Total Local Tax Funding</b>	<b>\$1,194,435</b>	<b>\$1,192,886</b>	<b>\$1,327,813</b>	<b>\$1,386,000</b>	<b>\$1,452,000</b>
<b>FTE Summary</b>	<b>9.35</b>	<b>9.35</b>	<b>9.35</b>	<b>9.35</b>	<b>9.35</b>



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**Solid Waste Management**  
**Environmental Assurance & Strategic Planning**

Performance Measures	FY 2006 Actual	FY 2007 Actual	FY 2008 Estimated	FY 2009 Projected
<b>Objective: Demonstrate Environmental Compliance at the County's Solid Waste Management Facility according to permit requirements and approved environmental management plans.</b>				
• Number of monthly, quarterly and annual leachate samples analyzed	21	21	21	21
• Number of quarterly and annual groundwater samples analyzed	68	68	68	71
• Number of quarterly and monthly landfill gas monitoring samples analyzed	984	984	984	984
<b>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.</b>				
• Number of complaints responded to related to illegal dumping, facility violations, and collection.	80	85	85	100
• Number of facilities permitted and inspected	6	6	6	6
• Number of vehicles permitted for solid waste collection activities	444	488	512	525
• Percentage of complaints and violations brought into compliance with County Ordinances	100%	100%	100%	100%
<b>Objective: Plan for and ensure availability of adequate disposal, transfer, recycling facility and collection capacity in the County's Solid Waste Management System in accordance with the Loudoun County Solid Waste Management District's Plan.</b>				
• Estimated tons of municipal solid waste generated by County residents, businesses, other institutions	291,000	300,250	300,000	305,000
• Percentage of Biennial Plan reviews and updates completed	100%	n/a	100%	n/a
• Percentage of capacity projects adhering to CIP schedule	99%	99%	99%	99%



## **Solid 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. The Disposal Operations program accommodates a customer base and waste materials that are unprofitable for private companies to handle. In FY 04, six-day operations were restored to serve collectors who entered agreements for contract rates. Disposal activities include screening, weighing and assessing fees for different types of solid waste, a Homeowners' Convenience Center, the County's largest recycling dropoff center, a waste disposal area, infrastructure management, and maintenance for buildings, site grounds and equipment.

### **Budget Overview**

#### **FY 2009 Issues**

- Decreasing landfill capacity throughout the State and the potential future unavailability of Fairfax County's facility, which accepts nearly 30% of the County's waste, puts increased pressure on the Solid Waste Management Facility's capacity.
- Landfill revenues continue to exceed operating costs, with the remainder diverted to pay for new cell and closure construction costs as established by the revenue neutrality program.
- The Woods Road Infrastructure and Cell 1 construction projects have been accelerated, creating a need for funds to meet short-term cash flow requirements.
- Included in the FY 09 Proposed Fiscal Plan is \$1,577,260 and \$1,707,305 in FY 10 in landfill fee waivers for governmental and nonprofit agencies. These waivers account for \$1 of every \$5 dollars worth of services provided by the Facility.
- The continuing focus on landfill business operations and financial accountability requires dedicated staff for financial tracking and accountability.
- "Put-or-Pay" contracts for FY 09 were negotiated in the Spring of 07 for a two-year, special contract rate in return for guaranteed monthly tonnages. The demand for contract tonnage in FY 08 and 09 was granted to three solid waste companies who submitted proposals during a competitive request-for-tonnage process.
- Meeting the basic needs of the Solid Waste Management Facility's customers will place stress on existing resources for customer service operations, the efficient use of disposal space, and the ability to stage the various waste types coming to the facility for disposal, recycling or reuse.

#### **FY 2009 Goals**

- Develop adequate funding for construction of needed capacity and closure projects.
- Negotiate and award "Put-or-Pay" contracts for FY 10 and FY 11.
- Monitor factors such as traffic trip time, fuel prices and facility wait times as collectors increasingly choose the County facility for time and/or cost efficiencies.
- Ensure that the financial structure for the operation is sound by monitoring fee schedules and market factors.



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**Solid Waste Management  
Disposal Operations**

<b>Program Financial Summary</b>	<b>FY 2005 Actual</b>	<b>FY 2006 Actual</b>	<b>FY 2007 Actual</b>	<b>FY 2008 Adopted</b>	<b>FY 2009 Adopted</b>
<b>Expenditures</b>					
Personnel	\$687,226	\$853,775	\$1,022,596	\$1,088,000	\$1,128,000
Operations & Maintenance	631,875	1,355,564	1,022,087	1,354,000	1,357,000
Capital Outlay & Capital Acquisitions	2,457	40,290	38,490	15,000	15,000
Transfer To General C/P Fund	2,397,295	0	0	0	0
<b>Total Expenditures</b>	<b>\$3,718,853</b>	<b>\$2,249,629</b>	<b>\$2,083,163</b>	<b>\$2,456,000</b>	<b>\$2,500,000</b>
<b>Revenues</b>					
Charges For Services	\$3,758,171	\$1,664,435	\$2,083,163	\$2,456,000	\$2,500,000
Other Financing Sources	35,000	0	0	0	0
<b>Total Revenues</b>	<b>\$3,793,171</b>	<b>\$1,664,435</b>	<b>\$2,083,163</b>	<b>\$2,456,000</b>	<b>\$2,500,000</b>
<b>Total Local Tax Funding</b>	<b>\$(74,318)</b>	<b>\$585,194<sup>1</sup></b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>
<b>FTE Summary</b>	<b>11.50</b>	<b>11.50</b>	<b>14.50</b>	<b>14.50</b>	<b>14.50</b>

<sup>1</sup> FY 06 Local Tax funding for Disposal Operations consists of expenditures associated with increased volume at the County landfill and offsets landfill revenue retained by the General Fund in FY 04 and FY 05.



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## Solid Waste Management Disposal Operations

Performance Measures	FY 2006 Actual	FY 2007 Actual	FY 2008 Estimated	FY 2009 Projected
<b>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 Supervisor's policy, which calls for balance between conserving capacity and paying for operations.</b>				
• Months of Capacity Remaining in Constructed Cell/s	21	50	40	29
• Tons of waste buried at maximum efficiency level	111,526	103,675	100,000	103,000
• Value of foregone revenues to fee waivers for governmental and non-profit agencies	1,251,815	1,153,207	1,219,632	1,577,260
<b>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.</b>				
• Number of quarterly state inspections with no violations	4	4	4	4
<b>Objective: Provide Loudoun residents with access to an environmentally sound solid waste disposal facility.</b>				
• Number of waste screening and fee assessment transactions	96,192	85,866	86,000	88,500
• Percentage of complaints addressed within 24 hours	100%	100%	100%	100%
• Tons of waste processed	126,718	117,344	117,000	117,000



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## Transportation Services

**Transportation Services**

**Transit & Commuter Services**

**Highways & Transportation Planning**

**Administrative Services**



## 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 transportation system that endeavors to meet the needs of Loudoun County residents and businesses.

### Description

Transportation Services was established in FY 02 as a separate agency, incorporating former components of the departments of Planning and General Services. Transportation Services handles matters relating to the County's intermodal transportation system, including transit and road development, pedestrian and bicycle accommodations, implementation of traffic improvements and the planning/management of County transit and commuter services. Staff represents the County in regional and local transportation matters, and also serves as the referral agency on transportation-related land development applications.

### Budget Overview

#### **FY 2009 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 in conjunction with the general decline in State funding and escalating costs for transit and road construction.
- The department guides and manages efforts to secure funding for County road projects from federal sources, state sources, local bonds and proffers.
- The department will continue to coordinate with other jurisdictions and the Northern Virginia Transportation Authority to implement the State's new transportation funding initiative, while monitoring judicial challenges to the enacting legislation.
- Transportation Services must respond to concerns raised by communities impacted by construction of or improvements to transportation facilities.

#### **FY 2009 Major Goals**

- Promote alternatives to the single occupancy vehicle to meet the lifestyle needs of citizens, concurrently helping to reduce regional road congestion and air pollution.
- Work with the Virginia Department of Transportation and the development community on innovative solutions to complete needed highway and transit projects.
- Create communication and educational opportunities to increase citizen awareness of transportation issues and potential solutions.
- Monitor the Northern Virginia Transportation Authority's implementation of the State's 2008 transportation plan.
- Construct and open the first County-owned Park-and-Ride lot with 691 spaces to serve the citizens of Leesburg.
- Develop an action plan to provide permanent Park-and-Ride lot facilities to the serve western, central and southern areas of the County.
- Complete the Countywide Transit Plan for consideration by the Planning Commission and the Board of Supervisors.
- Develop an action plan for a permanent lot for Commuter Bus storage.
- Complete the 2008 Countywide Transportation Plan by working toward Board of Supervisors' adoption.

#### **FY 2008 Major Achievements**

- Completed the development of the Draft 2008 Countywide Transportation Plan and presented the document to the Planning Commission consideration.
- Completed conceptual design of an interchange at the intersection of Routes 50 and 606.
- Completed RFPs and awarded contracts for conceptual designs of interchanges at the intersections of Route 7 and Route 659, and Route 7 and Route 690.
- Completed the Route 15 Lucketts Safety Improvements project Preliminary Field Inspection (PFI) and the Route 7 Traffic Operations project design.
- Received full proportional share of federal Congestion Mitigation and Air Quality Improvement program (CMAQ) funding and Regional Surface Transportation program (RSTP) funding.
- Installed electronic fareboxes on all commuter coaches, and transitioned non-cash fare media to the SmarTrip card.
- Obtained state capital funding to purchase two additional commuter coaches and complete the Countywide Transit Plan.



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## Transportation Services

<b>Departmental Financial Summary</b>	<b>FY 2005 Actual</b>	<b>FY 2006 Actual</b>	<b>FY 2007 Actual</b>	<b>FY 2008 Adopted</b>	<b>FY 2009 Adopted</b>
<b>Expenditures</b>					
Personnel	\$1,197,062	\$1,167,832	\$1,481,002	\$1,676,000	\$1,878,000
Operations & Maintenance	3,199,824	4,212,033	5,595,468	6,143,000	6,489,000
Transfer To General D/S Fund	463,000	443,610	433,610	494,000	899,000
<b>Total Expenditures</b>	<b>\$4,859,886</b>	<b>\$5,823,475</b>	<b>\$7,510,080</b>	<b>\$8,313,000</b>	<b>\$9,266,000</b>
<b>Revenues</b>					
Permits Privilege Fees & Reg Licenses	\$0	\$186,050	\$16,246	\$78,000	\$71,000
Charges For Services	1,861,611	2,273,040	2,971,356	3,410,000	\$3,801,000
Miscellaneous Revenue	34,707	14,506	34,000	34,000	\$34,000
State Categorical Aid	902,376	1,133,420	1,063,410	834,000	\$1,043,000
Federal Categorical Aid	56,240	66,400	82,596	198,000	\$227,000
Other Financing Sources	783,646	688,500	1,469,386	2,194,000	\$2,575,000
<b>Total Revenues</b>	<b>\$3,638,580</b>	<b>\$4,361,916</b>	<b>\$5,636,994</b>	<b>\$6,748,000</b>	<b>\$7,751,000</b>
<b>Local Tax Funding</b>	<b>\$1,221,306</b>	<b>\$1,461,559</b>	<b>\$1,873,086</b>	<b>\$1,565,000</b>	<b>\$1,515,000</b>
<b>FTE Summary</b>	<b>15.00</b>	<b>15.00</b>	<b>18.00</b>	<b>18.77</b>	<b>18.77</b>

### FY 2009 Board Action

The FY 09 Adopted Fiscal Plan for the Office of Transportation Services includes funding for compensation increases and increased benefits costs effective September 2008. Increases in operations and maintenance expenditures and transfer to the debt service fund are related to the County's commuter bus service. Total local tax funding is reduced due to the appropriation of additional gasoline tax funds to offset Transit and Commuter Services expenditures.

### Budget History

FY 06 Mid-Year: The Board of Supervisors added 2.00 FTE for a planner to handle land development applications and an employer outreach specialist.

FY 07: The Board of Supervisors added 1.00 FTE for transportation engineer to develop road CIP projects.

Mid 07 Mid-Year: The Board of Supervisors added 0.77 FTE for a highways and transportation planning manager.

Additional information on this department's Capital Improvement Program projects can be found in Volume 2 on pages 7 – 49, 7 – 50, 7 – 52 and 7 - 53. Information on scheduled projects for the Capital Asset Preservation Program can be found in the tables beginning on page 9 – 2 in Volume 2.



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## Transportation Services

<b>Expenditures by Program</b>	<b>FY 2005 Actual</b>	<b>FY 2006 Actual</b>	<b>FY 2007 Actual</b>	<b>FY 2008 Adopted</b>	<b>FY 2009 Adopted</b>
Transit & Commuter Services	\$3,889,994	\$4,666,067	\$5,794,021	\$6,920,000	\$7,694,000
Highways & Transportation Planning	604,512	825,682	1,312,849	972,000	1,148,000
Administrative Services	365,380	331,726	403,210	421,000	424,000
<b>Total Expenditures</b>	<b>\$4,859,886</b>	<b>\$5,823,475</b>	<b>\$7,510,080</b>	<b>\$8,313,000</b>	<b>\$9,266,000</b>
<b>Revenues by Program</b>	<b>FY 2005 Actual</b>	<b>FY 2006 Actual</b>	<b>FY 2007 Actual</b>	<b>FY 2008 Adopted</b>	<b>FY 2009 Adopted</b>
Transit & Commuter Services	\$3,638,580	\$4,174,066	\$5,560,688	\$6,669,000	\$7,680,000
Highways & Transportation Planning	0	187,850	76,246	78,000	71,000
Administrative Services	0	0	60	0	0
<b>Total Revenues</b>	<b>\$3,638,580</b>	<b>\$4,361,916</b>	<b>\$5,636,994</b>	<b>\$6,748,000</b>	<b>\$7,751,000</b>
<b>Local Tax Funding by Program</b>	<b>FY 2005 Actual</b>	<b>FY 2006 Actual</b>	<b>FY 2007 Actual</b>	<b>FY 2008 Adopted</b>	<b>FY 2009 Adopted</b>
Transit & Commuter Services	\$251,414	\$492,001	\$233,333	\$250,000	\$14,000 <sup>1</sup>
Highways & Transportation Planning	604,512	637,832	1,236,603	894,000	1,077,000
Administrative Services	365,380	331,726	403,150	421,000	424,000
<b>Total Local Tax Funding</b>	<b>\$1,221,306</b>	<b>\$1,461,559</b>	<b>\$1,873,086</b>	<b>\$1,565,000</b>	<b>\$1,515,000</b>
<b>Staffing Summary by Program</b>	<b>FY 2005 Actual</b>	<b>FY 2006 Actual</b>	<b>FY 2007 Actual</b>	<b>FY 2008 Adopted</b>	<b>FY 2009 Adopted</b>
Transit & Commuter Services	4.50	4.50	5.00	5.00	5.00
Highways & Transportation Planning	6.00	6.00	9.00	9.77	9.77
Administrative Services	4.50	4.50	4.00	4.00	4.00
<b>Total FTE</b>	<b>15.00</b>	<b>15.00</b>	<b>18.00</b>	<b>18.77</b>	<b>18.77</b>

<sup>1</sup> Total local tax funding is reduced due to the appropriation of additional gasoline tax funds to offset Transit and Commuter Services expenditures.



**Loudoun County Government  
FY 2009 Adopted Fiscal Plan**

## Transportation Services Transit & Commuter Services

### Description

Transit and Commuter Services 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 citizens 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, distributing informational materials and local advertising. Staff manages the local employer outreach program promoting awareness of alternative commuting modes to Loudoun County employers.

### Budget Overview

#### **FY 2009 Issues**

- Increased regional road congestion and high fuel prices continue to spur demand for additional transit and commuting options, and increased capacity 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.

#### **FY 2009 Goals**

- Work with a consultant to complete a Countywide Transit Plan that details a twenty-year operational and financial service plan.
- Utilize state capital funding to acquire a route and scheduling software package.
- 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 for incorporation in the land development process.
- Continue outreach efforts with Loudoun County employers to encourage results-oriented TDM programs at employment sites.

<b>Program Financial Summary</b>	<b>FY 2005 Actual</b>	<b>FY 2006 Actual</b>	<b>FY 2007 Actual</b>	<b>FY 2008 Adopted</b>	<b>FY 2009 Adopted</b>
<b>Expenditures</b>					
Personnel	\$347,236	\$366,468	\$416,527	\$433,000	\$449,000
Operations & Maintenance	3,079,758	3,855,989	4,943,884	5,994,000	6,346,000
Transfer To General D/S Fund	463,000	443,610	433,610	494,000	899,000
<b>Total Expenditures</b>	<b>\$3,889,994</b>	<b>\$4,666,067</b>	<b>\$5,794,021</b>	<b>\$6,920,000</b>	<b>\$7,694,000</b>
<b>Revenues</b>					
Charges For Services	\$1,861,611	\$2,273,040	\$2,971,296	\$3,410,000	\$3,801,000
Miscellaneous Revenue	34,707	14,506	34,000	34,000	34,000
State Categorical Aid	902,376	1,131,620	1,063,410	834,000	1,043,000
Federal Categorical Aid	56,240	66,400	82,596	198,000	227,000
Other Financing Sources	783,646	688,500	1,409,386	2,194,000	2,575,000
<b>Total Revenues</b>	<b>\$3,638,580</b>	<b>\$4,174,066</b>	<b>\$5,560,688</b>	<b>\$6,669,000</b>	<b>\$7,680,000</b>
<b>Total Local Tax Funding</b>	<b>\$251,414</b>	<b>\$492,001</b>	<b>\$233,333</b>	<b>\$250,000</b>	<b>\$14,000<sup>1</sup></b>
<b>FTE Summary</b>	<b>4.50</b>	<b>4.50</b>	<b>5.00</b>	<b>5.00</b>	<b>5.00</b>

<sup>1</sup>Total local tax funding is reduced due to the appropriation of additional gasoline tax funds to offset expenditures.



Loudoun County Government  
FY 2009 Adopted Fiscal Plan

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**Transportation Services**  
**Transit & Commuter Services**

Performance Measures	FY 2006 Actual	FY 2007 Actual	FY 2008 Estimated	FY 2009 Projected
<b>Objective: Utilize available state funding to acquire additional commuter coaches in accordance with the multi-year service plan.</b>				
• Amount of total funding required	\$3,185,500	\$898,934	\$990,000	\$1,549,500
• Number of buses acquired	7	2	2	3
• Percentage State funding acquired <sup>1</sup>	65.4%	24.8%	77%	60%
• State funding acquired	\$2,083,900	\$223,300	\$738,083	\$929,700
<b>Objective: Achieve annual increases in commuter bus ridership, rideshare database participants and employer outreach participants.</b>				
• Annual bus ridership <sup>2</sup>	602,333	652,347	671,917	750,000
• Number of employer outreach participants	83	95	100	110
• Number of single occupancy vehicle miles saved by Commuter Bus service <sup>3</sup>	18,272,000	21,867,046	22,100,000	25,704,319
• Number of tons of airborne particulate matter reduced by Commuter Bus service <sup>4</sup>	16.68	22.13	22.3	25.95
<b>Objective: Maintain a high level of customer service and communication by responding to telephone calls and email within 24 hours, preparing mailings as requested (directing customers to department website when possible), and participating in transportation fairs.</b>				
• Number of email inquiries	6,900	6,658	6,500	7,000
• Number of informational packets mailed to citizens	1,334	867	600	500
• Number of telephone inquiries	8,486	7,522	7,250	7,000
• Number of transportation fairs staffed	8	12	15	20

<sup>1</sup> The percentage of state funding acquired is predetermined by a state formula.

<sup>2</sup> Ridership numbers are derived from farebox data.

<sup>3</sup> Data derived from biannual survey conducted by the National Transit Database (NTD) that determines average trip length for each commuter bus route multiplied by the number of riders on that route.

<sup>4</sup> Particulate matter tonnage figures derived from the Council of Governments (COG) formula applied to information collected by NTD.



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**Transportation Services**  
**Transit & Commuter Services**

Performance Measures	FY 2006 Actual	FY 2007 Actual	FY 2008 Estimated	FY 2009 Projected
<b>Objective: Ensure an adequate number of park-and-ride lots and spaces to serve Loudoun County through leases, donations, proffers, and/or purchase by the County government.</b>				
• Number of Park and Ride Lots in the Ashburn planning district	4	5	6	8
• Number of Park and Ride Lots in the Dulles planning district	0	1	1	1
• Number of Park and Ride lots in the Leesburg planning district	2	2	2	2
• Number of Park and Ride Lots in the Potomac planning district	3	4	4	4
• Number of Park and Ride lots in the Route 7 West planning district	2	2	2	2
• Number of Park and Ride Lots in the Sterling planning district	1	2	2	2
• Number of park-and-ride lots acquired	3	1	1	2
• Number of parking spaces available	1,602	2,075	2,176	2,700



## Transportation Services Highways & Transportation Planning

### 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 improvements. Staff also provides plan analysis and written referrals on development applications with transportation related impacts, and obtains transportation related improvements tied to the anticipated traffic impacts. Modes considered by the division include roads, transit, bicycle and pedestrian facilities. The division participates in regional committees that oversee state feasibility studies such as the Tri-County Parkway, and plays a role in project review, traffic analyses and interchange designs for projects such as the Rt. 7/Loudoun County Parkway, Rt. 7/River Creek Parkway interchanges and the Rt. 15 Corridor Safety Improvement Project.

### Budget Overview

#### FY 2009 Issues

- Address the increasing demand for road improvements and new road construction despite a shortfall of state funding.
- Improve safety on roads experiencing increasing levels of vehicular traffic to maintain the County's high quality of life.
- Oversee design and construction of roads in coordination with other County departments as directed by the Board in accordance with the 2006 Loudoun County Road Bond Issue.
- Plan for local implementation of the State's new transportation funding initiative.

#### FY 2009 Goals

- Respond to developer-initiated requests in a timely and efficient manner while adhering to Countywide Transportation Plan requirements.
- Develop context-sensitive transportation improvements that address quality of life and safety issues, while still meeting the requirements to handle increased traffic volumes on the existing road network.

Program Financial Summary	FY 2005 Actual	FY 2006 Actual	FY 2007 Actual	FY 2008 Adopted	FY 2009 Adopted
<b>Expenditures</b>					
Personnel	\$496,102	\$480,372	\$698,339	\$843,000	\$1,023,000
Operations & Maintenance	108,410	345,310	614,510	130,000	125,000
<b>Total Expenditures</b>	<b>\$604,512</b>	<b>\$825,682</b>	<b>\$1,312,849</b>	<b>\$972,000</b>	<b>\$1,148,000</b>
<b>Revenues</b>					
Permits Privilege Fees & Reg Licenses	\$0	\$186,050	\$16,246	\$78,000	\$71,000
State Categorical Aid	0	1,800	0	0	0
Other Financing Sources	0	0	60,000	0	0
<b>Total Revenues</b>	<b>\$0</b>	<b>\$187,850</b>	<b>\$76,246</b>	<b>\$78,000</b>	<b>\$71,000</b>
<b>Total Local Tax Funding</b>	<b>\$604,512</b>	<b>\$637,832</b>	<b>\$1,236,603</b>	<b>\$894,000</b>	<b>\$1,077,000</b>
<b>FTE Summary</b>	<b>6.00</b>	<b>6.00</b>	<b>9.00</b>	<b>9.77</b>	<b>9.77</b>



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## Transportation Services Highways & Transportation Planning

Performance Measures	FY 2006 Actual	FY 2007 Actual	FY 2008 Estimated	FY 2009 Projected
<b>Objective: Provide analysis of transportation-related issues with significant impact in State legislative proposals, and County legislative and ministerial land development applications submitted to OTS for review, and develop effective agreements for future improvements.</b>				
• Number legislative applications <sup>1</sup>	n/a	n/a	105	102
• Number ministerial applications <sup>1</sup>	n/a	n/a	246	273
<b>Objective: Respond to citizens' transportation safety concerns such as traffic calming, signage, road maintenance, planned road network, residential and commercial parking issues through coordination with VDOT, Department of Building and Development, HOAs, developers and others.</b>				
• County traffic signal projects monitored <sup>2</sup>	4	7	10	8
• Developer traffic signals monitored	22	25	30	20
• Developer-initiated warrant studies monitored	3	20	10	12
• Number of County traffic signal project contracts administered <sup>3</sup>	6	12	12	15
• Number of project-related community information sessions	2	2	2	5
• Number of transportation issues addressed by OTS, including those requiring comments and/or approval from other agencies	n/a	n/a	n/a	80
• Number of transportation issues raised by County residents and businesses	n/a	n/a	n/a	85
• Number of transportation issues, including traffic signals, presented to the Board of Supervisors for action	n/a	n/a	n/a	11
<b>Objective: Respond to telephone, email and walk-in inquiries on highway issues immediately or by the end of the business day.</b>				
• Number of emails to department mailbox	132	126	150	150
• Number of telephone inquiries on highway issues	887	1,057	950	950
• Number of walk-in requests for assistance	417	361	400	400
• Percentage of inquiries responded to by the end of the business day received	100%	100%	100%	100%
<b>Objective: Obtain funding for local transportation and infrastructure projects including Congestion Mitigation and Air Quality Improvement program (CMAQ) funding and Regional Surface Transportation program (RSTP).</b>				
• Amount of CMAQ/RSTP funding available	\$46,300,000	\$67,140,000	\$65,860,000	\$64,000,000
• Amount of CMAQ/RSTP funding distributed to County	\$4,540,000	\$8,340,000	\$8,400,000	\$7,000,000

<sup>1</sup> This is a new measure for FY 09; prior year history is unavailable.

<sup>2</sup> Monitoring a traffic signal consists of managing the review and comment process between OTS, VDOT and developers to develop an appropriate plan for constructing a traffic signal.

<sup>3</sup> Administering a traffic signal contract consists of ensuring compliance with County procurement regulations, reviewing construction progress and adherence to plan, resolving issues and conducting final inspections.



## Transportation Services Administrative Services

### Description

Administrative Services provides professional management, direction and supervision of the overall operations of the Office of Transportation Services. Activities include oversight and completion of transportation-related directives from the Board of Supervisors (meetings, legislative issues and resolutions), and County Administration, oversight of the County-owned commuter bus system, highways, signals and traffic safety initiatives. This program also directs and supervises the transportation-related referral process for land development applications and performs legislative analysis of transportation issues as presented by the County liaison to the General Assembly. Staff ensures the accurate and efficient completion of all required Board items, departmental administrative activities and customer service activities.

### Budget Overview

#### **FY 2009 Issues**

- As the main support for agency activities, the issues for Administrative Services mirror those of the Highway/Transportation Planning and the Transit and Commuter Services divisions.
- Work loads will increase as the County proceeds with the design of new road construction projects, traffic interchanges and/or enters PPTA agreements for road construction.

#### **FY 2009 Goals**

- Provision of efficient support and oversight of OTS programs and activities. The current level of support staffing is adequate to meet anticipated increased workload demands for the foreseeable future.

<b>Program Financial Summary</b>	<b>FY 2005 Actual</b>	<b>FY 2006 Actual</b>	<b>FY 2007 Actual</b>	<b>FY 2008 Adopted</b>	<b>FY 2009 Adopted</b>
<b>Expenditures</b>					
Personnel	\$353,724	\$320,992	\$366,136	\$401,000	\$406,000
Operations & Maintenance	11,656	10,734	37,074	20,000	18,000
<b>Total Expenditures</b>	<b>\$365,380</b>	<b>\$331,726</b>	<b>\$403,210</b>	<b>\$421,000</b>	<b>\$424,000</b>
<b>Revenues</b>					
Charges For Services	\$0	\$0	\$60	\$0	\$0
<b>Total Revenues</b>	<b>\$0</b>	<b>\$0</b>	<b>\$60</b>	<b>\$0</b>	<b>\$0</b>
<b>Total Local Tax Funding</b>	<b>\$365,380</b>	<b>\$331,726</b>	<b>\$403,150</b>	<b>\$421,000</b>	<b>\$424,000</b>
<b>FTE Summary</b>	<b>4.50</b>	<b>4.50</b>	<b>4.00</b>	<b>4.00</b>	<b>4.00</b>



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**Transportation Services**  
**Administrative Services**

Performance Measures	FY 2006 Actual	FY 2007 Actual	FY 2008 Estimated	FY 2009 Projected
<b>Objective: Create and process all transportation-related Board initiatives, delivering all items within established deadlines.</b>				
• Number of Board Items (including committee, regular business meeting, public hearing, etc.) completed	57	64	55	55
• Percentage of reviews completed and delivered within required deadline	100%	100%	100%	100%
<b>Objective: Perform analysis of transportation-related impacts of proposed General Assembly legislation within timeframe requested by the County liaison to the General Assembly.</b>				
• Number of reviews of State legislative items requested by the General Assembly liaison <sup>1</sup>	183	237	24	25
• Percentage of legislative items reviewed	100%	100%	100%	100%

<sup>1</sup> Projected data for FY 08 and FY 09 was reduced due to revised process for selecting legislative items for review.



## NOTES



## Miscellaneous

### MISCELLANEOUS SUMMARY

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Non-Departmental

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**Loudoun County Government  
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## Non-Departmental

**Description:** The Non-departmental budget is a constructed category within the General Fund that contains funding to pay for expenditures that are not attributed to specific agencies or departments. This category also includes County maintained reserves for unforeseen, unpredictable, and unusual events. Most expenditures are treated as reserves which are subsequently allocated to the various programs during the fiscal year. Itemized expenditures and transfers are followed by a summary description of each category.

	<u>FY 2005 Actual</u>	<u>FY 2006 Actual</u>	<u>FY 2007 Actual</u>	<u>FY 2008 Adopted</u>	<u>FY 2009 Adopted</u>
<b>Total Expenditures</b>	<b>\$5,362,136</b>	<b>\$6,304,223</b>	<b>\$1,609,665</b>	<b>(\$7,506,000)</b>	<b>(\$3,303,000)</b>
<b>Major Expenditures and Transfers</b>	<b><u>FY 2005 Actual</u></b>	<b><u>FY 2006 Actual</u></b>	<b><u>FY 2007 Actual</u></b>	<b><u>FY 2008 Adopted</u></b>	<b><u>FY 2009 Adopted</u></b>
Annual Leave Payoff (Termination) <sup>1</sup>	\$602,023	\$498,612	\$518,128	\$370,000	\$370,000
Exceptional Achievement Awards <sup>1</sup>	11,650	307,400	235,799	500,000	500,000
Personnel Vacancy Savings <sup>1</sup>	(10,905,450)	(11,284,570)	(10,806,674)	(13,425,000)	(12,235,000)
Retiree Health Insurance <sup>2</sup>	789,500	910,703	1,085,478	1,400,000	2,000,000
Tax relief - Elderly and Handicapped <sup>3</sup>	3,410,516	4,822,176	4,877,934	6,200,000	7,100,000
Training & Professional Development <sup>1</sup>	64,794	131,844	115,272	100,000	100,000
Interest Expense	901,620	82,047	109,665	250,000	250,000
Computer Hardware and Software <sup>4</sup>	458,747	766,900	1,721,500	934,000	1,312,000
Contingency for Litigation <sup>5</sup>	717,316	271,010	630,502	1,500,000	1,500,000
Contingency for Budget Reductions	n/a	n/a	n/a	(1,135,000)	n/a
Contingency for Fuel Increases	n/a	n/a	n/a	n/a	500,000
Contingency for On-site Septic Systems	n/a	n/a	n/a	n/a	100,000
Transfer to Self-Insurance Fund	1,050,000	1,400,000	1,500,000	2,000,000	2,300,000

<sup>1</sup>Expenditures in the annual leave payoff, exceptional achievement award, personnel vacancy savings and training & professional development categories are incurred in agencies' budgets. Prior year actuals are shown for illustrative purposes only.

<sup>2</sup>Retiree health insurance expenditures were included in Management & Financial Services' budget prior to FY 08. Prior year actuals are shown for illustrative purposes only.

<sup>3</sup>Beginning in FY 07, tax relief for the elderly and handicapped was incorporated directly into the estimate for real property tax revenue. FY 07 actual information is shown for illustrative purposes.

<sup>4</sup>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.

<sup>5</sup>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.

### **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.

**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, values and rewards its employees.

**Personnel Vacancy Savings** - The County budgets savings resulting from employee turnover in the Non-Departmental budget. Actual savings occur through expenditure balances in departments' personnel budgets. The FY 09 Adopted Fiscal Plan includes the vacancy savings estimate of \$12,235,000 in response to current and anticipated trends.



## Loudoun County Government FY 2009 Adopted Fiscal Plan

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**Retiree Health Insurance** – Beginning in FY 08, expenditures associated with the cost of County retiree health insurance coverage are budgeted in the Non-Departmental budget. These expenses were previously budgeted in Management and Financial Services. Expenditures in this category have grown in concert with increased health insurance costs and the growing population of County retirees.

**Tax Relief for the Elderly and Handicapped** - The County provides relief from real property taxes to elderly and disabled residents meeting certain income criteria. The Board of Supervisors increased the benefit to provide a complete waiver in FY 02, and increased the eligibility criteria in FY 05 and in FY 07. Beginning in FY 07, tax relief under this program was incorporated directly into the estimate for real property tax revenue.

**Training and Professional Development** - The Board eliminated \$300,000 in discretionary travel and professional development from department budgets during the FY 05 budget process and established a centrally-managed resource to be managed by the County Administrator. The FY 09 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 budget.

**Computer Hardware and Software** - Scheduled replacement of computer hardware and software is included in the Non-Departmental budget and managed centrally by the Department of Information Technology. The County historically 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. The FY 09 budget, which maintains the current four-year replacement cycle, includes funding for replacement of public safety laptops and the overall transition toward additional laptops as part of the County's telework initiative.

**Contingencies** - The County budgets contingency funding for new initiatives and anticipated, but not definite, expenses in Non-Departmental. The FY 09 Adopted Fiscal Plan continues the established practice of budgeting a litigation contingency. The FY 08 budget included \$1.1 million in unspecified reductions to County operations directed by the Board of Supervisors during the budget process. The adopted fiscal plan also includes \$500,000 as a contingency for future potential increases in fuel expenses, in the event that the County's average price for fuel exceeds \$3.25 per gallon in FY 09. The adopted fiscal plan also includes \$100,000 for an on-site sewer contingency for the initiation of a sewer inspection program. Funding from the contingencies is allocated as needed, subject to Board approval.

**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.



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## **X-Y-Z**

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# **LOUDOUN COUNTY BOARD OF SUPERVISORS**

**1 Harrison Street, SE, Fifth Floor  
P.O. Box 7000, MSC #01  
Leesburg, Virginia 20177-7000**

**703-777-0204**

**Citizens Comment/Hotline: 703-777-0115**

**County Home Page: [www.loudoun.gov](http://www.loudoun.gov)**

**E-mail: [bos@loudoun.gov](mailto:bos@loudoun.gov)**



## **Board of Supervisors**

**Scott K. York**  
Chairman (At-Large)

Susan Klimek Buckley, Vice-Chairman  
Kelly Burk  
James G. Burton  
Eugene A. Delgaudio

Sally R. Kurtz  
Andrea McGimsey  
Stevens Miller  
Lori L. Waters

Kirby M. Bowers  
County Administrator

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# LOUDOUN COUNTY

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## **Department of Management & Financial Services Staff**

1 Harrison Street, SE, Fourth Floor  
PO Box 7000, MSC #41  
Leesburg, VA 20177-7000  
703-777-0563  
[www.mgtsvc@loudoun.gov](mailto:www.mgtsvc@loudoun.gov)



**Mark Adams, Chief Financial Officer/Director**

Benjamin W. Mays, Deputy Chief Financial Officer

Ari J. Sky, Budget Officer

### **Budget Team:**

Luz Cofresi-Howe, Capital Budget Manager  
Jo Ellen Kerns, CPA, Sr. Budget Analyst  
Crystal Slade-Graybeal, Sr. Budget Analyst  
Suzanne Lane, Sr. Budget Analyst  
Lyda Kiser, Grants Analyst  
Lori Griffin, Budget Analyst  
Nan Paek, Budget Analyst  
Alice Vlad, Capital Specialist  
Martina Williams, Budget Analyst

### **Research Unit:**

Beth Hilkemeyer, AICP, Research Manager  
Jill Allmon, Demographer  
Jack Brown, Economist

### **Administrative Unit:**

Linda Flynn, Administrative Manager  
Terri Smithson, Administrative Assistant

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

- *County Government Departments: County Administration, Capital Construction, General Services, Management & Financial Services, and Planning Services.*
  - *Loudoun County Public Schools*
  - *The GovMax Team, Sarasota, Florida*
-

## Distinguished Budget Presentation Award

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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, 2007, the 24<sup>th</sup> consecutive year that the County has received the award. 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**

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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.



# Map of Loudoun County





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## 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.

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## County Profile

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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 one of the fastest growing counties 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.

<b>County Population*</b>	285,674	<b>Land Area (square miles)</b>	517
<b>Adjusted Gross Income****</b>	\$109,120	<b>Unemployment Rate***</b>	2.2%
<b>Median Household Income**</b>	\$99,371	<b>Total Employment*</b>	158,070
<b>Public School Enrollment*</b>	57,317	<b>New Commercial Permits***</b>	4,346,310 sf.
<b>Cost Per Pupil*</b>	\$13,183	<b>New Residential Permits***</b>	2,739 units
<b>County &amp; School Employees*</b>	12,351	<b>Office/Industrial Vacancy Rate***</b>	13.9%

\* Forecast FY 09

\*\*Calendar Year 2006

\*\*\*Calendar Year 2007

\*\*\*\*Calendar Year 2005

### Top 10 Real Property Tax Payers (2008 Value)

	<b>% of Tax Base</b>
Verizon Business (formerly MCI WorldCom)	0.76%
America Online/Time Warner	0.60%
Dulles Town Center Mall, LLC	0.46%
Virginia Electric & Power Company	0.36%
Toll Road Investors Partnership II, LP	0.34%
Smith, Verlin W et al. Trustees	0.28%
Pulte Home Corporation	0.27%
Brambleton Group, LLC	0.27%
Verizon Virginia, Inc.	0.20%
Chelsea GCA Realty Partnership, LP	0.19%

### Top 10 Employers (second quarter 2007)

	<b># of Employees</b>
Loudoun County Public Schools	5,000+
AOL, LLC	1,000-4,999
Loudoun County	1,000-4,999
Homeland Security	1,000-4,999
Loudoun Hospital Center	1,000-4,999
M.C. Dean, Inc.	1,000-4,999
Orbital Sciences Corporation	1,000-4,999
Toll Brothers, Inc.	1,000-4,999
U.S. Postal Service	1,000-4,999
United Airlines, Inc.	1,000-4,999

## Major FY 2009 Indicators

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Function	Indicator
<b>General Government Administration</b>	
County's Bond ratings	
Moody's	Aaa
Standard and Poor's	AAA
Fitch	AAA
Energy cost per square foot of owned space	\$2.72
Major computer availability	99%
<b>Public Safety</b>	
Sheriff's Office	
Average response time for emergency calls	9:00 min.
Average response time for non-emergency calls	11:15 min.
Fire and Rescue Services	
Number of emergency medical incidents reported	17,094
<b>Health and Welfare</b>	
Number of senior meals provided	117,300
Number of age appropriate vaccinations provided	11,210
Number of Loudoun residents in the Medical Reserve Corps	850
<b>Parks, Recreation and Culture</b>	
Annual park visits	743,000
Number of adults participating in adult sport leagues	10,000
Number of children participating in youth sports	60,000
<b>Community &amp; Economic Development</b>	
Number of plans submitted for review	13,800
Square feet of commercial and industrial permits	3,250,000
Number of subdivision applications submitted	400
<b>Education</b>	
LCPS per pupil expenditures	\$13,183



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## Capital Improvement Program

### CAPITAL IMPROVEMENT PROGRAM SUMMARY

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## 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 adopted 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, major 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 Adopted Capital Improvement Program for Fiscal Years 2009-2014.

### The CIP Process

Similar to the CNA, the CIP is developed and adopted biennially, with the six-year period moving out two years every other fiscal year. FY 09 is the first year of the biennium, with FY 07-08 no longer included and FY 13-14 added. Only FY 09 has been appropriated in the current budget, with FY 10-14 functioning as planning years. In FY 10, the CIP will encompass FY 09-14, with FY 10 being appropriated and the FY 11-14 planning years amended as required. At its July 3, 2007 business meeting, the Board of Supervisors unanimously adopted the Revised FY 2009-FY 2018 Proposed Capital Needs Assessment, with amendments for the Public Inebriate Center, Dulles Multipurpose Center, the proposed interim Capital Facilities Standard for Community Park-and-Ride Lots, and updates per the latest population projections.

The annual 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 Management and Financial Services. 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 on 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 09-14 Capital Improvement Program is summarized in the *Capital Improvement Program Summary* table on page 7 – 11 in this section of the budget document, along with a summary appropriation and financing table for both the County and School project sections (pages 7 – 12 and 7 – 13). Also included in this section is the IRS-required *Notice of Intent* regarding financing on page 7 – 21 and an update on *Previously Authorized Projects* starting on page 7 – 24.

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 08 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 adjusted by 5.0% annually to account for market inflation over the six-year planning period.

Project operating and maintenance 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 FY 09 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. The FY 09 Schools per pupil cost calculation is \$12,898. The County calculates per-pupil costs using the Board-adopted total operating budget for the School System, including the cost of bus leases. The County's per-pupil cost, based upon that methodology and the adopted fiscal plan, is \$13,183 in FY 09.

## Capital Improvement Program Summary

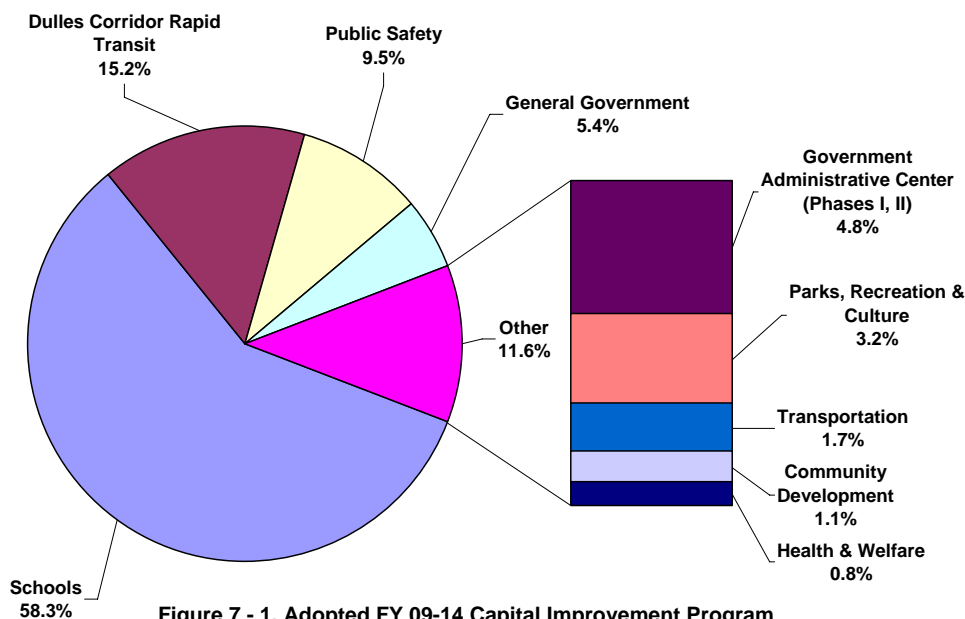


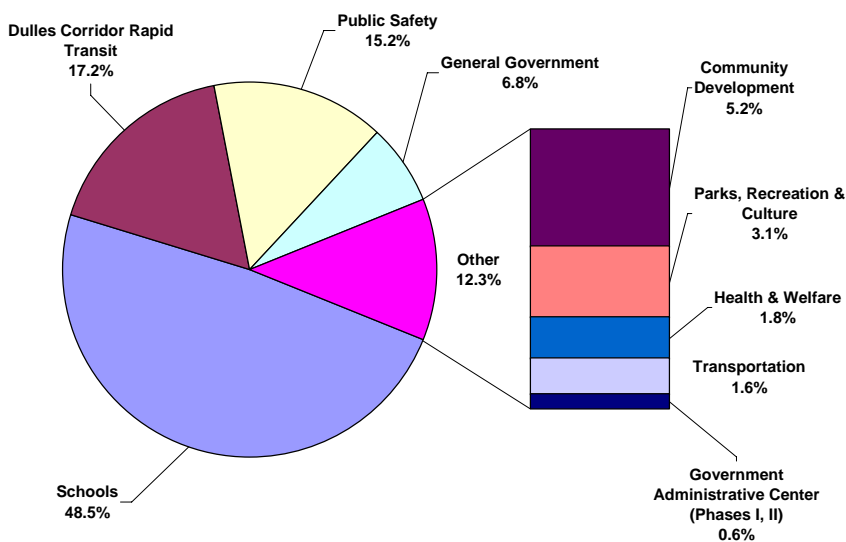
Figure 7 - 1. Adopted FY 09-14 Capital Improvement Program



**Loudoun County Government  
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The *Capital Improvement Program Summary* on page 7 – 11 summarizes the FY 09-14 Adopted Capital Improvement Program for the General County Government and School System by functional area and funding source. The *Capital Improvement Program Summary* table also illustrates prior and future capital expenditures for projects included in the FY 09-14 Adopted Capital Improvement Program. The amount of expenditures for the six-year CIP totals \$1.57 billion. Schools construction and renovation remains a significant spending category at \$847.4 million; when \$71.2 million budgeted in the Land Acquisition Fund for school site acquisitions is included, School expenditures total \$918.5 million or 58.3% of the planned capital expenditures over the six-year planning period (see Figure 1. *Adopted FY 09-14 Capital Improvement Program*).

The remaining capital project expenditures consist of General Government projects, which include three major projects during the six-year planning period: Dulles Corridor Rapid Transit (\$240 million), the Government Administrative Center (Phases I, II) (\$75.8 million) and the Courts Complex – Phase III and Courts Complex – Harrison Building Renovations (\$32.5 million). These three projects total \$348.3 million, representing 22.1% of the adopted FY 09-14 capital budget. The remaining capital project expenditures planned in the FY 09-14 CIP total \$307.9 million, and generally address service demands due to the County's increasing population, which is forecast to increase over 15% by 2015.



**Figure 7 - 2. FY 09 - 14 Capital Improvement Program  
Year 1 (FY 09) Only**

Year 1 of the Adopted CIP (FY 09) is funded at \$232.2 million, which includes \$112.7 million for public schools (including land acquisition), \$40 million for Dulles Corridor Rapid Transit, \$35.3 million for Public Safety facilities and \$44.2 million for General Government projects.



Loudoun County Government  
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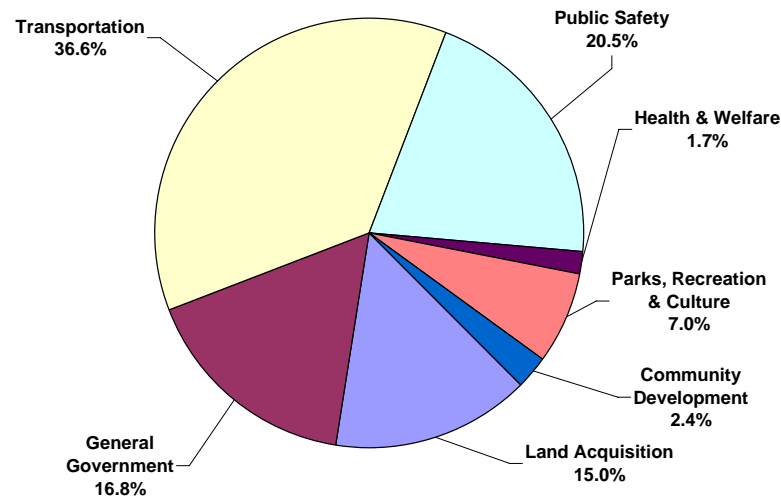


Figure 7 - 3. County Capital Projects FY 09-14 CIP by Functional Area

**County Capital Projects.** The County Capital Program consists of 54 projects totaling \$727.4 million, and includes land acquisition costs for both the County and the Schools. The three major projects during the six-year planning period are Dulles Corridor Rapid Transit (\$240 million), the Government Administrative Center (Phases I, II) (\$75.8 million) and the Courts Complex – Phase III and Courts Complex – Harrison Building Renovations (\$32.5 million). These three projects total \$348.3 million, representing 22.1% of the adopted FY 09-14 capital budget. The remaining capital project expenditures planned in the FY 09-14 CIP total \$307.9 million, and generally address service demands due to the County's increasing population.

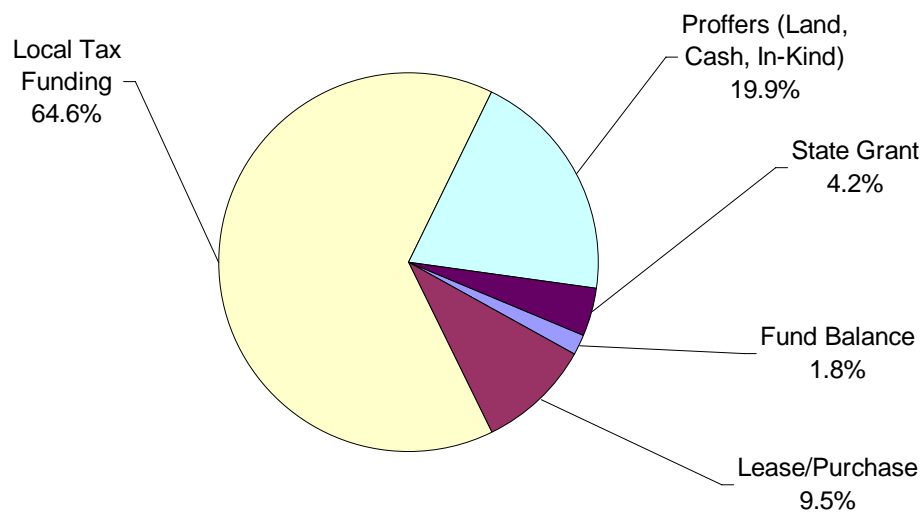


Figure 7 - 4. Land Acquisition Funding Sources

**Land Acquisition.** Historically, the land acquisition for capital projects has been primarily dependent upon the ready availability of proffered sites. When proffered sites are not available, land purchases become a necessary feature of the CIP. 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 \$108.9 million is included in the Adopted FY 09-14 Capital Plan for site acquisitions. A combination of CIP fund balance, lease/purchase, local tax funding, proffers and State Grant funding is used to acquire land sites. The Land Acquisition Fund includes seven elementary school sites for Loudoun County Public Schools and eleven sites



**Loudoun County Government**  
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for County Government. County Government land acquisition includes three sites for general government use, three transportation sites, three public safety sites, one health and welfare site, and one parks, recreation and culture site.

**General Government.** The General Government functional area includes four projects during the six-year planning period. The Office of the County Administrator and the Office of Capital Construction provide project management direction for these facilities. The General Government projects that are part of the adopted CIP are:

- Capital Project Management.....\$ 32.0 million
- Government Administrative Center – Phase I.....\$ 71.0 million
- Government Administrative Center – Phase II.....\$ 4.8 million
- Storm Water Management.....\$ 14.3 million

**Capital Project Management.** Capital Project Management is provided by several County departments. The Office of Capital Construction functions as the principal staff contact for matters relating to the County's capital projects, including land acquisition, design and engineering, construction management and project support. Resources in the Office of the County Attorney and the Departments of Management and Financial Services and Building and Development provide technical reviews and determinations to insure that projects advance appropriately. These positions are supported by local tax funding and general obligation bond proceeds in the Capital Projects Fund and are included in their departments' respective operating budget. Additional information on the Office of Capital Construction, as well as the Office of the County Attorney, and the Departments of Management and Financial Services and Building and Development, may be found in the operating budget section of this document.

**Government Administrative Center – Phases I, II.** 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. These two projects will construct two buildings totaling approximately 650,000 square feet on 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. Facilities for food service and employee fitness will be included either as part of the County buildings or within walking distance. Final buildout of Phase I is projected in FY 12, with completion of Phase II by FY 17.

**Storm Water Management.** This project funds the County storm water management program to meet the Environmental Protection Agency's Phase II stormwater discharge permit requirements, which stipulate the repair, maintenance, and restoration of County-owned stormwater infrastructure.

**Transportation.** The Transportation functional area includes nine projects, including six regional park-and-ride lots under a single project umbrella, the Dulles Corridor Rapid Transit project, Commuter Transit Buses and Alder School Road improvements, for a total of \$266.4 million over the six-year planning period. The Office of Transportation Services and the Office of Capital Construction will provide project management direction for these facilities. The Transportation projects that are part of the adopted CIP are:

- Commuter Transit Buses .....\$ 7.2 million
- Dulles Corridor Rapid Transit.....\$ 240.0 million
- Regional Park-and-Ride Lots (6) .....\$ 11.9 million
- Alder School Road Paving .....\$ 7.2 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.

**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). 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 2015. Funding for the project would be provided by the Federal and State governments, the counties of Fairfax and Loudoun, and the Metropolitan Washington Airports Authority, through a series of intergovernmental and local funding agreements. As currently envisioned, implementation of Phase 1 is estimated to cost approximately \$2.67 billion, assuming the Federal government provides 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 \$240 million over the six-year planning period. On April 30, 2008, the Federal Transit Administration (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



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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.

**Park-and-Ride Lots.** The Adopted CIP includes six regional 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 in the Town of Round Hill, and the Ashburn, Brambleton, Stone Ridge, Sterling and Western Loudoun areas. The new projects are funded through a combination of Gas Tax 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 safe access to the planned Western Loudoun Area High School (HS-3) proposed site, located south of Allder School Road (Route 711) and east of Hillsboro Road (Route 690) at the County-owned Fields Farm property.

**Public Safety.** The Public Safety functional area includes fourteen projects programmed by the Courts, Office of the Sheriff and the Department of Fire, Rescue and Emergency Management Services. The Office of Capital Construction will manage the development and construction of these projects.

**Courts.** The Church Street Parking lot is being completed in FY 09. The Courts Complex – Harrison Building Renovation and Courts Complex (Phase III) 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 120,000 square feet of courtroom and judicial office, and with sufficient parking for Court-owned and visitor vehicles.

- Church Street Parking Lot.....\$ 100,000
- Courts Complex (Phase III).....\$ 28.5 million
- Courts Complex – Harrison Building Renovation.....\$ 4.0 million

**Fire and Rescue.** The CIP includes construction of four new Fire/Rescue stations and renovation of existing volunteer stations to meet life/safety, OSHA, and other regulations and ensure continuing functionality. This project presents a plan for facility renovation costs across the entire fire/rescue system in an attempt to address the EMSSTAR Study recommendations and the County's strategic plan for its Fire and Rescue system. A project to fund annual purchases of Fire/Rescue capital vehicles is also included.

- Aldie Fire/Rescue Station .....\$ 7.7 million
- Kirkpatrick Farms (West) Fire/Rescue Station .....\$ 9.8 million
- Leesburg South Fire/Rescue Station .....\$ 10.2 million
- Western/Neersville Fire/Rescue Station .....\$ 8.6 million
- Fire Station Renovations.....\$ 23.5 million
- Fire/Rescue Capital Apparatus .....\$ 23.0 million

**Sheriff's Office.** The adopted CIP includes \$3.7 million for Phase II of the Adult Detention Center, which completes the funding for the project in preparation for occupancy in FY 10. The expansion includes approximately 124,000 square feet of additional space and renovates approximately 9,400 square feet of existing space. The facility will accommodate an inmate population of 460 at completion. A Western Loudoun Sheriff's Substation is also planned in the CIP, to replace currently leased space in the Town of Round Hill.

- Adult Detention Center (Phase II only).....\$ 3.7 million
- Western Loudoun Sheriff's Substation.....\$ 7.6 million

**Combined Public Safety Facilities.** The Public Safety Firing range is a partnership between Loudoun County, the Metropolitan Washington Airports Authority and the Northern Virginia Criminal Justice Academy to construct a training facility on the Dulles Airport property. The facility would provide for the firearms training needs of the participating organizations over the next 20 years, and would replace the County's current leased facility, which has limited service capacity and lifecycle use.

- Public Safety Firing Range .....\$ 9.0 million

**Other.** The Public Inebriate Center and the Juvenile Detention Center were included in the Public Safety Master Plan adopted by the Board of Supervisors on November 8, 2006. 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. 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.

- Juvenile Detention Center.....\$ 11.6 million
- Public Inebriate Center .....\$ 1.9 million



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**Health and Welfare.** The Health and Welfare functional area includes twelve projects planned by the Department of Mental Health, Mental Retardation and Substance Abuse Services, and the Department of Family Services. The Office of Capital Construction will manage the development and construction of these projects.

**Department of Mental Health, Mental Retardation and Substance Abuse Services (MH/MR/SAS).** The adopted capital plan includes the purchase or construction of ten residential living facilities during the current planning period to serve MH/MR/SAS clients. MR/MR/SAS has reviewed its service model for residential services, and has incorporated the results of its review into the adopted CIP, which increases vendor-operated facilities and opts for purchases of facilities versus construction.

• Mental Heath Townhouse/Condominiums .....	\$ 850,000
• Mental Health Supported Living Residence .....	\$ 570,000
• Mental Health Townhouses (Dulles South) .....	\$ 1.2 million
• Mental Health/Medically Fragile Supported Living Residence .....	\$ 1.7 million
• Mental Retardation Group Home (Round Hill) .....	\$ 43,000
• Mental Retardation Group Home (South Riding) .....	\$ 595,000
• Mental Retardation Group Home (Stone Ridge) .....	\$ 570,000
• Mental Retardation Townhouse/Condominium (Ashburn) .....	\$ 550,000
• Mental Retardation Townhouse/Condominiums #1 .....	\$ 538,000
• Mental Retardation Townhouse/Condominiums #2 .....	\$ 538,000

**Department of Family Services.** The Emergency Homeless Shelter Expansion replaces the current Woods Road property, which is not available for long-term use due to the loss of access to potable water by FY 10, by adding approximately 9,000 square feet to the existing Transitional Shelter. The Transitional Homeless Shelter provides a long-term (up to two years) 45-bed shelter facility for individuals and families, with staff available to provide supportive services to the residents.

• Transitional Homeless Shelter .....	\$ 2.9 million
• Emergency Homeless Shelter – Expansion .....	\$ 2.3 million

**Parks, Recreation and Culture.** There are three projects in the Parks, Recreation and Culture category, which includes facilities programmed by the Department of Library Services, and the Department of Parks, Recreation and Community Services. The Office of Capital Construction will manage the development and construction of these projects.

**Parks, Recreation and Community Services.** The Community Center Renovations project refurbishes and repairs the Bluemont, Lucketts, Sterling, Lovettsville and Philomont Community Centers, bringing them into compliance with current building and occupancy codes, Federal mandates, maintenance, and programmatic requirements. Phase I of the Dulles Multipurpose Center is 95% complete and is expected to open in June 2008. The funding adopted during the six-year planning period is for Phase II, and expands the facility by approximately 80,000 gross square feet, adding recreation and fitness areas, program facilities and an aquatics center.

• Dulles Multipurpose Center (Phase II only) .....	\$ 29.8 million
• Community Center Renovations .....	\$ 12.5 million

**Libraries.** The Gum Spring Library building space has been proffered. Per the proffer statement, the conveyance of the building space to the County is dependent upon a set number of building permits issued. Until that trigger is satisfied, construction activities are on hold. The space design is 100% complete.

• Gum Spring Library .....	\$ 8.7 million
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**Community Development.** The Community Development functional area encompasses six capital projects at the County landfill on Woods Road. The Office of Solid Waste Management manages this facility, and the Office of Capital Construction provides project and construction management support.

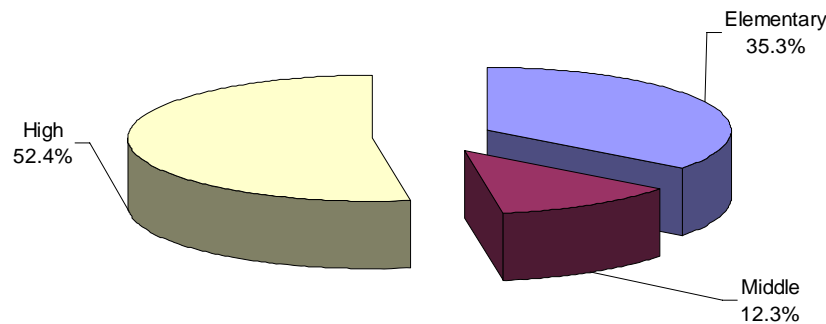
These projects continue the Solid Waste Management Plan scheduled cell development and closure activities at the Woods Road Landfill. Work on the Woods Road side of the landfill began in FY 07 and continues (in this planning period) through the construction of Cell IA. Closure of Sequence III and IV in the current section of the landfill will also be completed during this planning period. The Leachate Transmission Project replaces the current “pump and haul” system for transporting landfill leachate from the Loudoun County Solid Waste Management Facility to the Broad Run discharge manhole on Loudoun Parkway. 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. Adjustments to landfill project budgets adopted in the FY 07-12 CIP due to escalation in construction costs include \$1.8 million for the Site Development project, \$1.2 million for Cell 1A, \$1.5 million for Sequence IV Closure and \$25,000 for the Maintenance Shop.



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• Woods Road Landfill Site Development.....	\$ 1.8 million
• Woods Road Landfill Leachate Transmission.....	\$ 1.2 million
• Woods Road Landfill Cell 1A Construction .....	\$ 7.2 million
• Woods Road Landfill Sequence III Closure .....	\$ 2.3 million
• Woods Road Landfill Sequence IV Closure.....	\$ 5.1 million
• Woods Road Landfill Maintenance Shop .....	\$ 25,000

**Loudoun County Public School Projects.** The adopted FY 09-14 Capital Improvement Program includes 22 capital projects, including eleven new elementary schools, two new middle schools and four new high schools, including the new Advanced Technology Academy. Renovations to the Charles S. Monroe Technology Center and Park View High School are also included, along with land acquisition expense for seven elementary schools, and funding to review the Schools' current prototypical facilities design to identify potential sustainable design elements for incorporation into future Schools building design. Of the total adopted School CIP, 35.2% goes toward construction and renovation of elementary schools, 12.3% for middle schools, and 52.4% for high schools.



**Figure 7 - 6. County Adopted LCPS Capital Improvement Program**

**Elementary School Projects.** The Elementary School functional area includes eleven new school construction projects and a sustainable design review totaling \$298.9 million during the six-year planning period:

• (ES-14) Brambleton Elementary School .....	\$ 28.7 million
• (ES-15) Leesburg Area Elementary School.....	\$ 24.9 million
• (ES-16) Moorefield Station Elementary School.....	\$ 24.9 million
• (ES-20) Ashburn/Dulles Area Elementary School.....	\$ 23.0 million
• (ES-21) Ashburn/Dulles Area Elementary School.....	\$ 24.9 million
• (ES-22) Ashburn/Dulles Area Elementary School.....	\$ 26.9 million
• (ES-23) Ashburn/Dulles Area Elementary School.....	\$ 30.4 million
• (ES-24) Leesburg Area Elementary School.....	\$ 30.4 million
• (ES-25) Western Loudoun Area Elementary School.....	\$ 26.9 million
• (ES-26) Western Loudoun Area Elementary School.....	\$ 32.7 million
• (ES-27) Ashburn/Dulles Area Elementary School.....	\$ 24.9 million
• Sustainable Design – Elementary School Facility .....	\$ 200,000

**Middle School Projects.** The Middle School functional area includes two new school construction projects and a sustainable design review totaling \$104.5 million during the six-year planning period:

• (MS-6) Ashburn/Dulles Area Middle School.....	\$ 51.1 million
• (MS-7) Ashburn/Dulles Area Middle School.....	\$ 53.1 million
• Sustainable Design – Middle School Facility .....	\$ 400,000

**High School Projects.** The High School functional area includes four new school construction projects, including the Advanced Technology Academy which will replace the Charles S. Monroe Technology Center, and the renovation of the Charles S. Monroe Technology Center and Park View High School and a sustainable design review, totaling \$444.0 million during the six-year planning period:

• (HS-6) Dulles Area High School I .....	\$ 106.8 million
• (HS-7) Dulles Area High School II .....	\$ 83.3 million
• (HS-8) Ashburn/Dulles Area High School .....	\$ 119.5 million
• Advanced Technology Academy .....	\$ 95.7 million
• Park View High School Science Lab/Art Studio Renovations .....	\$ 2.9 million



## Loudoun County Government FY 2009 Adopted Fiscal Plan

- Charles S. Monroe Technology Center Conversion.....\$ 35.4 million
- Sustainable Design – High School Facility.....\$ 400,000

**New School Openings.** Loudoun County Public Schools (LCPS) estimates 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 09-14 CIP, an estimated 19 schools will open during the six-year planning period; this includes schools funded in prior Adopted Capital Improvement Programs. This aggressive construction schedule is in response to the County's ever-increasing student population; LCPS estimates that the student population will reach 76,794 by the FY 2013-14 school year, an additional 22,747 students during the six-year planning period.

### Funding the CIP

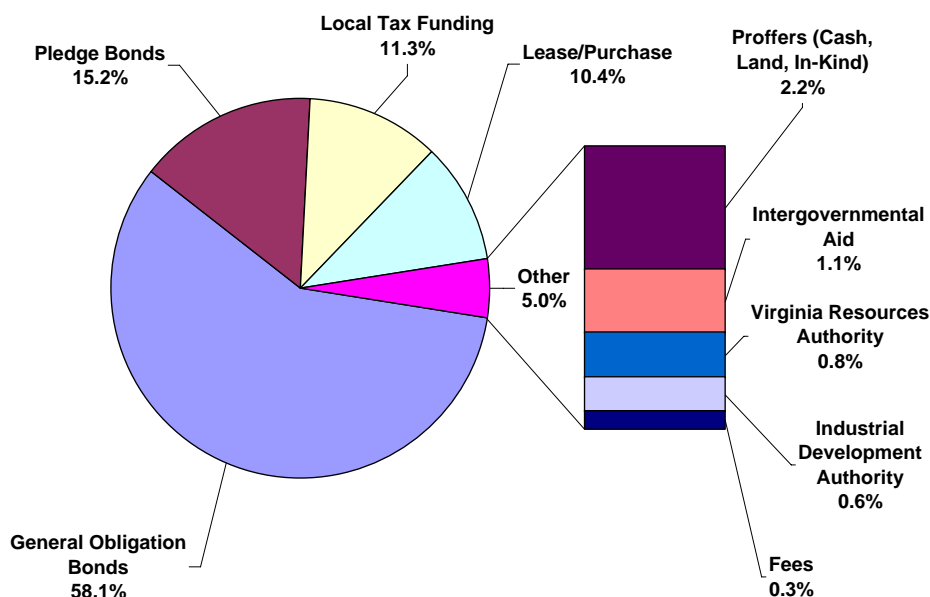


Figure 7 – 6. Adopted FY 09-14 CIP Funding Sources

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, Industrial Development Authority bond financing, pledge bonds, intergovernmental aid (e.g., State contributions for school construction), 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 guideline of 10% “pay-as-you-go” funding as a goal 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 adopted FY 09-14 CIP includes \$178.5 million in local tax funding (including fund balance) to offset the cost of both General Government and School capital projects. In the six-year plan, over 50% of the capital projects will include some local funds and 11.3% percent of total CIP expenditures will be 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 adopted FY 09-14 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.

**Intergovernmental Aid.** The adopted FY 09-14 CIP includes \$16.5 million in intergovernmental funds from the Commonwealth of Virginia. Of this \$16.5 million, \$4.6 million are lottery proceeds transferred to localities for School construction, with the remaining funds from State transportation and transit assistance programs, including pass-through funds from the Federal Congestion Management Air Quality program.



**Loudoun County Government  
FY 2009 Adopted Fiscal Plan**

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**Developer Contributions (Proffers).** Developer contributions, also known as proffers, offset 2.2% 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 rezoning (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.



**Loudoun County Government  
FY 2009 Adopted Fiscal Plan**

**Capital Improvement Program Summary**

**Schedule of Appropriations (in \$1000s)  
Adopted FY 09-14 Capital Improvement Program**

Functional Area	# of Projects in FY 09-14	Prior FY	FY 08	FY 09	FY 10	FY 11	FY 12	FY 13	FY 14	CIP Total	Future FY	Project Total
Land Acquisition	-	\$ 147,175	\$ 47,415	\$ 15,620	\$ 36,500	\$ 14,379	\$ 12,884	\$ 12,064	\$ 17,500	\$ 108,947	\$ 84,885	\$ 388,422
General Government	8	8,295	6,400	7,736	13,717	53,570	24,771	8,473	13,848	122,115	154,768	291,578
Transportation	9	17,665	1,445	43,780	48,758	43,100	41,200	41,200	48,354	266,392	0	285,502
Public Safety	14	41,635	50,170	35,268	36,852	12,645	19,336	36,553	8,346	149,000	264,567	505,372
Health & Welfare	12	185	0	4,279	770	3,530	3,160	595	0	12,334	12,055	24,574
Parks, Recreation & Culture	3	9,335	2,820	7,145	6,915	7,130	0	29,767	0	50,957	78,273	141,385
Community Development	6	5,355	5,625	12,182	300	0	5,130	0	0	17,612	0	28,592
<b>COUNTY SUBTOTAL</b>	<b>52</b>	<b>\$ 229,645</b>	<b>\$ 113,875</b>	<b>\$ 126,010</b>	<b>\$ 143,812</b>	<b>\$ 134,354</b>	<b>\$ 106,481</b>	<b>\$ 128,652</b>	<b>\$ 88,048</b>	<b>\$ 727,357</b>	<b>\$ 594,548</b>	<b>\$ 1,665,425</b>

Functional Area	# of Projects in FY 09-14	Prior FY	FY 08	FY 09	FY 10	FY 11	FY 12	FY 13	FY 14	CIP Total	Future FY	Project Total
Elementary Schools	12	\$ 0	\$ 960	\$ 22,960	\$ 99,680	\$ 53,858	\$ 28,740	\$ 60,888	\$ 32,727	\$ 298,853	\$ 46,887	\$ 346,700
Middle Schools	3	0	0	0	400	51,073	53,062	0	0	104,535	65,919	170,454
High Schools	6	0	0	83,254	3,260	95,675	106,838	35,444	119,521	443,992	3,325	447,317
<b>SCHOOLS SUBTOTAL</b>	<b>21</b>	<b>\$ 0</b>	<b>\$ 960</b>	<b>\$ 106,214</b>	<b>\$ 103,340</b>	<b>\$ 200,606</b>	<b>\$ 188,640</b>	<b>\$ 96,332</b>	<b>\$ 152,248</b>	<b>\$ 847,380</b>	<b>\$ 116,131</b>	<b>\$ 964,471</b>

<b>CIP GRAND TOTAL</b>	<b>73</b>	<b>\$ 229,645</b>	<b>\$ 114,835</b>	<b>\$ 232,224</b>	<b>\$ 247,152</b>	<b>\$ 334,960</b>	<b>\$ 295,121</b>	<b>\$ 224,984</b>	<b>\$ 240,296</b>	<b>\$ 1,574,737</b>	<b>\$ 710,679</b>	<b>\$ 2,629,896</b>
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Fund Codes	Revenue Source		Prior FY	FY 08	FY 09	FY 10	FY 11	FY 12	FY 13	FY 14	CIP Total	Future FY	Project Total
\$ - Local Tax Funding	Local Tax Funding	\$	\$ 55,710	\$ 19,985	\$ 15,826	\$ 34,072	\$ 33,158	\$ 33,180	\$ 26,478	\$ 33,472	\$ 176,186	\$ 105,976	\$ 357,857
GO - General Obligation Bonds	General Obligation Bonds	GO	59,425	31,510	129,305	124,565	200,353	189,255	126,345	144,635	914,458	250,823	1,256,216
FB - Fund Balance	Fund Balance	FB	0	0	2,308	0	0	0	0	0	2,308	0	2,308
F - Fees	Fees	F	5,355	5,625	2,725	300	0	1,500	0	0	4,525	0	15,505
P - Proffers (Cash, Land, In-Kind)	Proffers (Cash, Land, In-Kind)	P	54,165	12,275	614	20,695	6,855	0	3,808	2,500	34,472	80	100,992
S - State	State	S	9,666	20	4,894	213	380	0	0	716	6,203	0	15,889
GT/TF - Gas Tax/Transportation Fund	Gas Tax/Transportation Fund	GT/TF	5,838	225	1,534	852	1,520	0	0	6,438	10,344	0	16,407
L/P - Lease/Purchase	Lease/Purchase	L/P	38,056	44,235	16,561	26,455	52,694	27,556	28,353	12,535	164,154	353,800	600,245
PB - Pledge Bonds	Pledge Bonds	PB	0	0	40,000	40,000	40,000	40,000	40,000	40,000	240,000	0	240,000
IDA - Industrial Development Authority	Industrial Development Authority	IDA	0	0	9,000	0	0	0	0	0	9,000	0	9,000
VPSPA - Virginia Public Schools Authority	Virginia Public Schools Authority	VPSPA	1,430	960	0	0	0	0	0	0	0	0	2,390
VRA - Virginia Resources Authority	Virginia Resources Authority	VRA	0	0	9,457	0	0	3,630	0	0	13,087	0	13,087
<b>Grand Total</b>			<b>\$ 229,645</b>	<b>\$ 114,835</b>	<b>\$ 232,224</b>	<b>\$ 247,152</b>	<b>\$ 334,960</b>	<b>\$ 295,121</b>	<b>\$ 224,984</b>	<b>\$ 240,296</b>	<b>\$ 1,574,737</b>	<b>\$ 710,679</b>	<b>\$ 2,629,896</b>



**Loudoun County Government  
FY 2009 Adopted Fiscal Plan**

**County Capital Projects Summary**

**Schedule of Appropriations (in \$1000s)  
Adopted FY 09-14 Capital Improvement Program**

Functional Area	# of Projects in FY 09-14	Prior FY	FY 08	FY 09	FY 10	FY 11	FY 12	FY 13	FY 14	CIP Total	Future FY	Project Total
Land Acquisition	-	\$ 147,175	\$ 47,415	\$ 15,620	\$ 36,500	\$ 14,379	\$ 12,884	\$ 12,064	\$ 17,500	\$ 108,947	\$ 84,885	\$ 388,422
General Government	8	8,295	6,400	7,736	13,717	53,570	24,771	8,473	13,848	122,115	154,768	291,578
Transportation	9	17,665	1,445	43,780	48,758	43,100	41,200	41,200	48,354	266,392	0	285,502
Public Safety	14	41,635	50,170	35,268	36,852	12,645	19,336	36,553	8,346	149,000	264,567	505,372
Health & Welfare	12	185	0	4,279	770	3,530	3,160	595	0	12,334	12,055	24,574
Parks, Recreation & Culture	3	9,335	2,820	7,145	6,915	7,130	0	29,767	0	50,957	78,273	141,385
Community Development	6	5,355	5,625	12,182	300	0	5,130	0	0	17,612	0	28,592
<b>COUNTY TOTAL</b>	<b>52</b>	<b>\$ 229,645</b>	<b>\$ 113,875</b>	<b>\$ 126,010</b>	<b>\$ 143,812</b>	<b>\$ 134,354</b>	<b>\$ 106,481</b>	<b>\$ 128,652</b>	<b>\$ 88,048</b>	<b>\$ 727,357</b>	<b>\$ 594,548</b>	<b>\$ 1,665,425</b>

Fund Codes	Revenue Source		Prior FY	FY 08	FY 09	FY 10	FY 11	FY 12	FY 13	FY 14	CIP Total	Future FY	Project Total
\$ - Local Tax Funding	Local Tax Funding	\$	\$ 55,710	\$ 19,985	\$ 13,657	\$ 26,992	\$ 23,635	\$ 23,995	\$ 21,132	\$ 25,859	\$ 135,270	\$ 100,335	\$ 311,300
GO - General Obligation Bonds	General Obligation Bonds	GO	59,425	31,510	25,260	28,305	9,270	9,800	35,359	0	107,994	140,333	339,262
FB - Fund Balance	Fund Balance	FB	0	0	2,308	0	0	0	0	0	2,308	0	2,308
F - Fees	Fees	F	5,355	5,625	2,725	300	0	1,500	0	0	4,525	0	15,505
P - Proffers (Cash, Land, In-Kind)	Proffers (Cash, Land, In-Kind)	P	54,165	12,275	614	20,695	6,855	0	3,808	2,500	34,472	80	100,992
S - State	State	S	9,666	20	4,894	213	380	0	0	716	6,203	0	15,889
GT/TF - Gas Tax/Transportation Fund	Gas Tax/Transportation Fund	GT/TF	5,838	225	1,534	852	1,520	0	0	6,438	10,344	0	16,407
L/P - Lease/Purchase	Lease/Purchase	L/P	38,056	44,235	16,561	26,455	52,694	27,556	28,353	12,535	164,154	353,800	600,245
PB - Pledge Bonds	Pledge Bonds	PB	0	0	40,000	40,000	40,000	40,000	40,000	40,000	240,000	0	240,000
IDA - Industrial Development Authority	Industrial Development Authority	IDA	0	0	9,000	0	0	0	0	0	9,000	0	9,000
VPsA - Virginia Public Schools Authority	Virginia Public Schools Authority	VPsA	1,430	0	0	0	0	0	0	0	0	0	1,430
VRA - Virginia Resources Authority	Virginia Resources Authority	VRA	0	0	9,457	0	0	3,630	0	0	13,087	0	13,087
<b>Grand Total</b>			<b>\$ 229,645</b>	<b>\$ 113,875</b>	<b>\$ 126,010</b>	<b>\$ 143,812</b>	<b>\$ 134,354</b>	<b>\$ 106,481</b>	<b>\$ 128,652</b>	<b>\$ 88,048</b>	<b>\$ 727,357</b>	<b>\$ 594,548</b>	<b>\$ 1,665,425</b>



**Loudoun County Government  
FY 2009 Adopted Fiscal Plan**

**Schools Capital Projects Summary**

**Schedule of Appropriations (in \$1000s)  
Adopted FY 09-14 Capital Improvement Program**

Functional Area	# of Projects in FY 09-14	Prior FY	FY 08	FY 09	FY 10	FY 11	FY 12	FY 13	FY 14	CIP Total	Future FY	Project Total
Elementary Schools	12	\$ 0	\$ 960	\$ 22,960	\$ 99,680	\$ 53,858	\$ 28,740	\$ 60,888	\$ 32,727	\$ 298,853	\$ 46,887	\$ 346,700
Middle Schools	3	0	0	0	400	51,073	53,062	0	0	104,535	65,919	170,454
High Schools	6	0	0	83,254	3,260	95,675	106,838	35,444	119,521	443,992	3,325	447,317
<b>SCHOOLS TOTAL</b>	<b>21</b>	<b>\$ 0</b>	<b>\$ 960</b>	<b>\$ 106,214</b>	<b>\$ 103,340</b>	<b>\$ 200,606</b>	<b>\$ 188,640</b>	<b>\$ 96,332</b>	<b>\$ 152,248</b>	<b>\$ 847,380</b>	<b>\$ 116,131</b>	<b>\$ 964,471</b>

Fund Codes	Revenue Source		Prior FY	FY 08	FY 09	FY 10	FY 11	FY 12	FY 13	FY 14	CIP Total	Future FY	Project Total
\$ - Local Tax Funding	Local Tax Funding	\$	\$ 0	\$ 0	\$ 2,169	\$ 7,080	\$ 9,523	\$ 9,185	\$ 5,346	\$ 7,613	\$ 40,916	\$ 5,641	\$ 46,557
GO - General Obligation Bonds	General Obligation Bonds	GO	0	0	104,045	96,260	191,083	179,455	90,986	144,635	806,464	110,490	916,954
FB - Fund Balance	Fund Balance	FB	0	0	0	0	0	0	0	0	0	0	0
F - Fees	Fees	F	0	0	0	0	0	0	0	0	0	0	0
P - Proffers (Cash, Land, In-Kind)	Proffers (Cash, Land, In-Kind)	P	0	0	0	0	0	0	0	0	0	0	0
S - State	State	S	0	0	0	0	0	0	0	0	0	0	0
GT/TF - Gas Tax/Transportation Fund	Gas Tax/Transportation Fund	GT/TF	0	0	0	0	0	0	0	0	0	0	0
L/P - Lease/Purchase	Lease/Purchase	L/P	0	0	0	0	0	0	0	0	0	0	0
PB - Pledge Bonds	Pledge Bonds	PB	0	0	0	0	0	0	0	0	0	0	0
IDA - Industrial Development Authority	Industrial Development Authority	IDA	0	0	0	0	0	0	0	0	0	0	0
VPSA - Virginia Public Schools Authority	Virginia Public Schools Authority	VPSA	0	960	0	0	0	0	0	0	0	0	960
VRA - Virginia Resources Authority	Virginia Resources Authority	VRA	0	0	0	0	0	0	0	0	0	0	0
<b>Grand Total</b>			<b>\$ 0</b>	<b>\$ 960</b>	<b>\$ 106,214</b>	<b>\$ 103,340</b>	<b>\$ 200,606</b>	<b>\$ 188,640</b>	<b>\$ 96,332</b>	<b>\$ 152,248</b>	<b>\$ 847,380</b>	<b>\$ 116,131</b>	<b>\$ 964,471</b>



**Loudoun County Government  
FY 2009 Adopted Fiscal Plan**

**Schedule of Financing and Referenda**

The following projects are adopted for general obligation bond financing requiring referendum. The FY 08 adopted referendum is as follows:

<b><u>Referendum Date</u></b>	<b><u>Project</u></b>	<b><u>Amount</u></b>
<b>November 2008</b>	<b><u>General Government</u></b>	
	Western/Neersville Fire & Rescue	\$ 8,585,000
	<i>Subtotal, General Government</i>	\$ 8,585,000
	<b><u>Schools</u></b>	
	Ashburn/Dulles Area Elementary School (ES-20)	\$ 21,810,000
	Dulles Area High School II (HS-7)	82,235,000
	<i>Subtotal, Schools</i>	\$ 104,045,000
	<b>Total November 2008 Referendum</b>	<b>\$ 112,630,000</b>

The following projects are adopted for general obligation bond financing requiring referendum. The FY 09 adopted referendum is as follows:

<b><u>Referendum Date</u></b>	<b><u>Project</u></b>	<b><u>Amount</u></b>
<b>November 2009</b>	<b><u>General Government</u></b>	
	Fire Station Renovations – II	\$ 14,780,000
	<i>Subtotal, General Government</i>	\$ 14,780,000
	<b><u>Schools</u></b>	
	Ashburn/Dulles Area Elementary School (ES-21)	\$ 23,625,000
	Ashburn/Dulles Area Elementary School (ES-27)	23,625,000
	Leesburg Area Elementary School (ES-15)	23,625,000
	Moorefield Station Elementary School (ES-16)	22,665,000
	Park View High School Science Lab Renovation	2,720,000
	<i>Subtotal, Schools</i>	\$ 96,260,000
	<b>Total November 2009 Referendum</b>	<b>\$ 111,040,000</b>

The following projects are planned for future general obligation bond financing requiring referenda and are as follows:

<b><u>Referendum Date</u></b>	<b><u>Project</u></b>	<b><u>Amount</u></b>
<b>November 2010</b>	<b><u>General Government</u></b>	
	Kirkpatrick Farms Fire & Rescue Station	\$ 9,800,000
	<i>Subtotal, General Government</i>	\$ 9,800,000
	<b><u>Schools</u></b>	
	Advanced Technology Academy	\$ 91,335,000
	Ashburn/Dulles Area Middle School (MS-6)	48,520,000
	Brambleton Elementary School (ES-22)	25,615,000
	Western Loudoun Area Elementary School (ES-25)	25,615,000
	<i>Subtotal, Schools</i>	\$ 191,085,000
	<b>Total November 2010 Referendum</b>	<b>\$ 200,885,000</b>
<b>November 2011</b>	<b><u>General Government</u></b>	
	Leesburg South Fire & Rescue Station	\$ 10,200,000
	<i>Subtotal, General Government</i>	\$ 10,200,000
	<b><u>Schools</u></b>	
	Ashburn/Dulles Area Middle School (MS-7)	\$ 50,655,000
	Brambleton Elementary School (ES-14)	27,305,000
	Dulles Area High School I (HS-6)	101,495,000
	<i>Subtotal, Schools</i>	\$ 179,455,000
	<b>Total November 2011 Referendum</b>	<b>\$ 189,655,000</b>
	<b><u>General Government</u></b>	
	Dulles Multi-Purpose Center - Phase II	\$ 25,960,000
	<i>Subtotal, General Government</i>	\$ 25,960,000



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<b><u>Referendum Date</u></b>	<b><u>Project</u></b>	<b><u>Amount</u></b>
<b>November 2012</b>	<b><u>Schools</u></b>	
	Ashburn/Dulles Area Elementary School (ES-23)	\$ 28,655,000
	Charles S. Monroe Tech Center Conversion	33,670,000
	Leesburg Area Elementary School (ES-24)	<u>28,655,000</u>
	<i>Subtotal, Schools</i>	<i>\$ 90,980,000</i>
	<b>Total November 2012 Referendum</b>	<b>\$ 116,940,000</b>
<b>November 2013</b>	<b><u>Schools</u></b>	
	Dulles Area High School (HS-8)	\$ 113,545,000
	Western Loudoun Area Elementary School (ES-26)	<u>31,090,000</u>
	<i>Subtotal, Schools</i>	<i>\$ 144,635,000</i>
	<b>Total November 2013 Referendum</b>	<b>\$ 144,635,000</b>
<b>FY 2009-2014 Six-Year Planning Period</b>		
	<b>Total Bond Referenda</b>	<b>\$ 1,180,825,000</b>

The following bond referenda were previously approved by Loudoun County voters for General Obligation Bond financing.

<b><u>Referendum Date</u></b>	<b><u>Project</u></b>	<b><u>Amount</u></b>
<b>November 2007</b>	<b><u>General Government</u></b>	
	Aldie Fire/Rescue Station	\$ 8,300,000
	Fire Station Renovations	10,000,000
	Eastern Loudoun Sheriff's Substation	5,360,000
	Western Loudoun Sheriff Substation	8,330,000
	Community Center Renovations	13,510,000
	Gum Spring Library	<u>7,130,000</u>
	<i>Subtotal, General Government</i>	<i>\$ 52,630,000</i>
	<b><u>Schools</u></b>	
	Land Acquisition: 2 Elementary Schools, 1 High School	<u>\$ 15,475,000</u>
	<i>Subtotal, Schools</i>	<i>\$ 15,475,000</i>
	<b>Total November 2007 Referendum</b>	<b>\$ 68,105,000</b>
<b>November 2006</b>	<b><u>General Government</u></b>	
	North Street Building Renovation	\$ 9,330,000
	Land Acquisition: 3 Public Safety Facilities	<u>3,450,000</u>
	<i>Subtotal, General Government</i>	<i>\$ 12,780,000</i>
	<b><u>Transportation Projects</u></b>	
	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	<u>500,000</u>
	<i>Subtotal, Transportation Projects</i>	<i>\$ 51,300,000</i>
	<b><u>Schools</u></b>	
	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	<u>43,285,000</u>
	<i>Subtotal, Schools</i>	<i>\$ 169,995,000</i>
	<b>Total November 2006 Referendum</b>	<b>\$ 234,075,000</b>



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<b><u>Referendum Date</u></b>	<b><u>Project</u></b>	<b><u>Amount</u></b>
<b>November 2005</b>	<b><u>General Government</u></b>	
	Purcellville Fire & Rescue Station	\$ 8,030,000
	<i>Subtotal, General Government</i>	\$ 8,030,000
	<b><u>Schools</u></b>	
	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>	\$ 180,440,000
	<b>Total November 2005 Referendum</b>	<b>\$ 188,470,000</b>
<b>November 2004</b>	<b><u>General Government</u></b>	
	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	1,400,000
	<i>Subtotal, General Government</i>	\$ 15,430,000
	<b><u>Schools</u></b>	
	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
	School Land Sites (2 elementary, 2 middle)	12,545,000
	<i>Subtotal, Schools</i>	\$ 92,605,000
	<b>Total November 2004 Referendum</b>	<b>\$ 108,035,000</b>
<b>November 2003</b>	<b><u>General Government</u></b>	
	Brambleton Fire/Rescue/Sheriff Station	\$ 8,630,000
	Lansdowne Fire/Rescue/Sheriff Station	5,895,000
	<i>Subtotal, General Government</i>	\$ 14,525,000
	<b><u>Schools</u></b>	
	Belmont Area Elementary School (ES-6)	\$ 13,325,000
	Leesburg Area Elementary School (ES-13)	14,065,000
	<i>Subtotal, Schools</i>	\$ 27,390,000
	<b>Total November 2003 Referendum</b>	<b>\$ 41,915,000</b>
<b>November 2002</b>	<b><u>General Government</u></b>	
	Dulles/Route 28 Fire/Sheriff Station	\$ 8,805,000
	<i>Subtotal, General Government</i>	\$ 8,805,000
	<b><u>Schools</u></b>	
	South Riding Area High School (HS-2)	\$ 52,050,000
	Brambleton Area High School (HS-4)	52,930,000
	Broad Run High School Renovation/Addition	13,875,000
	<i>Subtotal, Schools</i>	\$ 118,855,000
	<b>Total November 2002 Referendum</b>	<b>\$ 127,660,000</b>
<b>November 2001</b>	<b><u>General Government</u></b>	
	Rust Library Addition/Renovation	\$ 7,885,000
	Eastern Loudoun Recreation Center	17,000,000
	Carver School Rehabilitation	5,350,000
	Central Loudoun Regional Park (Philip A. Bolen)	16,260,000
	<i>Subtotal, General Government</i>	\$ 46,495,000



**Loudoun County Government  
FY 2009 Adopted Fiscal Plan**

<b><u>Referendum Date</u></b>	<b><u>Project</u></b>	<b><u>Amount</u></b>
<b>November 2001</b>	<b><u>Schools</u></b>	
	Countryside Elementary School (ES-5)	\$ 12,560,000
	Ashburn Area Elementary School (ES-10)	12,560,000
	Leesburg Area Elementary School (ES-11)	12,560,000
	Mountain View Elementary School (ES-12)	14,060,000
	Mercer Middle School (MS-3)	12,120,000
	Round Hill Elementary Addition	855,000
	Lovettsville Elementary Addition	7,265,000
	Park View High School Renovations	10,690,000
	Portable Classrooms	470,000
	<i>Subtotal, Schools</i>	<u>\$ 83,140,000</u>
	<b>Total November 2001 Referendum</b>	<b>\$ 129,635,000</b>
<b>November 2000</b>	<b><u>General Government</u></b>	
	Public Safety Center – Broadlands	\$ 3,005,000
	<i>Subtotal, General Government</i>	<u>\$ 3,005,000</u>
	<b><u>Schools</u></b>	
	South Riding Elementary School (ES-2)	\$ 11,665,000
	Forest Ridge Elementary School (ES-3)	11,050,000
	Lansdowne Middle School (MS-1)	24,645,000
	Leesburg Area Middle School (MS-2)	25,145,000
	Seneca Ridge High School (HS-1)	41,710,000
	Middle School Parking Lots	400,000
	Middle School Improvement	5,250,000
	<i>Subtotal, Schools</i>	<u>\$ 119,865,000</u>
	<b>Total November 2000 Referendum</b>	<b>\$ 122,870,000</b>

The following projects are planned to be financed through Virginia Resources Authority bonds during the six-year planning period and do not require a referendum.

<b><u>Planned</u></b>	<b><u>Project</u></b>	<b><u>Amount</u></b>
<b>FY 2009</b>	<b><u>General Government</u></b>	
	Landfill Sequence III Closure	1,950,000
	Landfill Woods Road Cell 1A Construction	5,715,000
	Landfill Woods Road Site Development	1,790,000
	<i>Subtotal, General Government</i>	<u>\$ 9,455,000</u>
	<b>Total 2009 Virginia Resources Authority Financing</b>	<b>\$ 9,455,000</b>
<b>FY 2012</b>	<b><u>General Government</u></b>	
	Landfill Sequence IV Closure	\$ 3,630,000
	<i>Subtotal, General Government</i>	<u>\$ 3,630,000</u>
	<b>Total 2012 Virginia Resources Authority Financing</b>	<b>\$ 3,630,000</b>

The following project is planned to be financed through Virginia Public School Authority bonds during the six-year planning period and do not require a referendum.

<b><u>Planned</u></b>	<b><u>Project</u></b>	<b><u>Amount</u></b>
<b>FY 2009</b>	<b><u>Schools</u></b>	
	Western Loudoun (HS-3)	\$ 1,200,000
	<i>Subtotal, Schools</i>	<u>\$ 1,200,000</u>
	<b>Total 2009 Virginia Public School Authority Financing</b>	<b>\$ 1,200,000</b>



**Loudoun County Government  
FY 2009 Adopted Fiscal Plan**

The following projects were approved in previous years for Virginia Public School Authority bonds and did not require a referendum.

<b><u>Prior Year</u></b>	<b><u>Project</u></b>	<b><u>Amount</u></b>
<b>FY 2008</b>	<b><u>Schools</u></b>	
	Moorefield Station Elementary School (ES-16)	\$ 960,000
	<i>Subtotal, Schools</i>	\$ 960,000
	<b>Total 2008 Virginia Public School Authority Financing</b>	<b>\$ 960,000</b>
<b>FY 2007</b>	<b><u>Schools</u></b>	
	Western Loudoun (HS-3)	\$ 1,200,000
	<i>Subtotal, Schools</i>	\$ 1,200,000
	<b>Total 2007 Virginia Public School Authority Financing</b>	<b>\$ 1,200,000</b>
<b>FY 2005</b>	<b><u>Schools</u></b>	
	Hamilton Elementary School Renovation	\$ 3,280,000
	Middle School Renovations	5,300,000
	Loudoun County High School Renovations	7,195,000
	<i>Subtotal, Schools</i>	\$ 15,775,000
	<b>Total 2005 Virginia Public School Authority Financing</b>	<b>\$ 15,775,000</b>
<b>FY 2004</b>	<b><u>Schools</u></b>	
	Brambleton Area Elementary School (ES-7)	\$ 15,126,000
	Kirkpatrick Farms Elementary School (ES-8)	15,565,000
	<i>Subtotal, Schools</i>	\$ 30,691,000
	<b>Total 2004 Virginia Public School Authority Financing</b>	<b>\$ 30,691,000</b>
<b>FY 2002</b>	<b><u>Schools</u></b>	
	School Administration Building	\$ 26,095,000
	Mercer Middle School (MS-3)	15,000,000
	<i>Subtotal, Schools</i>	\$ 41,095,000
	<b>Total 2002 Virginia Public School Authority Financing</b>	<b>\$ 41,095,000</b>
<b>FY 2000</b>	<b><u>Schools</u></b>	
	John W. Tolbert, Jr. Elementary School (ES-1)	\$ 12,060,000
	<i>Subtotal, Schools</i>	\$ 12,060,000
	<b>Total 2000 Virginia Public School Authority Financing</b>	<b>\$ 12,060,000</b>

The following projects are planned to be financed through capital or lease financing during the six-year planning period and do not require a referendum.

<b><u>Planned</u></b>	<b><u>Project</u></b>	<b><u>Amount</u></b>
<b>FY 2009-14</b>	<b><u>General Government</u></b>	
	Adult Detention Center Expansion	\$ 36,350,000
	Computer System Replacement Fund	53,500,000
	Courts Center Expansion - Phase 3	28,500,000
	Courts Complex-Harrison Bldg Renovation	4,000,000
	Fire & Rescue Vehicles	22,975,000
	Government Administrative Center – Phase I	71,000,000
	Government Administrative Center – Phase II	5,000,000
	Juvenile Detention Center Expansion	11,600,000
	Land Acquisition	10,380,000
	Transit Buses	7,200,000
	<i>Subtotal, General Government</i>	\$ 250,505,000
	<b><u>Schools</u></b>	
	School Vehicle Lease	\$ 51,000,000
	<i>Subtotal, Schools</i>	\$ 51,000,000
	<b>Total FY 2009-14 Lease/Purchase Financing</b>	<b>\$ 301,505,000</b>



**Loudoun County Government  
FY 2009 Adopted Fiscal Plan**

The following projects were approved in previous years for lease/purchase financing and did not require a referendum.

<b><u>Prior Year</u></b>	<b><u>Project</u></b>	<b><u>Amount</u></b>
<b>FY 2006</b>	<b><u>General Government</u></b>	
	Commuter Transit Buses	\$ 1,500,000
	Fire & Rescue Capital Vehicles	<u>2,165,000</u>
	<i>Subtotal, General Government</i>	<i>\$ 3,665,000</i>
	<b>Total 2006 Lease/Purchase Financing</b>	<b>\$ 3,665,000</b>
<b>FY 2005</b>	<b><u>General Government</u></b>	
	Commuter Transit Buses	\$ 335,000
	<i>Subtotal, General Government</i>	<i>\$ 335,000</i>
	<b>Total 2005 Lease/Purchase Financing</b>	<b>\$ 335,000</b>
<b>FY 2004</b>	<b><u>General Government</u></b>	
	Commuter Transit Buses	\$ 3,726,000
	<i>Subtotal, General Government</i>	<i>\$ 3,726,000</i>
	<b>Total 2004 Lease/Purchase Financing</b>	<b>\$ 3,726,000</b>
<b>FY 2003</b>	<b><u>General Government</u></b>	
	Adult Detention Center	\$ 22,680,000
	Public Safety Administration Building	<u>12,310,000</u>
	<i>Subtotal, General Government</i>	<i>\$ 34,990,000</i>
	<b>Total 2003 Lease/Purchase Financing</b>	<b>\$ 34,990,000</b>

The following projects are planned to be financed through Industrial Development Authority bonds during the six-year planning period and do not require a referendum.

<b><u>Planned</u></b>	<b><u>Project</u></b>	<b><u>Amount</u></b>
<b>FY 2009-2014</b>	<b><u>General Government</u></b>	
	Public Safety Firing Range	\$ 9,000,000
	<i>Subtotal, General Government</i>	<i>\$ 9,000,000</i>
	<b>Total FY 2009-14 Industrial Development Authority Financing</b>	<b>\$ 9,000,000</b>

The following projects are planned to be financed through pledge bonds during the six-year planning period and do not require a referendum.

<b><u>Planned</u></b>	<b><u>Project</u></b>	<b><u>Amount</u></b>
<b>FY 2009-2014</b>	<b><u>General Government</u></b>	
	Dulles Corridor Rapid Transit	\$ 240,000,000
	<i>Subtotal, General Government</i>	<i>\$ 240,000,000</i>
	<b>Total FY 2009-14 Pledge Bond Financing</b>	<b>\$ 240,000,000</b>



**Loudoun County Government  
FY 2009 Adopted Fiscal Plan**

<b>Impact on Future Debt Ratios (1)</b> <b>Adopted FY 09-14 Capital Improvement Program</b>						
	<b>FY 09</b>	<b>FY 10</b>	<b>FY 11</b>	<b>FY 12</b>	<b>FY 13</b>	<b>FY 14</b>
Beginning Net Tax Supported Debt	\$ 1,173,395,455	\$ 1,314,897,706	\$ 1,422,347,752	\$ 1,528,323,183	\$ 1,633,638,778	\$ 1,733,595,001
New Debt Issued	246,925,000	216,345,000	226,410,000	235,290,000	238,310,000	237,420,000
Retired Debt (Old)	(105,422,749)	(93,524,954)	(88,824,569)	(83,059,405)	(76,268,777)	(71,715,000)
Retired Debt (New)	-	(15,370,000)	(31,610,000)	(46,915,000)	(62,085,000)	(77,460,000)
Ending Net Tax Supported Debt	\$ 1,314,897,706	\$ 1,422,347,752	\$ 1,528,323,183	\$ 1,633,638,778	\$ 1,733,595,001	\$ 1,821,840,001
Population	285,674	291,734	298,326	305,560	313,356	321,470
Public School Enrollment	57,317	60,873	64,573	68,442	72,560	76,794
Estimated Property Value (in Millions)	\$ 63,464	\$ 65,414	\$ 68,213	\$ 71,095	\$ 74,536	\$ 78,092
Per Capita Income	\$47,086	\$49,213	\$51,280	\$53,434	\$55,678	\$58,017
Expenditures (in Thousands)	\$ 1,632,000	\$ 1,932,000	\$ 1,973,000	\$ 2,137,000	\$ 2,245,000	\$ 2,480,000
Debt Service	\$ 161,003,468	\$ 174,099,945	\$ 191,060,774	\$ 205,807,186	\$ 219,256,875	\$ 235,722,019
<b>Ratios:</b>						
Debt to Estimated Property Value (3.0%)	2.07%	2.17%	2.24%	2.30%	2.33%	2.33%
Debt to Per Capita Income (8.0%)	9.78%	9.91%	9.99%	10.01%	9.94%	9.77%
Debt Service to Expenditures (10.0%)	9.87%	9.01%	9.68%	9.63%	9.77%	9.50%
( Numbers in parentheses represent Fiscal Policy target ratios. )						
<b>Debt Issuance Limit:</b>						
Debt Issuance Permitted	\$ 200,000,000	\$ 200,000,000	\$ 200,000,000	\$ 200,000,000	\$ 200,000,000	\$ 200,000,000
Projected Outstanding Debt	\$ 197,470,000	\$ 176,345,000	\$ 186,410,000	\$ 191,660,000	\$ 198,310,000	\$ 197,420,000
<b>Affordability Index: (2)</b>						
Outstanding Debt Permitted	\$ 1,352,696,206	\$ 1,405,830,015	\$ 1,471,615,129	\$ 1,541,153,942	\$ 1,620,898,679	\$ 1,704,558,531
Projected Outstanding Debt	\$ 1,314,897,706	\$ 1,422,347,752	\$ 1,528,323,183	\$ 1,633,638,778	\$ 1,733,595,001	\$ 1,821,840,001
<b>Overlapping Debt: (3)</b>						
Overlapping Debt Permitted	\$ 634,640,000	\$ 654,140,000	\$ 682,130,000	\$ 710,950,000	\$ 745,360,000	\$ 780,920,000
Projected Overlapping Debt	\$ 184,800,000	\$ 180,300,000	\$ 175,800,000	\$ 171,300,000	\$ 168,700,000	\$ 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 Adopted Capital Improvement Program and other funds with financing as indicated on the Schedule of Major Financing – Fiscal Years 2009-2014 in the maximum amount of \$1,400,700,000. This schedule is provided for convenience in this section (pages 7 - 22 and 7 - 23, as well as in the *Debt Service Fund* Section, pages 8 - 7 and 8 - 8.

**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 2009 Adopted Fiscal Plan**

**Schedule of Major Financings  
Adopted FY 09-14 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 09-FY 14	Start Year	Amount of Referendum	Potential Referendum Date or Status	FY 09	FY 10	FY 11	FY 12	FY 13	FY 14
<b>General Obligation Bonds or Appropriation Based:</b>											
Dulles/Route 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
Dulles South Multi-Purpose Center	9,335,000	2,500,000	2005	9,000,000	Nov. 04 (1)	2,500,000	0	0	0	0	0
North Street Building Renovation	10,700,000	1,830,000	2007	9,330,000	Nov. 06 (1)	1,830,000	0	0	0	0	0
Fire Station Renovations - I	10,000,000	6,000,000	2007	10,000,000	Nov. 07 (1)	3,000,000	3,000,000	0	0	0	0
Aldie Fire & Rescue Station	8,300,000	6,300,000	2008	8,300,000	Nov. 07 (1)	2,880,000	3,420,000	0	0	0	0
Eastern Loudoun Sheriff Substation	7,960,000	3,360,000	2008	5,360,000	Nov. 07 (1)	2,000,000	1,360,000	0	0	0	0
Western Loudoun Sheriff Substation	8,330,000	6,330,000	2008	8,330,000	Nov. 07 (1)	3,000,000	3,330,000	0	0	0	0
Community Center Renovations	13,510,000	7,510,000	2008	13,510,000	Nov. 07 (1)	5,000,000	2,510,000	0	0	0	0
Gum Spring Library	10,500,000	1,990,000	2008	7,130,000	Nov. 07 (1)	0	0	1,990,000	0	0	0
Transit Buses	7,200,000	7,200,000	2008	0	Not Required (2)	1,200,000	1,200,000	1,200,000	1,200,000	1,200,000	1,200,000
Fire & Rescue Vehicles	22,975,000	22,975,000	2008	0	Not Required (2)	3,380,000	3,545,000	3,725,000	3,910,000	4,105,000	4,310,000
Adult Detention Center Expansion	46,350,000	36,350,000	2008	0	Not Required (2)	28,850,000	7,500,000	0	0	0	0
Computer System Replacement Fund	63,500,000	53,500,000	2008	0	Not Required (2)	10,000,000	25,000,000	13,000,000	2,200,000	3,300,000	0
Western/Neersville Fire & Rescue	9,100,000	8,585,000	2009	8,585,000	Nov. 08	1,700,000	3,000,000	0	3,885,000	0	0
Juvenile Detention Center Expansion	11,600,000	11,600,000	2009	0	Not Required (2)	2,000,000	7,000,000	2,600,000	0	0	0
Land Acquisition	10,380,000	10,380,000	2009	0	Not Required (2)	5,830,000	4,550,000	0	0	0	0
Landfill Sequence III Closure	1,950,000	1,950,000	2009	0	Not Required (2)	1,950,000	0	0	0	0	0
Landfill Woods Road Cell 1 Construction	5,715,000	5,715,000	2009	0	Not Required (2)	5,715,000	0	0	0	0	0
Landfill Woods Road Site Development	1,790,000	1,790,000	2009	0	Not Required (2)	1,790,000	0	0	0	0	0
Public Safety Firing Range	9,000,000	9,000,000	2009	0	Not Required (2)	4,500,000	4,500,000	0	0	0	0
Government Administrative Center - Phase 1	71,000,000	71,000,000	2009	0	Not Required (2)	1,200,000	22,000,000	31,100,000	16,700,000	0	0
Fire Station Renovations - II	16,570,000	14,780,000	2010	14,780,000	Nov. 09	0	7,780,000	7,000,000	0	0	0
Kirkpatrick Farms Fire & Rescue Station	9,800,000	9,800,000	2011	9,800,000	Nov. 10	0	0	2,000,000	3,500,000	4,300,000	0
Courts Center Expansion - Phase 3	28,500,000	28,500,000	2011	0	Not Required (2)	0	0	2,000,000	12,000,000	13,000,000	1,500,000
Leesburg South Fire & Rescue Station	10,200,000	10,200,000	2012	10,200,000	Nov. 11	0	0	0	2,000,000	4,000,000	4,200,000
Landfill Sequence IV Closure	3,630,000	3,630,000	2012	0	Not Required (2)	0	0	0	3,630,000	0	0
Courts Complex-Harrison Bldg Renovation	4,000,000	4,000,000	2012	0	Not Required (2)	0	0	0	4,000,000	0	0
Dulles Multi-Purpose Center - Phase II	29,767,000	17,000,000 *	2013	25,960,000	Nov. 12	0	0	0	0	10,000,000	7,000,000
Government Administrative Center - Phase 2	84,000,000	5,000,000 *	2014	0	Not Required (2)	0	0	0	0	0	5,000,000
Road Projects	51,300,000	3,400,000	2007	51,300,000	Nov. 06 (1)	3,400,000	0	0	0	0	0
Dulles Rail	240,000,000	240,000,000	2009	0	Not Required (2)	40,000,000	40,000,000	40,000,000	40,000,000	40,000,000	40,000,000
<b>SUBTOTAL - General Government</b>	<b>824,862,000</b>	<b>619,680,000</b>		<b>200,390,000</b>		<b>139,230,000</b>	<b>139,695,000</b>	<b>104,615,000</b>	<b>93,025,000</b>	<b>79,905,000</b>	<b>63,210,000</b>

**Notes on Potential Referendum Dates and Projects:**

\* Remaining amount to be financed after 2014

(1) General obligation bond financing previously approved at referendum

(2) May be issued through Capital Leases or Lease Revenue Bonds or Other Financing Sources

(3) Virginia Public School Authority (VPSA) previously approved by the Board of Supervisors



Loudoun County Government  
FY 2009 Adopted Fiscal Plan

**Schedule of Major Financings**  
**Adopted FY 09-14 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 09-FY 14	Start Year	Amount of Referendum	Potential Referendum Date or Status	FY 09	FY 10	FY 11	FY 12	FY 13	FY 14
<b>General Obligation Bonds or Appropriation Based:</b>											
Dulles Area MS (MS-5)	39,675,000	8,705,000	2006	35,705,000	Nov. 05 (1)	4,705,000	4,000,000	0	0	0	0
Western Loudoun HS (HS-3)	70,560,000	57,500,000	2006	63,500,000	Nov. 05 (1)	47,000,000	7,500,000	3,000,000	0	0	0
Western Loudoun HS (HS-3) (VPSA)	1,200,000	1,200,000	2007	0	Not Required (3)	1,200,000	0	0	0	0	0
High School (HS-5)	83,080,000	19,770,000	2007	74,770,000	Nov. 06 (1)	12,980,000	6,790,000	0	0	0	0
School Vehicle Lease	51,000,000	51,000,000	2008	0	Not Required (2)	8,500,000	8,500,000	8,500,000	8,500,000	8,500,000	8,500,000
Ashburn/Dulles Area ES (ES-20)	22,960,000	21,810,000	2009	21,810,000	Nov. 08	10,310,000	4,340,000	7,160,000	0	0	0
Dulles Area High School II (HS-7)	83,254,000	82,235,000	2009	82,235,000	Nov. 08	23,000,000	19,000,000	40,235,000	0	0	0
Leesburg Area Elementary School (ES-15)	24,870,000	23,625,000	2010	23,625,000	Nov. 09	0	5,950,000	8,725,000	8,950,000	0	0
Moorefield Station Elementary School (ES-16)	24,870,000	22,665,000	2010	22,665,000	Nov. 09	0	5,950,000	8,725,000	7,990,000	0	0
Ashburn/Dulles Area ES (ES-27)	24,870,000	23,625,000	2010	23,625,000	Nov. 09	0	5,950,000	8,725,000	8,950,000	0	0
Ashburn/Dulles Area ES (ES-21)	24,870,000	23,625,000	2010	23,625,000	Nov. 09	0	5,950,000	8,725,000	8,950,000	0	0
Park View HS Science Lab Renovation	2,860,000	2,720,000	2010	2,720,000	Nov. 09	0	2,720,000	0	0	0	0
Western Loudoun Area ES (ES-25)	26,930,000	25,615,000	2011	25,615,000	Nov. 10	0	0	6,000,000	9,150,000	10,465,000	0
Brambleton Elementary School (ES-22)	26,930,000	25,615,000	2011	25,615,000	Nov. 10	0	0	6,000,000	9,150,000	10,465,000	0
Ashburn/Dulles Area MS (MS-6)	51,073,000	48,520,000	2011	48,520,000	Nov. 10	0	0	7,000,000	18,000,000	23,520,000	0
Advanced Technology Academy	95,675,000	91,335,000	2011	91,335,000	Nov. 10	0	0	9,000,000	28,000,000	24,000,000	30,335,000
Brambleton Elementary School (ES-14)	28,740,000	27,305,000	2012	27,305,000	Nov. 11	0	0	0	8,000,000	10,000,000	9,305,000
Ashburn/Dulles Area MS (MS-7)	53,062,000	50,655,000	2012	50,655,000	Nov. 11	0	0	0	11,625,000	20,375,000	18,655,000
Dulles Area High School I (HS-6)	106,838,000	101,495,000	2012	101,495,000	Nov. 11	0	0	0	15,000,000	30,080,000	56,415,000
Ashburn/Dulles Area ES (ES-23)	30,444,000	14,000,000 *	2013	28,655,000	Nov. 12	0	0	0	0	7,000,000	7,000,000
Leesburg Area Elementary School (ES-24)	30,444,000	14,000,000 *	2013	28,655,000	Nov. 12	0	0	0	0	7,000,000	7,000,000
CS Monroe Tech Center Conversion	35,444,000	16,000,000 *	2013	33,670,000	Nov. 12	0	0	0	0	7,000,000	9,000,000
Western Loudoun Area ES (ES-26)	32,727,000	8,000,000 *	2014	31,090,000	Nov. 13	0	0	0	0	0	8,000,000
Dulles Area High School (HS-8)	119,521,000	20,000,000 *	2014	113,545,000	Nov. 13	0	0	0	0	0	20,000,000
<b>SUBTOTAL</b>	<b>1,091,897,000</b>	<b>781,020,000</b>		<b>980,435,000</b>		<b>107,695,000</b>	<b>76,650,000</b>	<b>121,795,000</b>	<b>142,265,000</b>	<b>158,405,000</b>	<b>174,210,000</b>
<b>GRAND TOTAL</b>	<b>1,916,759,000</b>	<b>1,400,700,000</b>		<b>1,180,825,000</b>		<b>246,925,000</b>	<b>216,345,000</b>	<b>226,410,000</b>	<b>235,290,000</b>	<b>238,310,000</b>	<b>237,420,000</b>

**Notes on Potential Referendum Dates and Projects:**

\* Remaining amount to be financed after 2014

(1) General obligation bond financing previously approved at referendum

(2) May be issued through Capital Leases or Lease Revenue Bonds or Other Financing Sources

(3) Virginia Public School Authority (VPSA) previously approved by the Board of Supervisors



## Previously Authorized Projects

### General Government

**Willisville On-Site Wastewater Treatment Project.** A community wastewater treatment and disposal system to serve eleven properties in the Willisville community was constructed and completed in May 2007. The Loudoun Water Authority (formerly known as the Loudoun County Sanitation Authority) will own and maintain the system through a cooperative service agreement with the County. The Board of Supervisors authorized conveyance of the treatment plant site to the Loudoun Water Authority in January 2007.

**Government Support Center Infrastructure.** This project provides construction of capital infrastructure and any associated road improvements identified in the Loudoun County Government Support Center Master Plan, the Countywide Transportation Plan, and the Town of Leesburg's Water and Sewer Master Plan for necessary access to the Town of Leesburg's utility services, as designated by the Board of Supervisors. The Town began the design phase of the project in 2007, and the County anticipates a Summer 2008 construction award for the water and sewer infrastructure work. Design for this project is included as part of the design for the Lower Sycolin Sewer Pump Station.

**Lower Sycolin Sewer Pump Station.** The Board approved FY 07 funding to have the pump station completed and operational prior to the opening of Phase II of the new Adult Detention Center. Design for this project, which includes plans for the Government Support Center infrastructure, has begun and is expected to be completed by the beginning of FY 2009.

### Transportation

**Hibbs Bridge.** The project restores and improves the existing historic stone arch bridge located on Snickersville Turnpike, Route 734, between Philomont and Mountville. Construction was completed in calendar year 2007.

**Ashburn Park-and-Ride Lot #3.** The land for this project has been proffered from a developer (ZCPA-1995-0005), who also will be designing and possibly building this park-and-ride lot, which would eliminate the County's need to provide funds for construction.

**Leesburg Park-and-Ride Lot #1.** This park-and-ride lot will be located at the Government Support Center. The design for this project is 95% complete. Construction is scheduled to begin in the Spring of 2008.

**HS-3 (Woodgrove HS) Off-Site Road Improvements.** Due to the litigation surrounding the construction of HS-3, Woodgrove HS, at Fields Farm, the Board of Supervisors rejected the Public Schools' request to release funding for this project in January 2008. Design has also been deferred pending the outcome of the legal proceedings.

**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 planning phase, which is expected to be completed by Summer 2008. The Office of Transportation Services is responsible for the design phase, and the Office of Capital Construction is responsible for the construction phase.

**Road Projects – Design Route 50 and Route 606 (Loudoun County Pkwy) Interchange.** The conceptual design for this project will be presented to the Transportation/Land Use Committee in Spring 2008. Upon approval, a request for proposal for final design will be issued Summer/Fall 2008.

**Road Projects – Design Widening of Route 50 from Route 742 (Poland Rd) to Fairfax County.** The Virginia Department of Transportation has assumed responsibility for project delivery. The project is expected to go out to bid in 2010.

**Road Projects – Design Route 7 and Route 659 (Belmont Ridge Rd) Interchange.** The request for proposal has been issued for this project, and proposals have been received. The proposals are under review, and a contract award is anticipated for March 2008.

**Road Projects – Design 4-laning of Route 659 (Belmont Ridge Rd) from Gloucester Pkwy to Dulles Greenway.** The Virginia Department of Transportation has assumed responsibility for project delivery. The project is expected to be completed in Fall 2008.

**Road Projects – Design Sycolin Rd Overpass at Route 7/Rt 15 Bypass.** The Virginia Department of Transportation has assumed responsibility for project delivery. The project is expected to be put out to bid in 2012 or 2013.

**Road Projects – Design Route 7 and Route 690 (Hillsboro Rd) Interchange.** A request for proposal for conceptual design is expected to be issued in February 2008. An Intersection Justification Report must be prepared for Federal level review and approval for access, as Route 690 overpasses Route 7 (Bypass).



**Loudoun County Government  
FY 2009 Adopted Fiscal Plan**

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**Road Projects – Construction of Route 7 and Route 606 (Loudoun County Pkwy) Interchange.** The County is currently seeking to purchase an easement, which will also facilitate the relocation of utilities. The design for construction is in the final stages. The project will go out to bid in late Spring 2008.

**Road Projects – Shellhorn Rd and Beaverdam Run Crossing/4-lane Configuration.** This project has been renamed the Waxpool Road project. A combination of proffers and revenue sharing are funding this project, which is currently in design. This project is expected to go to bid Summer 2008.

**Sycolin Road Improvements.** Design is 95% complete. The County plans to send the project out to bid in Summer 2008.

### **Public Safety**

**Courtroom Additions.** The County completed the construction of a new 83,000 square-foot courthouse with eight courtrooms and ten judges' chambers in FY 04. A second phase of construction included space for two additional courtrooms and was opened for use December 2007. Furniture, fixtures and equipment are currently being procured to complete the project.

**Brambleton Fire/Rescue/Sheriff Station.** This project constructs a Fire/Sheriff Station of approximately 23,000 square feet on a proffered site in the Brambleton service area of the County. The design for this project is 35% complete. The project is anticipated to be completed in Fall 2009.

**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 the public safety needs along Route 28. The design process has been deferred until the acquisition of a suitable site.

**Eastern Loudoun Sheriff's Substation.** This project constructs a sheriff's substation of approximately 18,000 square feet on a 4-acre parcel located beside Rolling Ridge Elementary School in Sterling. The special exception (for land use) has been approved, and design is 100% complete. The project will go out to bid in late Spring 2008, with occupancy planned for Spring 2009.

**Lansdowne Fire/Rescue Station.** This project constructs an 11,000 square-foot Fire/Rescue/Sheriff Station in the Lansdowne service area. A proffered site has been negotiated, a zoning modification granted for building setbacks, and an agreement to convey is underway. Design for this project is 100% complete.

**Moorefield Station (Broadlands) Fire/Sheriff Station.** This project constructs an 11,125 square-foot Fire/Rescue/Sheriff Station in the Moorefield Station development, on a proffered four-acre site. While the land has not yet been conveyed to the County, the design was completed in December 2006. The proffered parcel will require construction of a public road to access the site.

**Neersville Fire/Rescue Station.** The scope of this project includes design and installation of a 1,300 square-foot manufactured home unit at the Neersville Fire & Rescue Station. The unit will provide sleeping quarters for Volunteer and County career staff at this station until the future Western/Neersville Fire/Rescue Station is constructed as a replacement. Also within the overall project scope is an assessment and upgrade of the existing onsite septic system. The County is in the process of acquiring land for the new station, and the project is scheduled to be on the November 2008 voter referendum. If approved, design will begin in January 2009.

**Purcellville Fire/Rescue Station.** This project constructs a Fire/Rescue Station of approximately 23,000 square feet in the Purcellville Service area to replace Volunteer Stations #2 and #14, which will undergo temporary repairs in the interim until the new station is constructed. A contract for design was awarded to Hughes Group Architects and is now 100% complete. An annexation application for the property has been approved by the Town of Purcellville. Construction began in January 2008 and the project is scheduled for occupancy in December 2008.

**South Riding Fire/Sheriff Station.** A Fire/Sheriff Station of approximately 23,000 square feet has been constructed in the Dulles South subarea to serve the public safety needs of the Dulles South region. The station opened in May 2007.

### **Health and Welfare**

**Mental Health Group Homes (2) Mirror Ridge.** The Department of Mental Health, Mental Retardation and Substance Abuse Services built two homes in the Potomac Planning Subarea. Both projects are completed and the homes are occupied.

**Mental Health Townhouses.** The Department of Mental Health, Mental Retardation and Substance Abuse has purchased five townhouses located in the Ashburn Planning subarea using appropriations from FY 04, FY 05 and FY 06. The homes were funded using cash proffers identified within the planning subarea as appropriate for capital facility use. All five homes are occupied by clients.



**Loudoun County Government  
FY 2009 Adopted Fiscal Plan**

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**Youth Shelter.** This project constructs a staff-secured youth shelter of 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, Mental Retardation and Substance Abuse Services. This shelter will be located on the Cangiano Property in Leesburg. The County is currently adjusting the boundary line of the property. Construction has not yet begun.

**Parks, Recreation and Culture**

**Carver School Rehabilitation.** This project renovated the 60-year-old Carver School building, located in the Town of Purcellville, to serve as a Senior Activity Center. The project was completed and opened in March 2007.

**Claude Moore Park Recreation Center.** This two-phase project constructed a 100,000 square-foot recreation center located in the Sterling Subarea Planning District. Phase I opened to the public in March 2007. Phase II constructs a community center addition to replace the Sterling Annex.

**Dulles South Multi-Purpose Center, Phase I.** This two-phase project constructs a recreation/community center modeled after the Claude Moore Park Recreation Center in Sterling. Phase I includes construction of 23,900 gross square feet of community center and multi-purpose areas, including necessary infrastructure for the entire 91,300 gross-square-foot facility. The contract for Phase I was awarded in April 2007 and construction is 95% complete. Occupancy is scheduled for Summer 2008. Design of Phase II, which adds a recreation center, competition pool, leisure pool, lockers, fitness area, gymnasium and program space is complete.

**Eastern Loudoun Respite Center.** This project constructs a 4,000 gross-square-foot one-story building to be located on a 7-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 95% complete. Final design and construction is estimated to take approximately two years, with completion estimated to take place in FY 10.

**Edgar Tillet Memorial Park.** This project is a proffered park site with the initial phase of ball fields and parking lot built by the developer. All construction is complete, with the exception of the restroom/concession stand. The park opened to league play in Fall 2006.

**Franklin Park Performing Arts Center.** The installation of the air conditioning is scheduled for completion in July 2008. The facility is currently operational and occupied.

**Loudoun Valley Community Center Renovation.** This project renovates the existing 12,490 square-foot community center in Purcellville by updating all building systems to current codes, making cosmetic improvements, and addressing programmatic issues. Renovation is scheduled for completion in July 2008.

**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 adopted budget included funding for 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 85% complete. The land use special exception has been approved, the project is scheduled to go out to bid in late Spring 2008, and the project is estimated to be completed in Summer 2009.

**Philip A. Bolen Memorial Park.** This 200-acre project was part of the FY 04 approved Shellhorn Master Plan. Development is on hold pending a decision on whether the Town of Leesburg or the Loudoun Water Authority (formerly known as the Loudoun County Sanitation Authority) will be serving the area. A wetlands permit has been issued. The project is in final design, and the schedule for the project is being evaluated.

**Rust Library Expansion.** This project constructs a 15,000 square-foot expansion to Rust Library which enlarges the children's and circulation areas. Design is 100% complete, and the project is scheduled to open Spring 2009.

**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.

**Woodgrove Park.** Design documents for the construction of a restroom facility/concession stand and the provision of utilities to the site are complete. An invitation-for-bid was advertised for construction, but the three bids received



exceeded the budget. Value engineering efforts have not produced viable options, and alternatives are being considered.

**Broadlands Recreation Center.** The project failed referendum in November 2007 and has been eliminated from the CIP.

### **Elementary Schools**

**Kenneth W. Culbert Elementary School (Harmony Intermediate School Site) (ES-4).** This new elementary school will be an estimated 90,050 square feet located on a site of approximately 20 acres adjacent to Harmony Intermediate School. This school will be designed for an anticipated 875 students in grades K through 5. Referendum date was November 2005. Due to site difficulties, the opening of Kenneth W. Culbert Elementary School has been delayed and is now scheduled to open Fall 2009.

**Creighton's Corner Elementary School (Brambleton) (ES-9).** This new elementary school will be an estimated 90,050 square feet located on a proffered site of approximately 15-20 acres within the Brambleton development. This school will be designed for an anticipated 875 students in grades K through 5. Referendum date was November 2004. Due to site acquisition difficulties, the opening of Creighton's Corner ES has been delayed two years and is now scheduled to open Fall 2008.

**Sycolin Creek Elementary School (Red Cedar) (ES-13).** This 84,000 square-foot elementary school with a 750-student program capacity was approved for general obligation bond financing on the November 2003 referendum. Sycolin Creek Elementary School opened in Fall 2007.

**Rosa Lee Carter Elementary School (Loudoun Valley Estates II/Ashburn) (ES-17).** This new elementary school is an estimated 90,050 square feet located on a proffered site of approximately 15-20 acres adjacent to the Loudoun Valley Estates II development. This school will be designed for an anticipated 875 students in grades K through 5. Referendum date was November 2005. Rosa Lee Carter Elementary School opened in Fall 2007.

**New Arcola Elementary School (Stone Ridge).** This new elementary school is an estimated 90,050 square feet and is located on a proffered site of approximately 15-20 acres within the Stone Ridge development. This school will be designed for an anticipated 875 students in grades K through 5. Referendum date was November 2005. New Arcola Elementary School opened in Fall 2007.

**Liberty Elementary School (South Riding Station) (ES-18).** This new elementary school will be an estimated 90,050 square feet located on a proffered site of approximately 15-20 acres within the South Riding Station development. This school will be designed for an anticipated 875 students in grades K through 5. Referendum date was November 2006, and the school is scheduled to open Fall 2008.

**Steuart W. Weller Elementary School (ES-19).** This new elementary school will be an estimated 90,050 square feet located on a site of approximately 15-20 acres in Ashburn. This school will be designed for an anticipated 875 students in grades K through 5. Referendum date was November 2006, and the school is scheduled to open Fall 2008.

**Rolling Ridge Elementary School Renovation.** This project included the addition of a full-size gymnasium, six classrooms, fire suppression and sprinkler systems. The facility's heating, ventilation, air conditioning, mechanical and electrical systems were upgraded. Referendum date was November 2005. The project was completed by Fall 2007.

**Sugarland Run Elementary Renovation.** This project added a full-size gymnasium, nine classrooms, fire suppression and sprinkler systems. The facility's heating, ventilation, air conditioning, mechanical and electrical systems were upgraded. Referendum date was November 2005. The project was completed by Fall 2007.

### **Middle Schools**

**Stone Hill Middle School (Loudoun Valley Estates II/Ashburn) (MS-4).** This new middle school is an estimated 168,780 square feet and is located on a proffered site of approximately 35 acres in the Loudoun Valley Estates II development. The school is designed for an anticipated 1,350 students in grades 6 through 8. Referendum date was November 2004. Stone Hill Middle School opened in Fall 2007.

**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, either proffered or purchased. 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 difficulties, the opening of MS-5 has been delayed two years and is now scheduled to open Fall 2010.

**Middle School Renovations (Phase II).** This project includes the renovation of art rooms, improvements to the cafeteria, and upgrades to the auditorium and media center. Referendum date was November 2006, and the project will be completed by Fall 2008.



### **High Schools**

**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. Due to site acquisition difficulties, the opening of HS-3 has been delayed one year and is now scheduled to open Fall 2010.

**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 scheduled to open Fall 2009.



## County Capital Projects

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**Loudoun County Government  
FY 2009 Adopted Fiscal Plan**

**County Capital Projects Summary**

**Schedule of Appropriations (in \$1000s)  
Adopted FY 09-14 Capital Improvement Program**

Functional Area	# of Projects in FY 09-14	Prior FY	FY 08	FY 09	FY 10	FY 11	FY 12	FY 13	FY 14	CIP Total	Future FY	Project Total
Land Acquisition	-	\$ 147,175	\$ 47,415	\$ 15,620	\$ 36,500	\$ 14,379	\$ 12,884	\$ 12,064	\$ 17,500	\$ 108,947	\$ 84,885	\$ 388,422
General Government	8	8,295	6,400	7,736	13,717	53,570	24,771	8,473	13,848	122,115	154,768	291,578
Transportation	9	17,665	1,445	43,780	48,758	43,100	41,200	41,200	48,354	266,392	0	285,502
Public Safety	14	41,635	50,170	35,268	36,852	12,645	19,336	36,553	8,346	149,000	264,567	505,372
Health & Welfare	12	185	0	4,279	770	3,530	3,160	595	0	12,334	12,055	24,574
Parks, Recreation & Culture	3	9,335	2,820	7,145	6,915	7,130	0	29,767	0	50,957	78,273	141,385
Community Development	6	5,355	5,625	12,182	300	0	5,130	0	0	17,612	0	28,592
<b>COUNTY TOTAL</b>	<b>52</b>	<b>\$ 229,645</b>	<b>\$ 113,875</b>	<b>\$ 126,010</b>	<b>\$ 143,812</b>	<b>\$ 134,354</b>	<b>\$ 106,481</b>	<b>\$ 128,652</b>	<b>\$ 88,048</b>	<b>\$ 727,357</b>	<b>\$ 594,548</b>	<b>\$ 1,665,425</b>

Fund Codes	Revenue Source		Prior FY	FY 08	FY 09	FY 10	FY 11	FY 12	FY 13	FY 14	CIP Total	Future FY	Project Total
\$ - Local Tax Funding	Local Tax Funding	\$	\$ 55,710	\$ 19,985	\$ 13,657	\$ 26,992	\$ 23,635	\$ 23,995	\$ 21,132	\$ 25,859	\$ 135,270	\$ 100,335	\$ 311,300
GO - General Obligation Bonds	General Obligation Bonds	GO	59,425	31,510	25,260	28,305	9,270	9,800	35,359	0	107,994	140,333	339,262
FB - Fund Balance	Fund Balance	FB	0	0	2,308	0	0	0	0	0	2,308	0	2,308
F - Fees	Fees	F	5,355	5,625	2,725	300	0	1,500	0	0	4,525	0	15,505
P - Proffers (Cash, Land, In-Kind)	Proffers (Cash, Land, In-Kind)	P	54,165	12,275	614	20,695	6,855	0	3,808	2,500	34,472	80	100,992
S - State	State	S	9,666	20	4,894	213	380	0	0	716	6,203	0	15,889
GT/TF - Gas Tax/Transportation Fund	Gas Tax/Transportation Fund	GT/TF	5,838	225	1,534	852	1,520	0	0	6,438	10,344	0	16,407
L/P - Lease/Purchase	Lease/Purchase	L/P	38,056	44,235	16,561	26,455	52,694	27,556	28,353	12,535	164,154	353,800	600,245
PB - Pledge Bonds	Pledge Bonds	PB	0	0	40,000	40,000	40,000	40,000	40,000	40,000	240,000	0	240,000
IDA - Industrial Development Authority	Industrial Development Authority	IDA	0	0	9,000	0	0	0	0	0	9,000	0	9,000
VPSSA - Virginia Public Schools Authority	Virginia Public Schools Authority	VPSSA	1,430	0	0	0	0	0	0	0	0	0	1,430
VRA - Virginia Resources Authority	Virginia Resources Authority	VRA	0	0	9,457	0	0	3,630	0	0	13,087	0	13,087
<b>Grand Total</b>			<b>\$ 229,645</b>	<b>\$ 113,875</b>	<b>\$ 126,010</b>	<b>\$ 143,812</b>	<b>\$ 134,354</b>	<b>\$ 106,481</b>	<b>\$ 128,652</b>	<b>\$ 88,048</b>	<b>\$ 727,357</b>	<b>\$ 594,548</b>	<b>\$ 1,665,425</b>



## NOTES



# **COUNTY CAPITAL PROJECTS**

## **ADMINISTRATION**



**Loudoun County Government  
FY 2009 Adopted Fiscal Plan**

**Administration Summary**

**Schedule of Appropriations (in \$1000s)  
Adopted FY 09-14 Capital Improvement Program**

Administration	Funding	Prior FY	FY 08	FY 09	FY 10	FY 11	FY 12	FY 13	FY 14	CIP Total	Future FY	Project Total
Land Acquisition - County	\$, GO, L/P, P	\$ 73,370	\$ 5,715	\$ 9,100	\$ 12,475	\$ 6,874	\$ 3,774	\$ 3,064	\$ 2,500	\$ 37,787	\$ 0	\$ 116,872
Land Acquisition - Schools	\$, GO, FB, S, VPSA	73,805	41,700	6,520	24,025	7,505	9,110	9,000	15,000	71,160	84,885	\$ 271,550
<b>ADMINISTRATION TOTAL</b>		<b>\$ 147,175</b>	<b>\$ 47,415</b>	<b>\$ 15,620</b>	<b>\$ 36,500</b>	<b>\$ 14,379</b>	<b>\$ 12,884</b>	<b>\$ 12,064</b>	<b>\$ 17,500</b>	<b>\$ 108,947</b>	<b>\$ 84,885</b>	<b>\$ 388,422</b>

Fund Codes	Revenue Source		Prior FY	FY 08	FY 09	FY 10	FY 11	FY 12	FY 13	FY 14	CIP Total	Future FY	Project Total
\$ - Local Tax Funding	Local Tax Funding	\$	\$ 41,155	\$ 9,130	\$ 3,270	\$ 12,785	\$ 14,379	\$ 12,884	\$ 12,064	\$ 15,000	\$ 70,382	\$ 84,885	\$ 205,552
GO - General Obligation Bonds	General Obligation Bonds	GO	50,425	27,850	0	0	0	0	0	0	0	0	78,275
FB - Fund Balance	Fund Balance	FB	0	0	1,922	0	0	0	0	0	1,922	0	1,922
F - Fees	Fees	F	0	0	0	0	0	0	0	0	0	0	0
P - Proffers (Cash, Land, In-Kind)	Proffers (Cash, Land, In-Kind)	P	54,165	10,435	0	19,165	0	0	0	2,500	21,665	0	86,265
S - State	State	S	0	0	4,598	0	0	0	0	0	4,598	0	4,598
GT/TF - Gas Tax/Transportation Fund	Gas Tax/Transportation Fund	GT/TF	0	0	0	0	0	0	0	0	0	0	0
L/P - Lease/Purchase	Lease/Purchase	L/P	0	0	5,830	4,550	0	0	0	0	10,380	0	10,380
PB - Pledge Bonds	Pledge Bonds	PB	0	0	0	0	0	0	0	0	0	0	0
IDA - Industrial Development Authority	Industrial Development Authority	IDA	0	0	0	0	0	0	0	0	0	0	0
VPSA - Virginia Public Schools Authority	Virginia Public Schools Authority	VPSA	1,430	0	0	0	0	0	0	0	0	0	1,430
VRA - Virginia Resources Authority	Virginia Resources Authority	VRA	0	0	0	0	0	0	0	0	0	0	0
<b>Grand Total</b>			<b>\$ 147,175</b>	<b>\$ 47,415</b>	<b>\$ 15,620</b>	<b>\$ 36,500</b>	<b>\$ 14,379</b>	<b>\$ 12,884</b>	<b>\$ 12,064</b>	<b>\$ 17,500</b>	<b>\$ 108,947</b>	<b>\$ 84,885</b>	<b>\$ 388,422</b>



**Loudoun County Government**  
**FY 2009 Adopted Fiscal Plan**

## Land Acquisition Fund

### Project Description

Historically, land acquisition for capital projects has been primarily 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 Schools sites into a single capital account in FY 02 to allow 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.

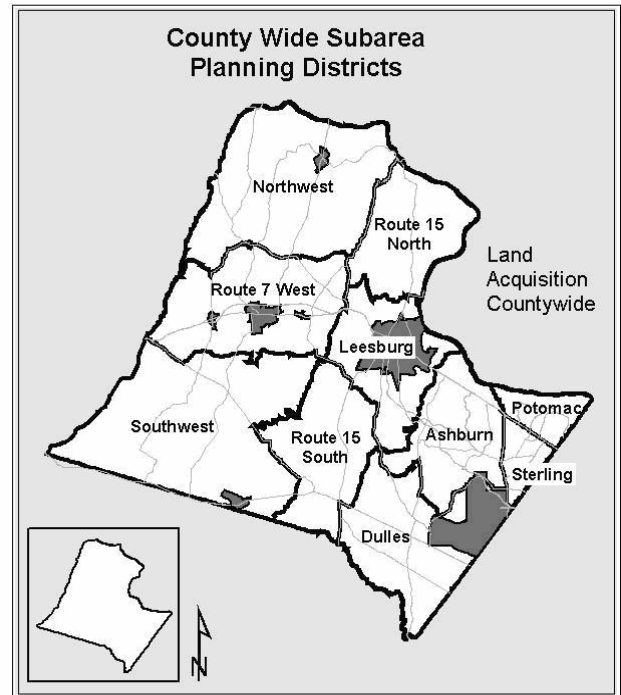
The County will acquire three school sites and one general government site through land proffers during the six-year planning period. The County will purchase four school sites and eleven general government sites. Facilities purchases, such as Townhouses or Condominiums for use in the Health and Welfare functional area, are shown on the relevant capital project page in this budget document. Projected funding for future fiscal years reflects an allowance for school property acquisition.

#### Planned County Land Acquisition by Functional Area

- Three (3) General Government Sites
- Three (3) Transportation Sites
- Three (3) Public Safety Sites
- One (1) Health and Welfare Site
- One (1) Parks, Recreation and Culture Site (Proffered)

#### Planned Schools Land Acquisition by Functional Area

- Elementary Schools 14, 20 and 23 (Proffered)
- Elementary Schools 22, 24, 26 and 27



### Funding

Land acquisition for the planning period is to be financed with a combination of local tax funding, fund balance, proffers, state grants (lottery), and lease/purchase financing.

### Operating Impact

#### Operations & Maintenance

Operating and maintenance impacts for the land acquisition process are shown in the Capital Project Management detail sheet on page 7-39.

#### Debt Service

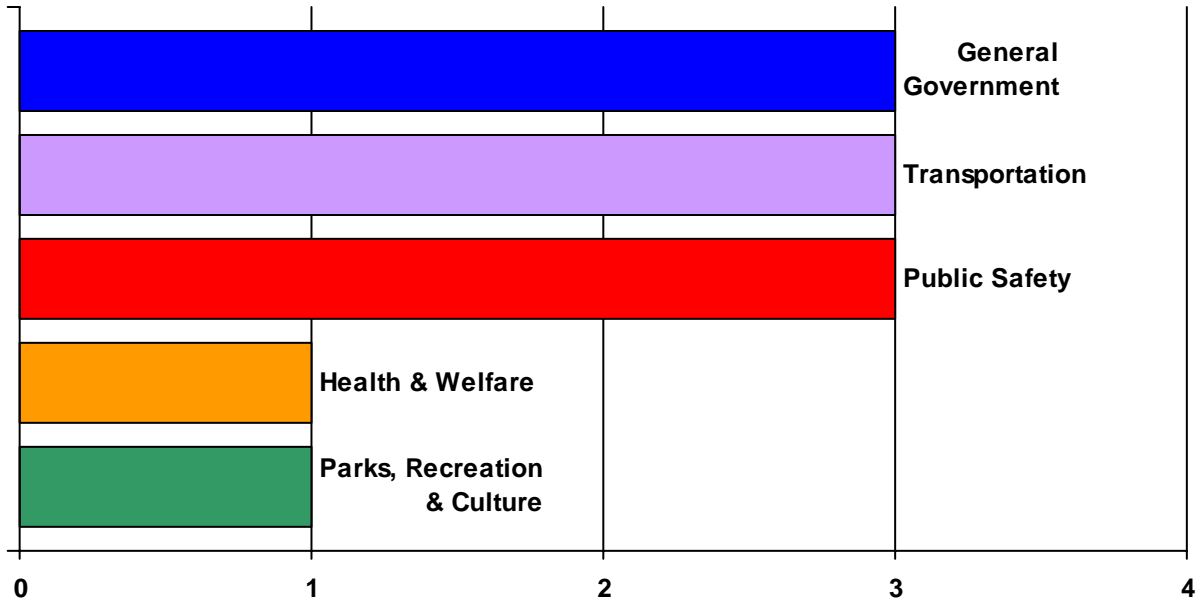
Debt service is forecast to begin in FY 10, and is estimated at \$4.5 million over the six-year planning period.

Capital ( \$ in 1000s )	Prior Alloc.	FY 2008 Adopted	FY 2009 Adopted	FY 2010	FY 2011	FY 2012	FY 2013	FY 2014	6 Year Total	Future FY's	Project Total
Land Acquisition	147,175	47,415	15,620	36,500	14,379	12,884	12,064	17,500	108,947	84,885	388,422
<b>Total Cost</b>	<b>147,175</b>	<b>47,415</b>	<b>15,620</b>	<b>36,500</b>	<b>14,379</b>	<b>12,884</b>	<b>12,064</b>	<b>17,500</b>	<b>108,947</b>	<b>84,885</b>	<b>388,422</b>
Local Tax Funding	41,155	9,130	5,192	12,785	14,379	12,884	12,064	15,000	72,304	84,885	207,474
VPSA	1,430	0	0	0	0	0	0	0	0	0	1,430
GO Bonds	50,425	27,850	0	0	0	0	0	0	0	0	78,275
Proffers (Cash)	0	1,855	0	0	0	0	0	0	0	0	1,855
State Grant Program	0	0	4,598	0	0	0	0	0	4,598	0	4,598
Lease/Purchase	0	0	5,830	4,550	0	0	0	0	10,380	0	10,380
Proffers (Land)	54,165	8,580	0	19,165	0	0	0	2,500	21,665	0	84,410
<b>Total Financing</b>	<b>147,175</b>	<b>47,415</b>	<b>15,620</b>	<b>36,500</b>	<b>14,379</b>	<b>12,884</b>	<b>12,064</b>	<b>17,500</b>	<b>108,947</b>	<b>84,885</b>	<b>388,422</b>

Operating Impact ( \$ in 1000s )	FY 2009 Adopted	FY 2010	FY 2011	FY 2012	FY 2013	FY 2014	6 Year Total
Debt Service	0	582	1,025	994	973	942	4,516
<b>Total Impact</b>	<b>0</b>	<b>582</b>	<b>1,025</b>	<b>994</b>	<b>973</b>	<b>942</b>	<b>4,516</b>



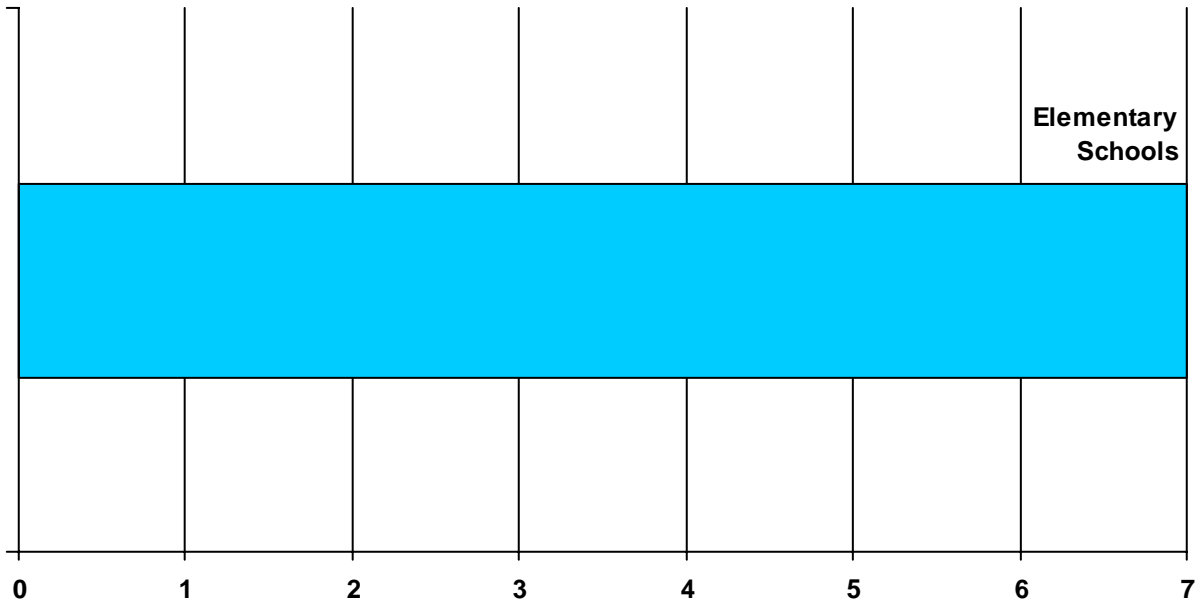
## County Land Acquisition



CAPITAL PROJECT	SOURCE	LAND	FY 09	FY 10	FY 11	FY 12	FY 13	FY 14	TOTAL
Eastern Vehicle Support Facility	\$	10 acres		X					1
Western Vehicle Support Facility	\$	10 acres		X					1
Consolidated Shops & Warehouse Facility	\$	10 acres		X					1
Park & Ride #5 – Ashburn North	\$	5 acres	X						1
Park & Ride #6 – Brambleton	\$	5 acres			X				1
Park & Ride #7 – Stone Ridge	\$	5 acres				X			1
Dulles/Route 28 Fire/Rescue Station	L/P	5 acres	X						1
East Route 606 (Station 29) Fire/Rescue Station	\$	5 acres					X		1
Leesburg South Fire/Rescue Station	\$	5 acres			X				1
Transitional Homeless Shelter	\$	5 acres	X						1
Greater Ashburn Senior Center	Proffer	5 acres						X	1
<b>Total</b>			<b>3</b>	<b>3</b>	<b>2</b>	<b>1</b>	<b>1</b>	<b>1</b>	<b>11</b>



## Schools Land Acquisition



CAPITAL PROJECT	SOURCE	LAND	FY 09	FY 10	FY 11	FY 12	FY 13	FY 14	TOTAL
(ES-14) Brambleton Elementary School	Proffer	20 acres		X					1
(ES-20) Ashburn/Dulles Area Elementary School	Proffer	20 acres		X					1
(ES-22) Ashburn/Dulles Area Elementary School	\$	20 acres	X						1
(ES-23) Ashburn/Dulles Area Elementary School	Proffer	20 acres	X						1
(ES-24) Leesburg Area Elementary School	\$	20 acres		X					1
(ES-26) Western Loudoun Area Elementary School	\$	20 acres				X			1
(ES-27) Ashburn/Dulles Area Elementary School	\$	20 acres			X				1
<b>Total</b>			<b>2</b>	<b>3</b>	<b>1</b>	<b>1</b>	<b>0</b>	<b>0</b>	<b>7</b>



## NOTES



# **COUNTY CAPITAL PROJECTS**

## **GENERAL GOVERNMENT**



**Loudoun County Government  
FY 2009 Adopted Fiscal Plan**

**General Government Summary**

**Schedule of Appropriations (in \$1000s)  
Adopted FY 09-14 Capital Improvement Program**

<b>General Government</b>	<b>Funding</b>	<b>Prior FY</b>	<b>FY 08</b>	<b>FY 09</b>	<b>FY 10</b>	<b>FY 11</b>	<b>FY 12</b>	<b>FY 13</b>	<b>FY 14</b>	<b>CIP Total</b>	<b>Future FY</b>	<b>Project Total</b>
Capital Project Management	\$, GO	\$ 4,695	\$ 4,900	\$ 4,708	\$ 4,944	\$ 5,191	\$ 5,451	\$ 5,723	\$ 6,009	\$ 32,026	\$ 0	\$ 41,621
Government Administrative Center - Phase I	L/P	0	0	1,278	6,773	46,129	16,820	0	0	71,000	0	\$ 71,000
Government Administrative Center - Phase II	L/P	0	0	0	0	0	0	0	4,839	4,839	79,161	\$ 84,000
Storm Water Management	\$	3,600	1,500	1,750	2,000	2,250	2,500	2,750	3,000	14,250	0	\$ 19,350
Consolidated Shops & Warehouse Facilities	L/P	0	0	0	0	0	0	0	0	0	30,635	\$ 30,635
Eastern Community Services Center	L/P	0	0	0	0	0	0	0	0	0	37,272	\$ 37,272
Eastern Vehicle Support Facility	\$	0	0	0	0	0	0	0	0	0	3,850	\$ 3,850
Western Vehicle Support Facility	\$	0	0	0	0	0	0	0	0	0	3,850	\$ 3,850
<b>GENERAL GOVERNMENT TOTAL</b>		<b>\$ 8,295</b>	<b>\$ 6,400</b>	<b>\$ 7,736</b>	<b>\$ 13,717</b>	<b>\$ 53,570</b>	<b>\$ 24,771</b>	<b>\$ 8,473</b>	<b>\$ 13,848</b>	<b>\$ 122,115</b>	<b>\$ 154,768</b>	<b>\$ 291,578</b>

<b>Fund Codes</b>	<b>Revenue Source</b>		<b>Prior FY</b>	<b>FY 08</b>	<b>FY 09</b>	<b>FY 10</b>	<b>FY 11</b>	<b>FY 12</b>	<b>FY 13</b>	<b>FY 14</b>	<b>CIP Total</b>	<b>Future FY</b>	<b>Project Total</b>
\$ - Local Tax Funding	Local Tax Funding	\$	\$ 8,295	\$ 6,400	\$ 6,258	\$ 6,944	\$ 7,441	\$ 7,951	\$ 8,473	\$ 9,009	\$ 46,076	\$ 7,700	\$ 68,471
GO - General Obligation Bonds	General Obligation Bonds	GO	0	0	200	0	0	0	0	0	200	0	200
FB - Fund Balance	Fund Balance	FB	0	0	0	0	0	0	0	0	0	0	0
F - Fees	Fees	F	0	0	0	0	0	0	0	0	0	0	0
P - Proffers (Cash, Land, In-Kind)	Proffers (Cash, Land, In-Kind)	P	0	0	0	0	0	0	0	0	0	0	0
S - State	State	S	0	0	0	0	0	0	0	0	0	0	0
GT/TF - Gas Tax/Transportation Fund	Gas Tax/Transportation Fund	GT/TF	0	0	0	0	0	0	0	0	0	0	0
L/P - Lease/Purchase	Lease/Purchase	L/P	0	0	1,278	6,773	46,129	16,820	0	4,839	75,839	147,068	222,907
PB - Pledge Bonds	Pledge Bonds	PB	0	0	0	0	0	0	0	0	0	0	0
IDA - Industrial Development Authority	Industrial Development Authority	IDA	0	0	0	0	0	0	0	0	0	0	0
VPSSA - Virginia Public Schools Authority	Virginia Public Schools Authority	VPSSA	0	0	0	0	0	0	0	0	0	0	0
VRA - Virginia Resources Authority	Virginia Resources Authority	VRA	0	0	0	0	0	0	0	0	0	0	0
<b>Grand Total</b>			<b>\$ 8,295</b>	<b>\$ 6,400</b>	<b>\$ 7,736</b>	<b>\$ 13,717</b>	<b>\$ 53,570</b>	<b>\$ 24,771</b>	<b>\$ 8,473</b>	<b>\$ 13,848</b>	<b>\$ 122,115</b>	<b>\$ 154,768</b>	<b>\$ 291,578</b>



**Loudoun County Government  
FY 2009 Adopted Fiscal Plan**

## Capital Project Management

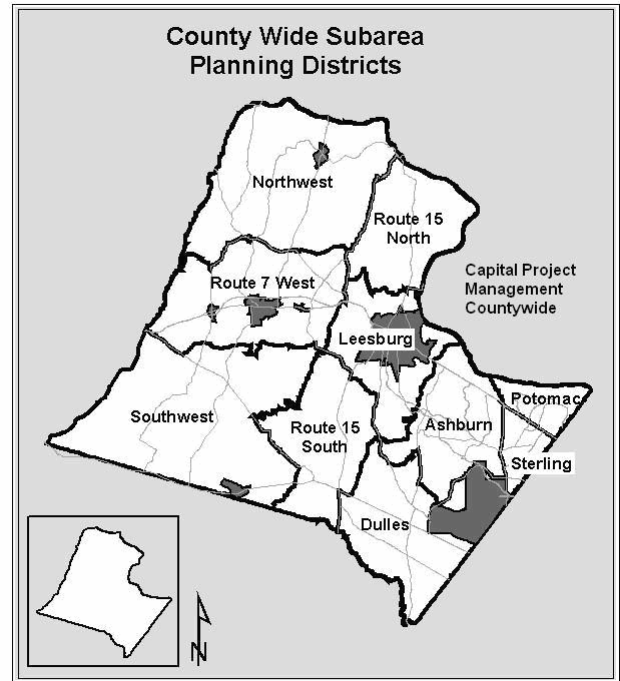
### Project Description

Capital Project Management is provided by several County departments, with the Office of Capital Construction functioning as the principal staff contact.

The Office of Capital Construction was established as a distinct County Department in FY 07 by combining resources from the County's Departments of General Services and Parks, Recreation and Community Services. By consolidating resources from several departments within the County, the Office of Capital Construction combined the in-depth knowledge of projects within those departments with the comprehensive procedures necessary to develop a more efficient approach to capital project management. The Office of Capital Construction serves as the principal staff point of contact for matters relating to the County's capital projects, including land acquisition, design and engineering, construction management and project support.

Resources in the Office of the County Attorney and the Departments of Management and Financial Services and Building and Development provide technical reviews and determinations to insure that projects advance appropriately. These 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 Office of Capital Construction, as well as the Office of the County Attorney, and the Departments of Management and Financial Services and Building and Development, may be found in the operating budget section of this document.



### Funding

Capital Project Management is funded with local tax funding and general obligation bond proceeds.

### Operating Impact

#### Operations & Maintenance

Capital Project Management expenses are estimated at \$32.0 million over the six-year planning period.

#### Debt Service

Debt service on the general obligation bond proceeds is captured under the *Adult Detention Center* capital project – see page 7 – 70.

Capital ( \$ in 1000s )	Prior Alloc.	FY 2008 Adopted	FY 2009 Adopted	FY 2010	FY 2011	FY 2012	FY 2013	FY 2014	6 Year Total	Future FY's	Project Total
Operating Support (Staffing)	3,079	3,329	3,639	3,821	4,012	4,213	4,423	4,644	24,752	0	31,160
Professional Services	506	300	584	614	644	677	710	746	3,975	0	4,781
Operations and Maintenance	1,110	1,271	485	509	535	561	590	619	3,299	0	5,680
<b>Total Cost</b>	<b>4,695</b>	<b>4,900</b>	<b>4,708</b>	<b>4,944</b>	<b>5,191</b>	<b>5,451</b>	<b>5,723</b>	<b>6,009</b>	<b>32,026</b>	<b>0</b>	<b>41,621</b>
Local Tax Funding	4,695	4,900	4,508	4,944	5,191	5,451	5,723	6,009	31,826	0	41,421
GO Bonds	0	0	200	0	0	0	0	0	200	0	200
<b>Total Financing</b>	<b>4,695</b>	<b>4,900</b>	<b>4,708</b>	<b>4,944</b>	<b>5,191</b>	<b>5,451</b>	<b>5,723</b>	<b>6,009</b>	<b>32,026</b>	<b>0</b>	<b>41,621</b>

Operating Impact ( \$ in 1000s )	FY 2009 Adopted	FY 2010	FY 2011	FY 2012	FY 2013	FY 2014	6 Year Total
Operations & Maintenance	4,708	4,944	5,191	5,451	5,723	6,009	32,026
<b>Total Impact</b>	<b>4,708</b>	<b>4,944</b>	<b>5,191</b>	<b>5,451</b>	<b>5,723</b>	<b>6,009</b>	<b>32,026</b>



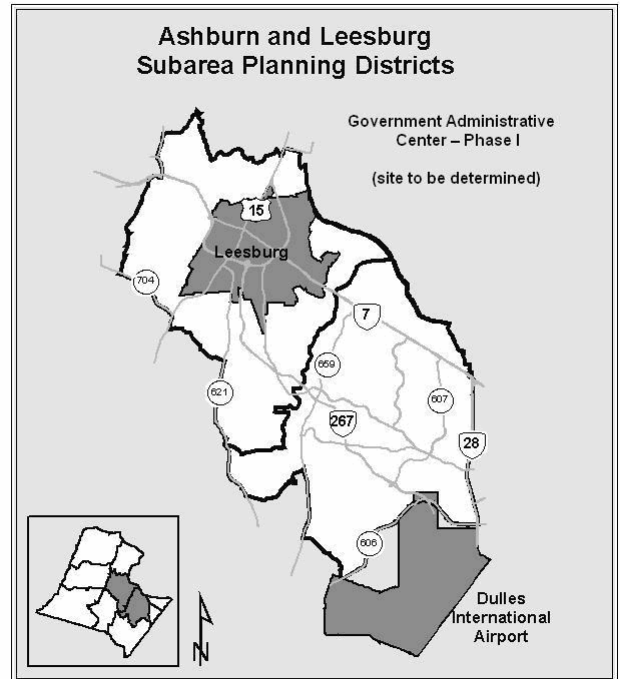
**Loudoun County Government  
FY 2009 Adopted Fiscal Plan**

## Government Administrative Center – Phase I

### 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 project is an approximately 250,000 square-foot office building for the County's general government agencies, which are currently housed in the Harrison Street Government Facility in the Town of Leesburg. Vacating the Harrison Street Government Facility will make room for the Courts Support agencies, and relieve the overcrowding at the current Courts Complex. Planning and design will begin in FY 09, with construction completion and occupancy expected in FY 12.

The County envisions a government campus that is aesthetically designed, welcoming, easily accessible and 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, along with additional land to accommodate another 300,000 square feet for future space requirements in Phase II. When Phase II is completed, 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

The Government Administrative Center project was moved to a future fiscal year in the FY 04 budget. During the FY 08 budget process, the Board advanced the project to FY 11. On September 5, 2006, the Board of Supervisors authorized the County Administrator to develop a Request for Partnership Proposal (RFP), as allowed under the Public-Private Education Facilities and Infrastructure Act of 2002 (PPEA), for a Government Administrative Center.

### Funding

This project is to be funded through lease/purchase financing, as provided under PPEA guidelines.

### Operating Impact

#### Operations & Maintenance

Operations and maintenance expenses are forecast to begin in FY 13, and are estimated at \$7.0 million over the six-year planning period. Additional operating and maintenance impacts will be developed as specific building, space utilization and operating plans are finalized.

#### Debt Service

Debt service is forecast to begin in FY 10, and is estimated at \$23.2 million over the six-year planning period.

Capital (\$ in 1000s)	Prior Alloc.	FY 2008 Adopted	FY 2009 Adopted	FY 2010	FY 2011	FY 2012	FY 2013	FY 2014	6 Year Total	Future FY's	Project Total
Professional Services	0	0	1,278	5,722	0	0	0	0	7,000	0	7,000
Furniture, Fixtures & Equip	0	0	0	0	1,250	4,750	0	0	6,000	0	6,000
Construction	0	0	0	1,051	44,879	12,070	0	0	58,000	0	58,000
<b>Total Cost</b>	<b>0</b>	<b>0</b>	<b>1,278</b>	<b>6,773</b>	<b>46,129</b>	<b>16,820</b>	<b>0</b>	<b>0</b>	<b>71,000</b>	<b>0</b>	<b>71,000</b>
Lease/Purchase	0	0	1,278	6,773	46,129	16,820	0	0	71,000	0	71,000
<b>Total Financing</b>	<b>0</b>	<b>0</b>	<b>1,278</b>	<b>6,773</b>	<b>46,129</b>	<b>16,820</b>	<b>0</b>	<b>0</b>	<b>71,000</b>	<b>0</b>	<b>71,000</b>

Operating Impact (\$ in 1000s)	FY 2009 Adopted	FY 2010	FY 2011	FY 2012	FY 2013	FY 2014	6 Year Total
Operations & Maintenance	0	0	0	0	3,430	3,602	7,032
Debt Service	0	120	2,317	5,787	7,580	7,366	23,170
<b>Total Impact</b>	<b>0</b>	<b>120</b>	<b>2,317</b>	<b>5,787</b>	<b>11,010</b>	<b>10,968</b>	<b>30,202</b>



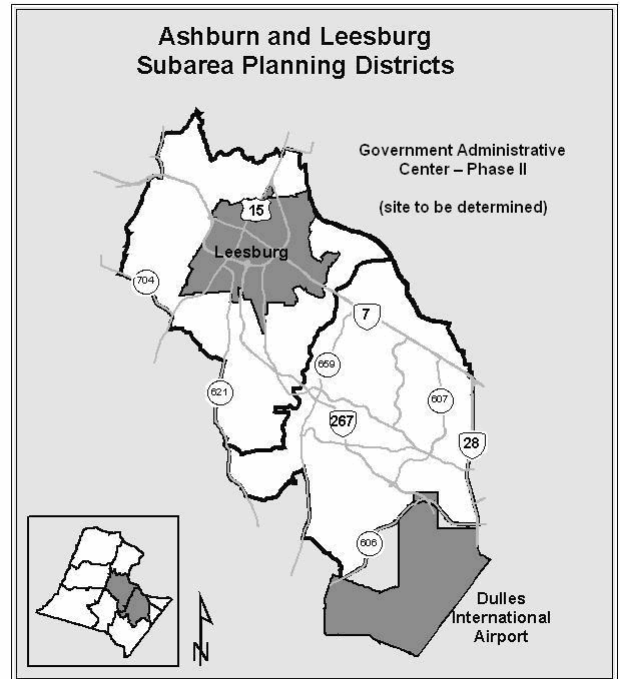
**Loudoun County Government  
FY 2009 Adopted Fiscal Plan**

## Government Administrative Center – Phase II

### 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 project is an approximately 300,000 square-foot office building on the same campus as the facility constructed by the capital project Government Administrative Center – Phase I. This facility will accommodate any remaining County general government support agencies and certain units of the County's human/community services agencies currently housed in a variety of leased facilities. Planning and design will begin in FY 14, with construction completion and occupancy expected in FY 17.

The County envisions a government campus that is aesthetically designed, welcoming, easily accessible and with a high utilization rate by its occupants and citizens. When Phase II is complete, this campus will include the necessary infrastructure, landscaping, and sufficient parking facilities for County-owned and visitor vehicles; 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

The Government Administrative Center project was moved to a future fiscal year in the FY 04 budget. During the FY 08 budget process, the Board advanced the project to FY 11. 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 Administrative Center.

### Funding

This project is to be funded through lease/purchase financing, as provided under PPEA guidelines.

### 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 14, and is estimated at \$125,000 over the six-year planning period. Expected lease savings, to be realized by consolidating County services and support functions currently in rented space into County-owned facilities, will be redirected to offset future debt service.

Capital ( \$ in 1000s )	Prior Alloc.	FY 2008 Adopted	FY 2009 Adopted	FY 2010	FY 2011	FY 2012	FY 2013	FY 2014	6 Year Total	Future FY's	Project Total
Professional Services	0	0	0	0	0	0	0	4,839	4,839	3,161	8,000
Furniture, Fixtures & Equip	0	0	0	0	0	0	0	0	0	7,000	7,000
Construction	0	0	0	0	0	0	0	0	0	69,000	69,000
<b>Total Cost</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>4,839</b>	<b>4,839</b>	<b>79,161</b>	<b>84,000</b>
Lease/Purchase	0	0	0	0	0	0	0	4,839	4,839	79,161	84,000
<b>Total Financing</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>4,839</b>	<b>4,839</b>	<b>79,161</b>	<b>84,000</b>
Operating Impact ( \$ in 1000s )			FY 2009 Adopted	FY 2010	FY 2011	FY 2012	FY 2013	FY 2014	6 Year Total		
Debt Service			0	0	0	0	0	125	125		
<b>Total Impact</b>			<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>125</b>	<b>125</b>		



**Loudoun County Government  
FY 2009 Adopted Fiscal Plan**

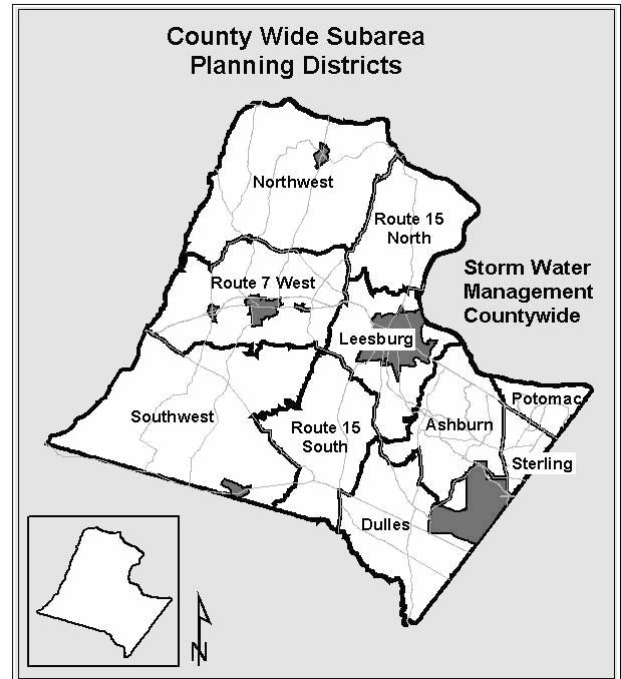
## Storm Water Management

### 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 stormwater discharge permit restrictions, which require the repair, maintain, and restoration of County-owned stormwater 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 financial impact of the restoration project was forecast within current levels of funding extended across the planning continuum.

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, which was completed in mid-2007, as noted above.

### Funding

This project is to be financed with local tax funding.

### Operating Impact

#### Operations & Maintenance

The Department of General Services manages this program. Personnel and operations expenses are estimated at \$1.6 million over the six-year planning period.

#### Debt Service

This project is to be financed with local tax funding; therefore, no debt service expense will be incurred.

Capital ( \$ in 1000s )	Prior Alloc.	FY 2008 Adopted	FY 2009 Adopted	FY 2010	FY 2011	FY 2012	FY 2013	FY 2014	6 Year Total	Future FY's	Project Total
Facilities Construction	3,600	1,500	1,750	2,000	2,250	2,500	2,750	3,000	14,250	0	19,350
<b>Total Cost</b>	<b>3,600</b>	<b>1,500</b>	<b>1,750</b>	<b>2,000</b>	<b>2,250</b>	<b>2,500</b>	<b>2,750</b>	<b>3,000</b>	<b>14,250</b>	<b>0</b>	<b>19,350</b>
Local Tax Funding	3,600	1,500	1,750	2,000	2,250	2,500	2,750	3,000	14,250	0	19,350
<b>Total Financing</b>	<b>3,600</b>	<b>1,500</b>	<b>1,750</b>	<b>2,000</b>	<b>2,250</b>	<b>2,500</b>	<b>2,750</b>	<b>3,000</b>	<b>14,250</b>	<b>0</b>	<b>19,350</b>
Operating Impact ( \$ in 1000s )			FY 2009 Adopted	FY 2010	FY 2011	FY 2012	FY 2013	FY 2014	6 Year Total		
Operations & Maintenance			240	252	265	278	292	306	1,633		
<b>Total Impact</b>			<b>240</b>	<b>252</b>	<b>265</b>	<b>278</b>	<b>292</b>	<b>306</b>	<b>1,633</b>		

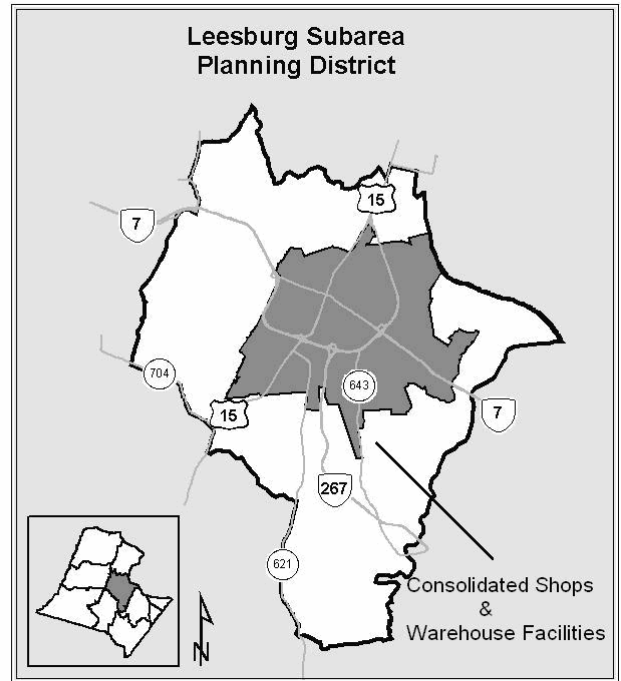


## Consolidated Shops & Warehouse Facilities

### 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 provide a minimum 24-foot interior clearance height to 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 Administrative Center project and the Cangiano Property (Leesburg) Master Plan, along with other prospective County locations, to ensure optimal placement of County services and administrative support offices.

### Funding

This project is to be funded through lease/purchase 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 expense will be incurred during the six-year planning period.

Capital (\$ in 1000s)	Prior Alloc.	FY 2008 Adopted	FY 2009 Adopted	FY 2010	FY 2011	FY 2012	FY 2013	FY 2014	6 Year Total	Future FY's	Project Total
Professional Services	0	0	0	0	0	0	0	0	0	3,618	3,618
Furniture, Fixtures & Equip	0	0	0	0	0	0	0	0	0	2,895	2,895
Construction	0	0	0	0	0	0	0	0	0	24,122	24,122
<b>Total Cost</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>30,635</b>	<b>30,635</b>
Lease/Purchase	0	0	0	0	0	0	0	0	0	30,635	30,635
<b>Total Financing</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>30,635</b>	<b>30,635</b>



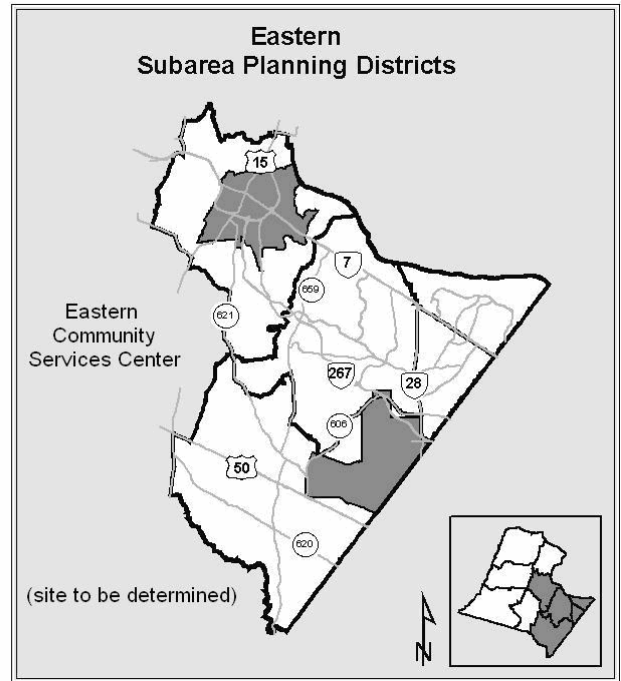
**Loudoun County Government  
FY 2009 Adopted Fiscal Plan**

## Eastern Community Services Center

### Project Description

The Eastern Community Services Center will house essential human services agencies including Family Services, Mental Health/Mental Retardation/Substance Abuse Services, Health Services and the Juvenile Court Services Unit. There is a separate project identified in the Capital Needs Assessment for an Eastern Health Clinic; this function is anticipated to be co-located with the other human services functions in the Eastern Community Services Center.

The 5-acre (buildable) site design will feature well-landscaped parking bays with sufficient parking to accommodate the anticipated occupant and visitor requirements. The proposed 73,000 rentable square foot structure will accommodate administrative and health care functions. Functionality, materials and finishes will be comparable to a Class-A commercial office building. The building design will present an attractive image along the frontage comparable to similar sized and located commercial properties in Loudoun County. The necessary information technology infrastructure must be part of the building design. Modular office systems, private office furnishings and the required medical equipment for health clinic functions will be included in the furniture, fixtures and equipment budget.



### Current Status

Potential sites for this project will be considered during the facility planning stage of both the Government Administrative Center project and the Cangiano Property (Leesburg) Master Plan, along with other prospective eastern County locations, to ensure optimal placement of County services and administrative support offices.

### Funding

This project is to be funded through lease/purchase 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 expense will be incurred during the six-year planning period.

Capital (\$ in 1000s)	Prior Alloc.	FY 2008 Adopted	FY 2009 Adopted	FY 2010	FY 2011	FY 2012	FY 2013	FY 2014	6 Year Total	Future FY's	Project Total
Professional Services	0	0	0	0	0	0	0	0	0	4,402	4,402
Furniture, Fixtures & Equip	0	0	0	0	0	0	0	0	0	3,522	3,522
Construction	0	0	0	0	0	0	0	0	0	29,348	29,348
<b>Total Cost</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>37,272</b>	<b>37,272</b>
Lease/Purchase	0	0	0	0	0	0	0	0	0	37,272	37,272
<b>Total Financing</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>37,272</b>	<b>37,272</b>



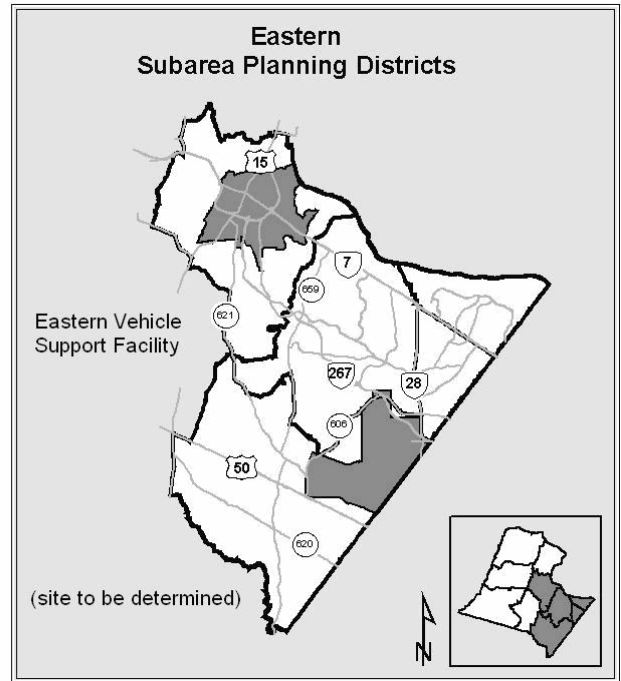
## Eastern Vehicle Support Facility

### 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.



### Funding

This project is to be financed 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 is to be financed with local tax funding; therefore, no debt service expense will be incurred.

### Current Status

While the Eastern Vehicle Support Facility is planned for future fiscal years, there is an allowance for land acquisition expense during the six-year planning period.

Capital ( \$ in 1000s )	Prior Alloc.	FY 2008 Adopted	FY 2009 Adopted	FY 2010	FY 2011	FY 2012	FY 2013	FY 2014	6 Year Total	Future FY's	Project Total
Professional Services	0	0	0	0	0	0	0	0	0	462	462
Furniture, Fixtures & Equip	0	0	0	0	0	0	0	0	0	364	364
Construction	0	0	0	0	0	0	0	0	0	3,024	3,024
<b>Total Cost</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>3,850</b>	<b>3,850</b>
Local Tax Funding	0	0	0	0	0	0	0	0	0	3,850	3,850
<b>Total Financing</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>3,850</b>	<b>3,850</b>



**Loudoun County Government  
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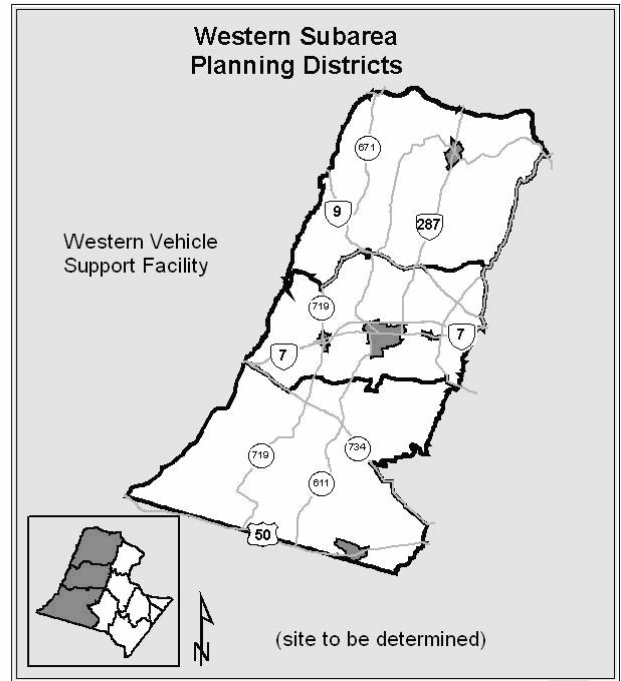
## Western Vehicle Support Facility

### Project Description

The Western 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 western 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.



### Funding

This project is to be financed 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 is to be financed with local tax funding; therefore, no debt service expense will be incurred.

### Current Status

While the Western Vehicle Support Facility is planned for future fiscal years, there is an allowance for land acquisition expense during the six-year planning period.

Capital ( \$ in 1000s )	Prior Alloc.	FY 2008 Adopted	FY 2009 Adopted	FY 2010	FY 2011	FY 2012	FY 2013	FY 2014	6 Year Total	Future FY's	Project Total
Professional Services	0	0	0	0	0	0	0	0	0	462	462
Furniture, Fixtures & Equip	0	0	0	0	0	0	0	0	0	364	364
Construction	0	0	0	0	0	0	0	0	0	3,024	3,024
<b>Total Cost</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>3,850</b>	<b>3,850</b>
Local Tax Funding	0	0	0	0	0	0	0	0	0	3,850	3,850
<b>Total Financing</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>3,850</b>	<b>3,850</b>



# **COUNTY CAPITAL PROJECTS**

## **TRANSPORTATION**



**Loudoun County Government  
FY 2009 Adopted Fiscal Plan**

**Transportation Summary**

**Schedule of Appropriations (in \$1000s)  
Adopted FY 09-14 Capital Improvement Program**

<b>Transportation</b>	<b>Funding</b>	<b>Prior FY</b>	<b>FY 08</b>	<b>FY 09</b>	<b>FY 10</b>	<b>FY 11</b>	<b>FY 12</b>	<b>FY 13</b>	<b>FY 14</b>	<b>CIP Total</b>	<b>Future FY</b>	<b>Project Total</b>
Commuter Transit Buses	GT/TF, L/P, S	\$ 15,035	\$ 1,200	\$ 1,200	\$ 1,200	\$ 1,200	\$ 1,200	\$ 1,200	\$ 1,200	\$ 7,200	\$ 0	\$ 23,435
Dulles Corridor Rapid Transit	PB	\$ 0	\$ 0	\$ 40,000	\$ 40,000	\$ 40,000	\$ 40,000	\$ 40,000	\$ 40,000	\$ 240,000	\$ 0	\$ 240,000
Regional Park-and-Ride Lots	GT/TF, S	\$ 2,630	\$ 245	\$ 1,830	\$ 1,065	\$ 1,900	\$ 0	\$ 0	\$ 7,154	\$ 11,949	\$ 0	\$ 14,824
Allder School Road Paving	\$	0	0	750	6,493	0	0	0	0	7,243	0	\$ 7,243
<b>TRANSPORTATION TOTAL</b>		<b>\$ 17,665</b>	<b>\$ 1,445</b>	<b>\$ 43,780</b>	<b>\$ 48,758</b>	<b>\$ 43,100</b>	<b>\$ 41,200</b>	<b>\$ 41,200</b>	<b>\$ 48,354</b>	<b>\$ 266,392</b>	<b>\$ 0</b>	<b>\$ 285,502</b>

<b>Fund Codes</b>	<b>Revenue Source</b>		<b>Prior FY</b>	<b>FY 08</b>	<b>FY 09</b>	<b>FY 10</b>	<b>FY 11</b>	<b>FY 12</b>	<b>FY 13</b>	<b>FY 14</b>	<b>CIP Total</b>	<b>Future FY</b>	<b>Project Total</b>
\$ - Local Tax Funding	Local Tax Funding	\$	\$ 0	\$ 0	\$ 750	\$ 6,493	\$ 0	\$ 0	\$ 0	\$ 0	\$ 7,243	\$ 0	\$ 7,243
GO - General Obligation Bonds	General Obligation Bonds	GO	0	0	0	0	0	0	0	0	0	0	0
FB - Fund Balance	Fund Balance	FB	0	0	0	0	0	0	0	0	0	0	0
F - Fees	Fees	F	0	0	0	0	0	0	0	0	0	0	0
P - Proffers (Cash, Land, In-Kind)	Proffers (Cash, Land, In-Kind)	P	0	0	0	0	0	0	0	0	0	0	0
S - State	State	S	5,066	20	296	213	380	0	0	716	1,605	0	6,691
GT/TF - Gas Tax/Transportation Fund	Gas Tax/Transportation Fund	GT/TF	5,838	225	1,534	852	1,520	0	0	6,438	10,344	0	16,407
L/P - Lease/Purchase	Lease/Purchase	L/P	6,761	1,200	1,200	1,200	1,200	1,200	1,200	1,200	7,200	0	15,161
PB - Pledge Bonds	Pledge Bonds	PB	0	0	40,000	40,000	40,000	40,000	40,000	40,000	240,000	0	240,000
IDA - Industrial Development Authority	Industrial Development Authority	IDA	0	0	0	0	0	0	0	0	0	0	0
VPSSA - Virginia Public Schools Authority	Virginia Public Schools Authority	VPSSA	0	0	0	0	0	0	0	0	0	0	0
VRA - Virginia Resources Authority	Virginia Resources Authority	VRA	0	0	0	0	0	0	0	0	0	0	0
<b>Grand Total</b>			<b>\$ 17,665</b>	<b>\$ 1,445</b>	<b>\$ 43,780</b>	<b>\$ 48,758</b>	<b>\$ 43,100</b>	<b>\$ 41,200</b>	<b>\$ 41,200</b>	<b>\$ 48,354</b>	<b>\$ 266,392</b>	<b>\$ 0</b>	<b>\$ 285,502</b>



**Loudoun County Government  
FY 2009 Adopted Fiscal Plan**

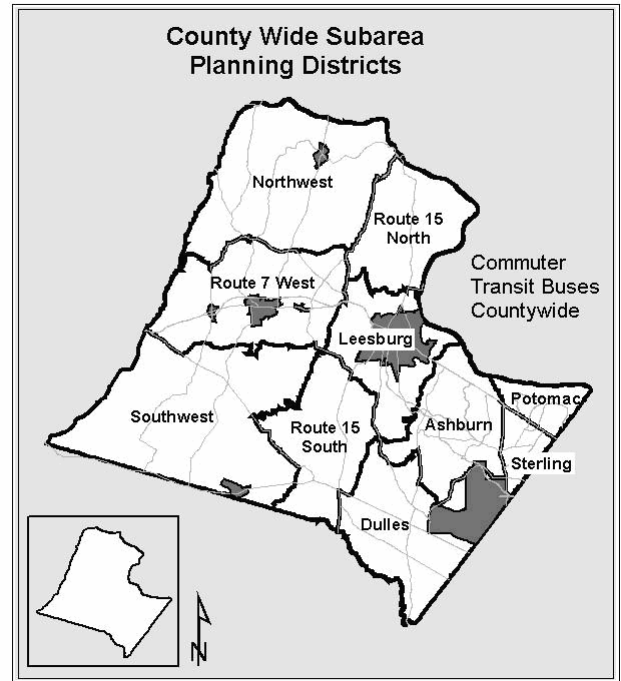
## Commuter Transit Buses

### 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 yearly through the six-year capital planning period, subject to actual State Capital Grant awards.

State Grant funds may be available each fiscal year toward the purchase price of the transit buses. Actual State grant funds received for this program are shown as a prior allocation for FY 04 through FY 06. There is no attempt to project possible future State funding levels over the six-year planning period. This project page forecasts the potential lease/purchase financing amounts the County should assure if the current acquisition plan remains in place.

A total of seven buses were purchased in FY 06 as a result of additional capital funds being available to the County, allowing for service expansion into the Dulles South area. These additional buses were placed into service in the first quarter of FY 07. With the two buses appropriated in the FY 09 budget, the commuter bus fleet will total 36 buses.



### Funding

The commuter bus program is funded through a combination of fare revenues, cash proffers, State capital and operating assistance, and gasoline tax revenues. 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, and is estimated at \$48.0 million over the six-year planning period.

#### Debt Service

The program's debt service is covered through a combination of fare revenues, state grants, and gasoline tax revenues, and is estimated at \$3.4 million over the six-year planning period.

Capital ( \$ in 1000s )	Prior Alloc.	FY 2008 Adopted	FY 2009 Adopted	FY 2010	FY 2011	FY 2012	FY 2013	FY 2014	6 Year Total	Future FY's	Project Total
Bus Acquisition	15,035	1,200	1,200	1,200	1,200	1,200	1,200	1,200	7,200	0	23,435
<b>Total Cost</b>	<b>15,035</b>	<b>1,200</b>	<b>1,200</b>	<b>1,200</b>	<b>1,200</b>	<b>1,200</b>	<b>1,200</b>	<b>1,200</b>	<b>7,200</b>	<b>0</b>	<b>23,435</b>
State Capital Assistance	8,274	0	0	0	0	0	0	0	0	0	8,274
Lease/Purchase	6,761	1,200	1,200	1,200	1,200	1,200	1,200	1,200	7,200	0	15,161
<b>Total Financing</b>	<b>15,035</b>	<b>1,200</b>	<b>1,200</b>	<b>1,200</b>	<b>1,200</b>	<b>1,200</b>	<b>1,200</b>	<b>1,200</b>	<b>7,200</b>	<b>0</b>	<b>23,435</b>
<b>Operating Impact ( \$ in 1000s )</b>				<b>FY 2009 Adopted</b>	<b>FY 2010</b>	<b>FY 2011</b>	<b>FY 2012</b>	<b>FY 2013</b>	<b>FY 2014</b>	<b>6 Year Total</b>	
Operations & Maintenance				7,054	7,407	7,777	8,166	8,574	9,003	47,981	
Debt Service				0	260	477	686	891	1,083	3,397	
<b>Total Impact</b>				<b>7,054</b>	<b>7,667</b>	<b>8,254</b>	<b>8,852</b>	<b>9,465</b>	<b>10,086</b>	<b>51,378</b>	



## 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 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). 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 2015. The entire project would include a rail yard near Dulles Airport and a total of 12 stations, including four stations in the Tyson's Corner area.

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.

Funding for the project would be provided by the Federal and State governments, as well as the counties of Fairfax and Loudoun and the Metropolitan Washington Airports Authority, through a series of intergovernmental and local funding agreements. As currently envisioned, implementation of Phase 1 is estimated to cost approximately \$2.67 billion, assuming the Federal government provides 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 \$240 million.



### Current Status

The Virginia Department of Rail and Public Transportation (VDRPT) 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, VDRPT 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.

MWAA is currently conducting supplemental engineering activities to support right-of-way acquisition and utility relocation and, in cooperation with VDRPT, submitting elements of the updated Request to Enter Final Design to the Federal Transit Administration (FTA). Utility relocation work along the Route 7 corridor in Tyson's Corner was begun in January 2008. MWAA anticipates completing 100% of Phase 2 preliminary engineering by early 2008.

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.

### Funding

The Federal Transit Administration, the Commonwealth of Virginia, Fairfax County, the Metropolitan Washington Airport Authority (Dulles Toll Road) and Loudoun County would fund the costs of the project. Loudoun County's share of the total project cost is 4.8%. Rail project funding is contingent upon the execution of a full funding agreement with the Federal Transit Administration. Loudoun County's contributions towards Phase 2 construction would begin in FY 09, with the estimated share to be funded through the sale of pledge bonds, with Business/Professional/Occupational Licenses tax revenues as the underlying credit.

### Operating Impact

#### Operations & Maintenance

The project's Environmental Impact Statement estimates that Loudoun's share of operating costs would total about \$8 million during the first year of operation. 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 2015. All costs are planning figures and are subject to change pending final decisions by the Dulles Task Force and the Federal Transit Administration.

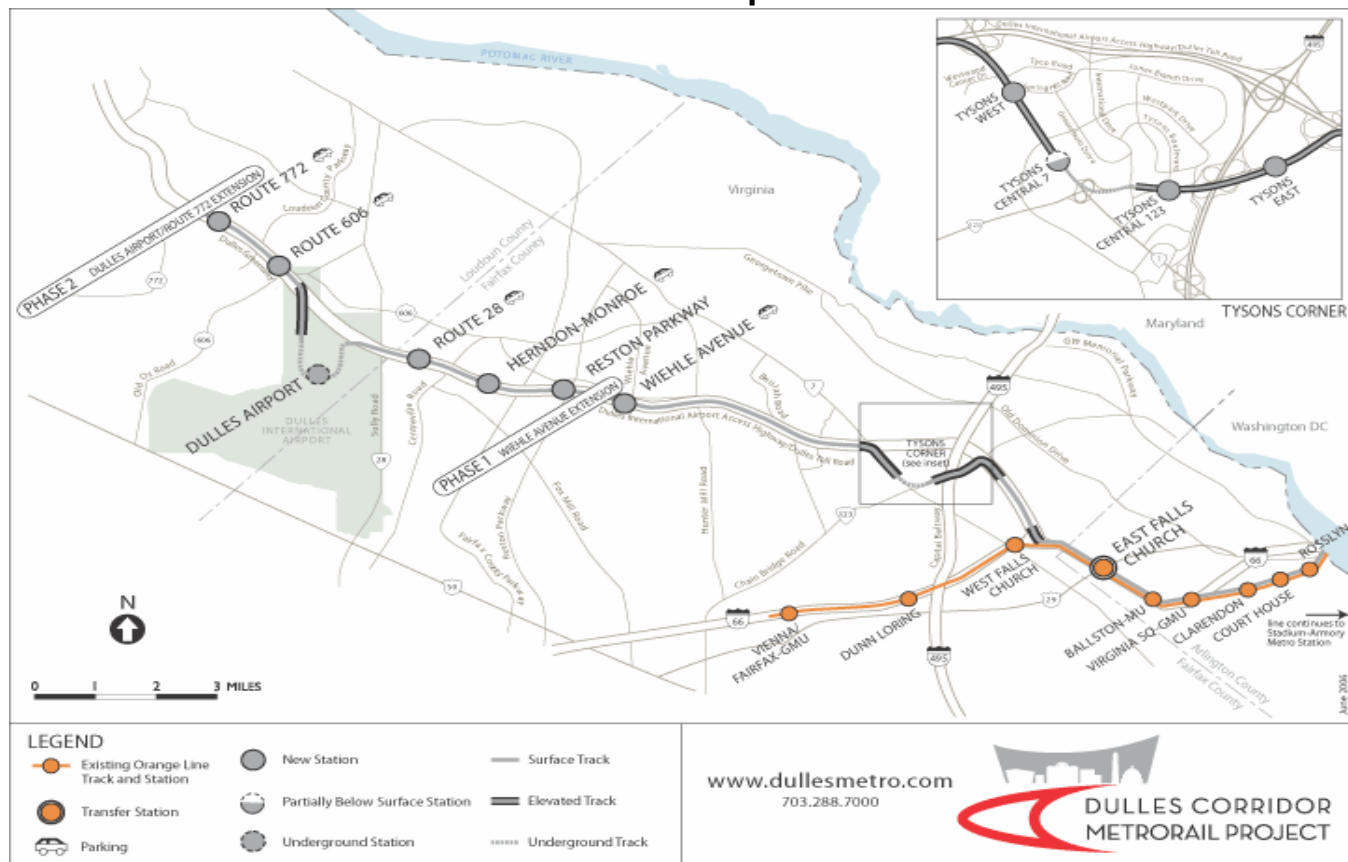
#### Debt Service

In FY 02, the Board of Supervisors established the Public Transportation Fund to serve as the clearinghouse for debt service payments for County-funded transit and transportation projects. Debt service is forecast to begin in FY 10, and is estimated at \$58 million over the six-year planning period. Debt service would be paid with Business/Professional/ Occupational Licenses (BPOL) revenues, and is forecast at an average of \$14.6 million per annum over the 25-year borrowing period. Further information regarding the Public Transportation Fund may be found on page 9 - 25 of this document.



Loudoun County Government  
FY 2009 Adopted Fiscal Plan

## Dulles Corridor Rapid Transit



Capital (\$ in 1000s)	Prior Alloc.	FY 2008 Adopted	FY 2009 Adopted	FY 2010	FY 2011	FY 2012	FY 2013	FY 2014	6 Year Total	Future FY's	Project Total
Payment to Regional Org	0	0	40,000	40,000	40,000	40,000	40,000	40,000	240,000	0	240,000
<b>Total Cost</b>	<b>0</b>	<b>0</b>	<b>40,000</b>	<b>40,000</b>	<b>40,000</b>	<b>40,000</b>	<b>40,000</b>	<b>40,000</b>	<b>240,000</b>	<b>0</b>	<b>240,000</b>
Pledge Bonds	0	0	40,000	40,000	40,000	40,000	40,000	40,000	240,000	0	240,000
<b>Total Financing</b>	<b>0</b>	<b>0</b>	<b>40,000</b>	<b>40,000</b>	<b>40,000</b>	<b>40,000</b>	<b>40,000</b>	<b>40,000</b>	<b>240,000</b>	<b>0</b>	<b>240,000</b>
Operating Impact (\$ in 1000s)			FY 2009 Adopted	FY 2010	FY 2011	FY 2012	FY 2013	FY 2014	6 Year Total		
Debt Service			0	4,000	7,900	11,700	15,400	19,000	58,000		
<b>Total Impact</b>			<b>0</b>	<b>4,000</b>	<b>7,900</b>	<b>11,700</b>	<b>15,400</b>	<b>19,000</b>	<b>58,000</b>		



**Loudoun County Government  
FY 2009 Adopted Fiscal Plan**

## Regional Park-and-Ride Lots

### Project Description

This project provides for the acquisition of property and construction of several regional park-and-ride lots in various locations in Loudoun County. The adopted FY 09-18 Capital Needs Assessment has identified the need for nine suburban regional park-and-ride lots by FY 18. During the FY 09-14 capital planning period, six suburban regional park-and-ride lots are scheduled for development:

#### Western Loudoun Park-and-Ride Lot

Acquires property to construct a 150 to 250-space parking lot in the Purcellville area to replace the temporary lots.

#### Park-and-Ride Lot #4 – Dulles Subarea

Acquires property to construct a 150-space surface parking lot in the Route 50 corridor. Ultimate capacity of the lot will be contingent upon the type(s) of transit services offered and growth in the corridor. Therefore, lot size should allow for significant expansion in excess of 400 spaces and future bus operations.

#### Park-and-Ride Lot #5 – Sterling Subarea – Expansion

Acquires property to expand the capacity of a 100-space surface parking lot proffered at or near Dulles Town Center (ZMAP 1990-0014). The location and size of the facility will be determined jointly with the property owners. It is initially assumed that 200 additional spaces will be constructed.

#### Park-and-Ride Lot #6 – Round Hill

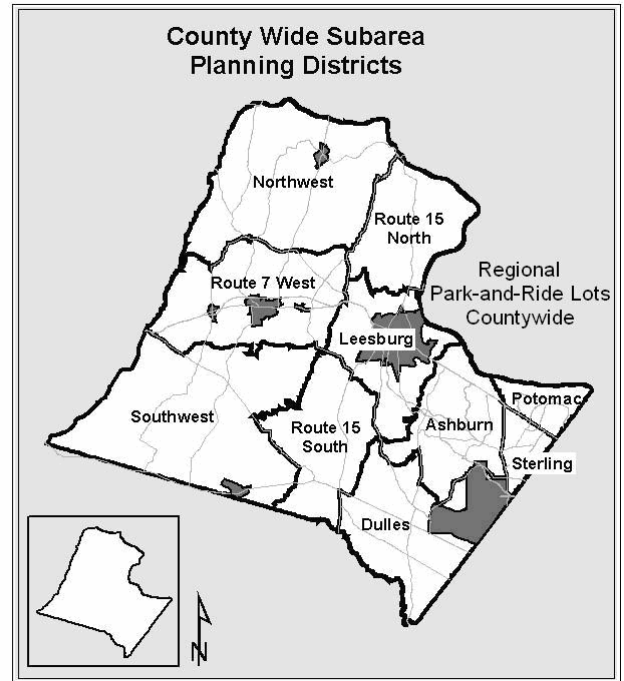
Constructs a 75-space surface parking lot on a proffered site (ZMAP 1989-0004 #13) on Evening Star Drive in the Round Hill area.

#### Park-and-Ride Lot #7 – Brambleton – Expansion

Acquires a minimum of 2.5 buildable acres to expand the capacity of the 100-space proffered lot at Brambleton (East of Belmont Ridge Road on Creighton Road). It is initially assumed that 100 additional spaces will be constructed.

#### Park-and-Ride Lot #8 – Stone Ridge – Expansion

Acquires a minimum of 2.5 buildable acres to expand the capacity of the 250-space proffered lot at Stone Ridge. It is initially assumed that 100 additional spaces will be constructed. This expansion would increase park-and-ride capacity for citizens in Stone Ridge and along the Route 50 corridor.



### Funding

These projects are 80% funded by Federal Congestion Mitigation/Air Quality grants passed through the State; the remaining 20% match is funded by the Virginia Department of Transportation.

### Operating Impact

#### Operations & Maintenance

Operations and maintenance expenses are estimated at \$87,655 over the six-year planning period.

#### Debt Service

These projects will be financed with federal pass-through and state tax funding; therefore, no debt service will be incurred.

Capital ( \$ in 1000s )	Prior Alloc.	FY 2008 Adopted	FY 2009 Adopted	FY 2010	FY 2011	FY 2012	FY 2013	FY 2014	6 Year Total	Future FY's	Project Total
Professional Services	330	100	80	145	0	0	0	862	1,087	0	1,517
Const of Site Infrastructure	2,300	145	1,750	920	1,900	0	0	6,292	10,862	0	13,307
<b>Total Cost</b>	<b>2,630</b>	<b>245</b>	<b>1,830</b>	<b>1,065</b>	<b>1,900</b>	<b>0</b>	<b>0</b>	<b>7,154</b>	<b>11,949</b>	<b>0</b>	<b>14,824</b>
State Capital Assistance	2,430	145	430	920	0	0	0	6,438	7,788	0	10,363
State Grant Program	200	100	1,400	145	1,900	0	0	716	4,161	0	4,461
<b>Total Financing</b>	<b>2,630</b>	<b>245</b>	<b>1,830</b>	<b>1,065</b>	<b>1,900</b>	<b>0</b>	<b>0</b>	<b>7,154</b>	<b>11,949</b>	<b>0</b>	<b>14,824</b>
<b>Operating Impact ( \$ in 1000s )</b>				<b>FY 2009 Adopted</b>	<b>FY 2010</b>	<b>FY 2011</b>	<b>FY 2012</b>	<b>FY 2013</b>	<b>FY 2014</b>	<b>6 Year Total</b>	
Operations & Maintenance				5	10	11	16	22	23	87	
<b>Total Impact</b>				<b>5</b>	<b>10</b>	<b>11</b>	<b>16</b>	<b>22</b>	<b>23</b>	<b>87</b>	



**Loudoun County Government  
FY 2009 Adopted Fiscal Plan**

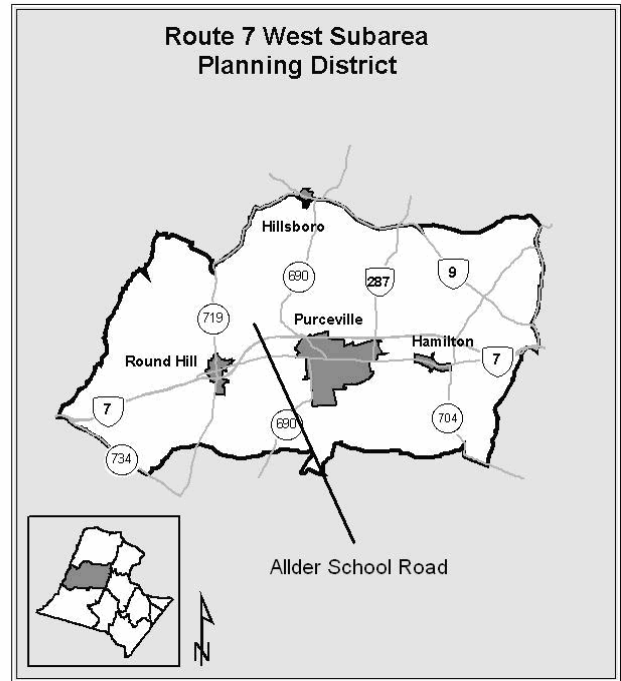
## Alder School Road Paving

### 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 Western Loudoun Area High School (HS-3) proposed 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 will be financed with local tax funding.

### 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

This project will be funded with local tax funding; therefore, no debt service will be incurred.

### Current Status

Construction of HS-3 has been delayed as the Town of Purcellville has filed suit challenging the site selection process. Due to those legal proceedings, the Board in January 2008 rejected the Schools' request to advance construction funds for access roads to HS-3. The suit has moved to the Virginia Supreme Court, with oral arguments scheduled on June 3, 2008. Barring an out-of-court settlement, a decision is unlikely before Fall 2008. The Alder School Road project will be deferred until that litigation has concluded, and the HS-3 capital project goes forward.

Capital (\$ in 1000s)	Prior Alloc.	FY 2008 Adopted	FY 2009 Adopted	FY 2010	FY 2011	FY 2012	FY 2013	FY 2014	6 Year Total	Future FY's	Project Total
Professional Services	0	0	750	0	0	0	0	0	750	0	750
Construction of Roads	0	0	0	6,493	0	0	0	0	6,493	0	6,493
<b>Total Cost</b>	<b>0</b>	<b>0</b>	<b>750</b>	<b>6,493</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>7,243</b>	<b>0</b>	<b>7,243</b>
Local Tax Funding	0	0	750	6,493	0	0	0	0	7,243	0	7,243
<b>Total Financing</b>	<b>0</b>	<b>0</b>	<b>750</b>	<b>6,493</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>7,243</b>	<b>0</b>	<b>7,243</b>



## NOTES



# **COUNTY CAPITAL PROJECTS**

## **PUBLIC SAFETY**



**Loudoun County Government  
FY 2009 Adopted Fiscal Plan**

**Public Safety Summary**

**Schedule of Appropriations (in \$1000s)  
Adopted FY 09-14 Capital Improvement Program**

<b>Public Safety</b>	<b>Funding</b>	<b>Prior FY</b>	<b>FY 08</b>	<b>FY 09</b>	<b>FY 10</b>	<b>FY 11</b>	<b>FY 12</b>	<b>FY 13</b>	<b>FY 14</b>	<b>CIP Total</b>	<b>Future FY</b>	<b>Project Total</b>
Church Street Parking Lot	\$	\$ 680	\$ 1,455	\$ 100	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0	\$ 100	\$ 0	\$ 2,235
Courts Complex - Harrison Building Renovation	L/P	0	0	0	0	0	230	3,770	0	4,000	0	\$ 4,000
Courts Complex (Phase III)	L/P	0	0	0	0	1,641	5,396	19,277	2,186	28,500	0	\$ 28,500
Aldie Fire/Rescue Station	GO	0	630	7,670	0	0	0	0	0	7,670	0	\$ 8,300
East Route 606 (Station 29) Fire/Rescue Station	GO	0	0	0	0	0	0	0	0	0	9,470	\$ 9,470
Kirkpatrick Farms (West) Fire/Rescue Station	GO	0	0	0	0	800	9,000	0	0	9,800	0	\$ 9,800
Leesburg South Fire/Rescue Station	GO	0	0	0	0	0	800	9,400	0	10,200	0	\$ 10,200
Western/Neersville Fire/Rescue Station	\$, GO	515	0	665	7,920	0	0	0	0	8,585	0	\$ 9,100
Fire Station Renovations	\$, GO	1,790	1,300	2,000	15,000	6,480	0	0	0	23,480	0	\$ 26,570
Fire/Rescue Capital Apparatus	L/P	5,690	3,270	3,378	3,547	3,724	3,910	4,106	4,310	22,975	0	\$ 31,935
Emergency Call Center (911)/Emergency Operations Center	GO	0	0	0	0	0	0	0	0	0	23,770	\$ 23,770
Fire/Rescue Support Services Facility	GO	0	0	0	0	0	0	0	0	0	28,900	\$ 28,900
Fire/Rescue Training Facilities	L/P	0	0	0	0	0	0	0	0	0	41,809	\$ 41,809
Adult Detention Center (Phases I, II & III)	\$, L/P, S	30,660	39,765	3,660	0	0	0	0	0	3,660	90,000	\$ 164,085
Western Loudoun Sheriff's Substation	GO	0	750	7,580	0	0	0	0	0	7,580	0	\$ 8,330
Sheriff's Administration Center	L/P	0	0	0	0	0	0	0	0	0	61,100	\$ 61,100
Public Safety Firing Range	\$, IDA	2,300	3,000	9,000	0	0	0	0	0	9,000	0	\$ 14,300
Juvenile Detention Center	L/P	0	0	1,215	10,385	0	0	0	0	11,600	0	\$ 11,600
Public Inebriate Center	\$	0	0	0	0	0	0	0	1,850	1,850	0	\$ 1,850
Eastern Loudoun Animal Shelter	L/P	0	0	0	0	0	0	0	0	0	9,518	\$ 9,518
<b>PUBLIC SAFETY TOTAL</b>		<b>\$ 41,635</b>	<b>\$ 50,170</b>	<b>\$ 35,268</b>	<b>\$ 36,852</b>	<b>\$ 12,645</b>	<b>\$ 19,336</b>	<b>\$ 36,553</b>	<b>\$ 8,346</b>	<b>\$ 149,000</b>	<b>\$ 264,567</b>	<b>\$ 505,372</b>

<b>Fund Codes</b>	<b>Revenue Source</b>		<b>Prior FY</b>	<b>FY 08</b>	<b>FY 09</b>	<b>FY 10</b>	<b>FY 11</b>	<b>FY 12</b>	<b>FY 13</b>	<b>FY 14</b>	<b>CIP Total</b>	<b>Future FY</b>	<b>Project Total</b>
\$ - Local Tax Funding	Local Tax Funding	\$	\$ 5,740	\$ 4,455	\$ 100	\$ 0	\$ 0	\$ 0	\$ 0	\$ 1,850	\$ 1,950	\$ 0	\$ 12,145
GO - General Obligation Bonds	General Obligation Bonds	GO	0	2,680	17,915	22,920	7,280	9,800	9,400	0	67,315	62,140	132,135
FB - Fund Balance	Fund Balance	FB	0	0	0	0	0	0	0	0	0	0	0
F - Fees	Fees	F	0	0	0	0	0	0	0	0	0	0	0
P - Proffers (Cash, Land, In-Kind)	Proffers (Cash, Land, In-Kind)	P	0	0	0	0	0	0	0	0	0	0	0
S - State	State	S	4,600	0	0	0	0	0	0	0	0	0	4,600
GT/TF - Gas Tax/Transportation Fund	Gas Tax/Transportation Fund	GT/TF	0	0	0	0	0	0	0	0	0	0	0
L/P - Lease/Purchase	Lease/Purchase	L/P	31,295	43,035	8,253	13,932	5,365	9,536	27,153	6,496	70,735	202,427	347,492
PB - Pledge Bonds	Pledge Bonds	PB	0	0	0	0	0	0	0	0	0	0	0
IDA - Industrial Development Authority	Industrial Development Authority	IDA	0	0	9,000	0	0	0	0	0	9,000	0	9,000
VPSSA - Virginia Public Schools Authority	Virginia Public Schools Authority	VPSSA	0	0	0	0	0	0	0	0	0	0	0
VRA - Virginia Resources Authority	Virginia Resources Authority	VRA	0	0	0	0	0	0	0	0	0	0	0
<b>Grand Total</b>			<b>\$ 41,635</b>	<b>\$ 50,170</b>	<b>\$ 35,268</b>	<b>\$ 36,852</b>	<b>\$ 12,645</b>	<b>\$ 19,336</b>	<b>\$ 36,553</b>	<b>\$ 8,346</b>	<b>\$ 149,000</b>	<b>\$ 264,567</b>	<b>\$ 505,372</b>



**Loudoun County Government  
FY 2009 Adopted Fiscal Plan**

## Church Street Parking Lot

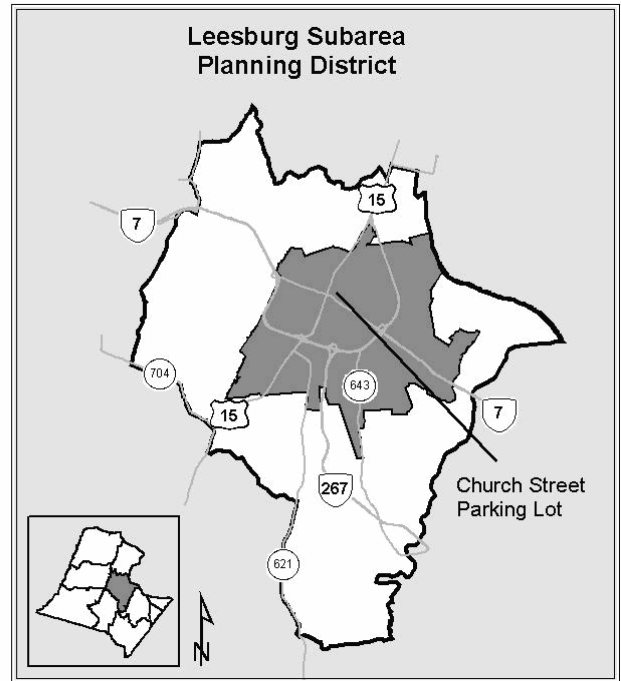
### Project Description

This project provides for the construction of a parking lot on the site of the former Adult Detention Center in the Town of Leesburg. The former Adult Detention Center is scheduled for demolition in FY 08.

The scope of work includes paving and associated storm water management, landscaping and lighting improvements. The project will provide a total of 246 parking spaces for use by the Courts upon completion.

### Current Status

Archaeological and environmental studies have been completed. Hazardous material abatement has already begun at the site of the former Adult Detention Center, with demolition to follow. Construction of the parking lot will begin once demolition is complete, and the parking lot is scheduled for completion by Fall 2009.



### Funding

This project is to be financed with local tax funding.

### Operating Impact

#### Operations & Maintenance

Operations and maintenance expenses, which consist of general maintenance and lighting expenses, are estimated at \$38,000 over the six-year planning period.

#### Debt Service

This project is to be financed by local tax funding; therefore, no debt service will be incurred.

Capital ( \$ in 1000s )	Prior Alloc.	FY 2008 Adopted	FY 2009 Adopted	FY 2010	FY 2011	FY 2012	FY 2013	FY 2014	6 Year Total	Future FY's	Project Total
Professional Services	420	0	0	0	0	0	0	0	0	0	420
Furniture, Fixtures & Equip	0	0	100	0	0	0	0	0	100	0	100
Construction	260	1,455	0	0	0	0	0	0	0	0	1,715
<b>Total Cost</b>	<b>680</b>	<b>1,455</b>	<b>100</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>100</b>	<b>0</b>	<b>2,235</b>
Local Tax Funding	680	1,455	100	0	0	0	0	0	100	0	2,235
<b>Total Financing</b>	<b>680</b>	<b>1,455</b>	<b>100</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>100</b>	<b>0</b>	<b>2,235</b>

Operating Impact ( \$ in 1000s )	FY 2009 Adopted	FY 2010	FY 2011	FY 2012	FY 2013	FY 2014	6 Year Total
Operations & Maintenance	0	7	7	8	8	8	38
<b>Total Impact</b>	<b>0</b>	<b>7</b>	<b>7</b>	<b>8</b>	<b>8</b>	<b>8</b>	<b>38</b>



**Loudoun County Government  
FY 2009 Adopted Fiscal Plan**

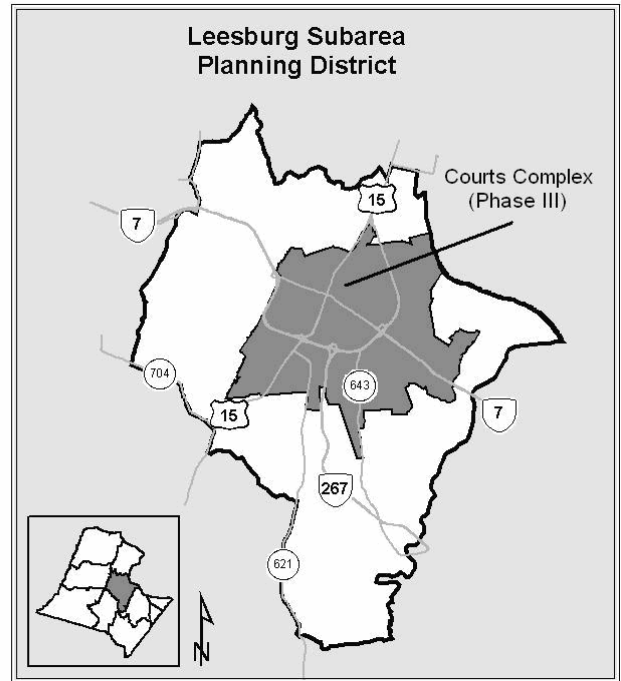
## Courts Complex (Phase III)

### Project Description

This project provides for the construction of a new facility for the General District Court and the Clerk of the 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 1997 would have 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, and would consist of approximately 60,000 square feet of courtroom and judicial office space, with sufficient parking for Court-owned and visitor vehicles.

### Current Status

A Courts Facility Assessment and Expansion Plan is being developed to refine the scope of this project and Phase IV of the Courts Complex expansion, which will add 25,000 square feet consisting of additional courtroom and support space to Phase III. Phase IV will require significant road and town improvements, and is expected to be open for occupancy in FY 2018.



### Funding

This project is to be funded through lease/purchase financing, as provided under Public-Private Education Facilities and Infrastructure Act of 2002 (PPEA).

### Operating Impact

#### Operations & Maintenance

Operating and maintenance expenses are forecast to begin in FY 14, and are forecast at \$832,200 over the six-year planning period.

#### Debt Service

Debt service is forecast to begin in FY 11, and is estimated at \$5.2 million over the six-year planning period.

Capital ( \$ in 1000s )	Prior Alloc.	FY 2008 Adopted	FY 2009 Adopted	FY 2010	FY 2011	FY 2012	FY 2013	FY 2014	6 Year Total	Future FY's	Project Total
Professional Services	0	0	0	0	1,641	837	0	0	2,478	0	2,478
Furniture, Fixtures & Equip	0	0	0	0	0	0	0	1,239	1,239	0	1,239
Construction	0	0	0	0	0	4,559	19,277	947	24,783	0	24,783
<b>Total Cost</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>1,641</b>	<b>5,396</b>	<b>19,277</b>	<b>2,186</b>	<b>28,500</b>	<b>0</b>	<b>28,500</b>
Lease/Purchase	0	0	0	0	1,641	5,396	19,277	2,186	28,500	0	28,500
<b>Total Financing</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>1,641</b>	<b>5,396</b>	<b>19,277</b>	<b>2,186</b>	<b>28,500</b>	<b>0</b>	<b>28,500</b>

Operating Impact ( \$ in 1000s )	FY 2009 Adopted	FY 2010	FY 2011	FY 2012	FY 2013	FY 2014	6 Year Total
Operations & Maintenance	0	0	0	0	0	823	823
Debt Service	0	0	50	498	1,703	2,937	5,188
<b>Total Impact</b>	<b>0</b>	<b>0</b>	<b>50</b>	<b>498</b>	<b>1,703</b>	<b>3,760</b>	<b>6,011</b>

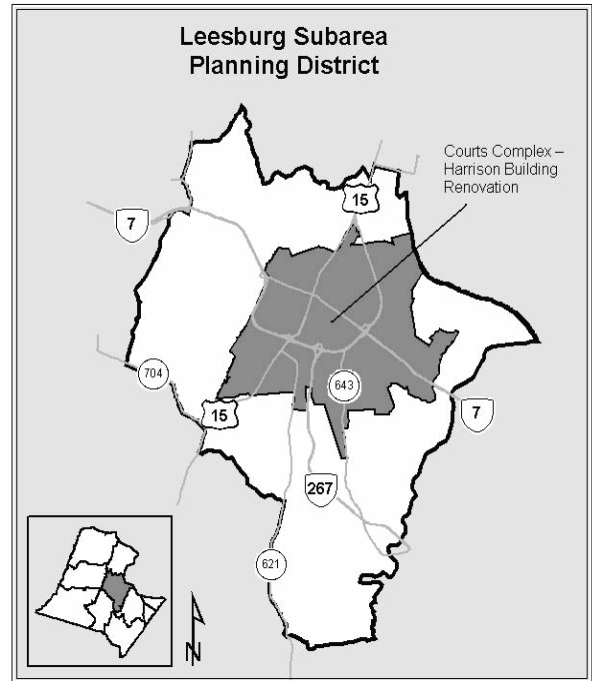


**Loudoun County Government  
FY 2009 Adopted Fiscal Plan**

## Courts Complex – Harrison Building Renovation

### Project Description

This project provides for the renovation of the Harrison Government Facility in the Town of Leesburg to accommodate the Court Support agencies. The existing occupants of the Harrison Government Facility would be relocated to a new Government Administrative Center (see Government Administrative Center – Phase I capital project sheet in the General Government Section of the CIP). Design of the 60,000-square-foot facility would begin in FY 2012, with the renovation scheduled for completion nine months after the Harrison Government Facility has been vacated.



### Funding

This project is to be funded through lease/purchase financing, as provided under Public-Private Education Facilities and Infrastructure Act of 2002 (PPEA).

### Operating Impact

#### Operations & Maintenance

Operating and maintenance expenses are forecast to begin in FY 13, and are estimated at \$1.7 million over the six-year planning period.

#### Debt Service

Debt service is forecast to begin in FY 12, and is estimated at \$880,000 over the six-year planning period.

Capital ( \$ in 1000s )	Prior Alloc.	FY 2008 Adopted	FY 2009 Adopted	FY 2010	FY 2011	FY 2012	FY 2013	FY 2014	6 Year Total	Future FY's	Project Total
Professional Services	0	0	0	0	0	230	0	0	230	0	230
Furniture, Fixtures & Equip	0	0	0	0	0	0	830	0	830	0	830
Const of Existing Bldgs	0	0	0	0	0	0	2,940	0	2,940	0	2,940
<b>Total Cost</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>230</b>	<b>3,770</b>	<b>0</b>	<b>4,000</b>	<b>0</b>	<b>4,000</b>
Lease/Purchase	0	0	0	0	0	230	3,770	0	4,000	0	4,000
<b>Total Financing</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>230</b>	<b>3,770</b>	<b>0</b>	<b>4,000</b>	<b>0</b>	<b>4,000</b>

Operating Impact ( \$ in 1000s )	FY 2009 Adopted	FY 2010	FY 2011	FY 2012	FY 2013	FY 2014	6 Year Total
Operations & Maintenance	0	0	0	0	823	864	1,687
Debt Service	0	0	0	100	395	385	880
<b>Total Impact</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>100</b>	<b>1,218</b>	<b>1,249</b>	<b>2,567</b>



**Loudoun County Government  
FY 2009 Adopted Fiscal Plan**

## Aldie Fire/Rescue Station

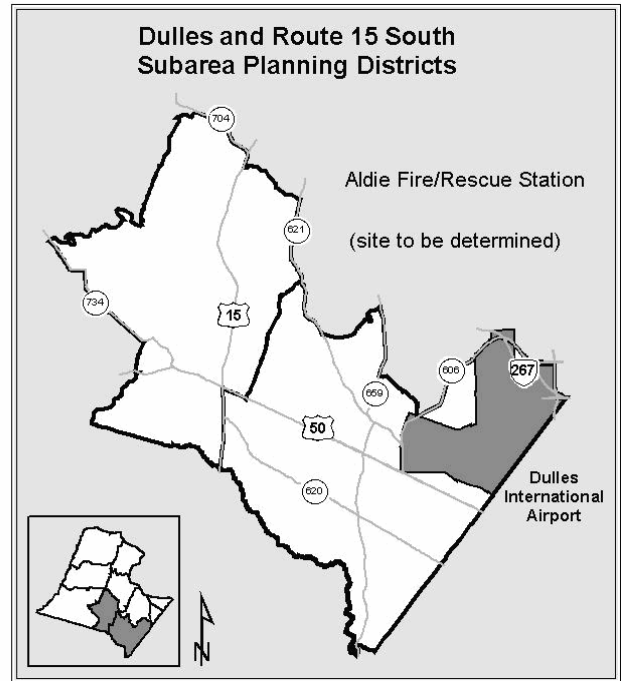
### Project Description

This project provides for the construction of a fire and rescue station at an appropriately zoned five-acre site in the Aldie service area. This service area is currently served by the Aldie Volunteer Fire Company 7 Station, which is in close proximity to a floodplain that results in facility flooding. The Aldie Fire/Rescue Station replaces the current facility, and will address future projected service demands in the Aldie/Route 50 area.

The facility has been 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, offices and a repair shop.

### Current Status

The County is actively pursuing land acquisition for this facility. The design contract is expected to go to bid in Spring 2008, with occupancy expected in FY 10.



### Funding

The fire/rescue station is funded through general obligation bonds. Loudoun County voters approved bonds in November 2006 for the land acquisition expense, and in November 2007 for engineering services and construction costs.

### Operating Impact

#### Operations & Maintenance

County Fire and Rescue personnel will be transferred from the current Aldie facility. Incremental operations and maintenance expenses are forecast to begin in FY 10 and are estimated at \$1.5 million over the six-year planning period.

#### Debt Service

Debt service is forecast to begin in FY 10, and is estimated at \$3.2 million over the six-year planning period.

Capital ( \$ in 1000s )	Prior Alloc.	FY 2008 Adopted	FY 2009 Adopted	FY 2010	FY 2011	FY 2012	FY 2013	FY 2014	6 Year Total	Future FY's	Project Total
Professional Services	0	630	0	0	0	0	0	0	0	0	630
Furniture, Fixtures & Equip	0	0	1,800	0	0	0	0	0	1,800	0	1,800
Construction	0	0	5,870	0	0	0	0	0	5,870	0	5,870
<b>Total Cost</b>	<b>0</b>	<b>630</b>	<b>7,670</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>7,670</b>	<b>0</b>	<b>8,300</b>
GO Bonds	0	630	7,670	0	0	0	0	0	7,670	0	8,300
<b>Total Financing</b>	<b>0</b>	<b>630</b>	<b>7,670</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>7,670</b>	<b>0</b>	<b>8,300</b>

Operating Impact ( \$ in 1000s )	FY 2009 Adopted	FY 2010	FY 2011	FY 2012	FY 2013	FY 2014	6 Year Total
Operations & Maintenance	0	289	270	283	297	312	1,451
Debt Service	0	375	750	728	700	683	3,236
<b>Total Impact</b>	<b>0</b>	<b>664</b>	<b>1,020</b>	<b>1,011</b>	<b>997</b>	<b>995</b>	<b>4,687</b>



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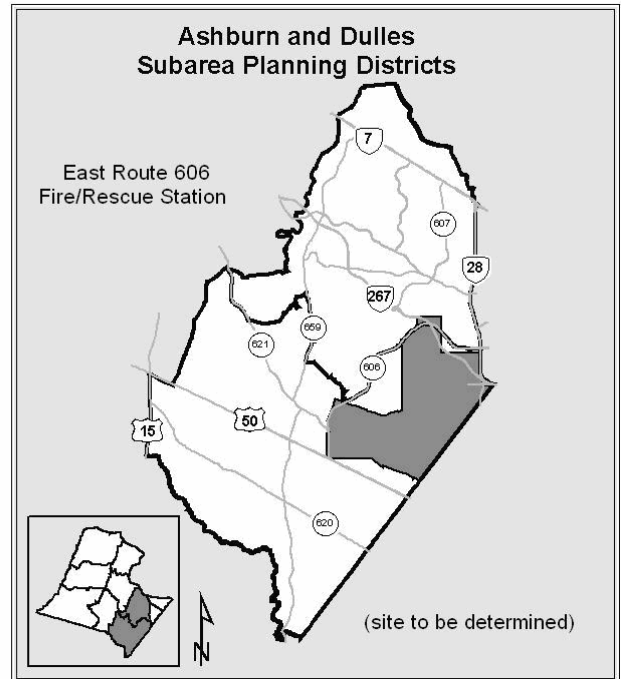
## East Route 606 (Station 29) Fire/Rescue Station

### Project Description

This project constructs a fire/rescue station at an appropriately zoned five-acre site in the Dulles or Ashburn Planning Subarea in Loudoun County. The facility has been 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/rescue station is anticipated, with 24-hour, 7-day-a-week pumper, ambulance, and potential aerial truck coverage by career staff.

### Current Status

While the East Route 606 Fire/Rescue Station is planned for future fiscal years, there is an allowance for land acquisition expense during the six-year planning period.



### Funding

This project is to be financed with general obligation bonds which will be placed on a future referendum for voter approval.

### 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 2008 Adopted	FY 2009 Adopted	FY 2010	FY 2011	FY 2012	FY 2013	FY 2014	6 Year Total	Future FY's	Project Total
Professional Services	0	0	0	0	0	0	0	0	0	1,020	1,020
Furniture, Fixtures & Equip	0	0	0	0	0	0	0	0	0	1,050	1,050
Construction	0	0	0	0	0	0	0	0	0	7,400	7,400
<b>Total Cost</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>9,470</b>	<b>9,470</b>
GO Bonds	0	0	0	0	0	0	0	0	0	9,470	9,470
<b>Total Financing</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>9,470</b>	<b>9,470</b>



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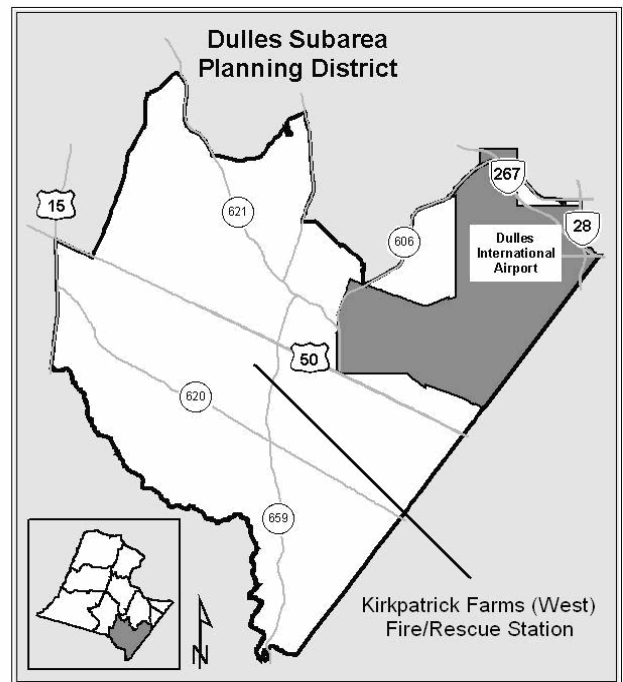
## Kirkpatrick Farms (West) Fire/Rescue Station

### Project Description

This project provides for the construction of a fire/rescue station at an appropriately zoned five-acre site in the Dulles Subarea Planning District. The facility has been 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 County has requested conveyance of the land proffer. The design process is planned to begin in Spring 2011. The facility will be ready for occupancy in Spring 2014.



### Funding

This project is to be financed with general obligation bonds. Bonds for the financed portion of the project are proposed for placement on the November 2010 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 13 and are estimated at \$3.3 million over the six-year planning period.

#### Debt Service

Debt service is forecast to begin in FY 12, and is estimated at \$1.9 million over the six-year planning period.

Capital ( \$ in 1000s )	Prior Alloc.	FY 2008 Adopted	FY 2009 Adopted	FY 2010	FY 2011	FY 2012	FY 2013	FY 2014	6 Year Total	Future FY's	Project Total
Professional Services	0	0	0	0	800	0	0	0	800	0	800
Furniture, Fixtures & Equip	0	0	0	0	0	2,400	0	0	2,400	0	2,400
Construction	0	0	0	0	0	6,600	0	0	6,600	0	6,600
<b>Total Cost</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>800</b>	<b>9,000</b>	<b>0</b>	<b>0</b>	<b>9,800</b>	<b>0</b>	<b>9,800</b>
GO Bonds	0	0	0	0	800	9,000	0	0	9,800	0	9,800
<b>Total Financing</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>800</b>	<b>9,000</b>	<b>0</b>	<b>0</b>	<b>9,800</b>	<b>0</b>	<b>9,800</b>

Operating Impact ( \$ in 1000s )	FY 2009 Adopted	FY 2010	FY 2011	FY 2012	FY 2013	FY 2014	6 Year Total
Operations & Maintenance	0	0	0	0	1,605	1,651	3,256
Debt Service	0	0	0	200	545	1,186	1,931
<b>Total Impact</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>200</b>	<b>2,150</b>	<b>2,837</b>	<b>5,187</b>



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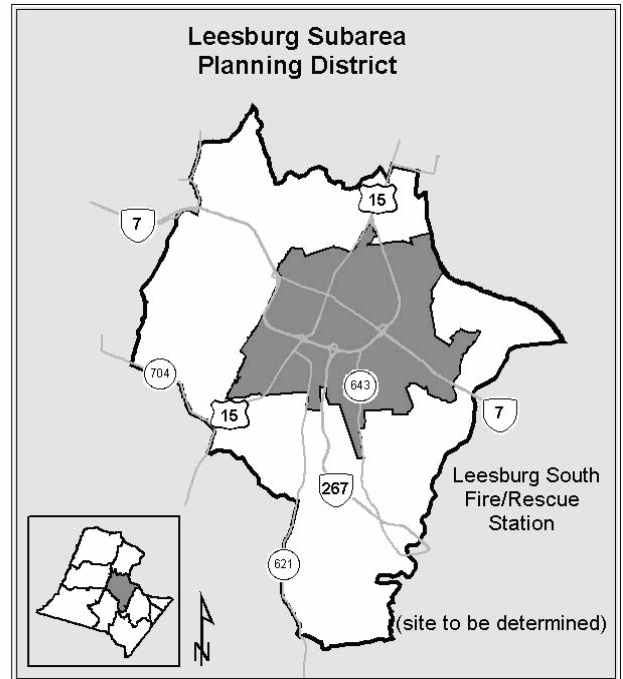
## Leesburg South Fire/Rescue Station

### Project Description

This project constructs a fire/rescue station at an appropriately zoned five-acre site in the Leesburg Subarea Planning District in Loudoun County. The facility has been planned as a fire and rescue station of approximately 13,000 to 15,000 square feet. The fire/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/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 actively pursuing land for this project.



### Funding

This project is to be financed with general obligation bonds, which are proposed for placement on the November 2011 referendum.

### Operating Impact

#### Operations & Maintenance

Operations and maintenance expenses are forecast to begin in FY 14 and are estimated at \$1.6 million over the six-year planning period.

#### Debt Service

Debt service is forecast to begin in FY 13, and is estimated at \$795,000 over the six-year planning period.

Capital ( \$ in 1000s )	Prior Alloc.	FY 2008 Adopted	FY 2009 Adopted	FY 2010	FY 2011	FY 2012	FY 2013	FY 2014	6 Year Total	Future FY's	Project Total
Professional Services	0	0	0	0	0	800	0	0	800	0	800
Furniture, Fixtures & Equip	0	0	0	0	0	0	3,000	0	3,000	0	3,000
Construction	0	0	0	0	0	0	6,400	0	6,400	0	6,400
<b>Total Cost</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>800</b>	<b>9,400</b>	<b>0</b>	<b>10,200</b>	<b>0</b>	<b>10,200</b>
GO Bonds	0	0	0	0	0	800	9,400	0	10,200	0	10,200
<b>Total Financing</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>800</b>	<b>9,400</b>	<b>0</b>	<b>10,200</b>	<b>0</b>	<b>10,200</b>

Operating Impact ( \$ in 1000s )	FY 2009 Adopted	FY 2010	FY 2011	FY 2012	FY 2013	FY 2014	6 Year Total
Operations & Maintenance	0	0	0	0	0	1,605	1,605
Debt Service	0	0	0	0	200	595	795
<b>Total Impact</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>200</b>	<b>2,200</b>	<b>2,400</b>



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## Western/Neersville Fire/Rescue Station

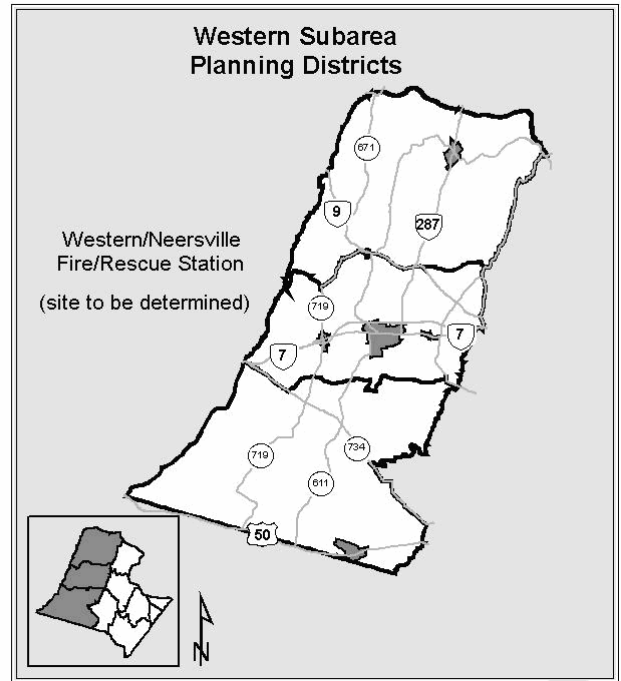
### Project Description

This project provides for the construction of a fire/rescue station at an appropriately zoned five-acre site in Western Loudoun to replace the Neersville Volunteer Fire/Rescue Company #16 Station. The facility has been planned as a fire and rescue station of approximately 13,000 to 15,000 square feet. The fire/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. Combined volunteer and career staffing for the fire-rescue station is anticipated with 24-hour, 7-day-a-week pumper and ambulance coverage.

### Current Status

This project was originally adopted during the FY 02 budget process as a combined Fire/Rescue Station and Sheriff's Substation. In FY 06, the Board of Supervisors amended the previously adopted CIP and revised the project scope to reflect the currently planned Fire/Rescue Station facility. Also in FY 06, the Board approved local tax funding to provide temporary operational quarters for the Neersville Station in the interim period before a permanent replacement station is built.

The County is actively pursuing land for this project. Design is planned to begin in Spring 2009, with occupancy planned for Summer 2011.



### Funding

Loudoun County voters approved general obligation bonds for land acquisition in November 2006, with the remaining bonds proposed for the November 2008 referendum.

### Operating Impact

#### Operations & Maintenance

County Fire and Rescue personnel will be transferred from the current Neersville facility. Incremental operations and maintenance expenses are forecast to begin in FY 11 and are estimated at \$1.1 million over the six-year planning period.

#### Debt Service

Debt service is forecast to begin in FY 10, and is estimated at \$3.1 million over the six-year planning period.

Capital ( \$ in 1000s )	Prior Alloc.	FY 2008 Adopted	FY 2009 Adopted	FY 2010	FY 2011	FY 2012	FY 2013	FY 2014	6 Year Total	Future FY's	Project Total
Professional Services	0	0	665	0	0	0	0	0	665	0	665
Furniture, Fixtures & Equip	0	0	0	1,675	0	0	0	0	1,675	0	1,675
Construction	0	0	0	6,245	0	0	0	0	6,245	0	6,245
Const of Existing Bldgs	515	0	0	0	0	0	0	0	0	0	515
<b>Total Cost</b>	<b>515</b>	<b>0</b>	<b>665</b>	<b>7,920</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>8,585</b>	<b>0</b>	<b>9,100</b>
Local Tax Funding	515	0	0	0	0	0	0	0	0	0	515
GO Bonds	0	0	665	7,920	0	0	0	0	8,585	0	8,585
<b>Total Financing</b>	<b>515</b>	<b>0</b>	<b>665</b>	<b>7,920</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>8,585</b>	<b>0</b>	<b>9,100</b>
Operating Impact ( \$ in 1000s )			FY 2009 Adopted	FY 2010	FY 2011	FY 2012	FY 2013	FY 2014	6 Year Total		
Operations & Maintenance			0	0	291	272	286	300	1,149		
Debt Service			0	170	466	551	978	949	3,114		
<b>Total Impact</b>			<b>0</b>	<b>170</b>	<b>757</b>	<b>823</b>	<b>1,264</b>	<b>1,249</b>	<b>4,263</b>		



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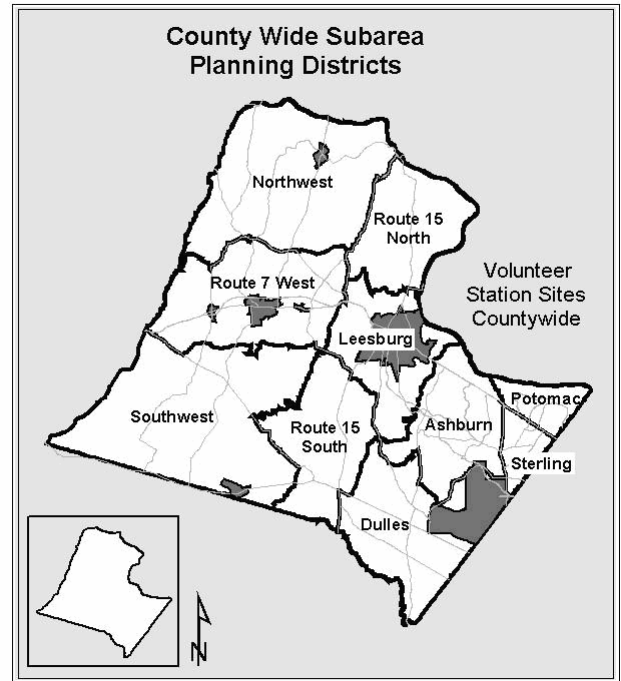
## Fire Station Renovations

### Project Description

This project represents a phased approach to renovating volunteer company buildings, incorporating the recommendations of the 2001 EMSSTAR study while estimating the necessary capital costs to implement the study's recommendations. Funds were appropriated in FY 06 for life/safety improvements, and in FY 07 to begin design of additional life/safety repairs and renovations at various volunteer stations throughout the County. This work included the installation of emergency generators at five stations.

### Current Status

The installation of emergency generators at five stations was completed in January 2007. Other life/safety improvements were completed at Purcellville Station #2, Middleburg Station, Round Hill Station, Sterling Station, and Leesburg Station #20. The Fire and Rescue Commission continues to work with the Office of Capital Construction and Department of Fire, Rescue & Emergency Management to develop scope of work and construction schedules for the remaining renovations, and to establish levels of participation from the volunteer companies.



### Funding

Prior appropriations for this project have been financed with a combination of local tax funds and general obligation bonds. \$10 million in general obligation bonds was approved by voters in November 2007. The remaining \$14.78 million in general obligation bonds is proposed for placement on the November 2009 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 each facility's base operating budget.

#### Debt Service

Debt service on the financed portion of this project is forecast at \$8.1 million over the six-year planning period.

Capital ( \$ in 1000s )	Prior Alloc.	FY 2008 Adopted	FY 2009 Adopted	FY 2010	FY 2011	FY 2012	FY 2013	FY 2014	6 Year Total	Future FY's	Project Total
Professional Services	1,030	0	0	0	0	0	0	0	0	0	1,030
Const of Existing Bldgs	760	1,300	2,000	15,000	6,480	0	0	0	23,480	0	25,540
<b>Total Cost</b>	<b>1,790</b>	<b>1,300</b>	<b>2,000</b>	<b>15,000</b>	<b>6,480</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>23,480</b>	<b>0</b>	<b>26,570</b>
Local Tax Funding	1,790	0	0	0	0	0	0	0	0	0	1,790
GO Bonds	0	1,300	2,000	15,000	6,480	0	0	0	23,480	0	24,780
<b>Total Financing</b>	<b>1,790</b>	<b>1,300</b>	<b>2,000</b>	<b>15,000</b>	<b>6,480</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>23,480</b>	<b>0</b>	<b>26,570</b>
<b>Operating Impact ( \$ in 1000s )</b>				<b>FY 2009 Adopted</b>	<b>FY 2010</b>	<b>FY 2011</b>	<b>FY 2012</b>	<b>FY 2013</b>	<b>FY 2014</b>	<b>6 Year Total</b>	
Debt Service				0	375	1,623	2,101	2,045	1,989	8,133	
<b>Total Impact</b>				<b>0</b>	<b>375</b>	<b>1,623</b>	<b>2,101</b>	<b>2,045</b>	<b>1,989</b>	<b>8,133</b>	



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## Fire/Rescue Capital Apparatus

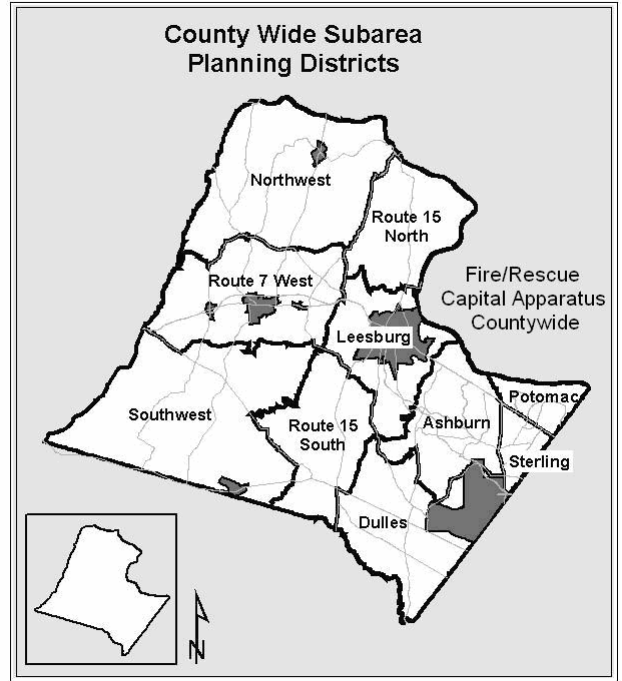
### Project Description

This project provides for the purchase of fire and rescue ambulance and heavy apparatus for the combined fire and rescue system through a master lease/purchase financing program. 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 and submits an annual capital vehicle enhancement request for funding consideration.

FY 09-14 Capital Vehicles 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 FY 09 Procurement Schedule

Class A Pumper.....	Brambleton.....	\$ 638,850
Tanker Apparatus .....	Brambleton.....	410,600
Tanker Apparatus .....	Loudoun County F&R.....	410,600
Type I Module Ambulance .....	Brambleton.....	190,000
Type I Module Ambulance .....	Lucketts.....	190,000
Type I Module Ambulance .....	Loudoun County F&R.....	190,000
Type I Ambulance.....	Sterling South.....	205,000
Type I Ambulance.....	Sterling North .....	205,000
Heavy Rescue Squad.....	Sterling.....	442,500
Class A Pumper.....	Sterling.....	220,000
Tanker Apparatus .....	Leesburg.....	275,000
<b>Total .....</b>		<b>\$ 3,377,550</b>



### Funding

This project is to be funded through lease/purchase financing.

### Operating Impact

#### Operations & Maintenance

Operating impacts include projections for capital vehicle depreciation/sinking fund and maintenance costs associated with the procurement of new fire apparatus in the first fiscal year of the six-year planning period. The incremental cost for operations and maintenance expenses for the procurement of the FY 09 capital apparatus is forecast to begin in FY 10 and is estimated at \$4.0 million over the six-year planning period.

#### Debt Service

Debt service for the FY 09 capital apparatus procurement is forecast to begin in FY 10, and is estimated at \$10.3 million over the six-year planning period.

Capital ( \$ in 1000s )	Prior Alloc.	FY 2008 Adopted	FY 2009 Adopted	FY 2010	FY 2011	FY 2012	FY 2013	FY 2014	6 Year Total	Future FY's	Project Total
Capital Vehicles (not buses)	5,690	3,270	3,378	3,547	3,724	3,910	4,106	4,310	22,975	0	31,935
<b>Total Cost</b>	<b>5,690</b>	<b>3,270</b>	<b>3,378</b>	<b>3,547</b>	<b>3,724</b>	<b>3,910</b>	<b>4,106</b>	<b>4,310</b>	<b>22,975</b>	<b>0</b>	<b>31,935</b>
Lease/Purchase	5,690	3,270	3,378	3,547	3,724	3,910	4,106	4,310	22,975	0	31,935
<b>Total Financing</b>	<b>5,690</b>	<b>3,270</b>	<b>3,378</b>	<b>3,547</b>	<b>3,724</b>	<b>3,910</b>	<b>4,106</b>	<b>4,310</b>	<b>22,975</b>	<b>0</b>	<b>31,935</b>

Operating Impact ( \$ in 1000s )	FY 2009 Adopted	FY 2010	FY 2011	FY 2012	FY 2013	FY 2014	6 Year Total
Operations & Maintenance	0	872	743	761	779	799	3,954
Debt Service	0	743	1,393	2,046	2,726	3,398	10,306
<b>Total Impact</b>	<b>0</b>	<b>1,615</b>	<b>2,136</b>	<b>2,807</b>	<b>3,505</b>	<b>4,197</b>	<b>14,260</b>



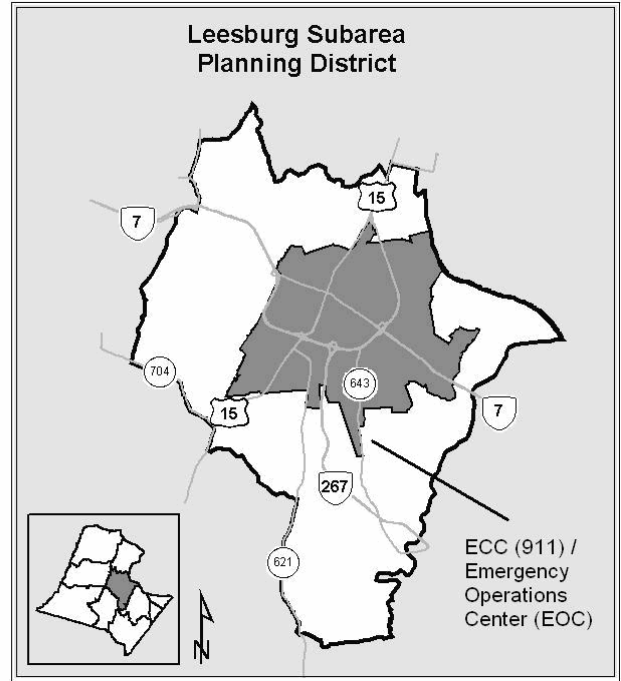
## Emergency Call Center (911)/Emergency Operations Center

### Project Description

This project provides for the construction of a 27,000 square-foot facility, as scoped in detail in the 20-Year Public Safety Facilities (PSF) Master Plan, to house two functional departmental operations: the Emergency Communications/911 Center (ECC), which will house both Fire/Rescue and Sheriff's Office staff and operations, and the Emergency Operations Center (EOC).

Due to a common need for hardened facilities, robust telecommunications/data infrastructure, redundancy of power supply, and ability to share support spaces, the PSF Master Plan consultant recommended the ECC and EOC be constructed as a combined center. The County is considering the optimum location of future ECC/911 facilities, and whether separate ECC/EOC or combined facilities represents the soundest approach. Also, the ECC is operating under a pressing current need for additional space, while 11,000 square-feet of EOC program space will be completed in FY 08, demonstrating that these two facility elements may have differing needs-driven timetables.

The PSF Master Plan was endorsed with a targeted project date of FY 12, while the Fire/Rescue Service Plan that was approved during the PSF Master Plan's development reflected an FY 08 target for the ECC, and FY 09 start for EOC facilities. The construction of this facility, as currently programmed, would eliminate the need to lease the EOC space.



### Current Status

Potential sites for this facility will be considered during the facility planning stage of the Cangiano Property Master Plan and the review of the Shellhorn Property Master Plan. These Leesburg properties are adjacent and County-owned.

### Funding

This project is to be financed with general obligation bonds which will be placed on a future referendum for voter approval.

### 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 2008 Adopted	FY 2009 Adopted	FY 2010	FY 2011	FY 2012	FY 2013	FY 2014	6 Year Total	Future FY's	Project Total
Professional Services	0	0	0	0	0	0	0	0	0	2,600	2,600
Furniture, Fixtures & Equip	0	0	0	0	0	0	0	0	0	2,170	2,170
Construction	0	0	0	0	0	0	0	0	0	19,000	19,000
<b>Total Cost</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>23,770</b>	<b>23,770</b>
Lease/Purchase	0	0	0	0	0	0	0	0	0	23,770	23,770
<b>Total Financing</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>23,770</b>	<b>23,770</b>



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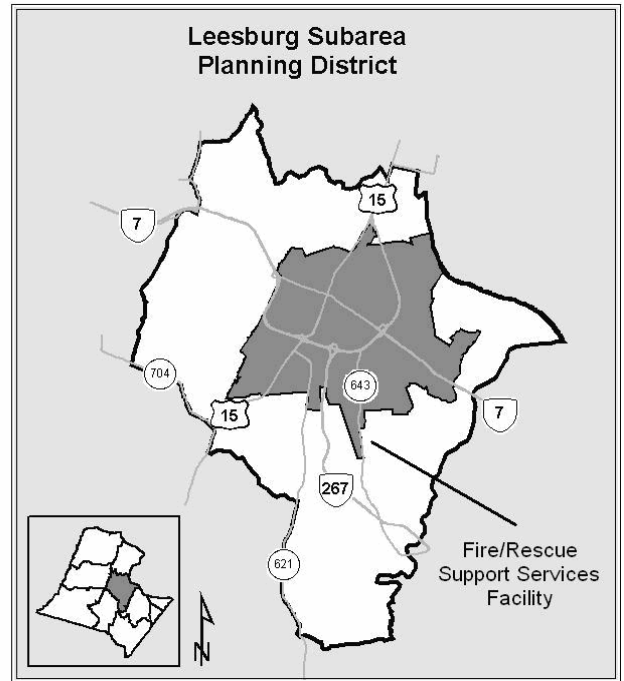
## Fire/Rescue Support Services Facility

### Project Description

This project provides for the construction of a 66,000 square-foot facility, as scoped in detail in the 20-Year Public Safety Facilities Master Plan, to house three functional areas of departmental infrastructure: warehouse/central supply, fleet/communications hardware maintenance, and self-contained breathing apparatus repair. The construction of this facility would eliminate the current need to lease several facilities by consolidating numerous program areas, thus improving service delivery in support of departmental operations. Ongoing departmental growth will see operating budgetary requests for additional lease space in FY 09 to accommodate expanding infrastructure needs. Co-locating these similar program areas would achieve efficiencies in project construction costs while eliminating unnecessary duplication of shared space.

### Current Status

Potential sites for this facility will be considered during the facility planning stage of the Cangiano Property Master Plan and the review of the Shellhorn Property Master Plan. These Leesburg properties are adjacent and County-owned.



### Funding

This project is to be financed with general obligation bonds which will be placed on a future referendum for voter approval.

### 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 2008 Adopted	FY 2009 Adopted	FY 2010	FY 2011	FY 2012	FY 2013	FY 2014	6 Year Total	Future FY's	Project Total
Professional Services	0	0	0	0	0	0	0	0	0	3,200	3,200
Furniture, Fixtures & Equip	0	0	0	0	0	0	0	0	0	3,000	3,000
Construction	0	0	0	0	0	0	0	0	0	22,700	22,700
<b>Total Cost</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>28,900</b>	<b>28,900</b>
Lease/Purchase	0	0	0	0	0	0	0	0	0	28,900	28,900
<b>Total Financing</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>28,900</b>	<b>28,900</b>

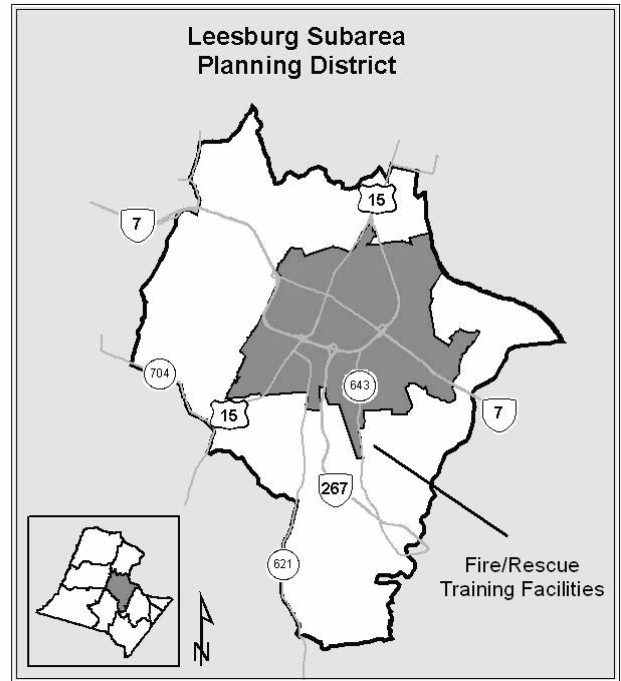


## Fire/Rescue Training Facilities

### Project Description

The Board of Supervisors adopted the 20-Year Fire & Rescue System Service Plan (Plan) on December 6, 2005. The Plan included a non-station facility needs assessment which proposed the development of a public safety administrative, support and training facility to consolidate Department of Fire, Rescue and Emergency Management programs and functions currently in leased or shared sites. This project provides for a total of 68,950 square feet of space as follows:

- Office/Program/Classroom Facilities. This 34,000 square-foot facility provides the expanded administrative, support, and classroom/training space required to keep pace with projected growth in staffing and training activity.
- Field House/Garage Annex. This 12,750 square-foot facility provides for expanded apparatus reserve fleet and training academy hardware storage and skills classroom/support areas.
- CPAT/Wellness Testing Facility. This 13,500 square-foot facility provides for accredited pre-employment and annual fit-for-duty physical testing and facilities to promote firefighter wellness and rehabilitation to expedite return-to-duty following job-related injury.
- Incident Training Prop Lot. This provides for the construction of a prop lot and procurement of essential training props to simulate a broad range of potential threats to the general public as well as fire and rescue personnel. This facility will provide a safe yet effective environment for Loudoun County public safety personnel to train in the efficient response to and mitigation of difficult and dangerous events, such as hazardous material-related incidents, including managing weapons of mass destruction, building collapse incidents, utility-related incidents and flashover situations.
- MAZE/Forcible Entry/Sprinkler Lab. This 8,700 square-foot facility provides sophisticated props and teaching facilities for critical skills development in essential breathing apparatus, confined space, and forcible entry skills, and provides for functional mock-up of commercial/multi-family residential fire alarm/suppression systems.



### Funding

This project is to be funded through lease/purchase 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.

### Current Status

Potential sites for this facility will be considered during the facility planning stage of the Cangiano Property Master Plan and the review of the Shellhorn Property Master Plan. These Leesburg properties are adjacent and County-owned.

Capital (\$ in 1000s)	Prior Alloc.	FY 2008 Adopted	FY 2009 Adopted	FY 2010	FY 2011	FY 2012	FY 2013	FY 2014	6 Year Total	Future FY's	Project Total
Professional Services	0	0	0	0	0	0	0	0	0	4,568	4,568
Furniture, Fixtures & Equip	0	0	0	0	0	0	0	0	0	4,123	4,123
Construction	0	0	0	0	0	0	0	0	0	33,118	33,118
<b>Total Cost</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>41,809</b>	<b>41,809</b>
Lease/Purchase	0	0	0	0	0	0	0	0	0	41,809	41,809
<b>Total Financing</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>41,809</b>	<b>41,809</b>



**Loudoun County Government  
FY 2009 Adopted Fiscal Plan**

## Adult Detention Center (Phases I, II & III)

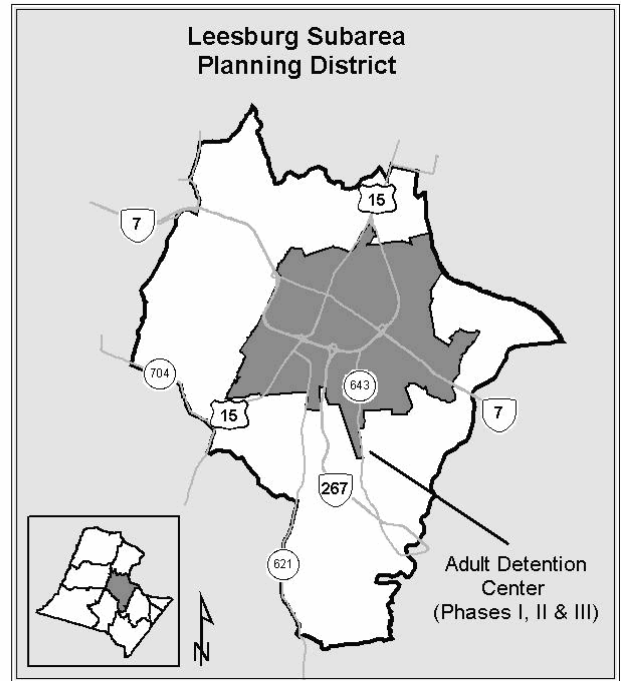
### Project Description

This project provides for the construction of a new Adult Detention Center (ADC) in three phases. 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 a previously appropriated budget of \$27,735,000.

In FY 05, the Sheriff's Office received approval from the Virginia Board of Corrections for the Phase II facility additions and Phase II State funding. In July 2006, the Sheriff's Office and the County began this phase of the project, with plans to complete and open the facility additions in FY 10. The expansion includes approximately 124,000 square feet of additional space and renovates approximately 9,400 square feet of existing space. The facility will accommodate an inmate population of 460 at completion. The County is completing final negotiations of a contract for design and construction under the Public-Private Education Facilities and Infrastructure Act of 2002 (PPEA) for this phase of the ADC.

Phase II additions shall include additional inmate housing, new intake/booking/receiving, renovations and additions of medical and video visitation areas, new magistrates' offices, and expansion to administration and staff service areas. The County will apply for State funding, which is anticipated to offset 25% of the total cost. The revenue will be demonstrated in future budgets once awarded. Phase II of the ADC is budgeted at \$46,350,000, of which \$42,690,000 has been previously appropriated. The adopted FY 09 CIP funds the furniture, fixtures and equipments.

The Phase III expansion in future fiscal years will add inmate housing through three new pods. These pods will provide 416 beds, bringing the total facility capacity to 876 beds and Loudoun County's total available beds to 916. This addition will also require an expansion of the central support service areas, including kitchen, laundry, administration and staff service areas, along with a new public entrance, public lobby and video visitation area.



### Funding

Prior appropriations for this project were financed with local tax funding and state grant revenues. The balance of Phase II and Phase III will be financed through lease/purchase funding.

### Operating Impact

#### Operations & Maintenance

Incremental operations and maintenance expenses for Phase II are forecast to begin in FY 10 and are estimated at \$20.4 million over the six-year planning period.

#### Debt Service

Debt service is forecast to begin in FY 10, and is estimated at \$17.3 million over the six-year planning period.

### Current Status

Phase I of the ADC opened in July 2007. Phase II is on schedule, with design at 90% completion. Construction began in Spring 2008 and is expected to be complete in Fall 2009.

Capital ( \$ in 1000s )	Prior Alloc.	FY 2008 Adopted	FY 2009 Adopted	FY 2010	FY 2011	FY 2012	FY 2013	FY 2014	6 Year Total	Future FY's	Project Total
Professional Services	4,270	950	0	0	0	0	0	0	0	10,800	16,020
Furniture, Fixtures & Equip	1,130	0	3,660	0	0	0	0	0	3,660	9,000	13,790
Construction	25,260	38,815	0	0	0	0	0	0	0	70,200	134,275
<b>Total Cost</b>	<b>30,660</b>	<b>39,765</b>	<b>3,660</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>3,660</b>	<b>90,000</b>	<b>164,085</b>
Local Tax Funding	455	0	0	0	0	0	0	0	0	0	455
State Grant Program	4,600	0	0	0	0	0	0	0	0	0	4,600
Lease/Purchase	25,605	39,765	3,660	0	0	0	0	0	3,660	90,000	159,030
<b>Total Financing</b>	<b>30,660</b>	<b>39,765</b>	<b>3,660</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>3,660</b>	<b>90,000</b>	<b>164,085</b>
Operating Impact ( \$ in 1000s )			FY 2009 Adopted	FY 2010	FY 2011	FY 2012	FY 2013	FY 2014	6 Year Total		
Operations & Maintenance			0	3,708	3,893	4,075	4,278	4,492	20,446		
Debt Service			0	2,888	3,745	3,650	3,545	3,450	17,278		
<b>Total Impact</b>			<b>0</b>	<b>6,596</b>	<b>7,638</b>	<b>7,725</b>	<b>7,823</b>	<b>7,942</b>	<b>37,724</b>		



**Loudoun County Government  
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## Western Loudoun Sheriff's Substation

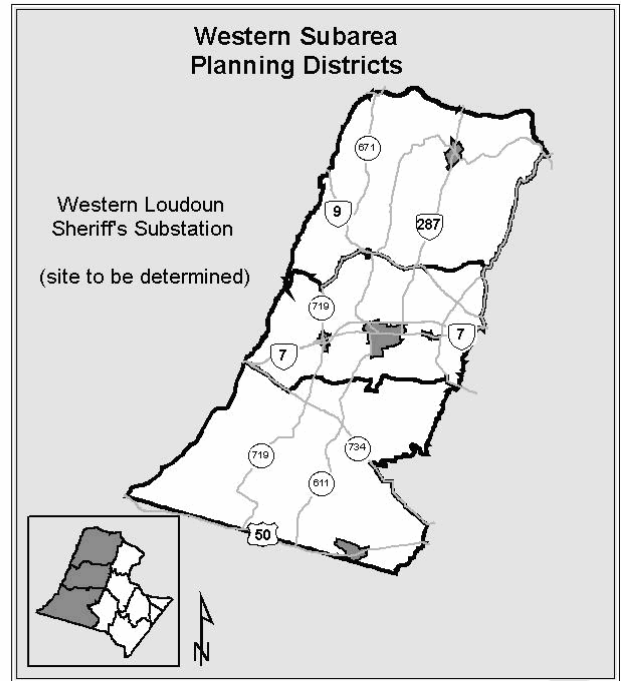
### Project Description

This project provides for construction of a Sheriff's substation at an appropriately zoned five-acre site in Western Loudoun. The project has been planned as a Sheriff's substation of approximately 18,000 square feet. This project amends the previously planned joint fire/rescue/sheriff's station in Western Loudoun.

The Sheriff's Office currently leases space in the Town of Round Hill, which is inadequate for substation operations and does not comply with Americans with Disabilities Act (ADA) accessibility requirements. This project anticipates site acquisition and design in FY 08, and construction in FY 09. The Sheriff's Office may need to lease other space in Western Loudoun to meet its service needs until the permanent facility can be completed.

### Current Status

The County has acquired land for this project. The County is reviewing responses to the design invitation-to-bid issued early in 2008. Occupancy is expected in Fall 2010.



### Funding

This project is to be financed with general obligation bonds. Bonds for the land acquisition expense were approved in November 2006. Bonds for the design and construction of the facility were approved in November 2007.

### Operating Impact

#### Operations & Maintenance

Operations and maintenance expenses are forecast to begin in FY 10 and are estimated at \$9.7 million over the six-year planning period.

#### Debt Service

Debt service is forecast to begin in FY 10, and is estimated at \$3.0 million over the six-year planning period.

Capital ( \$ in 1000s )	Prior Alloc.	FY 2008 Adopted	FY 2009 Adopted	FY 2010	FY 2011	FY 2012	FY 2013	FY 2014	6 Year Total	Future FY's	Project Total
Professional Services	0	750	0	0	0	0	0	0	0	0	750
Furniture, Fixtures & Equip	0	0	735	0	0	0	0	0	735	0	735
Construction	0	0	6,845	0	0	0	0	0	6,845	0	6,845
<b>Total Cost</b>	<b>0</b>	<b>750</b>	<b>7,580</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>7,580</b>	<b>0</b>	<b>8,330</b>
GO Bonds	0	750	7,580	0	0	0	0	0	7,580	0	8,330
<b>Total Financing</b>	<b>0</b>	<b>750</b>	<b>7,580</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>7,580</b>	<b>0</b>	<b>8,330</b>

Operating Impact ( \$ in 1000s )	FY 2009 Adopted	FY 2010	FY 2011	FY 2012	FY 2013	FY 2014	6 Year Total
Operations & Maintenance	0	2,260	1,800	1,882	1,815	1,906	9,663
Debt Service	0	383	693	674	654	635	3,039
<b>Total Impact</b>	<b>0</b>	<b>2,643</b>	<b>2,493</b>	<b>2,556</b>	<b>2,469</b>	<b>2,541</b>	<b>12,702</b>



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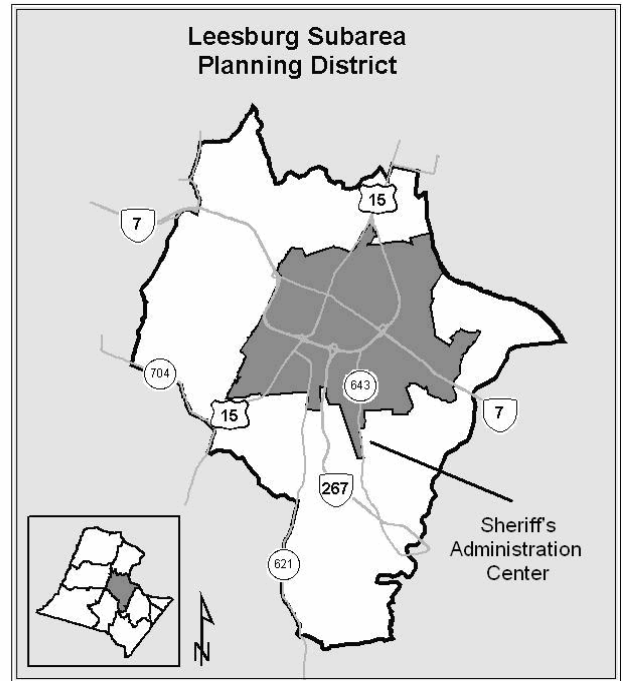
## Sheriff's Administration Center

### Project Description

Based on the 2006 Public Safety Master Plan and Needs Assessment, the Sheriff's Administration Building would contain 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. A separate vehicle building will house special operations vehicles, evidence processing bays, evidence storage and general storage. The Master Plan calls for the administration building to be approximately 97,000 gross square feet and the vehicle building to be approximately 15,900 gross square feet to meet space needs through 2025.

### Current Status

Potential sites for this facility will be considered during the facility planning stage of the Cangiano Property Master Plan and the review of the Shellhorn Property Master Plan. These Leesburg properties are adjacent and County-owned.



### Funding

This project is to be funded through lease/purchase 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 2008 Adopted	FY 2009 Adopted	FY 2010	FY 2011	FY 2012	FY 2013	FY 2014	6 Year Total	Future FY's	Project Total
Professional Services	0	0	0	0	0	0	0	0	0	6,600	6,600
Furniture, Fixtures & Equip	0	0	0	0	0	0	0	0	0	6,800	6,800
Construction	0	0	0	0	0	0	0	0	0	47,700	47,700
<b>Total Cost</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>61,100</b>	<b>61,100</b>
Lease/Purchase	0	0	0	0	0	0	0	0	0	61,100	61,100
<b>Total Financing</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>61,100</b>	<b>61,100</b>



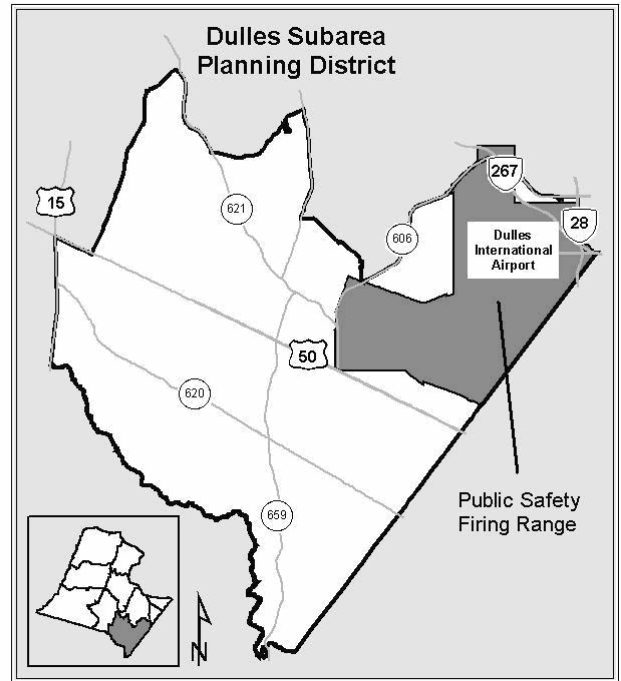
**Loudoun County Government  
FY 2009 Adopted Fiscal Plan**

## Public Safety Firing Range

### Project Description

This project is a partnership between Loudoun County, the Metropolitan Washington Airports Authority (MWAA) and the Northern Virginia Criminal Justice Academy to construct a Public Safety Firing Range Training facility on the Dulles Airport property. The facility would provide for the firearms training needs of the participating organizations over the next 20 years, and replaces the County's current leased facility, which has limited service capacity and lifecycle use.

Loudoun County would secure dedicated and shared law enforcement firearms training facilities which would include a 24-point, 50-yard firing range, a 300-yard precision rifle range with tower, a tactical firing range, a 16,500 square foot classroom/office training building, a gas house/decontamination training facility, an ammunition/target storage facility, match-house training facilities and a dedicated/secure parking lot.



### Current Status

An inter-jurisdictional agreement to fund and operate the facility is under development and will be presented to the Board of Supervisors for review and final approval in 2008.

The County is developing a water/sewer service plan to provide public utilities to the site with the Loudoun Water Authority (formerly the Loudoun County Sanitation Authority). This plan is required prior to the execution of the inter-jurisdictional agreement to insure the training facilities have the necessary public utilities for operations. In early 2008, the County met with its regional partners and scaled back the scope of work due to funding constraints. Final determination of the project scope, projected construction costs, and the participating organizations' contributions are nearing completion. The outcome of these discussions will be integrated into the final inter-jurisdictional agreement.

Funding in the capital plan was approved during the FY 07 budget process for the County's allocated share of the design and site development costs. The FY 08 capital budget included funding for the County's allocated share of the water/sewer infrastructure design and construction. The FY 09 capital budget for this project is an estimate of the County's allocated share of development and construction costs.

### Funding

This project has been financed with local tax funding through FY 08. The FY 09 costs are to be funded by Industrial Development Authority financing.

### Operating Impact

#### Operations & Maintenance

Future operating and maintenance impacts will be developed as specific building, space utilization and operating plans are determined. The allocation of these expenses will be included in the inter-jurisdictional agreement between Loudoun County, MWAA and the Northern Virginia Criminal Justice Academy.

#### Debt Service

Debt service is forecast to begin in FY 10, and is estimated at \$3.9 million over the six-year planning period.

Capital ( \$ in 1000s )	Prior Alloc.	FY 2008 Adopted	FY 2009 Adopted	FY 2010	FY 2011	FY 2012	FY 2013	FY 2014	6 Year Total	Future FY's	Project Total
Professional Services	1,200	3,000	0	0	0	0	0	0	0	0	4,200
Construction	1,100	0	9,000	0	0	0	0	0	9,000	0	10,100
<b>Total Cost</b>	<b>2,300</b>	<b>3,000</b>	<b>9,000</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>9,000</b>	<b>0</b>	<b>14,300</b>
Local Tax Funding	2,300	3,000	0	0	0	0	0	0	0	0	5,300
IDA Financing	0	0	9,000	0	0	0	0	0	9,000	0	9,000
<b>Total Financing</b>	<b>2,300</b>	<b>3,000</b>	<b>9,000</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>9,000</b>	<b>0</b>	<b>14,300</b>

Operating Impact ( \$ in 1000s )	FY 2009 Adopted	FY 2010	FY 2011	FY 2012	FY 2013	FY 2014	6 Year Total
Debt Service	0	563	883	861	838	816	3,961
<b>Total Impact</b>	<b>0</b>	<b>563</b>	<b>883</b>	<b>861</b>	<b>838</b>	<b>816</b>	<b>3,961</b>



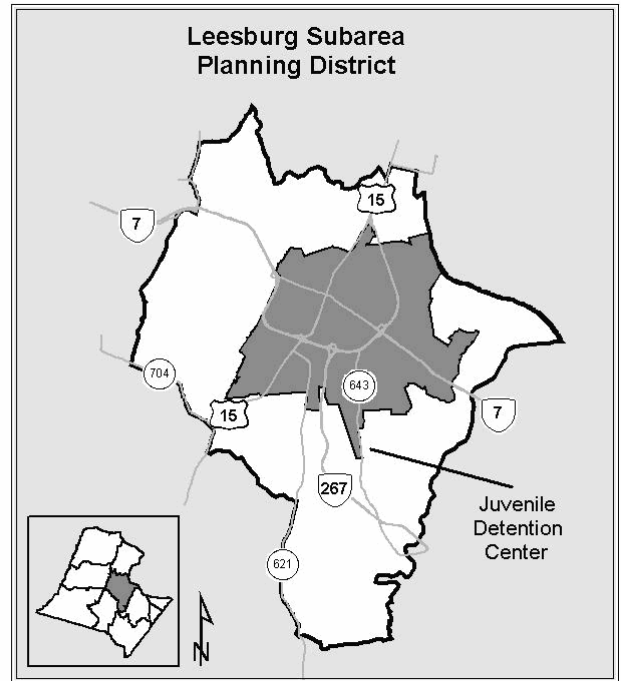
**Loudoun County Government  
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## Juvenile Detention Center

### 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 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 new JDC will also include a 5,000 square-foot Juvenile Assessment Center that will operate 24 hours a day, 7 days a week as the central point of intake for the County's youth population. The Juvenile Assessment Center will include three to five detoxification beds for juveniles, six staff workstations and several interview rooms. The final concept of the JDC, which has been approved by the State Department of Corrections, meets state requirements for construction of this type of facility.



### Current Status

This facility will be located on the Shellhorn Property in Leesburg. Final design is scheduled to begin in Summer 2008, with construction forecast to start in Fall 2009. The Office of Capital Construction will review site access concerns as part of its design process. The facility is expected to be ready for occupancy in Fall 2010.

### Funding

This project is to be funded through lease/purchase financing.

### Operating Impact

#### Operations & Maintenance

The Department of Family Services will manage this facility. Operating and maintenance expenses will be provided during the FY 10 capital budget deliberations.

#### Debt Service

Debt service is forecast to begin in FY 10, and is estimated at \$4.8 million over the six-year planning period.

Capital ( \$ in 1000s )	Prior Alloc.	FY 2008 Adopted	FY 2009 Adopted	FY 2010	FY 2011	FY 2012	FY 2013	FY 2014	6 Year Total	Future FY's	Project Total
Professional Services	0	0	1,215	0	0	0	0	0	1,215	0	1,215
Furniture, Fixtures & Equip	0	0	0	825	0	0	0	0	825	0	825
Const of Existing Bldgs	0	0	0	9,560	0	0	0	0	9,560	0	9,560
<b>Total Cost</b>	<b>0</b>	<b>0</b>	<b>1,215</b>	<b>10,385</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>11,600</b>	<b>0</b>	<b>11,600</b>
Lease/Purchase	0	0	1,215	10,385	0	0	0	0	11,600	0	11,600
<b>Total Financing</b>	<b>0</b>	<b>0</b>	<b>1,215</b>	<b>10,385</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>11,600</b>	<b>0</b>	<b>11,600</b>

Operating Impact ( \$ in 1000s )	FY 2009 Adopted	FY 2010	FY 2011	FY 2012	FY 2013	FY 2014	6 Year Total
Debt Service	0	375	951	1,199	1,166	1,128	4,819
<b>Total Impact</b>	<b>0</b>	<b>375</b>	<b>951</b>	<b>1,199</b>	<b>1,166</b>	<b>1,128</b>	<b>4,819</b>



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## Public Inebriate Center

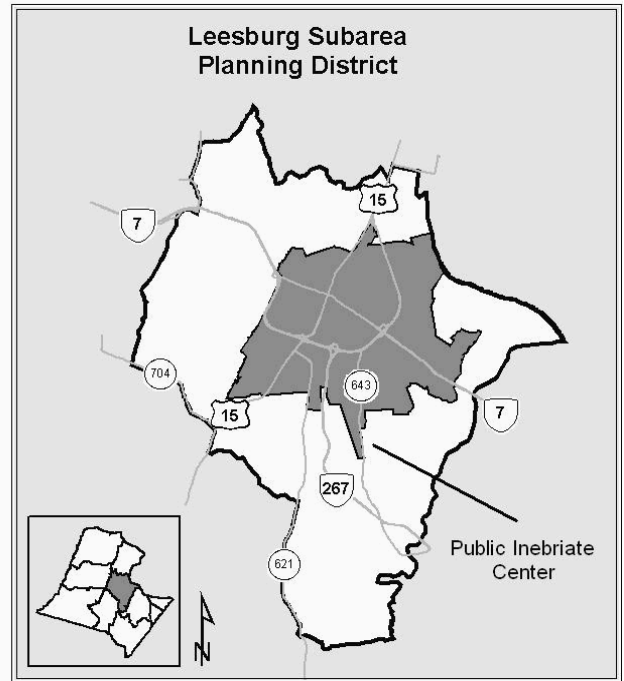
### Project Description

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

The Public Safety Master Plan proposed this facility in FY 10; the project was placed in future fiscal years in the adopted FY 09-14 CIP due to funding constraints and debt cap limitations. Potential sites for this facility will be considered during the facility planning stage of the Cangiano Property Master Plan and the review of the Shellhorn Property Master Plan. These Leesburg properties are adjacent and County-owned



### Funding

This project is to be financed 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 is to be financed with local tax funding; therefore, no debt service will be incurred.

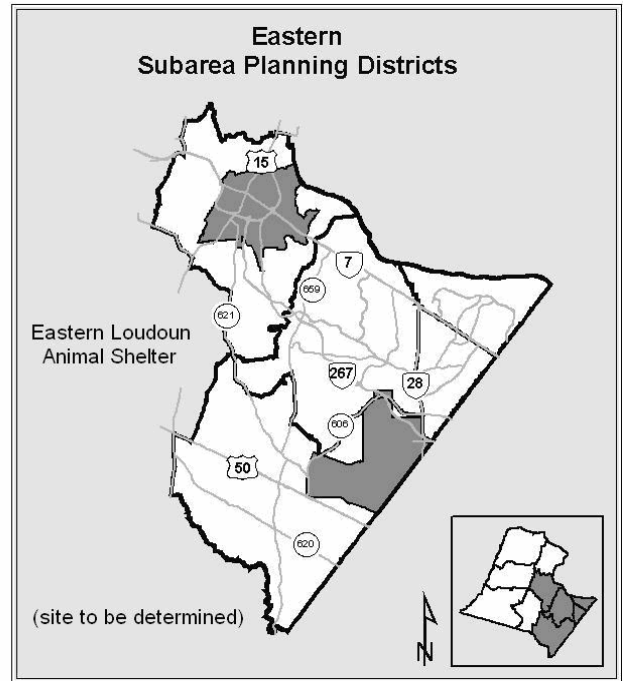
Capital ( \$ in 1000s )	Prior Alloc.	FY 2008 Adopted	FY 2009 Adopted	FY 2010	FY 2011	FY 2012	FY 2013	FY 2014	6 Year Total	Future FY's	Project Total
Professional Services	0	0	0	0	0	0	0	205	205	0	205
Furniture, Fixtures & Equip	0	0	0	0	0	0	0	168	168	0	168
Construction	0	0	0	0	0	0	0	1,477	1,477	0	1,477
<b>Total Cost</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>1,850</b>	<b>1,850</b>	<b>0</b>	<b>1,850</b>
Local Tax Funding	0	0	0	0	0	0	0	1,850	1,850	0	1,850
<b>Total Financing</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>1,850</b>	<b>1,850</b>	<b>0</b>	<b>1,850</b>



## Eastern Loudoun Animal Shelter

### Project Description

This project provides for the construction of an 18,000 square-foot animal shelter to serve the eastern part of the County. An eastern facility would 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.



### Funding

This project is to be funded with lease/purchase 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 2008 Adopted	FY 2009 Adopted	FY 2010	FY 2011	FY 2012	FY 2013	FY 2014	6 Year Total	Future FY's	Project Total
Professional Services	0	0	0	0	0	0	0	0	0	1,050	1,050
Furniture, Fixtures & Equip	0	0	0	0	0	0	0	0	0	868	868
Construction	0	0	0	0	0	0	0	0	0	7,600	7,600
<b>Total Cost</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>9,518</b>	<b>9,518</b>
Lease/Purchase	0	0	0	0	0	0	0	0	0	9,518	9,518
<b>Total Financing</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>9,518</b>	<b>9,518</b>



# **COUNTY CAPITAL PROJECTS**

## **HEALTH AND WELFARE**



**Loudoun County Government  
FY 2009 Adopted Fiscal Plan**

## Health & Welfare Summary

**Schedule of Appropriations (in \$1000s)  
Adopted FY 09-14 Capital Improvement Program**

Health & Welfare	Funding	Prior FY	FY 08	FY 09	FY 10	FY 11	FY 12	FY 13	FY 14	CIP Total	Future FY	Project Total
Mental Health Townhouse/Condominiums	P, FB	\$ 0	\$ 0	\$ 850	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0	\$ 850	\$ 0	\$ 850
Mental Health Supported Living Residence	\$	0	0	0	570	0	0	0	0	570	0	570
Mental Health Townhouses (Dulles South)	P	0	0	0	0	1,165	0	0	0	1,165	0	1,165
Mental Health/Medically Fragile Supported Living Residence	\$	0	0	0	200	1,545	0	0	0	1,745	0	1,745
Mental Retardation Group Home (Lovettsville)	\$	0	0	0	0	0	0	0	0	0	1,960	1,960
Mental Retardation Group Home (Round Hill)	\$, FB	185	0	43	0	0	0	0	0	43	1,876	2,104
Mental Retardation Townhouse (South Riding)	\$	0	0	0	0	0	0	595	0	595	0	595
Mental Retardation Townhouse (Stone Ridge)	\$	0	0	0	0	0	570	0	0	570	0	570
Mental Retardation Townhouse/Condominium (Ashburn)	P	0	0	0	0	550	0	0	0	550	0	550
Mental Retardation Townhouse/Condominiums #1	\$	0	0	538	0	0	0	0	0	538	0	538
Mental Retardation Townhouse/Condominiums #2	\$, FB	0	0	538	0	0	0	0	0	538	0	538
Transitional Homeless Center	\$	0	0	0	0	270	2,590	0	0	2,860	0	2,860
Emergency Homeless Shelter - Expansion	\$	0	0	2,310	0	0	0	0	0	2,310	0	2,310
Adolescent Day Treatment Facility (MH/SAS)	\$	0	0	0	0	0	0	0	0	0	3,914	3,914
Juvenile Probation House	L/P	0	0	0	0	0	0	0	0	0	4,305	4,305
<b>HEALTH &amp; WELFARE TOTAL</b>		<b>\$ 185</b>	<b>\$ 0</b>	<b>\$ 4,279</b>	<b>\$ 770</b>	<b>\$ 3,530</b>	<b>\$ 3,160</b>	<b>\$ 595</b>	<b>\$ 0</b>	<b>\$ 12,334</b>	<b>\$ 12,055</b>	<b>\$ 24,574</b>

Fund Codes	Revenue Source		Prior FY	FY 08	FY 09	FY 10	FY 11	FY 12	FY 13	FY 14	CIP Total	Future FY	Project Total
\$ - Local Tax Funding	Local Tax Funding	\$	\$ 185	\$ 0	\$ 3,279	\$ 770	\$ 1,815	\$ 3,160	\$ 595	\$ 0	\$ 9,619	\$ 7,750	\$ 17,554
GO - General Obligation Bonds	General Obligation Bonds	GO	0	0	0	0	0	0	0	0	0	0	0
FB - Fund Balance	Fund Balance	FB	0	0	386	0	0	0	0	0	386	0	386
F - Fees	Fees	F	0	0	0	0	0	0	0	0	0	0	0
P - Proffers (Cash, Land, In-Kind)	Proffers (Cash, Land, In-Kind)	P	0	0	614	0	1,715	0	0	0	2,329	0	2,329
S - State	State	S	0	0	0	0	0	0	0	0	0	0	0
GT/TF - Gas Tax/Transportation Fund	Gas Tax/Transportation Fund	GT/TF	0	0	0	0	0	0	0	0	0	0	0
L/P - Lease/Purchase	Lease/Purchase	L/P	0	0	0	0	0	0	0	0	0	4,305	4,305
PB - Pledge Bonds	Pledge Bonds	PB	0	0	0	0	0	0	0	0	0	0	0
IDA - Industrial Development Authority	Industrial Development Authority	IDA	0	0	0	0	0	0	0	0	0	0	0
VPASA - Virginia Public Schools Authority	Virginia Public Schools Authority	VPASA	0	0	0	0	0	0	0	0	0	0	0
VRA - Virginia Resources Authority	Virginia Resources Authority	VRA	0	0	0	0	0	0	0	0	0	0	0
<b>Grand Total</b>			<b>\$ 185</b>	<b>\$ 0</b>	<b>\$ 4,279</b>	<b>\$ 770</b>	<b>\$ 3,530</b>	<b>\$ 3,160</b>	<b>\$ 595</b>	<b>\$ 0</b>	<b>\$ 12,334</b>	<b>\$ 12,055</b>	<b>\$ 24,574</b>



**Loudoun County Government  
FY 2009 Adopted Fiscal Plan**

## Mental Health Townhouse/Condominiums

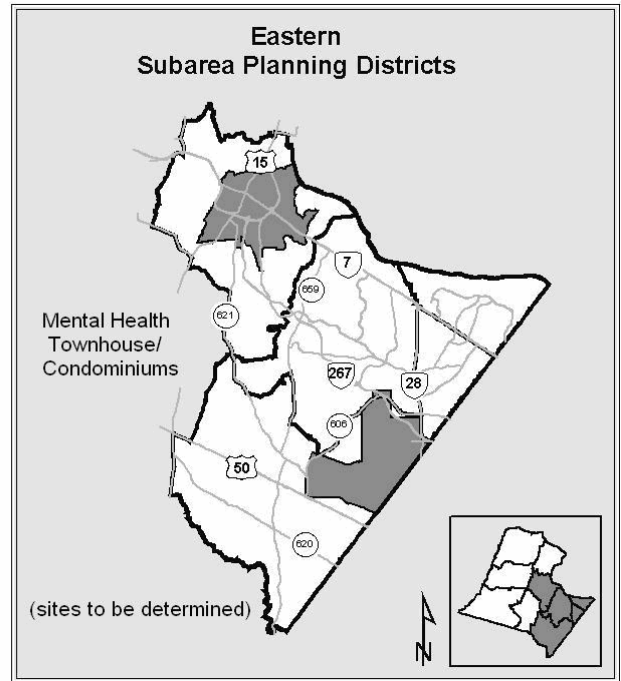
### Project Description

This project provides for the purchase of three two-bedroom townhouses (up to 2,500 square feet each) in the Eastern Subarea Planning District to provide services for up to six mental health residential clients. Operating three townhouses in proximity allows for more efficient use of staff, vehicles, staff offices and equipment. 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, mental retardation and/or co-occurring mental illness and retardation. 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 will be available 24 hours a day through on-site supervision and on-call staff.

As of December 31, 2007, there were 7 clients on the immediate need waiting list.

### Proffers

Eden (2) .....	ZMAP-1998-0008 .....	\$ 414,000
Loudoun Village (Revised) .....	ZMAP-1990-0022 .....	200,000
Total .....		\$ 614,000



### Funding

This project is to be financed with fund balance and cash proffers.

### Operating Impact

#### Operations & Maintenance

The Department of Mental Health/Mental Retardation/Substance Abuse Services will operate these facilities through a private vendor contract, without increasing County staffing levels. These expenses are forecast to begin in FY 10 and are estimated at \$4.1 million over the six-year planning period.

#### Debt Service

This project is to be financed with fund balance and cash proffers; therefore, no debt service will be incurred.

Capital ( \$ in 1000s )	Prior Alloc.	FY 2008 Adopted	FY 2009 Adopted	FY 2010	FY 2011	FY 2012	FY 2013	FY 2014	6 Year Total	Future FY's	Project Total
Furniture, Fixtures & Equip	0	0	92	0	0	0	0	0	92	0	92
Facilities Purchase	0	0	758	0	0	0	0	0	758	0	758
<b>Total Cost</b>	<b>0</b>	<b>0</b>	<b>850</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>850</b>	<b>0</b>	<b>850</b>
Fund Balance	0	0	236	0	0	0	0	0	236	0	236
Proffers (Cash)	0	0	614	0	0	0	0	0	614	0	614
<b>Total Financing</b>	<b>0</b>	<b>0</b>	<b>850</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>850</b>	<b>0</b>	<b>850</b>

Operating Impact ( \$ in 1000s )	FY 2009 Adopted	FY 2010	FY 2011	FY 2012	FY 2013	FY 2014	6 Year Total
Operations & Maintenance	0	1,073	703	736	771	809	4,092
<b>Total Impact</b>	<b>0</b>	<b>1,073</b>	<b>703</b>	<b>736</b>	<b>771</b>	<b>809</b>	<b>4,092</b>



**Loudoun County Government  
FY 2009 Adopted Fiscal Plan**

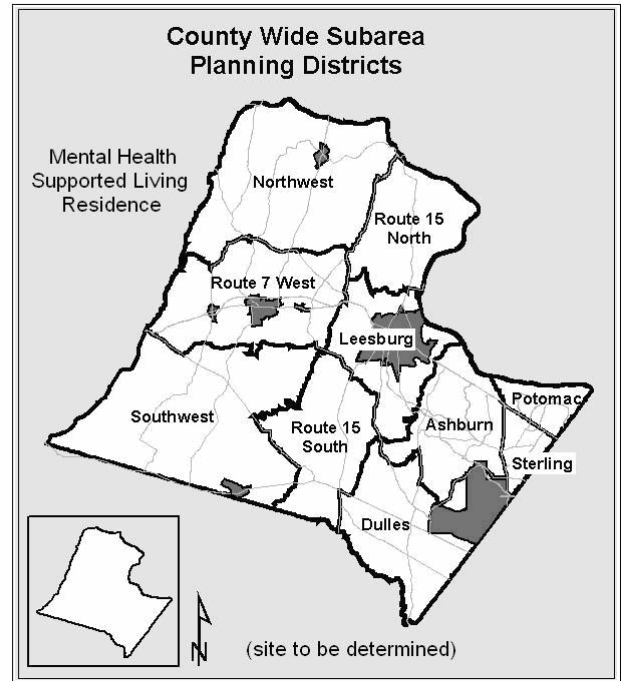
## Mental Health Supported Living Residence

### Project Description

This project provides for the purchase of a 2,500 square-foot residence with a two-car garage to accommodate four clients and a staff office.

Mental health residential services are provided in group homes, supervised apartments and in private residences. Services are provided to individuals and their families who are experiencing serious mental illness, mental retardation and/or co-occurring mental illness and retardation. Services include intensive psychotherapy, psychiatric and nursing care, medication management and case management, as well as life skills such as money management, personal hygiene, cooking and housekeeping. Direct supervision of clients, transportation and crisis intervention services are also provided. The program will be available 24 hours a day through on-site supervision and on-call staff.

As of December 31, 2007, there were 7 clients on the immediate need waiting list.



### Funding

This project is to be financed with local tax funding.

### Operating Impact

#### Operations & Maintenance

The Department of Mental Health/Mental Retardation/Substance Abuse Services will manage this facility. Operations and maintenance expenses are forecast to begin in FY 11 and are estimated at \$3.1 million over the six-year planning period.

#### Debt Service

This project is to be financed with local tax funding; therefore, no debt service expense will be incurred.

Capital ( \$ in 1000s )	Prior Alloc.	FY 2008 Adopted	FY 2009 Adopted	FY 2010	FY 2011	FY 2012	FY 2013	FY 2014	6 Year Total	Future FY's	Project Total
Furniture, Fixtures & Equip	0	0	0	25	0	0	0	0	25	0	25
Facilities Purchase	0	0	0	545	0	0	0	0	545	0	545
<b>Total Cost</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>570</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>570</b>	<b>0</b>	<b>570</b>
Local Tax Funding	0	0	0	570	0	0	0	0	570	0	570
<b>Total Financing</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>570</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>570</b>	<b>0</b>	<b>570</b>

Operating Impact ( \$ in 1000s )	FY 2009 Adopted	FY 2010	FY 2011	FY 2012	FY 2013	FY 2014	6 Year Total
Operations & Maintenance	0	0	961	696	728	761	3,146
<b>Total Impact</b>	<b>0</b>	<b>0</b>	<b>961</b>	<b>696</b>	<b>728</b>	<b>761</b>	<b>3,146</b>



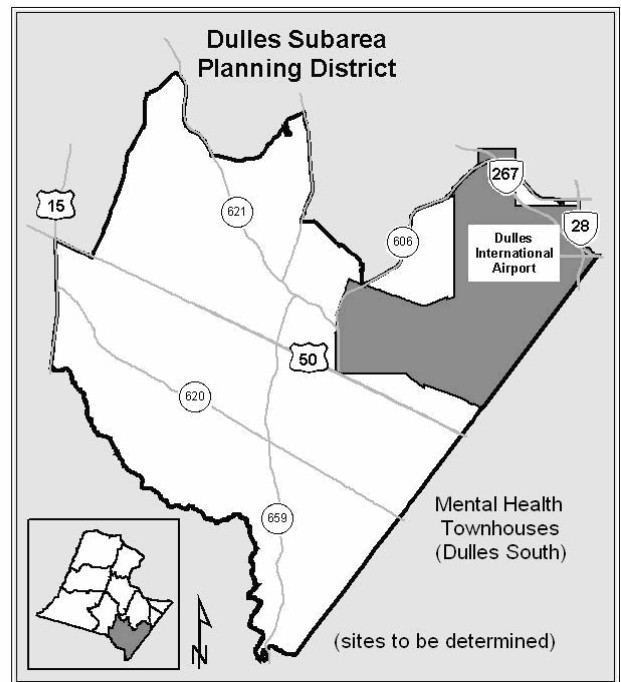
**Loudoun County Government  
FY 2009 Adopted Fiscal Plan**

## Mental Health Townhouses (Dulles South)

### Project Description

This project provides for the purchase of two three-bedroom townhouses (up to 2,500 square feet each) in the Dulles South Subarea to provide services for up to six mental health residential clients. Operating two townhouses in proximity allows for more efficient use of staff, vehicles, staff offices and equipment. 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, mental retardation and/or co-occurring mental illness and retardation. 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 will be available 24 hours a day through on-site supervision and on-call staff.

As of December 31, 2007, there were 7 clients on the immediate need waiting list.



### Funding

This project is to be financed through cash proffers.

### Operating Impact

#### Operations & Maintenance

The Department of Mental Health/Mental Retardation/Substance Abuse Services will manage this facility. Operations and maintenance expenses are forecast to begin in FY 12 and are estimated at \$1.8 million over the six-year planning period.

#### Debt Service

This project is to be financed with cash proffers; therefore, no debt service expense will be incurred.

Capital ( \$ in 1000s )	Prior Alloc.	FY 2008 Adopted	FY 2009 Adopted	FY 2010	FY 2011	FY 2012	FY 2013	FY 2014	6 Year Total	Future FY's	Project Total
Furniture, Fixtures & Equip	0	0	0	0	60	0	0	0	60	0	60
Facilities Purchase	0	0	0	0	1,105	0	0	0	1,105	0	1,105
<b>Total Cost</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>1,165</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>1,165</b>	<b>0</b>	<b>1,165</b>
Proffers (Cash)	0	0	0	0	1,165	0	0	0	1,165	0	1,165
<b>Total Financing</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>1,165</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>1,165</b>	<b>0</b>	<b>1,165</b>
<b>Operating Impact ( \$ in 1000s )</b>			<b>FY 2009 Adopted</b>	<b>FY 2010</b>	<b>FY 2011</b>	<b>FY 2012</b>	<b>FY 2013</b>	<b>FY 2014</b>	<b>6 Year Total</b>		
Operations & Maintenance			0	0	0	667	558	585	1,810		
<b>Total Impact</b>			<b>0</b>	<b>0</b>	<b>0</b>	<b>667</b>	<b>558</b>	<b>585</b>	<b>1,810</b>		



**Loudoun County Government  
FY 2009 Adopted Fiscal Plan**

## Mental Health/Medically Fragile Supported Living Residence

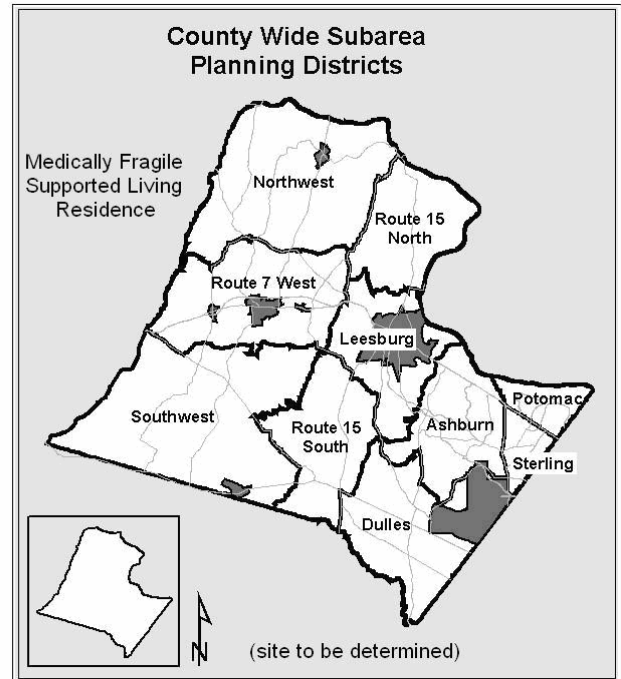
### Project Description

This project provides for the purchase or 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.

As of December 31, 2007, there were 10 clients on the immediate need waiting list.

### 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.



### Funding

This project is to be financed with local tax funding.

### Operating Impact

#### Operations & Maintenance

The Department of Mental Health/Mental Retardation/Substance Abuse Services will manage this facility. Should the County build the planned facility, operations and maintenance expenses are forecast to begin in FY 12 and are estimated at \$5.5 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 is to be financed with local tax funding; therefore, no debt service will be incurred.

Capital ( \$ in 1000s )	Prior Alloc.	FY 2008 Adopted	FY 2009 Adopted	FY 2010	FY 2011	FY 2012	FY 2013	FY 2014	6 Year Total	Future FY's	Project Total
Professional Services	0	0	0	200	0	0	0	0	200	0	200
Furniture, Fixtures & Equip	0	0	0	0	415	0	0	0	415	0	415
Construction	0	0	0	0	1,130	0	0	0	1,130	0	1,130
<b>Total Cost</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>200</b>	<b>1,545</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>1,745</b>	<b>0</b>	<b>1,745</b>
Local Tax Funding	0	0	0	200	1,545	0	0	0	1,745	0	1,745
<b>Total Financing</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>200</b>	<b>1,545</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>1,745</b>	<b>0</b>	<b>1,745</b>
<b>Operating Impact ( \$ in 1000s )</b>				<b>FY 2009 Adopted</b>	<b>FY 2010</b>	<b>FY 2011</b>	<b>FY 2012</b>	<b>FY 2013</b>	<b>FY 2014</b>	<b>6 Year Total</b>	
Operations & Maintenance				0	0	0	1,883	1,763	1,849	5,495	
<b>Total Impact</b>				<b>0</b>	<b>0</b>	<b>0</b>	<b>1,883</b>	<b>1,763</b>	<b>1,849</b>	<b>5,495</b>	



Loudoun County Government  
FY 2009 Adopted Fiscal Plan

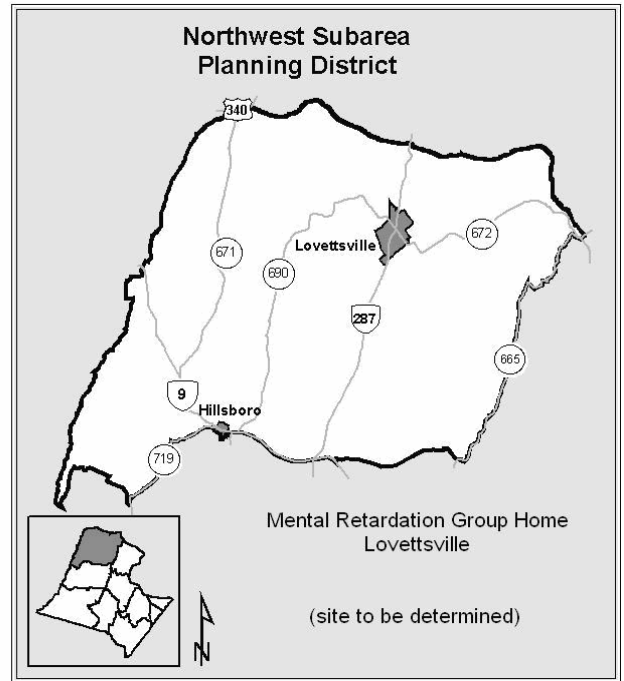
## Mental Retardation Group Home (Lovettsville)

### Project Description

Mental retardation (MR) residential services provide training, supervision and assistance with daily living, and opportunities for community access based on the needs of each resident. The MR 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, 7 days a week. Much of the funding for the MR 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 Lovettsville to serve four mentally retarded clients and provide a staff office. This residence would be privately operated by an outside vendor.

As of December 31, 2007, there were 92 clients on the MR Group Home waiting list, with 11 clients on the immediate need list.



Mental Retardation Group Home  
Lovettsville

(site to be determined)

### Funding

This project is to be financed with local tax funding.

### Operating Impact

#### Operations & Maintenance

The Department of Mental Health/Mental Retardation/Substance Abuse Services will operate this facility through a private vendor contract, with no increase to County staffing levels. This project will be completed in future fiscal years; therefore, no contractor or maintenance expenses will be incurred during the six-year planning period.

#### Debt Service

This project is to be financed with local tax funding; therefore, no debt service will be incurred.

Capital ( \$ in 1000s )	Prior Alloc.	FY 2008 Adopted	FY 2009 Adopted	FY 2010	FY 2011	FY 2012	FY 2013	FY 2014	6 Year Total	Future FY's	Project Total
Professional Services	0	0	0	0	0	0	0	0	0	220	220
Furniture, Fixtures & Equip	0	0	0	0	0	0	0	0	0	400	400
Facilities Purchase	0	0	0	0	0	0	0	0	0	1,340	1,340
<b>Total Cost</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>1,960</b>	<b>1,960</b>
Local Tax Funding	0	0	0	0	0	0	0	0	0	1,960	1,960
<b>Total Financing</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>1,960</b>	<b>1,960</b>



**Loudoun County Government  
FY 2009 Adopted Fiscal Plan**

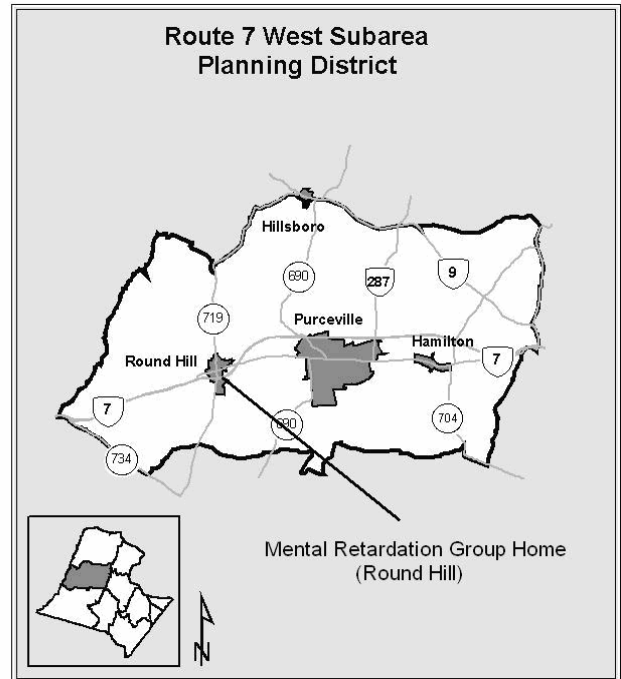
## Mental Retardation Group Home (Round Hill)

### Project Description

Mental retardation (MR) residential services provide training, supervision and assistance with daily living, and opportunities for community access based on the needs of each resident. The MR 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, 7 days a week. Much of the funding for the MR group home system comes from the Medicaid Home and Community-Based Waiver program.

This project involves the construction of a 3,400 square-foot four-bedroom house on a proffered site in Round Hill to serve four mentally retarded clients and provide a staff office. This would be a private vendor-operated residence.

As of December 31, 2007, there were 92 clients on the MR Group Home waiting list, with 11 clients on the immediate need list.



### Current Status

During the FY 09 budget process, the Board directed staff to explore alternatives to its residential service model for this client population. Staff proposed and the Board adopted a number of alternatives, including purchasing townhouses and/or condominiums and postponing completion of the Round Hill facility to future fiscal years. The townhouse and/or condominium purchases are designated as Mental Retardation Townhouse/Condominiums #1 (pg. 7 - 88) and #2 (pg. 7 - 89). The respective design activities for the Round Hill facility, which are 50% complete, will be closed out during FY 09.

### Funding

This project is to be financed with local tax funding and fund balance. Land has been proffered (Round Hill Associates ZMAP-1989-0004).

### 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

This project is to be financed with local tax funding and fund balance; therefore, no debt service will be incurred.

Capital (\$ in 1000s)	Prior Alloc.	FY 2008 Adopted	FY 2009 Adopted	FY 2010	FY 2011	FY 2012	FY 2013	FY 2014	6 Year Total	Future FY's	Project Total
Professional Services	185	0	43	0	0	0	0	0	43	0	228
Furniture, Fixtures & Equip	0	0	0	0	0	0	0	0	0	264	264
Construction	0	0	0	0	0	0	0	0	0	1,612	1,612
<b>Total Cost</b>	<b>185</b>	<b>0</b>	<b>43</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>43</b>	<b>1,876</b>	<b>2,104</b>
Local Tax Funding	185	0	0	0	0	0	0	0	0	1,876	2,061
Fund Balance	0	0	43	0	0	0	0	0	43	0	43
<b>Total Financing</b>	<b>185</b>	<b>0</b>	<b>43</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>43</b>	<b>1,876</b>	<b>2,104</b>



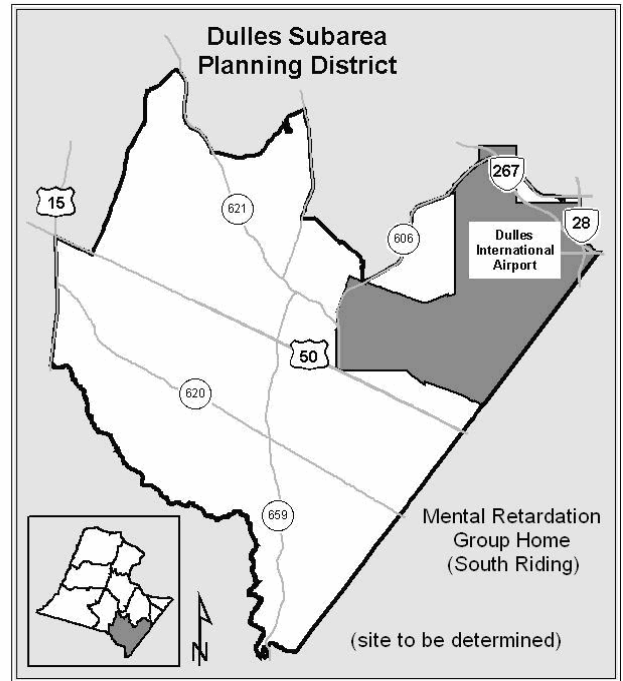
## Mental Retardation Group Home (South Riding)

### Project Description

Mental retardation (MR) residential services provide training, supervision and assistance with daily living, and opportunities for community access based on the needs of each resident. The MR 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, 7 days a week. Much of the funding for the MR 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 mentally retarded clients and provide a staff office. This would be a County-owned and operated residence.

As of December 31, 2007, there were 92 clients on the MR Group Home waiting list, with 11 clients on the immediate need list.



### Funding

This project is to be financed with local tax funding.

### Operating Impact

#### Operations & Maintenance

The Department of Mental Health/Mental Retardation/Substance Abuse Services will operate this facility. Operations and maintenance expenses are forecast to begin in FY 14 and are estimated at \$675,000 over the six-year planning period.

#### Debt Service

This project is to be financed with local tax funding; therefore, no debt service will be incurred.

Capital ( \$ in 1000s )	Prior Alloc.	FY 2008 Adopted	FY 2009 Adopted	FY 2010	FY 2011	FY 2012	FY 2013	FY 2014	6 Year Total	Future FY's	Project Total
Furniture, Fixtures & Equip	0	0	0	0	0	0	30	0	30	0	30
Facilities Purchase	0	0	0	0	0	0	565	0	565	0	565
<b>Total Cost</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>595</b>	<b>0</b>	<b>595</b>	<b>0</b>	<b>595</b>
Local Tax Funding	0	0	0	0	0	0	595	0	595	0	595
<b>Total Financing</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>595</b>	<b>0</b>	<b>595</b>	<b>0</b>	<b>595</b>
<b>Operating Impact ( \$ in 1000s )</b>			<b>FY 2009 Adopted</b>	<b>FY 2010</b>	<b>FY 2011</b>	<b>FY 2012</b>	<b>FY 2013</b>	<b>FY 2014</b>	<b>6 Year Total</b>		
Operations & Maintenance			0	0	0	0	0	675	675		
<b>Total Impact</b>			<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>675</b>	<b>675</b>		



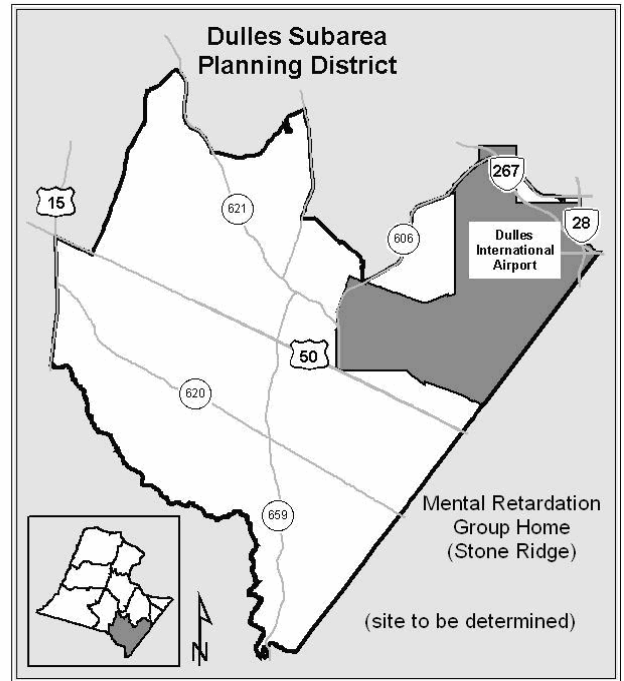
## Mental Retardation Group Home (Stone Ridge)

### Project Description

Mental retardation (MR) residential services provide training, supervision and assistance with daily living, and opportunities for community access based on the needs of each resident. The MR 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, 7 days a week. Much of the funding for the MR 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 mentally retarded clients and provide a staff office. This would be a County-owned and operated residence.

As of December 31, 2007, there were 92 clients on the MR Group Home waiting list, with 11 clients on the immediate need list.



### Funding

This project is to be financed with local tax funding.

### Operating Impact

#### Operations & Maintenance

The Department of Mental Health/Mental Retardation/Substance Abuse Services will operate this facility. Operations and maintenance expenses are forecast to begin in FY 13 and are estimated at \$1.3 million over the six-year planning period.

#### Debt Service

This project is to be financed with local tax funding; therefore, no debt service will be incurred.

Capital ( \$ in 1000s )	Prior Alloc.	FY 2008 Adopted	FY 2009 Adopted	FY 2010	FY 2011	FY 2012	FY 2013	FY 2014	6 Year Total	Future FY's	Project Total
Furniture, Fixtures & Equip	0	0	0	0	0	25	0	0	25	0	25
Facilities Purchase	0	0	0	0	0	545	0	0	545	0	545
<b>Total Cost</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>570</b>	<b>0</b>	<b>0</b>	<b>570</b>	<b>0</b>	<b>570</b>
Local Tax Funding	0	0	0	0	0	570	0	0	570	0	570
<b>Total Financing</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>570</b>	<b>0</b>	<b>0</b>	<b>570</b>	<b>0</b>	<b>570</b>

Operating Impact ( \$ in 1000s )	FY 2009 Adopted	FY 2010	FY 2011	FY 2012	FY 2013	FY 2014	6 Year Total
Operations & Maintenance	0	0	0	0	675	649	1,324
<b>Total Impact</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>675</b>	<b>649</b>	<b>1,324</b>



**Loudoun County Government  
FY 2009 Adopted Fiscal Plan**

## Mental Retardation Townhouse/Condominium (Ashburn)

### Project Description

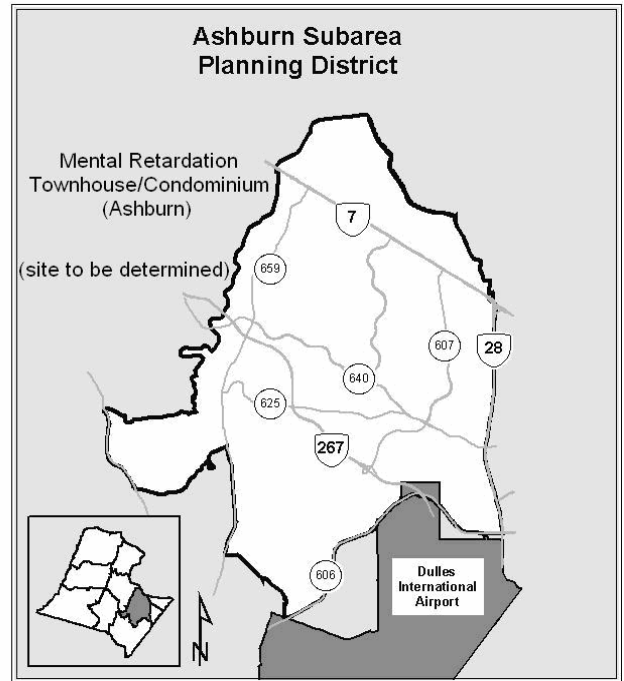
Mental retardation (MR) residential services provide training, supervision and assistance with daily living and opportunities for community access based on the needs of each resident. The MR group home system is a mix of County-owned and operated and private vendor-operated residences. The group home 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, 7 days a week. Much of the funding for the MR 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 mentally retarded clients and provide a staff office. This would be a County-owned and operated residence.

As of December 31, 2007, there were 92 clients on the MR Group Home waiting list, with 11 clients on the immediate need list.

### Proffers

Fairfield at Silo Creek ..... ZMAP-1999-0021 .....\$550,000



### Funding

This project is to be financed with cash proffers.

### Operating Impact

#### Operations & Maintenance

The Department of Mental Health/Mental Retardation/Substance Abuse Services will operate this facility. Operations and maintenance expenses are forecast to begin in FY 12 and are estimated at \$1.6 million over the six-year planning period.

#### Debt Service

This project is to be financed with cash proffers; therefore, no debt service will be incurred.

Capital ( \$ in 1000s )	Prior Alloc.	FY 2008 Adopted	FY 2009 Adopted	FY 2010	FY 2011	FY 2012	FY 2013	FY 2014	6 Year Total	Future FY's	Project Total
Furniture, Fixtures & Equip	0	0	0	0	25	0	0	0	25	0	25
Facilities Purchase	0	0	0	0	525	0	0	0	525	0	525
<b>Total Cost</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>550</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>550</b>	<b>0</b>	<b>550</b>
Proffers (Cash)	0	0	0	0	550	0	0	0	550	0	550
<b>Total Financing</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>550</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>550</b>	<b>0</b>	<b>550</b>
<b>Operating Impact ( \$ in 1000s )</b>			<b>FY 2009 Adopted</b>	<b>FY 2010</b>	<b>FY 2011</b>	<b>FY 2012</b>	<b>FY 2013</b>	<b>FY 2014</b>	<b>6 Year Total</b>		
Operations & Maintenance			0	0	0	562	530	556	1,648		
<b>Total Impact</b>			<b>0</b>	<b>0</b>	<b>0</b>	<b>562</b>	<b>530</b>	<b>556</b>	<b>1,648</b>		



**Loudoun County Government  
FY 2009 Adopted Fiscal Plan**

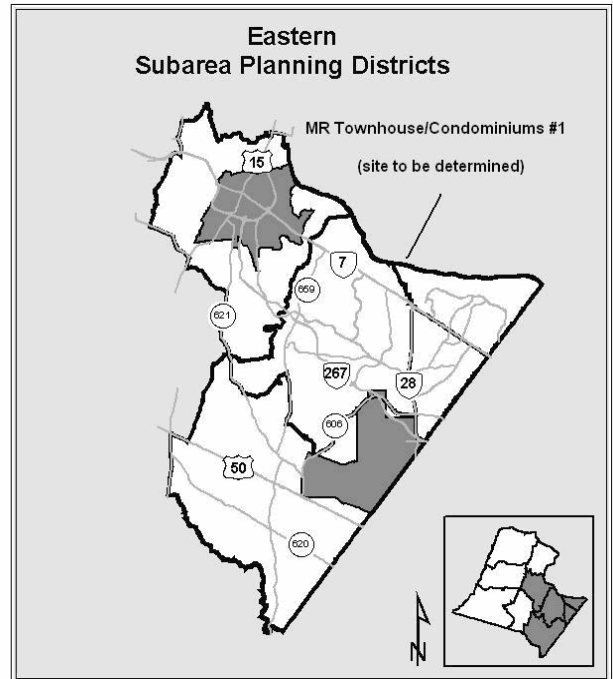
## Mental Retardation Townhouse/Condominiums #1

### Project Description

Mental retardation (MR) residential services provide training, supervision and assistance with daily living, and opportunities for community access based on the needs of each resident. The MR 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, 7 days a week. Much of the funding for the MR group home system comes from the Medicaid Home and Community Based Waiver program (Medicaid Waiver).

This project involves the purchase of a 3,400 square-foot four-bedroom townhouse or condominium in the Eastern Subarea to serve four mentally retarded clients and provide a staff office. This would be a private vendor-operated residence.

As of December 31, 2007, there were 92 clients on the MR Group Home waiting list, with 11 clients on the immediate need list.



### Funding

This project is to be financed with local tax funding.

### Operating Impact

#### Operations & Maintenance

The Department of Mental Health/Mental Retardation/Substance Abuse Services will operate this facility through a private vendor contract, without increasing County staffing levels. These expenses are forecast to begin in FY 09 and are estimated at \$754,219 over the six-year planning period.

#### Debt Service

This project is to be financed with local tax funding; therefore, no debt service will be incurred.

Capital ( \$ in 1000s )	Prior Alloc.	FY 2008 Adopted	FY 2009 Adopted	FY 2010	FY 2011	FY 2012	FY 2013	FY 2014	6 Year Total	Future FY's	Project Total
Furniture, Fixtures & Equip	0	0	58	0	0	0	0	0	58	0	58
Facilities Purchase	0	0	480	0	0	0	0	0	480	0	480
<b>Total Cost</b>	<b>0</b>	<b>0</b>	<b>538</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>538</b>	<b>0</b>	<b>538</b>
Local Tax Funding	0	0	538	0	0	0	0	0	538	0	538
<b>Total Financing</b>	<b>0</b>	<b>0</b>	<b>538</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>538</b>	<b>0</b>	<b>538</b>

Operating Impact ( \$ in 1000s )	FY 2009 Adopted	FY 2010	FY 2011	FY 2012	FY 2013	FY 2014	6 Year Total
Operations & Maintenance	118	122	127	132	138	117	754
<b>Total Impact</b>	<b>118</b>	<b>122</b>	<b>127</b>	<b>132</b>	<b>138</b>	<b>117</b>	<b>754</b>



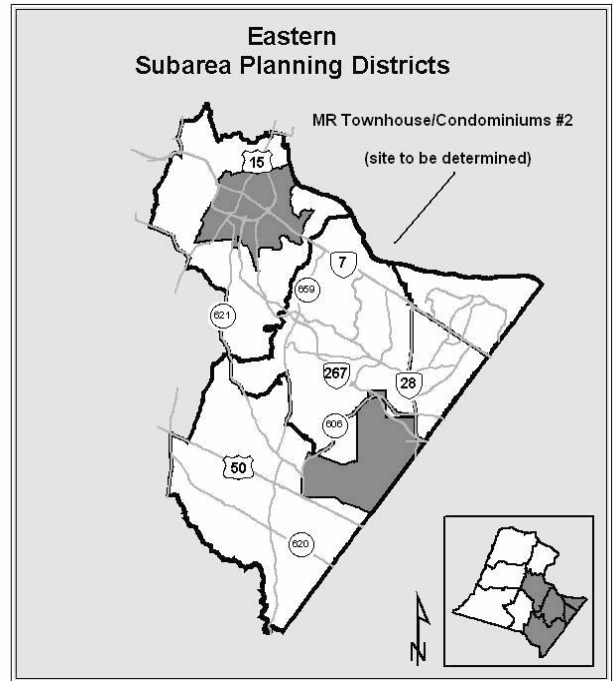
## Mental Retardation Townhouse/Condominiums #2

### Project Description

Mental retardation (MR) residential services provide training, supervision and assistance with daily living and opportunities for community access based on the needs of each resident. The MR 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, 7 days a week. Much of the funding for the MR group home system comes from the Medicaid Home and Community Based Waiver program (Medicaid Waiver).

This project involves the purchase of a 3,400 square-foot four-bedroom townhouse or condominium in the Eastern Subarea to serve four mentally retarded clients and provide a staff office. This would be a private vendor-operated residence.

As of December 31, 2007, there were 92 clients on the MR Group Home waiting list, with 11 clients on the immediate need list.



### Funding

This project is to be financed with local tax funding and fund balance.

### Operating Impact

#### Operations & Maintenance

The Department of Mental Health/Mental Retardation/Substance Abuse Services will operate this facility through a private vendor contract, without increasing County staffing levels. These expenses are forecast to begin in FY 09 and are estimated at \$754,219 over the six-year planning period.

#### Debt Service

This project is to be financed with local tax funding and fund balance; therefore, no debt service will be incurred.

Capital (\$ in 1000s)	Prior Alloc.	FY 2008 Adopted	FY 2009 Adopted	FY 2010	FY 2011	FY 2012	FY 2013	FY 2014	6 Year Total	Future FY's	Project Total
Furniture, Fixtures & Equip	0	0	58	0	0	0	0	0	58	0	58
Facilities Purchase	0	0	480	0	0	0	0	0	480	0	480
<b>Total Cost</b>	<b>0</b>	<b>0</b>	<b>538</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>538</b>	<b>0</b>	<b>538</b>
Local Tax Funding	0	0	431	0	0	0	0	0	431	0	431
Fund Balance	0	0	107	0	0	0	0	0	107	0	107
<b>Total Financing</b>	<b>0</b>	<b>0</b>	<b>538</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>538</b>	<b>0</b>	<b>538</b>

Operating Impact (\$ in 1000s)	FY 2009 Adopted	FY 2010	FY 2011	FY 2012	FY 2013	FY 2014	6 Year Total
Operations & Maintenance	118	122	127	132	138	117	754
<b>Total Impact</b>	<b>118</b>	<b>122</b>	<b>127</b>	<b>132</b>	<b>138</b>	<b>117</b>	<b>754</b>



**Loudoun County Government  
FY 2009 Adopted Fiscal Plan**

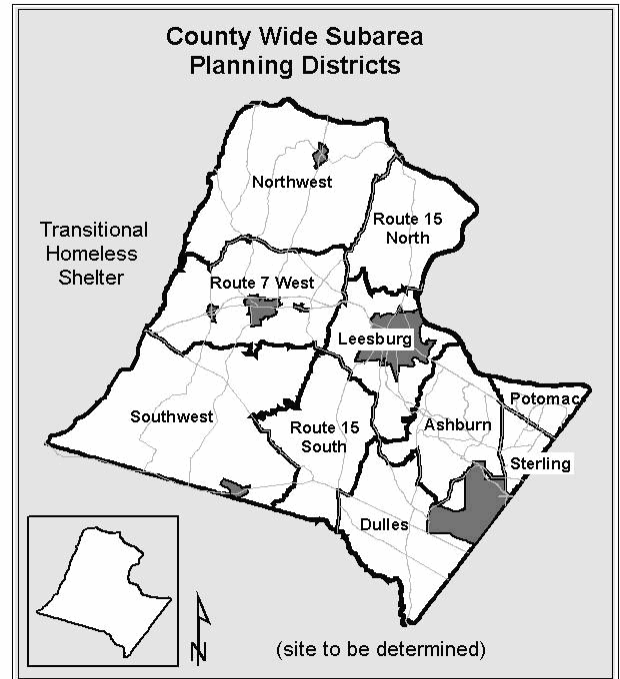
## Transitional Homeless Shelter

### Project Description

This project provides for the construction of a transitional homeless shelter, a long-term facility for individuals and families (up to two years). The 45-bed shelter will provide transitional housing with staff available to provide supportive services to the homeless.

The shelter will be approximately 9,000 square feet and will be located on approximately two acres of land. The facility will provide eight apartments, each with a bathroom and layout to accommodate one family or up to four individuals. The facility will also include a shared living/dining area, kitchen/food pantry, office space, laundry room, indoor/outdoor play area and two restrooms. This layout is similar to the current transitional facility located in Leesburg, while adding some facility improvements and more space. The desired location will be within five to ten miles of County agencies and with access to public transportation. The facility should also be located near employment opportunities.

Supportive services include outreach, eligibility determination, housing assistance, child care subsidies, transportation assistance, counseling, employment placement, education, financial counseling and case management services for up to eight homeless households/families.



### Current Status

Potential sites for this facility will be considered during the facility planning stage of the Cangiano Property Master Plan and the review of the Shellhorn Property Master Plan. These two Leesburg properties are County-owned and adjacent.

### Funding

This project is to be financed with local tax funding.

### Operating Impact

#### Operations & Maintenance

Operations and maintenance expenses are forecast to begin in FY 13 and are estimated at \$1.1 million over the six-year planning period.

#### Debt Service

This project is to be financed with local tax funding; therefore, no debt service will be incurred.

Capital (\$ in 1000s)	Prior Alloc.	FY 2008 Adopted	FY 2009 Adopted	FY 2010	FY 2011	FY 2012	FY 2013	FY 2014	6 Year Total	Future FY's	Project Total
Professional Services	0	0	0	0	270	0	0	0	270	0	270
Furniture, Fixtures & Equip	0	0	0	0	0	230	0	0	230	0	230
Construction	0	0	0	0	0	2,360	0	0	2,360	0	2,360
<b>Total Cost</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>270</b>	<b>2,590</b>	<b>0</b>	<b>0</b>	<b>2,860</b>	<b>0</b>	<b>2,860</b>
Local Tax Funding	0	0	0	0	270	2,590	0	0	2,860	0	2,860
<b>Total Financing</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>270</b>	<b>2,590</b>	<b>0</b>	<b>0</b>	<b>2,860</b>	<b>0</b>	<b>2,860</b>

Operating Impact (\$ in 1000s)	FY 2009 Adopted	FY 2010	FY 2011	FY 2012	FY 2013	FY 2014	6 Year Total
Operations & Maintenance	0	0	0	0	530	556	1,086
<b>Total Impact</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>530</b>	<b>556</b>	<b>1,086</b>



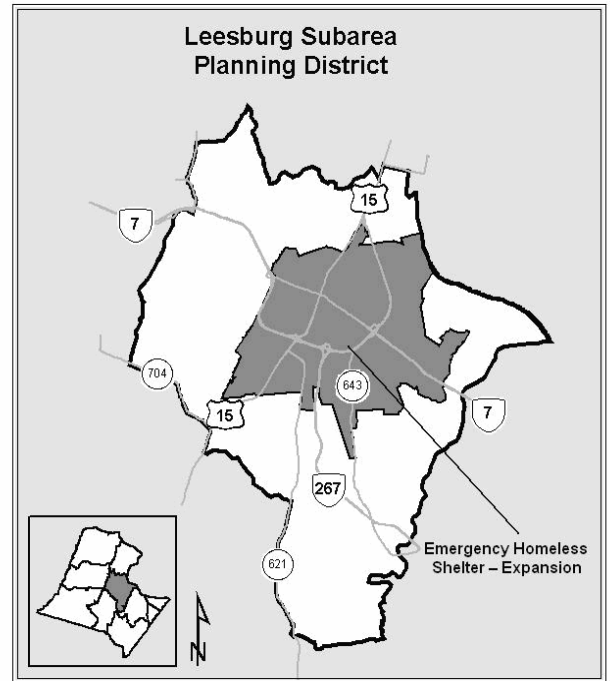
## Emergency Homeless Shelter – Expansion

### Project Description

This project provides for the replacement of the current Woods Road shelter facility, which will lose access to potable water in FY 10. In March 2007, the Board of Supervisors voted to move this project from FY 10 to FY 09, and expand the existing Transitional Shelter rather than construct a new free-standing facility. The FY 07 appropriation for land (\$450,000) was reallocated to design, eliminating the need for FY 09 design funding.

The Emergency Homeless Shelter will provide temporary housing for homeless persons (up to 89 days) and provide assistance with the identification of more permanent housing. The 45-bed shelter will provide emergency housing with staff available to provide supportive services to the homeless.

The expansion will add approximately 9,000 square feet and 22 beds to the current Transitional Homeless Shelter located at the Government Support Center Site in Leesburg. The facility will provide eight apartments, each with a bathroom and layout to accommodate one family or up to four individuals. The facility will also include a shared living/dining area, kitchen/food pantry, office space, laundry room, indoor/outdoor play area and two restrooms.



### Current Status

Design is 50% complete. Construction is scheduled to begin in Summer 2008, with occupancy planned for Spring 2009.

### Funding

This project is to be financed with local tax funding.

### Operating Impact

#### Operations & Maintenance

The Department of Family Services manages this facility. Specific staffing, space utilization and operating plans will be determined as the project progresses toward completion. Incremental operations and maintenance expenses are forecast to begin in FY 10 and are estimated at \$3.7 million over the six-year planning period.

#### Debt Service

This project is to be financed with local tax funding; therefore, no debt service will be incurred.

Capital ( \$ in 1000s )	Prior Alloc.	FY 2008 Adopted	FY 2009 Adopted	FY 2010	FY 2011	FY 2012	FY 2013	FY 2014	6 Year Total	Future FY's	Project Total
Furniture, Fixtures & Equip	0	0	200	0	0	0	0	0	200	0	200
Construction	0	0	2,110	0	0	0	0	0	2,110	0	2,110
<b>Total Cost</b>	<b>0</b>	<b>0</b>	<b>2,310</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>2,310</b>	<b>0</b>	<b>2,310</b>
Local Tax Funding	0	0	2,310	0	0	0	0	0	2,310	0	2,310
<b>Total Financing</b>	<b>0</b>	<b>0</b>	<b>2,310</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>2,310</b>	<b>0</b>	<b>2,310</b>

Operating Impact ( \$ in 1000s )	FY 2009 Adopted	FY 2010	FY 2011	FY 2012	FY 2013	FY 2014	6 Year Total
Operations & Maintenance	0	673	707	743	780	819	3,722
<b>Total Impact</b>	<b>0</b>	<b>673</b>	<b>707</b>	<b>743</b>	<b>780</b>	<b>819</b>	<b>3,722</b>



**Loudoun County Government  
FY 2009 Adopted Fiscal Plan**

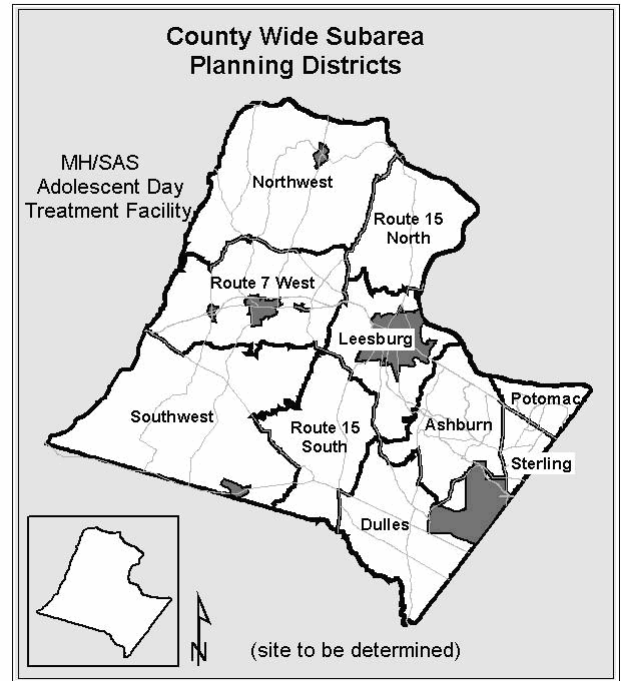
## Adolescent Day Treatment Facility (MH/SAS)

### Project Description

This project involves the construction of an 8,000 square foot day treatment facility to house a joint County-Loudoun County Public Schools day program providing a range of intensive treatment, educational and rehabilitative services to chemically dependent and/or emotionally disturbed adolescents. Through a combination of individual, group and family therapy, academic instruction and structured activities, adolescents in the program would transition back to family, school and community. The average stay in the program would be 6-12 months. This type of treatment program is not currently available in Loudoun, but would become the alternative to more costly day programs outside the County limits, and used as a step-down program to decrease client time in residential programs.

### Current Status

This project is a joint venture with MHMSAS and Loudoun County Public Schools, and was scheduled for FY 09 as part of the FY07-12 CIP. Both agencies are evaluating alternate protocols to provide the necessary services, and have deferred the facility to future fiscal years.



### Funding

This project is to be financed 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 is to be financed with local tax funding; therefore, no debt service will be incurred.

Capital ( \$ in 1000s )	Prior Alloc.	FY 2008 Adopted	FY 2009 Adopted	FY 2010	FY 2011	FY 2012	FY 2013	FY 2014	6 Year Total	Future FY's	Project Total
Professional Services	0	0	0	0	0	0	0	0	0	425	425
Furniture, Fixtures & Equip	0	0	0	0	0	0	0	0	0	608	608
Construction	0	0	0	0	0	0	0	0	0	2,881	2,881
<b>Total Cost</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>3,914</b>	<b>3,914</b>
Local Tax Funding	0	0	0	0	0	0	0	0	0	3,914	3,914
<b>Total Financing</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>3,914</b>	<b>3,914</b>



**Loudoun County Government  
FY 2009 Adopted Fiscal Plan**

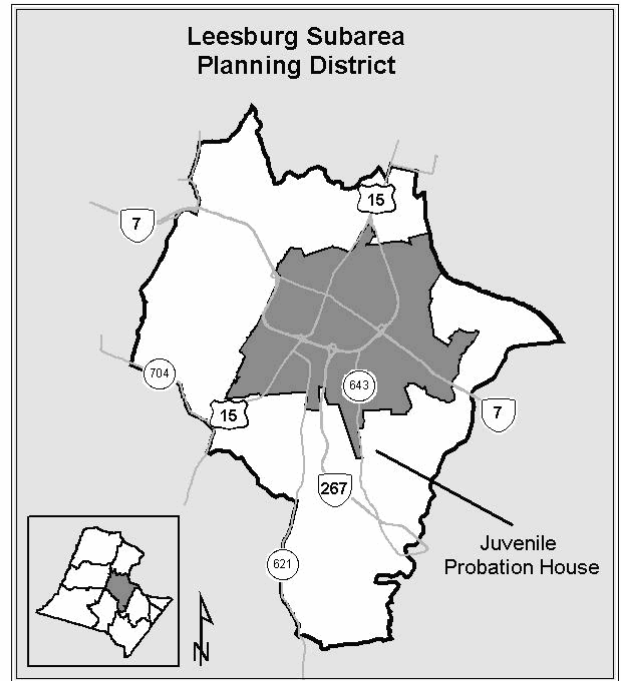
## Juvenile Probation House

### Project Description

This project is for the construction of an 8,800 square foot Juvenile Probation House to serve 12 court-ordered juveniles, ages 14 to 18. The probation house 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 Cangiano Property Master Plan and the review of the Shellhorn Property Master Plan. These two Leesburg properties are County-owned and adjacent.



### Funding

This project is to be financed through lease/purchase 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

No debt service will be incurred during the six-year planning period.

Capital ( \$ in 1000s )	Prior Alloc.	FY 2008 Adopted	FY 2009 Adopted	FY 2010	FY 2011	FY 2012	FY 2013	FY 2014	6 Year Total	Future FY's	Project Total
Professional Services	0	0	0	0	0	0	0	0	0	475	475
Furniture, Fixtures & Equip	0	0	0	0	0	0	0	0	0	430	430
Construction	0	0	0	0	0	0	0	0	0	3,400	3,400
<b>Total Cost</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>4,305</b>	<b>4,305</b>
Lease/Purchase	0	0	0	0	0	0	0	0	0	4,305	4,305
<b>Total Financing</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>4,305</b>	<b>4,305</b>



## NOTES



# **COUNTY CAPITAL PROJECTS**

## **PARKS, RECREATION AND CULTURE**



**Loudoun County Government  
FY 2009 Adopted Fiscal Plan**

**Parks, Recreation & Culture Summary**

**Schedule of Appropriations (in \$1000s)  
Adopted FY 09-14 Capital Improvement Program**

<b>Parks, Recreation &amp; Culture</b>	<b>Funding</b>	<b>Prior FY</b>	<b>FY 08</b>	<b>FY 09</b>	<b>FY 10</b>	<b>FY 11</b>	<b>FY 12</b>	<b>FY 13</b>	<b>FY 14</b>	<b>CIP Total</b>	<b>Future FY</b>	<b>Project Total</b>
Dulles Multipurpose Center (Phases I, II)	\$,GO,P	\$ 9,335	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0	\$ 29,767	\$ 0	\$ 29,767	\$ 0	\$ 39,102
Bolen Memorial Park Recreation Center	GO	0	0	0	0	0	0	0	0	0	39,148	\$ 39,148
Brambleton District Park	GO	0	0	0	0	0	0	0	0	0	9,000	\$ 9,000
Community Center Renovations	GO	0	980	7,145	5,385	0	0	0	0	12,530	0	\$ 13,510
Greater Ashburn Senior Center	GO	0	0	0	0	0	0	0	0	0	8,700	\$ 8,700
Dulles Area Library	GO,P	0	0	0	0	0	0	0	0	0	21,425	\$ 21,425
Gum Spring Library	GO,P	0	1,840	0	1,530	7,130	0	0	0	8,660	0	\$ 10,500
<b>PARKS, RECREATION &amp; CULTURE TOTAL</b>		<b>\$ 9,335</b>	<b>\$ 2,820</b>	<b>\$ 7,145</b>	<b>\$ 6,915</b>	<b>\$ 7,130</b>	<b>\$ 0</b>	<b>\$ 29,767</b>	<b>\$ 0</b>	<b>\$ 50,957</b>	<b>\$ 78,273</b>	<b>\$ 141,385</b>

<b>Fund Codes</b>	<b>Revenue Source</b>		<b>Prior FY</b>	<b>FY 08</b>	<b>FY 09</b>	<b>FY 10</b>	<b>FY 11</b>	<b>FY 12</b>	<b>FY 13</b>	<b>FY 14</b>	<b>CIP Total</b>	<b>Future FY</b>	<b>Project Total</b>
\$ - Local Tax Funding	Local Tax Funding	\$	\$ 335	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0	\$ 335
GO - General Obligation Bonds	General Obligation Bonds	GO	9,000	980	7,145	5,385	1,990	0	25,959	0	40,479	78,193	128,652
FB - Fund Balance	Fund Balance	FB	0	0	0	0	0	0	0	0	0	0	0
F - Fees	Fees	F	0	0	0	0	0	0	0	0	0	0	0
P - Proffers (Cash, Land, In-Kind)	Proffers (Cash, Land, In-Kind)	P	0	1,840	0	1,530	5,140	0	3,808	0	10,478	80	12,398
S - State	State	S	0	0	0	0	0	0	0	0	0	0	0
GT/TF - Gas Tax/Transportation Fund	Gas Tax/Transportation Fund	GT/TF	0	0	0	0	0	0	0	0	0	0	0
L/P - Lease/Purchase	Lease/Purchase	L/P	0	0	0	0	0	0	0	0	0	0	0
PB - Pledge Bonds	Pledge Bonds	PB	0	0	0	0	0	0	0	0	0	0	0
IDA - Industrial Development Authority	Industrial Development Authority	IDA	0	0	0	0	0	0	0	0	0	0	0
VP SA - Virginia Public Schools Authority	Virginia Public Schools Authority	VP SA	0	0	0	0	0	0	0	0	0	0	0
VRA - Virginia Resources Authority	Virginia Resources Authority	VRA	0	0	0	0	0	0	0	0	0	0	0
<b>Grand Total</b>			<b>\$ 9,335</b>	<b>\$ 2,820</b>	<b>\$ 7,145</b>	<b>\$ 6,915</b>	<b>\$ 7,130</b>	<b>\$ 0</b>	<b>\$ 29,767</b>	<b>\$ 0</b>	<b>\$ 50,957</b>	<b>\$ 78,273</b>	<b>\$ 141,385</b>



**Loudoun County Government  
FY 2009 Adopted Fiscal Plan**

## Dulles Multipurpose Center (Phases I, II)

### Project Description

This project provides for the construction of an approximate 103,900 gross-square-foot recreation center on a County-owned parcel located on Riding Center Drive in the Dulles Subarea Planning District. The implementation of this project is planned in two phases:

Phase I provides for the construction of a 23,900 gross square-foot center to replace the aging Arcola Community Center. This includes classrooms, a gym, preschool space, senior program space, administration and support space. The Phase I appropriation also includes funds to design a Phase II addition.

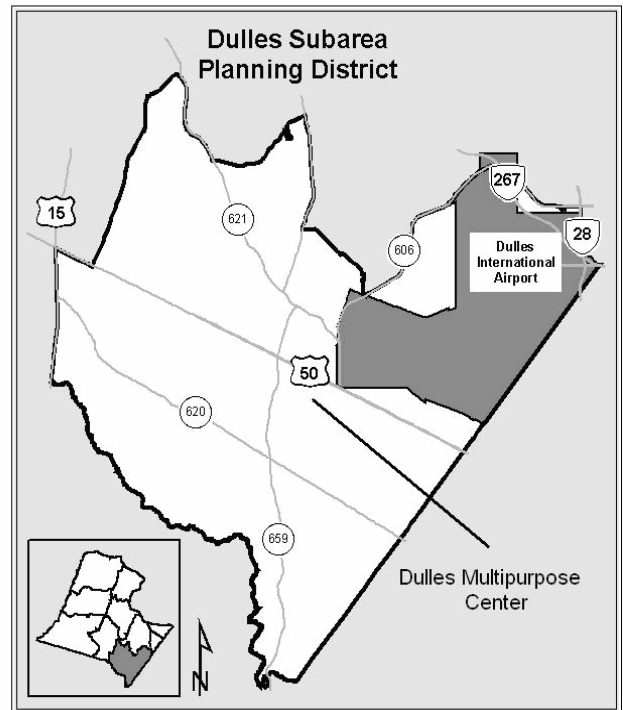
The Phase II recreation center addition, approximately 80,000 gross square feet, will include recreation and fitness areas, program facilities and an aquatics center. The facility will require a minimum of 600 parking spaces.

### Proffers

South Riding Station.....ZMAP-2001-0010.....\$3,808,000

### Current Status

Phase I of the Multipurpose Center is 95% constructed and is expected to be ready for occupancy in Summer 2008. Phase II Design is 100% complete.



### Funding

This project is to be financed by a combination of local tax funding, general obligation bonds and cash proffers. 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 2012 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 13, and is estimated at \$1.4 million over the six-year planning period.

Capital ( \$ in 1000s )	Prior Alloc.	FY 2008 Adopted	FY 2009 Adopted	FY 2010	FY 2011	FY 2012	FY 2013	FY 2014	6 Year Total	Future FY's	Project Total
Professional Services	1,200	0	0	0	0	0	336	0	336	0	1,536
Furniture, Fixtures & Equip	935	0	0	0	0	0	529	0	529	0	1,464
Construction	7,200	0	0	0	0	0	28,902	0	28,902	0	36,102
<b>Total Cost</b>	<b>9,335</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>29,767</b>	<b>0</b>	<b>29,767</b>	<b>0</b>	<b>39,102</b>
Local Tax Funding	335	0	0	0	0	0	0	0	0	0	335
GO Bonds	9,000	0	0	0	0	0	25,959	0	25,959	0	34,959
Proffers (Cash)	0	0	0	0	0	0	3,808	0	3,808	0	3,808
<b>Total Financing</b>	<b>9,335</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>29,767</b>	<b>0</b>	<b>29,767</b>	<b>0</b>	<b>39,102</b>
Operating Impact ( \$ in 1000s )			FY 2009 Adopted	FY 2010	FY 2011	FY 2012	FY 2013	FY 2014	6 Year Total		
Debt Service			0	0	0	0	250	1,163	1,413		
<b>Total Impact</b>			<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>250</b>	<b>1,163</b>	<b>1,413</b>		



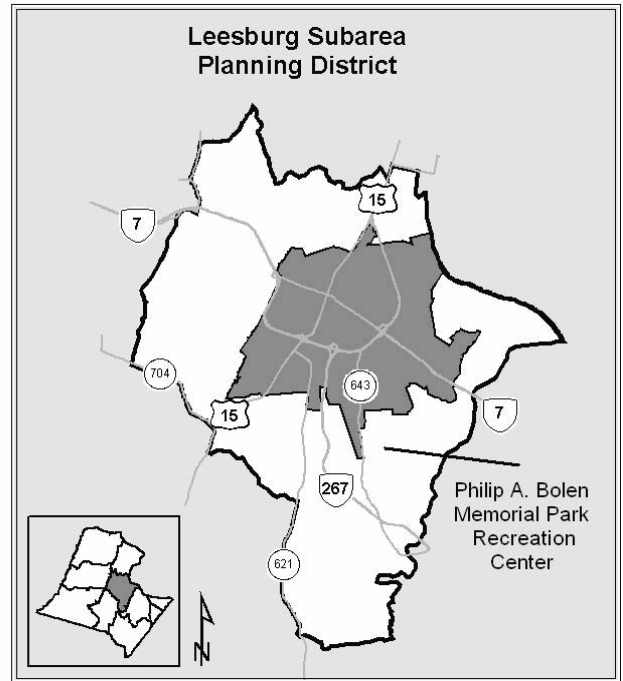
## Bolen Memorial Park Recreation Center

### Project Description

This project would construct a 75,000 square-foot recreation center on 15 acres in the Leesburg Subarea Planning District, at a County-owned site just south of Leesburg. This facility would include a minimum of 12,000 square feet of building space for community programs serving preschool and daycare needs, and multipurpose meeting rooms and classrooms to serve all ages and abilities. Recreation and fitness areas would occupy 28,000 square feet and would include a gymnasium, fitness center, and multipurpose rooms. A 35,000 square foot aquatic center would include a 37.5 meter x 25 yard lap pool, leisure pool and associated locker rooms and support space. The facility would require a minimum of 600 parking spaces.

### Current Status

This 200-acre project was part of the FY 04 approved Shellhorn Master Plan. A special exception for the park was approved with conditions requiring town water and sewer. The Town of Leesburg passed a resolution to provide water and sewer in Phase I of the park's development, and meetings between County and Town staff resulted in a final recommendation and a request-for-proposal being solicited for the water-sewer design in May 2006. Notice of Award was made to VIEW Engineering, but plan development is on hold pending a decision on whether the Town of Leesburg or the Loudoun Water Authority (formerly known as Loudoun County Sanitation Authority) will be serving the area. The design for the Park is substantially complete, and a wetlands permit has been issued. The project schedule is under review, given the issues currently under discussion.



### Funding

This project is to be financed 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 2008 Adopted	FY 2009 Adopted	FY 2010	FY 2011	FY 2012	FY 2013	FY 2014	6 Year Total	Future FY's	Project Total
Professional Services	0	0	0	0	0	0	0	0	0	4,922	4,922
Furniture, Fixtures & Equip	0	0	0	0	0	0	0	0	0	3,435	3,435
Const of Recreational Facility	0	0	0	0	0	0	0	0	0	30,791	30,791
<b>Total Cost</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>39,148</b>	<b>39,148</b>
GO Bonds	0	0	0	0	0	0	0	0	0	39,148	39,148
<b>Total Financing</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>39,148</b>	<b>39,148</b>



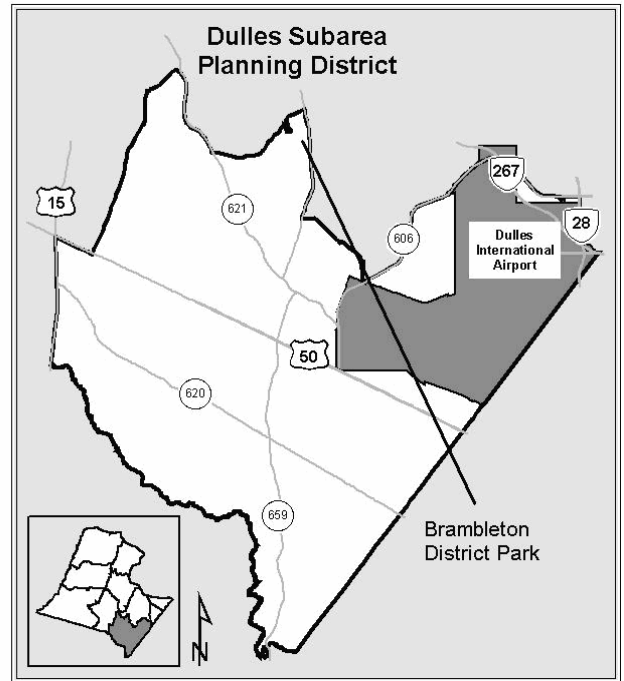
## Brambleton District Park

### 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 fine grading the athletic fields, adding fencing, site utilities, parking, site access from public roads, required landscaping, public restrooms, groundwater wells and irrigation. A future phase of development would include ball field lighting, staff offices, meeting rooms, storage, scorekeeper/umpire areas, maintenance facilities, picnic pavilions, and bleachers.



### Funding

This project is to be financed by general obligation bonds. Land will be acquired via proffer (Brambleton (1) – ZMAP-1993-0005).

### 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 2008 Adopted	FY 2009 Adopted	FY 2010	FY 2011	FY 2012	FY 2013	FY 2014	6 Year Total	Future FY's	Project Total
Professional Services	0	0	0	0	0	0	0	0	0	1,029	1,029
Furniture, Fixtures & Equip	0	0	0	0	0	0	0	0	0	679	679
Const of Recreational Facility	0	0	0	0	0	0	0	0	0	7,292	7,292
<b>Total Cost</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>9,000</b>	<b>9,000</b>
GO Bonds	0	0	0	0	0	0	0	0	0	9,000	9,000
<b>Total Financing</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>9,000</b>	<b>9,000</b>



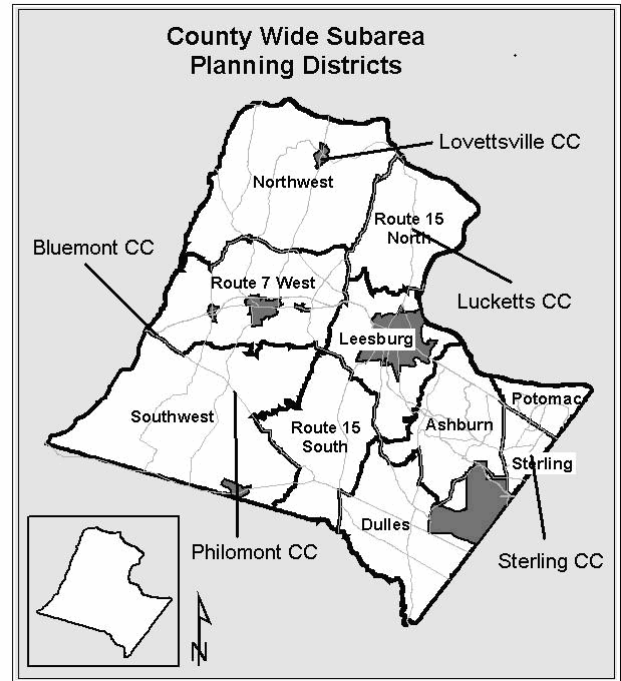
## Community Center Renovations

### Project Description

The Department of Parks, Recreation and Community Services and the Office of Capital Construction are developing a community center renovation program based on need and programmatic service requirements. Renovations and any expansions, if needed, will be implemented in FY 08 and FY 09.

Estimated dates of project commencement are Bluemont Community Center (FY 08), Lucketts Community Center (FY 08), Sterling Community Center (FY 08), Lovettsville Community Center (FY 09), and Philomont Community Center (FY 09). These renovation and expansion projects will bring the community centers into compliance with current building and occupancy codes, Federal mandates, maintenance, and programmatic requirements.

Individual project needs include 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

Requests for proposals for the design of the Bluemont, Lucketts and Sterling Community Centers have been released. Requests for proposals for the Lovettsville and Philomont Community Centers are being prepared for publication in Spring 2009.

### Funding

This project is to be financed by 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 will be assessed prior to the renovation phase.

#### Debt Service

Debt service is forecast to begin in FY 10, and is estimated at \$3.7 million over the six-year planning period.

Capital ( \$ in 1000s )	Prior Alloc.	FY 2008 Adopted	FY 2009 Adopted	FY 2010	FY 2011	FY 2012	FY 2013	FY 2014	6 Year Total	Future FY's	Project Total
Professional Services	0	980	785	0	0	0	0	0	785	0	1,765
Furniture, Fixtures & Equip	0	0	200	150	0	0	0	0	350	0	350
Const of Existing Bldgs	0	0	6,160	5,235	0	0	0	0	11,395	0	11,395
<b>Total Cost</b>	<b>0</b>	<b>980</b>	<b>7,145</b>	<b>5,385</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>12,530</b>	<b>0</b>	<b>13,510</b>
GO Bonds	0	980	7,145	5,385	0	0	0	0	12,530	0	13,510
<b>Total Financing</b>	<b>0</b>	<b>980</b>	<b>7,145</b>	<b>5,385</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>12,530</b>	<b>0</b>	<b>13,510</b>

Operating Impact ( \$ in 1000s )	FY 2009 Adopted	FY 2010	FY 2011	FY 2012	FY 2013	FY 2014	6 Year Total
Debt Service	0	500	823	800	777	759	3,659
<b>Total Impact</b>	<b>0</b>	<b>500</b>	<b>823</b>	<b>800</b>	<b>777</b>	<b>759</b>	<b>3,659</b>

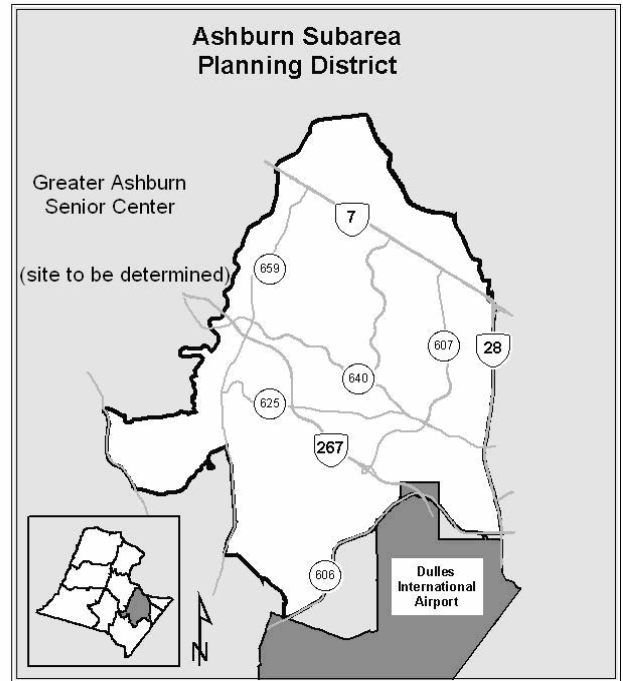


Loudoun County Government  
FY 2009 Adopted Fiscal Plan

## Greater Ashburn Senior Center

### Project Description

This project provides for the construction of a 15,000 square-foot Senior Center on a proffered five-acre parcel of land located in the Ashburn Subarea Planning District. The facility would provide administrative and program space for Senior Center volunteers and staff, a wellness center, counseling room, large and small multipurpose space, small commercial kitchen, exercise/fitness room, classroom, rooms for games, computers, ceramics, arts and crafts, conversation and reception areas, storage, and restrooms.



### Funding

This project is to be financed by general obligation bonds. Land will be acquired via proffer (Regency at Ashburn – ZMAP 2005-0023).

### 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 2008 Adopted	FY 2009 Adopted	FY 2010	FY 2011	FY 2012	FY 2013	FY 2014	6 Year Total	Future FY's	Project Total
Professional Services	0	0	0	0	0	0	0	0	0	1,000	1,000
Furniture, Fixtures & Equip	0	0	0	0	0	0	0	0	0	800	800
Const of Recreational Facility	0	0	0	0	0	0	0	0	0	6,900	6,900
<b>Total Cost</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>8,700</b>	<b>8,700</b>
GO Bonds	0	0	0	0	0	0	0	0	0	8,700	8,700
<b>Total Financing</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>8,700</b>	<b>8,700</b>



**Loudoun County Government**  
**FY 2009 Adopted Fiscal Plan**

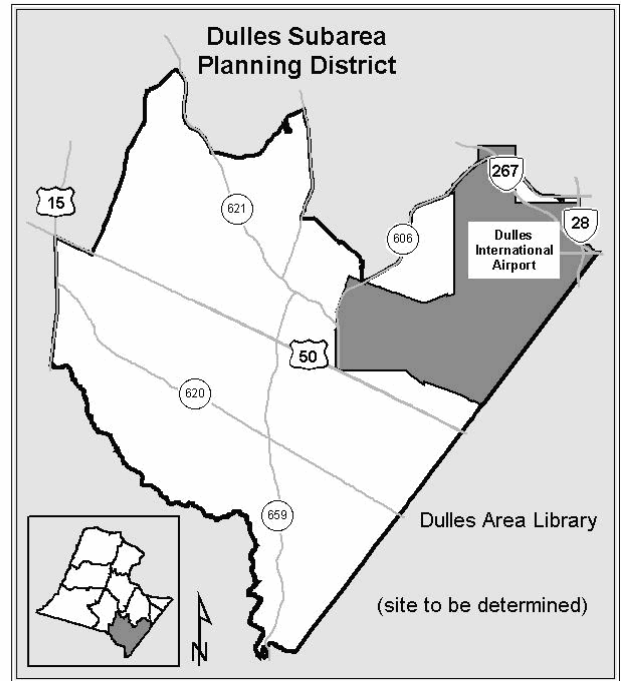
## Dulles Area Library

### Project Description

This project provides for the construction of a 40,000 square-foot library in the Brambleton community. The subareas of Dulles, Potomac, Sterling and Ashburn are projected to have a combined population of 219,767 by the year 2015. Based on Loudoun County's facility standards, that will require 147,000 square feet of library space. Currently, Eastern Loudoun (Cascades Library) has 30,000 square feet, Ashburn Library has 23,400 square feet, and Sterling Library has 8,000 square feet, for a total of 61,400 square feet of library space combined in the four planning subareas. The Dulles South (Gum Spring) Library is forecast to open in 2012, and will add another 40,000 square feet. While an additional 30,000 square foot library facility is listed in Loudoun County's Adopted FY09-18 Capital Needs Assessment program, a 40,000 square-foot facility is recommended in the Brambleton area to achieve full compliance with the County facility standard.

### Proffers

Brambleton (1)..... ZMAP-1993-0005.....\$80,000



### Funding

This project is to be financed by 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 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 2008 Adopted	FY 2009 Adopted	FY 2010	FY 2011	FY 2012	FY 2013	FY 2014	6 Year Total	Future FY's	Project Total
Professional Services	0	0	0	0	0	0	0	0	0	2,225	2,225
Furniture, Fixtures & Equip	0	0	0	0	0	0	0	0	0	4,760	4,760
Construction	0	0	0	0	0	0	0	0	0	14,440	14,440
<b>Total Cost</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>21,425</b>	<b>21,425</b>
GO Bonds	0	0	0	0	0	0	0	0	0	21,345	21,345
Proffers (Cash)	0	0	0	0	0	0	0	0	0	80	80
<b>Total Financing</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>21,425</b>	<b>21,425</b>



**Loudoun County Government  
FY 2009 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 proposed 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.

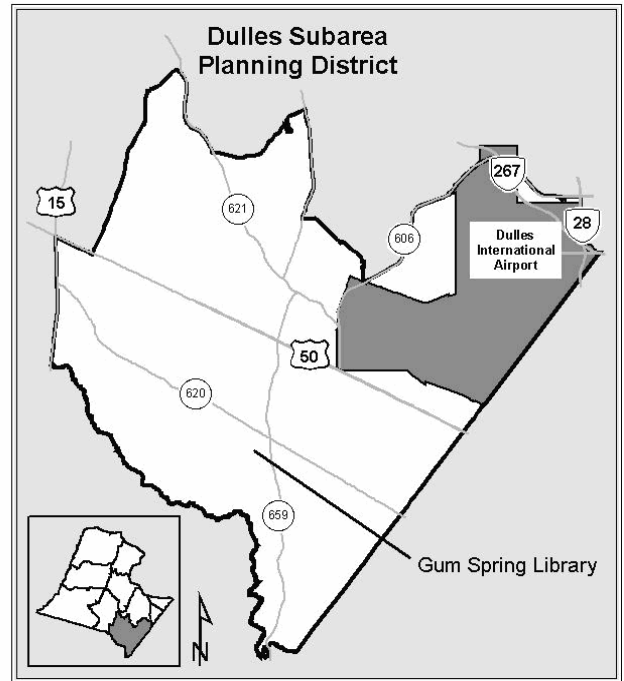
The library will serve the South Riding and Stone Ridge residential developments and the Dulles Subarea Planning District. The library will have 80,000 volumes in its collection. The base building is to be constructed by the developer. The schedule for the base building construction has yet to be determined. The fit-out for the library is in the design development phase.

### Proffers

Blue Springs View .....	ZMAP-2000-0012.....	\$ 1,706,824
Dean Property.....	ZMAP-2000-0008.....	588,905
Katama Woods .....	ZMAP-1995-0009.....	182,252
Kirkpatrick Farms.....	ZMAP-1995-0014.....	672,997
Poland Road Property .....	ZMAP-1999-0022.....	479,394
South Village.....	ZMAP-1999-0016.....	1,568,561
Braddock Corner.....	ZMAP-2002-0020.....	1,008,507
Pinebrook Village.....	ZMAP-2001-0004.....	1,240,644
South Riding Station.....	ZMAP-2001-0010.....	1,061,916
<b>Total.....</b>		<b>\$ 8,510,000</b>

### Current Status

The building space for this project was proffered by a developer. The fulfillment of the building space or condominium being conveyed to the County is dependent upon a number of condominium units being built, as stated in the proffer statement. Until that trigger is satisfied, the library will not be built. Meanwhile, the build-out design is 100% complete.



### Funding

This project is to be financed by general obligation bonds, cash and land proffers. Land and the building will be acquired via proffer (Stone Ridge – ZCPA-2002-0004). Bonds for the financed portion of the project were approved in November 2007.

### Operating Impact

#### Operations & Maintenance

Operations and maintenance expenses are forecast to begin in FY 12 and are estimated at \$15.0 million over the six-year planning period.

#### Debt Service

Debt service is forecast to begin in FY 11, and is estimated at \$626,000 over the six-year planning period.

Capital ( \$ in 1000s )	Prior Alloc.	FY 2008 Adopted	FY 2009 Adopted	FY 2010	FY 2011	FY 2012	FY 2013	FY 2014	6 Year Total	Future FY's	Project Total
Professional Services	0	840	0	0	0	0	0	0	0	0	840
Furniture, Fixtures & Equip	0	0	0	1,530	2,130	0	0	0	3,660	0	3,660
Construction	0	1,000	0	0	5,000	0	0	0	5,000	0	6,000
<b>Total Cost</b>	<b>0</b>	<b>1,840</b>	<b>0</b>	<b>1,530</b>	<b>7,130</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>8,660</b>	<b>0</b>	<b>10,500</b>
GO Bonds	0	0	0	0	1,990	0	0	0	1,990	0	1,990
Proffers (Cash)	0	1,840	0	1,530	5,140	0	0	0	6,670	0	8,510
<b>Total Financing</b>	<b>0</b>	<b>1,840</b>	<b>0</b>	<b>1,530</b>	<b>7,130</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>8,660</b>	<b>0</b>	<b>10,500</b>
Operating Impact ( \$ in 1000s )			FY 2009 Adopted	FY 2010	FY 2011	FY 2012	FY 2013	FY 2014	6 Year Total		
Operations & Maintenance			0	0	0	4,750	4,988	5,237	14,975		
Debt Service			0	0	50	197	192	187	626		
<b>Total Impact</b>			<b>0</b>	<b>0</b>	<b>50</b>	<b>4,947</b>	<b>5,180</b>	<b>5,424</b>	<b>15,601</b>		



## NOTES



# **COUNTY CAPITAL PROJECTS**

## **COMMUNITY DEVELOPMENT**



**Loudoun County Government  
FY 2009 Adopted Fiscal Plan**

**Community Development Summary**

**Schedule of Appropriations (in \$1000s)  
Adopted FY 09-14 Capital Improvement Program**

Community Development	Funding	Prior FY	FY 08	FY 09	FY 10	FY 11	FY 12	FY 13	FY 14	CIP Total	Future FY	Project Total
Woods Road Landfill Site Development	F,VRA	\$ 4,230	\$ 5,625	\$ 1,791	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0	\$ 1,791	\$ 0	\$ 11,646
Woods Road Landfill Leachate Transmission	F	0	0	1,200	0	0	0	0	0	1,200	0	\$ 1,200
Woods Road Landfill Cell 1A Construction	F,VRA	0	0	7,216	0	0	0	0	0	7,216	0	\$ 7,216
Woods Road Landfill Sequence III Closure	F,VRA	0	0	1,950	300	0	0	0	0	2,250	0	\$ 2,250
Woods Road Landfill Sequence IV Closure	F,VRA	0	0	0	0	0	5,130	0	0	5,130	0	\$ 5,130
Woods Road Landfill Maintenance Shop	F	1,125	0	25	0	0	0	0	0	25	0	\$ 1,150
<b>COMMUNITY DEVELOPMENT TOTAL</b>		<b>\$ 5,355</b>	<b>\$ 5,625</b>	<b>\$ 12,182</b>	<b>\$ 300</b>	<b>\$ 0</b>	<b>\$ 5,130</b>	<b>\$ 0</b>	<b>\$ 0</b>	<b>\$ 17,612</b>	<b>\$ 0</b>	<b>\$ 28,592</b>

Fund Codes	Revenue Source		Prior FY	FY 08	FY 09	FY 10	FY 11	FY 12	FY 13	FY 14	CIP Total	Future FY	Project Total
\$ - Local Tax Funding	Local Tax Funding	\$	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0
GO - General Obligation Bonds	General Obligation Bonds	GO	0	0	0	0	0	0	0	0	0	0	0
FB - Fund Balance	Fund Balance	FB	0	0	0	0	0	0	0	0	0	0	0
F - Fees	Fees	F	5,355	5,625	2,725	300	0	1,500	0	0	4,525	0	15,505
P - Proffers (Cash, Land, In-Kind)	Proffers (Cash, Land, In-Kind)	P	0	0	0	0	0	0	0	0	0	0	0
S - State	State	S	0	0	0	0	0	0	0	0	0	0	0
GT/TF - Gas Tax/Transportation Fund	Gas Tax/Transportation Fund	GT/TF	0	0	0	0	0	0	0	0	0	0	0
L/P - Lease/Purchase	Lease/Purchase	L/P	0	0	0	0	0	0	0	0	0	0	0
PB - Pledge Bonds	Pledge Bonds	PB	0	0	0	0	0	0	0	0	0	0	0
IDA - Industrial Development Authority	Industrial Development Authority	IDA	0	0	0	0	0	0	0	0	0	0	0
VPSA - Virginia Public Schools Authority	Virginia Public Schools Authority	VPSA	0	0	0	0	0	0	0	0	0	0	0
VRA - Virginia Resources Authority	Virginia Resources Authority	VRA	0	0	9,457	0	0	3,630	0	0	13,087	0	13,087
<b>Grand Total</b>			<b>\$ 5,355</b>	<b>\$ 5,625</b>	<b>\$ 12,182</b>	<b>\$ 300</b>	<b>\$ 0</b>	<b>\$ 5,130</b>	<b>\$ 0</b>	<b>\$ 0</b>	<b>\$ 17,612</b>	<b>\$ 0</b>	<b>\$ 28,592</b>



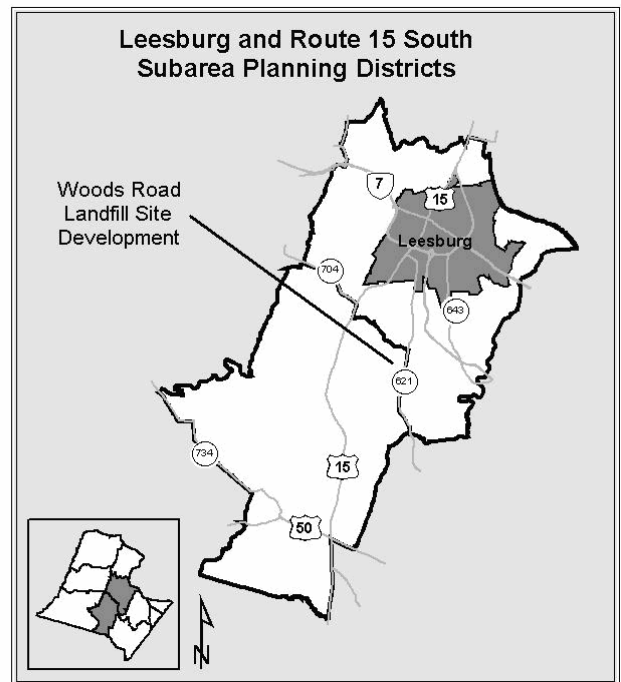
## Woods Road Landfill Site Development

### Project Description

This project funds engineering services and construction to maintain available disposal capacity at the Loudoun County Landfill. Preliminary site work for berm construction and storm water management facilities is included in the scope. Completion of this project by the end of FY 09 is necessary to ensure uninterrupted operations. The project also includes necessary improvements to Route 621 (Evergreen Mills Road) to improve access to the Woods Road portion of the landfill.

### Current Status

The Board of Supervisors awarded an excavation contract to American Infrastructure in April 2008, with substantial completion expected by December 2008.



### Funding

This project is to be financed by a combination of landfill fees and Virginia Resource Authority bonds. Bonds for the financed portion of the project are scheduled for issuance in FY 09.

### Operating Impact

#### Operations & Maintenance

The Office of Solid Waste Management manages the Woods Road Landfill facility. Operating costs for landfill operations are revenue-neutral, by Loudoun County Board of Supervisors' policy, and fully offset by fee collections by the Office of Solid Waste Management.

#### Debt Service

Debt service is forecast to begin in FY 10, and is estimated at \$854,000 over the six-year planning period.

Capital ( \$ in 1000s )	Prior Alloc.	FY 2008 Adopted	FY 2009 Adopted	FY 2010	FY 2011	FY 2012	FY 2013	FY 2014	6 Year Total	Future FY's	Project Total
Professional Services	175	0	0	0	0	0	0	0	0	0	175
Const of Site Infrastructure	4,055	5,625	1,791	0	0	0	0	0	1,791	0	11,471
<b>Total Cost</b>	<b>4,230</b>	<b>5,625</b>	<b>1,791</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>1,791</b>	<b>0</b>	<b>11,646</b>
Landfill Fees	4,230	5,625	0	0	0	0	0	0	0	0	9,855
Virginia Resources Authority	0	0	1,791	0	0	0	0	0	1,791	0	1,791
<b>Total Financing</b>	<b>4,230</b>	<b>5,625</b>	<b>1,791</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>1,791</b>	<b>0</b>	<b>11,646</b>
Operating Impact ( \$ in 1000s )			FY 2009 Adopted	FY 2010	FY 2011	FY 2012	FY 2013	FY 2014	6 Year Total		
Debt Service			0	180	175	171	166	162	854		
<b>Total Impact</b>			<b>0</b>	<b>180</b>	<b>175</b>	<b>171</b>	<b>166</b>	<b>162</b>	<b>854</b>		



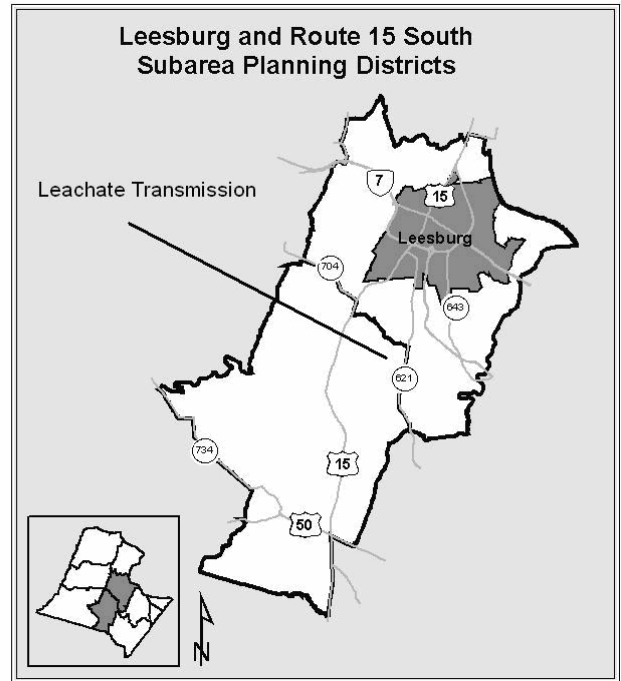
## Woods Road Landfill Leachate Transmission

### Project Description

This project replaces the current "pump and haul" system for transporting landfill leachate from the Loudoun County Solid Waste Management Facility (LCSWMF) to the Broad Run discharge manhole on Loudoun Parkway. The project includes construction and construction oversight engineering for a dual unit 10,000 gallons-per-day industrial wastewater pump station at the site of the current LCSWMF leachate treatment system, and a 4,450 foot force main from the pump station to the nearest Loudoun County Sanitation Authority (LCSA) sanitary sewer manhole on the Sycolin Creek Elementary School property across Route 621 from the LCSWMF. Existing pumps in the current system will be evaluated and replaced as necessary and environmental status monitoring equipment for the pump station will be provided. This pump and haul approach was necessary from the initiation of leachate control systems at the LCSWMF in 1984, as there was no sewer line available to the landfill facility, and on-site treatment and discharge is not possible due to the Dulles Watershed Policy. The construction of the Red Cedar Subdivision and the Sycolin Elementary School extended LCSA collection lines within a reachable distance of the LCSWMF.

### Current Status

This project is in final design, with invitations to bid to be released in Spring 2008. The project alignment crosses Loudoun County Public Schools' property and the County is finalizing easement and maintenance agreements with Loudoun County Public Schools.



### Funding

This project is to be financed by landfill fees.

### Operating Impact

#### Operations & Maintenance

The Office of Solid Waste Management manages the Woods Road Landfill facility. Operating costs for landfill operations are revenue-neutral, by Loudoun County Board of Supervisors' policy, and fully offset by fee collections by the Office of Solid Waste Management. This project is expected to reduce a number of operating and maintenance expenses, including the on-road liability and associated costs for leachate hauling, as well as the need for a tanker trailer and respective staffing. The elimination of leachate hauling will allow the reassignment of vehicles and vehicle operators to other critical functions in facility operation such as transport of recyclable materials.

#### Debt Service

This project is to be funded through landfill fees; therefore no debt service will be incurred.

Capital (\$ in 1000s)	Prior Alloc.	FY 2008 Adopted	FY 2009 Adopted	FY 2010	FY 2011	FY 2012	FY 2013	FY 2014	6 Year Total	Future FY's	Project Total
Const of Site Infrastructure	0	0	1,200	0	0	0	0	0	1,200	0	1,200
<b>Total Cost</b>	<b>0</b>	<b>0</b>	<b>1,200</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>1,200</b>	<b>0</b>	<b>1,200</b>
Landfill Fees	0	0	1,200	0	0	0	0	0	1,200	0	1,200
<b>Total Financing</b>	<b>0</b>	<b>0</b>	<b>1,200</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>1,200</b>	<b>0</b>	<b>1,200</b>



**Loudoun County Government  
FY 2009 Adopted Fiscal Plan**

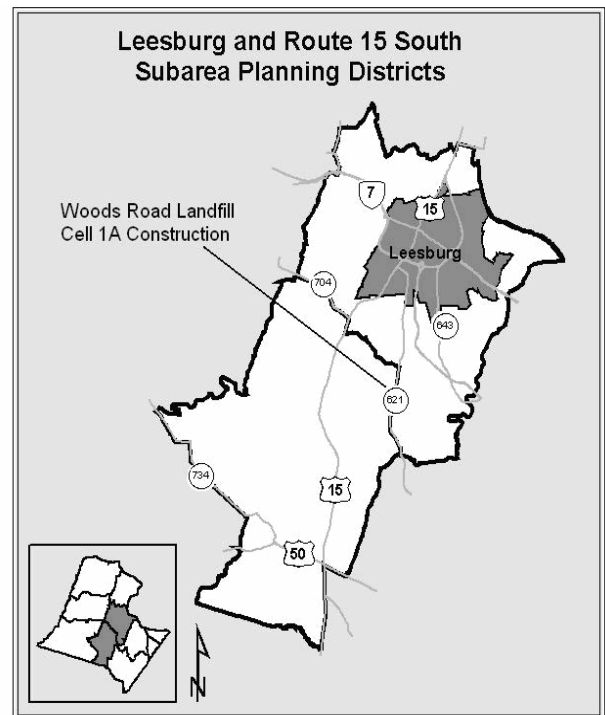
## Woods Road Landfill Cell 1A Construction

### Project Description

This project includes funding for engineering and construction services to maintain available disposal capacity at the Loudoun County landfill. This project includes constructing Cell 1A on the Woods Road portion of the landfill. Construction of this cell by the end of FY 09 is necessary to ensure uninterrupted operations. This project will be coordinated with Sequence III Closure Construction to realize cost savings and economies of scale. These savings are reflected in the two projects' respective budgets.

### Current Status

Design will begin in July 2008, with invitations to bid to be released in Winter 2008. Construction is forecast to be complete by October 2009.



### Funding

This project is to be financed by a combination of landfill fees and Virginia Resource Authority bonds. Bonds for the financed portion of the project are scheduled for issuance in FY 09.

### Operating Impact

#### Operations & Maintenance

The Office of Solid Waste Management manages the Woods Road Landfill facility. Operating costs for landfill operations are revenue-neutral, by Loudoun County Board of Supervisors' policy, and fully offset by fee collections by the Office of Solid Waste Management.

#### Debt Service

Debt service is forecast to begin in FY 10, and is estimated at \$2.7 million over the six-year planning period.

Capital ( \$ in 1000s )	Prior Alloc.	FY 2008 Adopted	FY 2009 Adopted	FY 2010	FY 2011	FY 2012	FY 2013	FY 2014	6 Year Total	Future FY's	Project Total
Professional Services	0	0	200	0	0	0	0	0	200	0	200
Const of Site Infrastructure	0	0	7,016	0	0	0	0	0	7,016	0	7,016
<b>Total Cost</b>	<b>0</b>	<b>0</b>	<b>7,216</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>7,216</b>	<b>0</b>	<b>7,216</b>
Landfill Fees	0	0	1,500	0	0	0	0	0	1,500	0	1,500
Virginia Resources Authority	0	0	5,716	0	0	0	0	0	5,716	0	5,716
<b>Total Financing</b>	<b>0</b>	<b>0</b>	<b>7,216</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>7,216</b>	<b>0</b>	<b>7,216</b>
Operating Impact ( \$ in 1000s )			FY 2009 Adopted	FY 2010	FY 2011	FY 2012	FY 2013	FY 2014	6 Year Total		
Debt Service			0	571	557	542	528	514	2,712		
<b>Total Impact</b>			<b>0</b>	<b>571</b>	<b>557</b>	<b>542</b>	<b>528</b>	<b>514</b>	<b>2,712</b>		



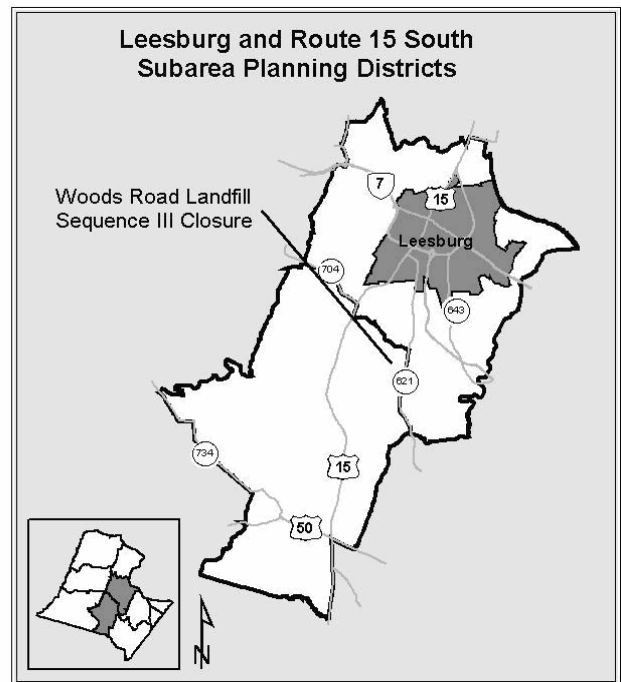
## Woods Road Landfill Sequence III Closure

### Project Description

This project includes funding for design, cap and closure construction of 9.3 acres of the existing Sequence III landfill disposal unit. Virginia Solid Waste Regulations require that this construction project commence within 180 days of reaching design grade, which is anticipated sometime in Spring 2008. This project includes final cap and cover, extension of the landfill gas collection system in the closure area, and installation of storm drainage features within the closure area. This project will be coordinated with Cell IA construction to realize cost savings and economies of scale. These savings are reflected in the two projects' respective budgets.

### Current Status

Design will begin in July 2008, with invitations to bid to be released in January 2009. Substantial completion of this capital project is expected by October 2009.



### Funding

This project is to be financed by a combination of landfill fees and Virginia Resource Authority bonds. Bonds for the financed portion of the project are scheduled for issuance in FY 09.

### Operating Impact

#### Operations & Maintenance

The Office of Solid Waste Management manages the Woods Road Landfill facility. Operating costs for landfill operations are revenue-neutral, by Loudoun County Board of Supervisors' policy, and fully offset by fee collections by the Office of Solid Waste Management.

#### Debt Service

Debt service is forecast to begin in FY 10, and is estimated at \$930,000 over the six-year planning period.

Capital ( \$ in 1000s )	Prior Alloc.	FY 2008 Adopted	FY 2009 Adopted	FY 2010	FY 2011	FY 2012	FY 2013	FY 2014	6 Year Total	Future FY's	Project Total
Professional Services	0	0	150	0	0	0	0	0	150	0	150
Const of Site Infrastructure	0	0	1,800	300	0	0	0	0	2,100	0	2,100
<b>Total Cost</b>	<b>0</b>	<b>0</b>	<b>1,950</b>	<b>300</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>2,250</b>	<b>0</b>	<b>2,250</b>
Landfill Fees	0	0	0	300	0	0	0	0	300	0	300
Virginia Resources Authority	0	0	1,950	0	0	0	0	0	1,950	0	1,950
<b>Total Financing</b>	<b>0</b>	<b>0</b>	<b>1,950</b>	<b>300</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>2,250</b>	<b>0</b>	<b>2,250</b>
Operating Impact ( \$ in 1000s )				FY 2009 Adopted	FY 2010	FY 2011	FY 2012	FY 2013	FY 2014	6 Year Total	
Debt Service				0	198	188	188	178	178	930	
<b>Total Impact</b>				<b>0</b>	<b>198</b>	<b>188</b>	<b>188</b>	<b>178</b>	<b>178</b>	<b>930</b>	

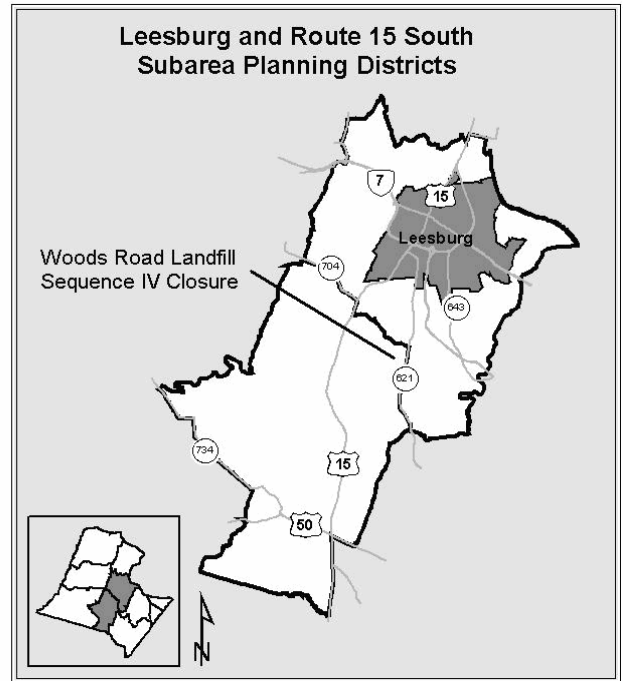


**Loudoun County Government  
FY 2009 Adopted Fiscal Plan**

## Woods Road Landfill Sequence IV Closure

### Project Description

This project includes funding for engineering design costs and closure construction of 16 acres at the existing landfill disposal unit. Virginia Solid Waste Regulations require that this construction project commence within 180 days of reaching design grade, which is anticipated sometime in Spring 2011. This project includes final cap and cover, extensions of the landfill gas collection system in the closure area, and installation of storm drainage features within the closure area. This project will entirely close the existing landfill disposal unit, which began operations in 1971.



### Funding

This project is to be financed by a combination of landfill fees and Virginia Resource Authority bonds. Bonds for the financed portion of the project are scheduled for issuance in FY 12.

### Operating Impact

#### Operations & Maintenance

The Office of Solid Waste Management manages the Woods Road Landfill facility. Operating costs for landfill operations are revenue-neutral, by Loudoun County Board of Supervisors' policy, and fully offset by fee collections by the Office of Solid Waste Management.

#### Debt Service

Debt service is forecast to begin in FY 13, and is estimated at \$715,000 over the six-year planning period.

Capital ( \$ in 1000s )	Prior Alloc.	FY 2008 Adopted	FY 2009 Adopted	FY 2010	FY 2011	FY 2012	FY 2013	FY 2014	6 Year Total	Future FY's	Project Total
Professional Services	0	0	0	0	0	150	0	0	150	0	150
Const of Site Infrastructure	0	0	0	0	0	4,980	0	0	4,980	0	4,980
<b>Total Cost</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>5,130</b>	<b>0</b>	<b>0</b>	<b>5,130</b>	<b>0</b>	<b>5,130</b>
Landfill Fees	0	0	0	0	0	1,500	0	0	1,500	0	1,500
Virginia Resources Authority	0	0	0	0	0	3,630	0	0	3,630	0	3,630
<b>Total Financing</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>5,130</b>	<b>0</b>	<b>0</b>	<b>5,130</b>	<b>0</b>	<b>5,130</b>
Operating Impact ( \$ in 1000s )			FY 2009 Adopted	FY 2010	FY 2011	FY 2012	FY 2013	FY 2014	6 Year Total		
Debt Service			0	0	0	0	362	353	715		
<b>Total Impact</b>			<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>362</b>	<b>353</b>	<b>715</b>		



Loudoun County Government  
FY 2009 Adopted Fiscal Plan

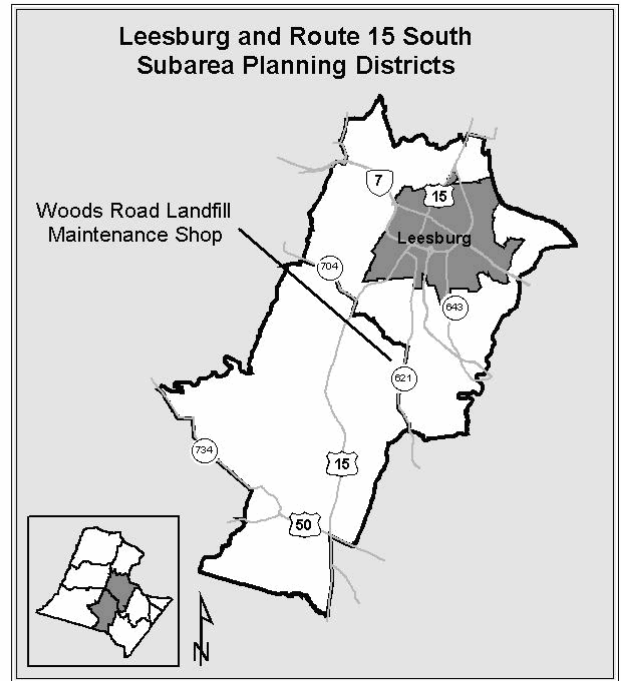
## Woods Road Landfill Maintenance Shop

### Project Description

This project includes funding for the construction of a one-story 3,956 square-foot mechanic shop at the Solid Waste Management Facility to replace the existing mechanic shop. The existing mechanic shop is in need of substantial maintenance and repair costs, and replacement has been determined to be the most cost effective option.

### Current Status

Design is at 95%. The construction contract is expected to go out for bid in Summer 2008, with occupancy expected by Summer 2009.



### Funding

This project is to be financed by landfill fees.

### 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

This project will be financed by landfill fees; therefore, no debt service will be incurred.

Capital (\$ in 1000s)	Prior Alloc.	FY 2008 Adopted	FY 2009 Adopted	FY 2010	FY 2011	FY 2012	FY 2013	FY 2014	6 Year Total	Future FY's	Project Total
Construction	1,125	0	25	0	0	0	0	0	25	0	1,150
<b>Total Cost</b>	<b>1,125</b>	<b>0</b>	<b>25</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>25</b>	<b>0</b>	<b>1,150</b>
Landfill Fees	1,125	0	25	0	0	0	0	0	25	0	1,150
<b>Total Financing</b>	<b>1,125</b>	<b>0</b>	<b>25</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>25</b>	<b>0</b>	<b>1,150</b>



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**Loudoun County Government  
FY 2009 Adopted Fiscal Plan**

**Schools Capital Projects Summary**

**Schedule of Appropriations (in \$1000s)  
Adopted FY 09-14 Capital Improvement Program**

Functional Area	# of Projects in FY 09-14	Prior FY	FY 08	FY 09	FY 10	FY 11	FY 12	FY 13	FY 14	CIP Total	Future FY	Project Total
Elementary Schools	12	\$ 0	\$ 960	\$ 22,960	\$ 99,680	\$ 53,858	\$ 28,740	\$ 60,888	\$ 32,727	\$ 298,853	\$ 46,887	\$ 346,700
Middle Schools	3	0	0	0	400	51,073	53,062	0	0	104,535	65,919	170,454
High Schools	6	0	0	83,254	3,260	95,675	106,838	35,444	119,521	443,992	3,325	447,317
<b>SCHOOLS TOTAL</b>	<b>21</b>	<b>\$ 0</b>	<b>\$ 960</b>	<b>\$ 106,214</b>	<b>\$ 103,340</b>	<b>\$ 200,606</b>	<b>\$ 188,640</b>	<b>\$ 96,332</b>	<b>\$ 152,248</b>	<b>\$ 847,380</b>	<b>\$ 116,131</b>	<b>\$ 964,471</b>

Fund Codes	Revenue Source		Prior FY	FY 08	FY 09	FY 10	FY 11	FY 12	FY 13	FY 14	CIP Total	Future FY	Project Total
\$ - Local Tax Funding	Local Tax Funding	\$	0	0	2,169	7,080	9,523	9,185	5,346	7,613	40,916	5,641	46,557
GO - General Obligation Bonds	General Obligation Bonds	GO	0	0	104,045	96,260	191,083	179,455	90,986	144,635	806,464	110,490	916,954
FB - Fund Balance	Fund Balance	FB	0	0	0	0	0	0	0	0	0	0	0
F - Fees	Fees	F	0	0	0	0	0	0	0	0	0	0	0
P - Proffers (Cash, Land, In-Kind)	Proffers (Cash, Land, In-Kind)	P	0	0	0	0	0	0	0	0	0	0	0
S - State	State	S	0	0	0	0	0	0	0	0	0	0	0
GT/TF - Gas Tax/Transportation Fund	Gas Tax/Transportation Fund	GT/TF	0	0	0	0	0	0	0	0	0	0	0
L/P - Lease/Purchase	Lease/Purchase	L/P	0	0	0	0	0	0	0	0	0	0	0
PB - Pledge Bonds	Pledge Bonds	PB	0	0	0	0	0	0	0	0	0	0	0
IDA - Industrial Development Authority	Industrial Development Authority	IDA	0	0	0	0	0	0	0	0	0	0	0
VPSSA - Virginia Public Schools Authority	Virginia Public Schools Authority	VPSSA	0	960	0	0	0	0	0	0	0	0	960
VRA - Virginia Resources Authority	Virginia Resources Authority	VRA	0	0	0	0	0	0	0	0	0	0	0
<b>Grand Total</b>			<b>\$ 0</b>	<b>\$ 960</b>	<b>\$ 106,214</b>	<b>\$ 103,340</b>	<b>\$ 200,606</b>	<b>\$ 188,640</b>	<b>\$ 96,332</b>	<b>\$ 152,248</b>	<b>\$ 847,380</b>	<b>\$ 116,131</b>	<b>\$ 964,471</b>



# **SCHOOL CAPITAL PROJECTS**

## **ELEMENTARY SCHOOLS**



**Loudoun County Government  
FY 2009 Adopted Fiscal Plan**

**Elementary Schools Summary**

**Schedule of Appropriations (in \$1000s)  
Adopted FY 09-14 Capital Improvement Program**

Elementary Schools	Funding	Prior FY	FY 08	FY 09	FY 10	FY 11	FY 12	FY 13	FY 14	CIP Total	Future FY	Project Total
(ES-14) Brambleton Elementary School	\$,GO	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0	\$ 28,740	\$ 0	\$ 0	\$ 28,740	\$ 0	\$ 28,740
(ES-15) Leesburg Area Elementary School	\$,GO	0	0	0	24,870	0	0	0	0	24,870	0	24,870
(ES-16) Moorefield Station Elementary School	\$,GO, VP	0	960	0	24,870	0	0	0	0	24,870	0	25,830
(ES-20) Ashburn/Dulles Area Elementary School	\$,GO	0	0	22,960	0	0	0	0	0	22,960	0	22,960
(ES-21) Ashburn/Dulles Area Elementary School	\$,GO	0	0	0	24,870	0	0	0	0	24,870	0	24,870
(ES-22) Ashburn/Dulles Area Elementary School	\$,GO	0	0	0	0	26,928	0	0	0	26,928	0	26,928
(ES-23) Ashburn/Dulles Area Elementary School	\$,GO	0	0	0	0	0	0	30,444	0	30,444	0	30,444
(ES-24) Leesburg Area Elementary School	\$,GO	0	0	0	0	0	0	30,444	0	30,444	0	30,444
(ES-25) Western Loudoun Area Elementary School	\$,GO	0	0	0	0	26,930	0	0	0	26,930	0	26,930
(ES-26) Western Loudoun Area Elementary School	\$,GO	0	0	0	0	0	0	32,727	0	32,727	0	32,727
(ES-27) Ashburn/Dulles Area Elementary School	\$,GO	0	0	0	24,870	0	0	0	0	24,870	0	24,870
Catoctin Elementary School Renovation	\$,GO	0	0	0	0	0	0	0	0	0	31,731	31,731
Guilford Elementary School Library Renovation	\$,GO	0	0	0	0	0	0	0	0	0	7,578	7,578
Sully Elementary School Library Renovation	\$,GO	0	0	0	0	0	0	0	0	0	7,578	7,578
Sustainable Design - Elementary School Facility	\$	0	0	0	200	0	0	0	0	200	0	200
<b>ELEMENTARY SCHOOLS TOTAL</b>		<b>\$ 0</b>	<b>\$ 960</b>	<b>\$ 22,960</b>	<b>\$ 99,680</b>	<b>\$ 53,858</b>	<b>\$ 28,740</b>	<b>\$ 60,888</b>	<b>\$ 32,727</b>	<b>\$ 298,853</b>	<b>\$ 46,887</b>	<b>\$ 346,700</b>

Fund Codes	Revenue Source		Prior FY	FY 08	FY 09	FY 10	FY 11	FY 12	FY 13	FY 14	CIP Total	Future FY	Project Total
\$ - Local Tax Funding	Local Tax Funding	\$	\$ 0	\$ 0	\$ 1,150	\$ 6,140	\$ 2,630	\$ 1,435	\$ 3,574	\$ 1,637	\$ 16,566	\$ 2,345	\$ 18,911
GO - General Obligation Bonds	General Obligation Bonds	GO	0	0	21,810	93,540	51,228	27,305	57,314	31,090	282,287	44,542	326,829
FB - Fund Balance	Fund Balance	FB	0	0	0	0	0	0	0	0	0	0	0
F - Fees	Fees	F	0	0	0	0	0	0	0	0	0	0	0
P - Proffers (Cash, Land, In-Kind)	Proffers (Cash, Land, In-Kind)	P	0	0	0	0	0	0	0	0	0	0	0
S - State	State	S	0	0	0	0	0	0	0	0	0	0	0
GT/TF - Gas Tax/Transportation Fund	Gas Tax/Transportation Fund	GT/TF	0	0	0	0	0	0	0	0	0	0	0
L/P - Lease/Purchase	Lease/Purchase	L/P	0	0	0	0	0	0	0	0	0	0	0
PB - Pledge Bonds	Pledge Bonds	PB	0	0	0	0	0	0	0	0	0	0	0
IDA - Industrial Development Authority	Industrial Development Authority	IDA	0	0	0	0	0	0	0	0	0	0	0
VP	Virginia Public Schools Authority	VP	0	960	0	0	0	0	0	0	0	0	960
VRA - Virginia Resources Authority	Virginia Resources Authority	VRA	0	0	0	0	0	0	0	0	0	0	0
<b>Grand Total</b>			<b>\$ 0</b>	<b>\$ 960</b>	<b>\$ 22,960</b>	<b>\$ 99,680</b>	<b>\$ 53,858</b>	<b>\$ 28,740</b>	<b>\$ 60,888</b>	<b>\$ 32,727</b>	<b>\$ 298,853</b>	<b>\$ 46,887</b>	<b>\$ 346,700</b>



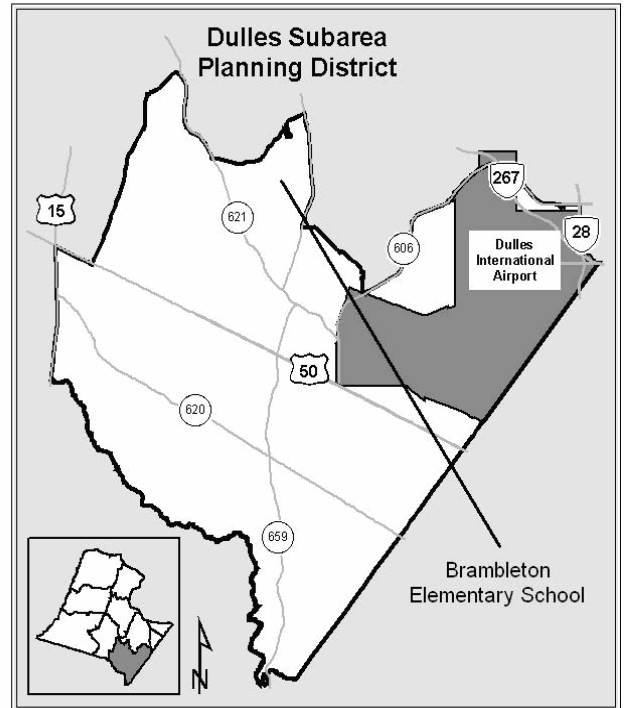
## (ES-14) Brambleton Elementary School

### 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 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 an FY 09 per pupil cost of \$13,183 and escalated at 5% per annum to allow for inflation. This cost is derived by dividing the adopted FY 09 LCPS operating budget (including bus leases) of \$755,600,922 by the projected FY 09 school enrollment of 57,317 students.



### Funding

This project is to be financed by a combination of local tax funding and general obligation bonds. Bonds are scheduled for placement on the November 2011 referendum. Land has been proffered (Brambleton – ZCPA-2005-0012).

### Operating Impact

#### Operations & Maintenance

Operations and maintenance expenses are forecast to begin in FY 14, and are estimated at \$14.7 million over the six-year planning period.

#### Debt Service

Debt service is forecast to begin in FY 13, and is estimated at \$3.0 million over the six-year planning period.

Capital ( \$ in 1000s )	Prior Alloc.	FY 2008 Adopted	FY 2009 Adopted	FY 2010	FY 2011	FY 2012	FY 2013	FY 2014	6 Year Total	Future FY's	Project Total
Professional Services	0	0	0	0	0	2,011	0	0	2,011	0	2,011
Furniture, Fixtures & Equip	0	0	0	0	0	3,449	0	0	3,449	0	3,449
Construction	0	0	0	0	0	23,280	0	0	23,280	0	23,280
<b>Total Cost</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>28,740</b>	<b>0</b>	<b>0</b>	<b>28,740</b>	<b>0</b>	<b>28,740</b>
Local Tax Funding	0	0	0	0	0	1,435	0	0	1,435	0	1,435
GO Bonds	0	0	0	0	0	27,305	0	0	27,305	0	27,305
<b>Total Financing</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>28,740</b>	<b>0</b>	<b>0</b>	<b>28,740</b>	<b>0</b>	<b>28,740</b>
Operating Impact ( \$ in 1000s )			FY 2009 Adopted	FY 2010	FY 2011	FY 2012	FY 2013	FY 2014	6 Year Total		
Operations & Maintenance			0	0	0	0	0	14,722	14,722		
Debt Service			0	0	0	0	800	2,198	2,998		
<b>Total Impact</b>			<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>800</b>	<b>16,920</b>	<b>17,720</b>		



**Loudoun County Government  
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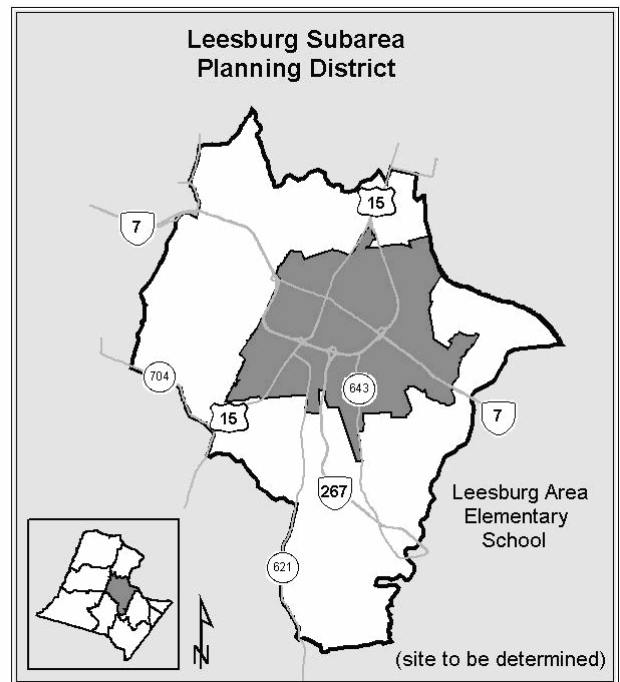
## (ES-15) Leesburg Area Elementary School

### 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 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 an FY 09 per pupil cost of \$13,183 and escalated at 5% per annum to allow for inflation. This cost is derived by dividing the adopted FY 09 LCPS operating budget (including bus leases) of \$755,600,922 by the projected FY 09 school enrollment of 57,317 students.



### Funding

This project is to be financed by a combination of local tax funding and general obligation bonds. Bonds are scheduled for placement on the November 2009 referendum. Local tax funding for land acquisition was appropriated in FY 05.

### Operating Impact

#### Operations & Maintenance

Operations and maintenance expenses are forecast to begin in FY 12, and are estimated at \$42.1 million over the six-year planning period.

#### Debt Service

Debt service is forecast to begin in FY 11 and is estimated at \$7.5 million over the six-year planning period.

Capital ( \$ in 1000s )	Prior Alloc.	FY 2008 Adopted	FY 2009 Adopted	FY 2010	FY 2011	FY 2012	FY 2013	FY 2014	6 Year Total	Future FY's	Project Total
Professional Services	0	0	0	1,739	0	0	0	0	1,739	0	1,739
Furniture, Fixtures & Equip	0	0	0	2,984	0	0	0	0	2,984	0	2,984
Construction	0	0	0	20,147	0	0	0	0	20,147	0	20,147
<b>Total Cost</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>24,870</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>24,870</b>	<b>0</b>	<b>24,870</b>
Local Tax Funding	0	0	0	1,245	0	0	0	0	1,245	0	1,245
GO Bonds	0	0	0	23,625	0	0	0	0	23,625	0	23,625
<b>Total Financing</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>24,870</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>24,870</b>	<b>0</b>	<b>24,870</b>
<b>Operating Impact ( \$ in 1000s )</b>				<b>FY 2009 Adopted</b>	<b>FY 2010</b>	<b>FY 2011</b>	<b>FY 2012</b>	<b>FY 2013</b>	<b>FY 2014</b>	<b>6 Year Total</b>	
Operations & Maintenance				0	0	0	13,353	14,021	14,722	42,096	
Debt Service				0	0	598	1,858	2,572	2,489	7,517	
<b>Total Impact</b>				<b>0</b>	<b>0</b>	<b>598</b>	<b>15,211</b>	<b>16,593</b>	<b>17,211</b>	<b>49,613</b>	



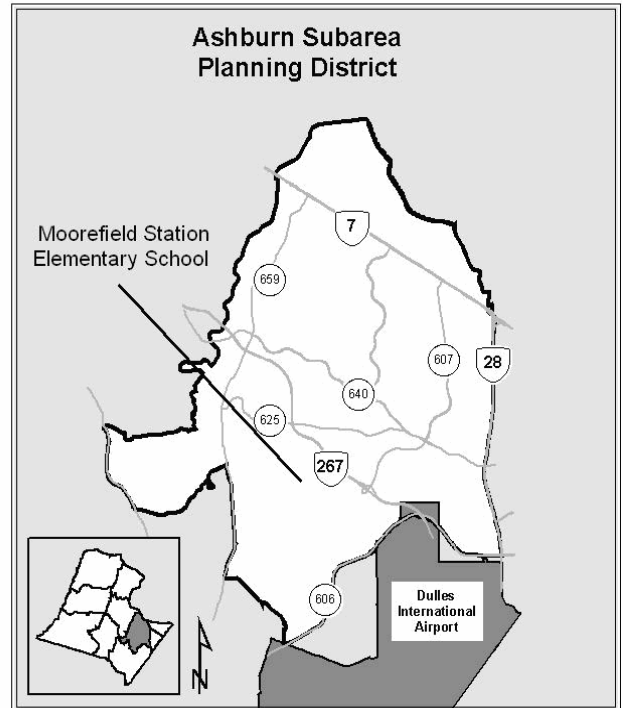
## (ES-16) Moorefield Station Elementary School

### 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 an FY 09 per pupil cost of \$13,183 and escalated at 5% per annum to allow for inflation. This cost is derived by dividing the adopted FY 09 LCPS operating budget (including bus leases) of \$755,600,922 by the projected FY 09 school enrollment of 57,317 students.



### Current Status

This facility is to 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 to be financed by a combination of local tax funding, VPSA and general obligation bonds, which are scheduled for placement on the November 2009 referendum. Land has been proffered (Moorefield – ZMAP 2001-0003).

### Operating Impact

#### Operations & Maintenance

Operations and maintenance expenses are forecast to begin in FY 12, and are estimated at \$42.1 million over the six-year planning period.

#### Debt Service

Debt service is forecast to begin in FY 11, and is estimated at \$7.3 million over the six-year planning period.

Capital ( \$ in 1000s )	Prior Alloc.	FY 2008 Adopted	FY 2009 Adopted	FY 2010	FY 2011	FY 2012	FY 2013	FY 2014	6 Year Total	Future FY's	Project Total
Professional Services	0	960	0	1,739	0	0	0	0	1,739	0	2,699
Furniture, Fixtures & Equip	0	0	0	2,984	0	0	0	0	2,984	0	2,984
Construction	0	0	0	20,147	0	0	0	0	20,147	0	20,147
<b>Total Cost</b>	<b>0</b>	<b>960</b>	<b>0</b>	<b>24,870</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>24,870</b>	<b>0</b>	<b>25,830</b>
Local Tax Funding	0	0	0	2,205	0	0	0	0	2,205	0	2,205
VPSA	0	960	0	0	0	0	0	0	0	0	960
GO Bonds	0	0	0	22,665	0	0	0	0	22,665	0	22,665
<b>Total Financing</b>	<b>0</b>	<b>960</b>	<b>0</b>	<b>24,870</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>24,870</b>	<b>0</b>	<b>25,830</b>
Operating Impact ( \$ in 1000s )			FY 2009 Adopted	FY 2010	FY 2011	FY 2012	FY 2013	FY 2014	6 Year Total		
Operations & Maintenance			0	0	0	13,353	14,021	14,722	42,096		
Debt Service			0	0	598	1,834	2,475	2,399	7,306		
<b>Total Impact</b>			<b>0</b>	<b>0</b>	<b>598</b>	<b>15,187</b>	<b>16,496</b>	<b>17,121</b>	<b>49,402</b>		



**Loudoun County Government  
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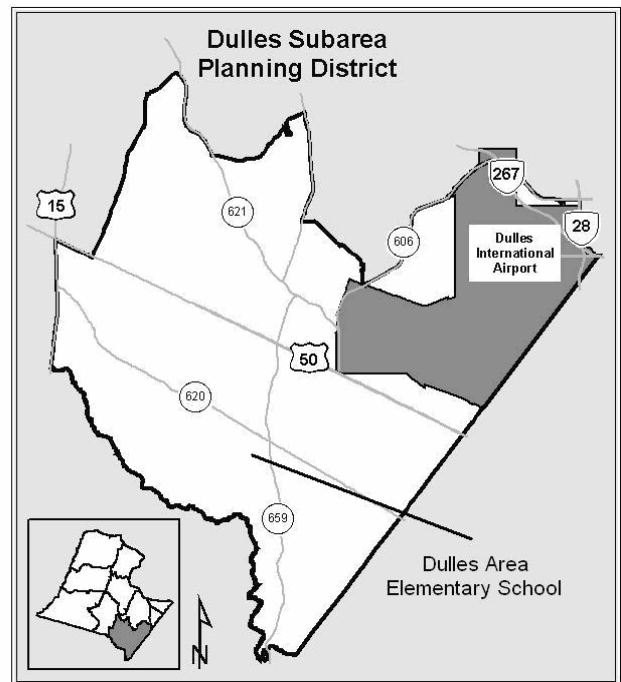
## (ES-20) Dulles Area Elementary School

### 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 an FY 09 per pupil cost of \$13,183 and escalated at 5% per annum to allow for inflation. This cost is derived by dividing the adopted FY 09 LCPS operating budget (including bus leases) of \$755,600,922 by the projected FY 09 school enrollment of 57,317 students.



### Funding

This project is to be financed by a combination of local tax funding and general obligation bonds. Bonds are scheduled for placement on the November 2008 referendum. Land has been proffered (Seven Hills – ZMAP-2005-0001).

### Operating Impact

#### Operations & Maintenance

Operations and maintenance expenses are forecast to begin in FY 11, and are estimated at \$54.8 million over the six-year planning period.

#### Debt Service

Debt service is forecast to begin in FY 10, and is estimated at \$9.5 million over the six-year planning period.

Capital ( \$ in 1000s )	Prior Alloc.	FY 2008 Adopted	FY 2009 Adopted	FY 2010	FY 2011	FY 2012	FY 2013	FY 2014	6 Year Total	Future FY's	Project Total
Professional Services	0	0	1,605	0	0	0	0	0	1,605	0	1,605
Furniture, Fixtures & Equip	0	0	2,755	0	0	0	0	0	2,755	0	2,755
Construction	0	0	18,600	0	0	0	0	0	18,600	0	18,600
<b>Total Cost</b>	<b>0</b>	<b>0</b>	<b>22,960</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>22,960</b>	<b>0</b>	<b>22,960</b>
Local Tax Funding	0	0	1,150	0	0	0	0	0	1,150	0	1,150
GO Bonds	0	0	21,810	0	0	0	0	0	21,810	0	21,810
<b>Total Financing</b>	<b>0</b>	<b>0</b>	<b>22,960</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>22,960</b>	<b>0</b>	<b>22,960</b>

Operating Impact ( \$ in 1000s )	FY 2009 Adopted	FY 2010	FY 2011	FY 2012	FY 2013	FY 2014	6 Year Total
Operations & Maintenance	0	0	12,717	13,353	14,023	14,722	54,815
Debt Service	0	1,031	1,711	2,326	2,256	2,195	9,519
<b>Total Impact</b>	<b>0</b>	<b>1,031</b>	<b>14,428</b>	<b>15,679</b>	<b>16,279</b>	<b>16,917</b>	<b>64,334</b>



**Loudoun County Government  
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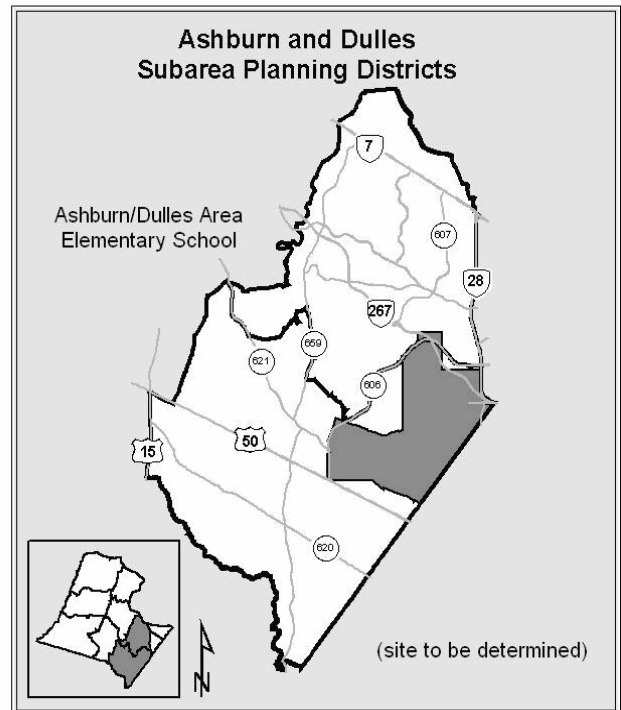
## (ES-21) Ashburn/Dulles Area Elementary School

### 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 an FY 09 per pupil cost of \$13,183 and escalated at 5% per annum to allow for inflation. This cost is derived by dividing the adopted FY 09 LCPS operating budget (including bus leases) of \$755,600,922 by the projected FY 09 school enrollment of 57,317 students.



### Funding

This project is to be financed by a combination of local tax funding and general obligation bonds. Bonds for the land acquisition expense were approved in November 2007. Bonds for the remaining financed portion of the project are scheduled for placement on the November 2009 referendum.

### Operating Impact

#### Operations & Maintenance

Operations and maintenance expenses are forecast to begin in FY 12, and are estimated at \$42.1 million over the six-year planning period.

#### Debt Service

Debt service is forecast to begin in FY 11, and is estimated at \$7.5 million over the six-year planning period.

Capital ( \$ in 1000s )	Prior Alloc.	FY 2008 Adopted	FY 2009 Adopted	FY 2010	FY 2011	FY 2012	FY 2013	FY 2014	6 Year Total	Future FY's	Project Total
Professional Services	0	0	0	1,739	0	0	0	0	1,739	0	1,739
Furniture, Fixtures & Equip	0	0	0	2,984	0	0	0	0	2,984	0	2,984
Construction	0	0	0	20,147	0	0	0	0	20,147	0	20,147
<b>Total Cost</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>24,870</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>24,870</b>	<b>0</b>	<b>24,870</b>
Local Tax Funding	0	0	0	1,245	0	0	0	0	1,245	0	1,245
GO Bonds	0	0	0	23,625	0	0	0	0	23,625	0	23,625
<b>Total Financing</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>24,870</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>24,870</b>	<b>0</b>	<b>24,870</b>
<b>Operating Impact ( \$ in 1000s )</b>				<b>FY 2009 Adopted</b>	<b>FY 2010</b>	<b>FY 2011</b>	<b>FY 2012</b>	<b>FY 2013</b>	<b>FY 2014</b>	<b>6 Year Total</b>	
Operations & Maintenance				0	0	0	13,353	14,021	14,722	42,096	
Debt Service				0	0	598	1,858	2,572	2,489	7,517	
<b>Total Impact</b>				<b>0</b>	<b>0</b>	<b>598</b>	<b>15,211</b>	<b>16,593</b>	<b>17,211</b>	<b>49,613</b>	



**Loudoun County Government  
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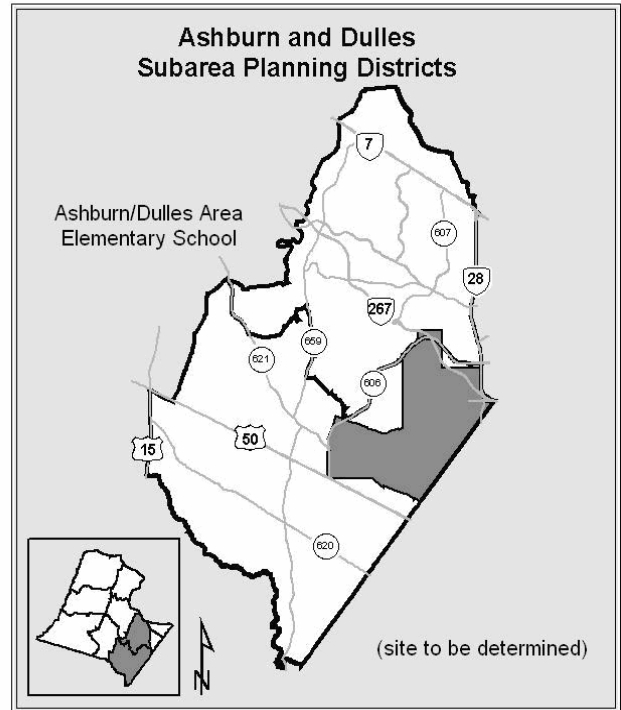
## (ES-22) Ashburn/Dulles Area Elementary School

### 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 an FY 09 per pupil cost of \$13,183 and escalated at 5% per annum to allow for inflation. This cost is derived by dividing the adopted FY 09 LCPS operating budget (including bus leases) of \$755,600,922 by the projected FY 09 school enrollment of 57,317 students.



### Funding

This project is to be financed by a combination of local tax funding and general obligation bonds. The bonds are scheduled for placement on the November 2010 referendum. Local tax funding for land acquisition has been funded in FY 09.

### Operating Impact

#### Operations & Maintenance

Operations and maintenance expenses are forecast to begin in FY 13 and are estimated at \$28.7 million over the six-year planning period.

#### Debt Service

Debt service is forecast to begin in FY 12, and is estimated at \$5.4 million over the six-year planning period.

Capital ( \$ in 1000s )	Prior Alloc.	FY 2008 Adopted	FY 2009 Adopted	FY 2010	FY 2011	FY 2012	FY 2013	FY 2014	6 Year Total	Future FY's	Project Total
Professional Services	0	0	0	0	1,883	0	0	0	1,883	0	1,883
Furniture, Fixtures & Equip	0	0	0	0	3,233	0	0	0	3,233	0	3,233
Construction	0	0	0	0	21,812	0	0	0	21,812	0	21,812
<b>Total Cost</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>26,928</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>26,928</b>	<b>0</b>	<b>26,928</b>
Local Tax Funding	0	0	0	0	1,315	0	0	0	1,315	0	1,315
GO Bonds	0	0	0	0	25,613	0	0	0	25,613	0	25,613
<b>Total Financing</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>26,928</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>26,928</b>	<b>0</b>	<b>26,928</b>
<b>Operating Impact ( \$ in 1000s )</b>				<b>FY 2009 Adopted</b>	<b>FY 2010</b>	<b>FY 2011</b>	<b>FY 2012</b>	<b>FY 2013</b>	<b>FY 2014</b>	<b>6 Year Total</b>	
Operations & Maintenance				0	0	0	0	14,021	14,722	28,743	
Debt Service				0	0	0	600	1,949	2,807	5,356	
<b>Total Impact</b>				<b>0</b>	<b>0</b>	<b>0</b>	<b>600</b>	<b>15,970</b>	<b>17,529</b>	<b>34,099</b>	



**Loudoun County Government  
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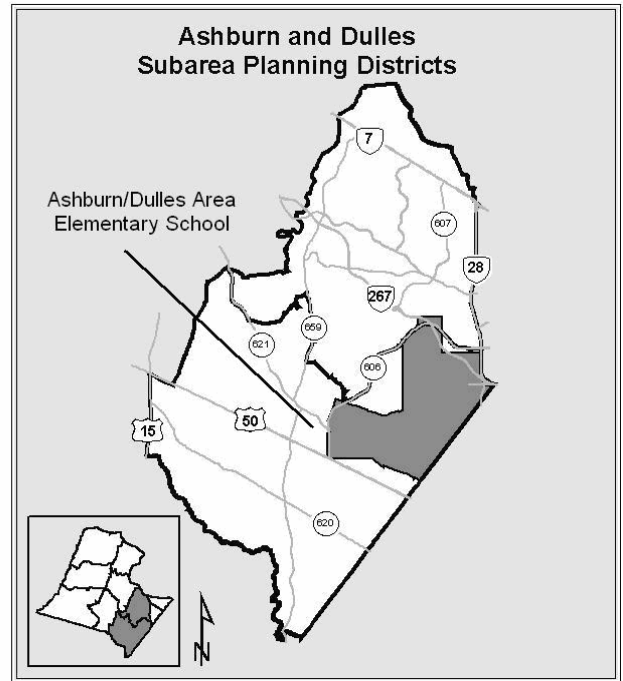
## (ES-23) Ashburn/Dulles Area Elementary School

### **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 an FY 09 per pupil cost of \$13,183 and escalated at 5% per annum to allow for inflation. This cost is derived by dividing the adopted FY 09 LCPS operating budget (including bus leases) of \$755,600,922 by the projected FY 09 school enrollment of 57,317 students.



### **Funding**

This project is to be financed by a combination of local tax funding and general obligation bonds. Bonds are scheduled for placement on the November 2012 referendum. Land has been proffered (Arcola Center – ZMAP-2006-0015).

### **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 14, and is estimated at \$700,000 over the six-year planning period.

<b>Capital ( \$ in 1000s )</b>	<b>Prior Alloc.</b>	<b>FY 2008 Adopted</b>	<b>FY 2009 Adopted</b>	<b>FY 2010</b>	<b>FY 2011</b>	<b>FY 2012</b>	<b>FY 2013</b>	<b>FY 2014</b>	<b>6 Year Total</b>	<b>Future FY's</b>	<b>Project Total</b>
Professional Services	0	0	0	0	0	0	2,129	0	2,129	0	2,129
Furniture, Fixtures & Equip	0	0	0	0	0	0	3,655	0	3,655	0	3,655
Construction	0	0	0	0	0	0	24,660	0	24,660	0	24,660
<b>Total Cost</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>30,444</b>	<b>0</b>	<b>30,444</b>	<b>0</b>	<b>30,444</b>
Local Tax Funding	0	0	0	0	0	0	1,787	0	1,787	0	1,787
GO Bonds	0	0	0	0	0	0	28,657	0	28,657	0	28,657
<b>Total Financing</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>30,444</b>	<b>0</b>	<b>30,444</b>	<b>0</b>	<b>30,444</b>
<b>Operating Impact ( \$ in 1000s )</b>			<b>FY 2009 Adopted</b>	<b>FY 2010</b>	<b>FY 2011</b>	<b>FY 2012</b>	<b>FY 2013</b>	<b>FY 2014</b>	<b>6 Year Total</b>		
Debt Service			0	0	0	0	0	700	700		
<b>Total Impact</b>			<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>700</b>	<b>700</b>		



**Loudoun County Government  
FY 2009 Adopted Fiscal Plan**

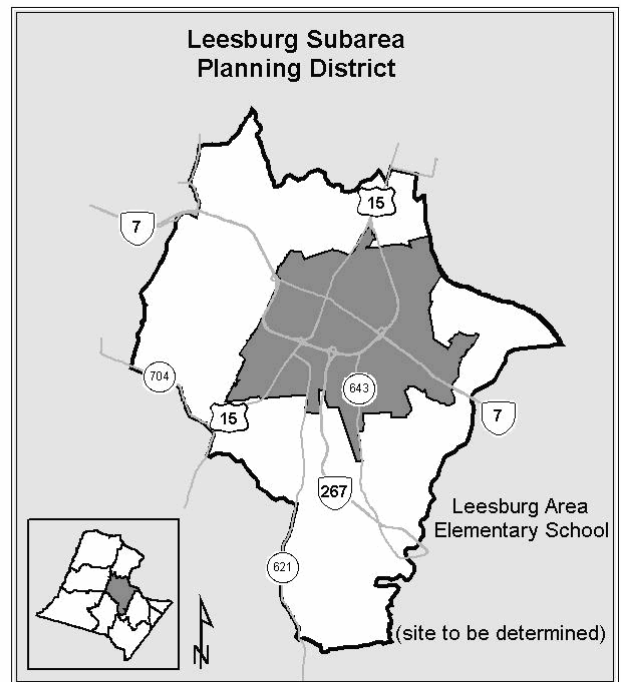
## (ES-24) Leesburg Area Elementary School

### 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 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 an FY 09 per pupil cost of \$13,183 and escalated at 5% per annum to allow for inflation. This cost is derived by dividing the adopted FY 09 LCPS operating budget (including bus leases) of \$755,600,922 by the projected FY 09 school enrollment of 57,317 students.



### Funding

This project is to be financed by a combination of local tax funding and general obligation bonds. Bonds are scheduled for placement on the November 2012 referendum. Local tax funding for land acquisition is planned in FY 10.

### 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 14, and is estimated at \$700,000 million over the six-year planning period.

Capital ( \$ in 1000s )	Prior Alloc.	FY 2008 Adopted	FY 2009 Adopted	FY 2010	FY 2011	FY 2012	FY 2013	FY 2014	6 Year Total	Future FY's	Project Total
Professional Services	0	0	0	0	0	0	2,129	0	2,129	0	2,129
Furniture, Fixtures & Equip	0	0	0	0	0	0	3,655	0	3,655	0	3,655
Construction	0	0	0	0	0	0	24,660	0	24,660	0	24,660
<b>Total Cost</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>30,444</b>	<b>0</b>	<b>30,444</b>	<b>0</b>	<b>30,444</b>
Local Tax Funding	0	0	0	0	0	0	1,787	0	1,787	0	1,787
GO Bonds	0	0	0	0	0	0	28,657	0	28,657	0	28,657
<b>Total Financing</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>30,444</b>	<b>0</b>	<b>30,444</b>	<b>0</b>	<b>30,444</b>
<b>Operating Impact ( \$ in 1000s )</b>			<b>FY 2009 Adopted</b>	<b>FY 2010</b>	<b>FY 2011</b>	<b>FY 2012</b>	<b>FY 2013</b>	<b>FY 2014</b>	<b>6 Year Total</b>		
Debt Service			0	0	0	0	0	700	700		
<b>Total Impact</b>			<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>700</b>	<b>700</b>		



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FY 2009 Adopted Fiscal Plan**

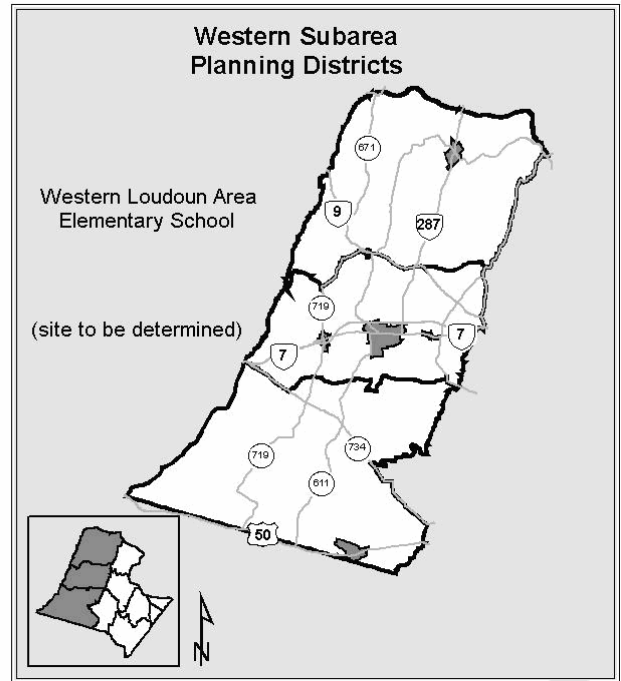
## (ES-25) Western Loudoun Area Elementary School

### **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 an FY 09 per pupil cost of \$13,183 and escalated at 5% per annum to allow for inflation. This cost is derived by dividing the adopted FY 09 LCPS operating budget (including bus leases) of \$755,600,922 by the projected FY 09 school enrollment of 57,317 students.



### **Funding**

This project is to be financed by a combination of local tax funding and general obligation bonds. Bonds are scheduled for placement on the November 2010 referendum. Local tax funding for land acquisition was appropriated in FY 08.

### **Operating Impact**

#### Operations & Maintenance

Operations and maintenance expenses are forecast to begin in FY 13, and are estimated at \$28.7 million over the six-year planning period.

#### Debt Service

Debt service is forecast to begin in FY 12, and is estimated at \$5.4 million over the six-year planning period.

<b>Capital ( \$ in 1000s )</b>	<b>Prior Alloc.</b>	<b>FY 2008 Adopted</b>	<b>FY 2009 Adopted</b>	<b>FY 2010</b>	<b>FY 2011</b>	<b>FY 2012</b>	<b>FY 2013</b>	<b>FY 2014</b>	<b>6 Year Total</b>	<b>Future FY's</b>	<b>Project Total</b>
Professional Services	0	0	0	0	1,885	0	0	0	1,885	0	1,885
Furniture, Fixtures & Equip	0	0	0	0	3,230	0	0	0	3,230	0	3,230
Construction	0	0	0	0	21,815	0	0	0	21,815	0	21,815
<b>Total Cost</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>26,930</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>26,930</b>	<b>0</b>	<b>26,930</b>
Local Tax Funding	0	0	0	0	1,315	0	0	0	1,315	0	1,315
GO Bonds	0	0	0	0	25,615	0	0	0	25,615	0	25,615
<b>Total Financing</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>26,930</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>26,930</b>	<b>0</b>	<b>26,930</b>
<b>Operating Impact ( \$ in 1000s )</b>				<b>FY 2009 Adopted</b>	<b>FY 2010</b>	<b>FY 2011</b>	<b>FY 2012</b>	<b>FY 2013</b>	<b>FY 2014</b>	<b>6 Year Total</b>	
Operations & Maintenance				0	0	0	0	14,021	14,722	28,743	
Debt Service				0	0	0	600	1,949	2,807	5,356	
<b>Total Impact</b>				<b>0</b>	<b>0</b>	<b>0</b>	<b>600</b>	<b>15,970</b>	<b>17,529</b>	<b>34,099</b>	



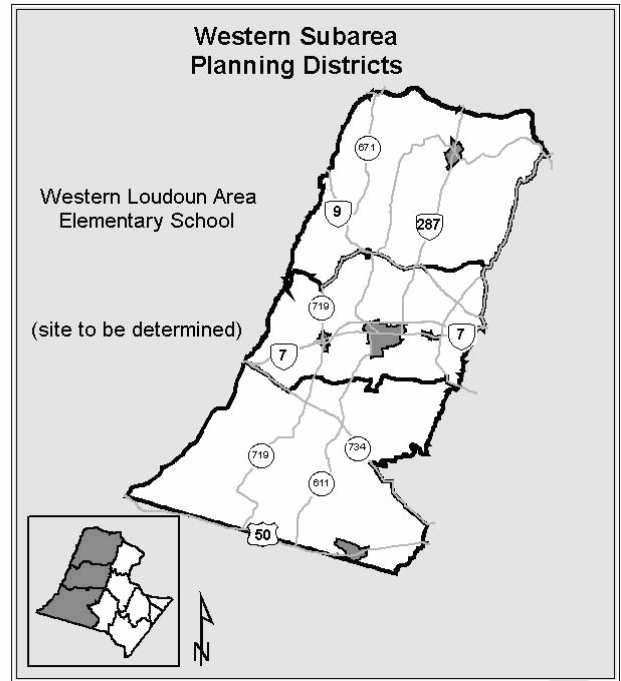
## (ES-26) Western Loudoun Area Elementary School

### 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 an FY 09 per pupil cost of \$13,183 and escalated at 5% per annum to allow for inflation. This cost is derived by dividing the adopted FY 09 LCPS operating budget (including bus leases) of \$755,600,922 by the projected FY 09 school enrollment of 57,317 students.



### Funding

This project is to be financed by a combination of local tax funding and general obligation bonds. Bonds are scheduled for placement on the November 2013 referendum. Local tax funding for land acquisition will be appropriated in FY 12.

### 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 2008 Adopted	FY 2009 Adopted	FY 2010	FY 2011	FY 2012	FY 2013	FY 2014	6 Year Total	Future FY's	Project Total
Professional Services	0	0	0	0	0	0	0	2,291	2,291	0	2,291
Furniture, Fixtures & Equip	0	0	0	0	0	0	0	3,927	3,927	0	3,927
Construction	0	0	0	0	0	0	0	26,509	26,509	0	26,509
<b>Total Cost</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>32,727</b>	<b>32,727</b>	<b>0</b>	<b>32,727</b>
Local Tax Funding	0	0	0	0	0	0	0	1,637	1,637	0	1,637
GO Bonds	0	0	0	0	0	0	0	31,090	31,090	0	31,090
<b>Total Financing</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>32,727</b>	<b>32,727</b>	<b>0</b>	<b>32,727</b>



**Loudoun County Government  
FY 2009 Adopted Fiscal Plan**

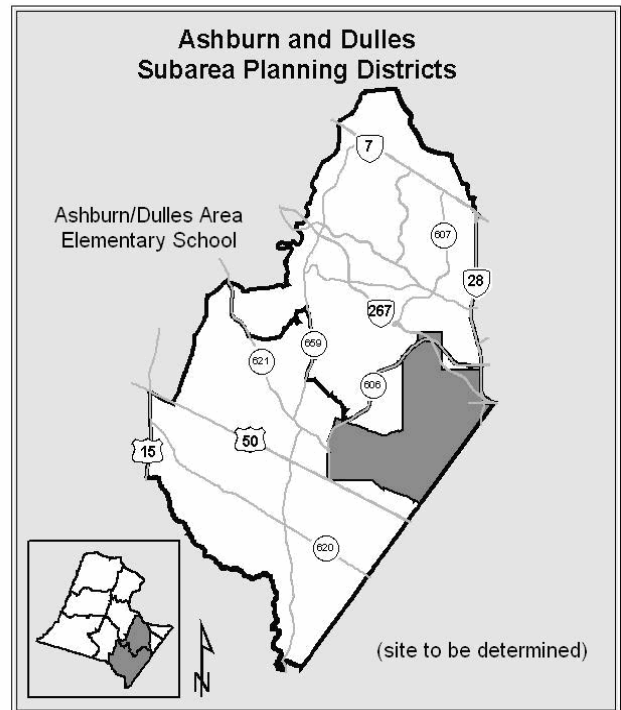
## (ES-27) Ashburn/Dulles Area Elementary School

### 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 an FY 09 per pupil cost of \$13,183 and escalated at 5% per annum to allow for inflation. This cost is derived by dividing the adopted FY 09 LCPS operating budget (including bus leases) of \$755,600,922 by the projected FY 09 school enrollment of 57,317 students.



### Funding

This project is to be financed by a combination of local tax funding and general obligation bonds. Bonds are scheduled for placement on the November 2009 referendum. Local tax funding for land acquisition is planned in FY 11.

### Operating Impact

#### Operations & Maintenance

Operations and maintenance expenses are forecast to begin in FY 12, and are estimated at \$42.1 million over the six-year planning period.

#### Debt Service

Debt service is forecast to begin in FY 11, and is estimated at \$7.5 million over the six-year planning period.

Capital ( \$ in 1000s )	Prior Alloc.	FY 2008 Adopted	FY 2009 Adopted	FY 2010	FY 2011	FY 2012	FY 2013	FY 2014	6 Year Total	Future FY's	Project Total
Professional Services	0	0	0	1,739	0	0	0	0	1,739	0	1,739
Furniture, Fixtures & Equip	0	0	0	2,986	0	0	0	0	2,986	0	2,986
Construction	0	0	0	20,145	0	0	0	0	20,145	0	20,145
<b>Total Cost</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>24,870</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>24,870</b>	<b>0</b>	<b>24,870</b>
Local Tax Funding	0	0	0	1,245	0	0	0	0	1,245	0	1,245
GO Bonds	0	0	0	23,625	0	0	0	0	23,625	0	23,625
<b>Total Financing</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>24,870</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>24,870</b>	<b>0</b>	<b>24,870</b>

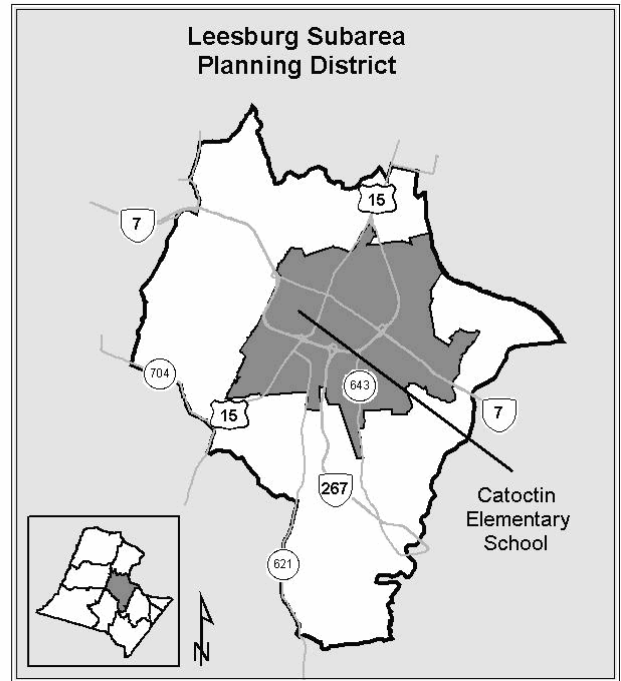
Operating Impact ( \$ in 1000s )	FY 2009 Adopted	FY 2010	FY 2011	FY 2012	FY 2013	FY 2014	6 Year Total
Operations & Maintenance	0	0	0	13,353	14,021	14,722	42,096
Debt Service	0	0	598	1,858	2,572	2,489	7,517
<b>Total Impact</b>	<b>0</b>	<b>0</b>	<b>598</b>	<b>15,211</b>	<b>16,593</b>	<b>17,211</b>	<b>49,613</b>



## 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 to be financed by a combination of local tax funding and general obligation bonds. Bonds are 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 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.

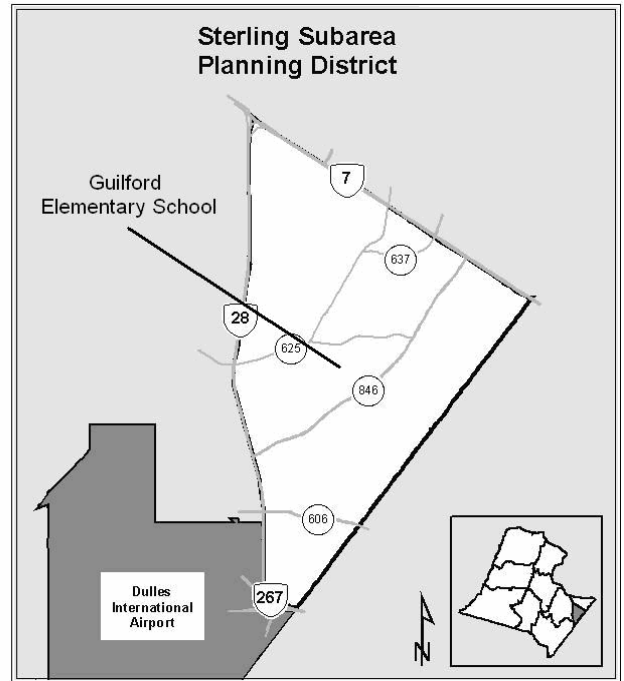
Capital ( \$ in 1000s )	Prior Alloc.	FY 2008 Adopted	FY 2009 Adopted	FY 2010	FY 2011	FY 2012	FY 2013	FY 2014	6 Year Total	Future FY's	Project Total
Professional Services	0	0	0	0	0	0	0	0	0	2,428	2,428
Furniture, Fixtures & Equip	0	0	0	0	0	0	0	0	0	4,849	4,849
Const of Existing Bldgs	0	0	0	0	0	0	0	0	0	24,454	24,454
<b>Total Cost</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>31,731</b>	<b>31,731</b>
Local Tax Funding	0	0	0	0	0	0	0	0	0	1,587	1,587
GO Bonds	0	0	0	0	0	0	0	0	0	30,144	30,144
<b>Total Financing</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>31,731</b>	<b>31,731</b>



## Guilford Elementary School Renovation

### 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 to be financed by a combination of local tax funding and general obligation bonds. Bonds are scheduled for placement on a future 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

No debt service expense will be incurred during the six-year planning period.

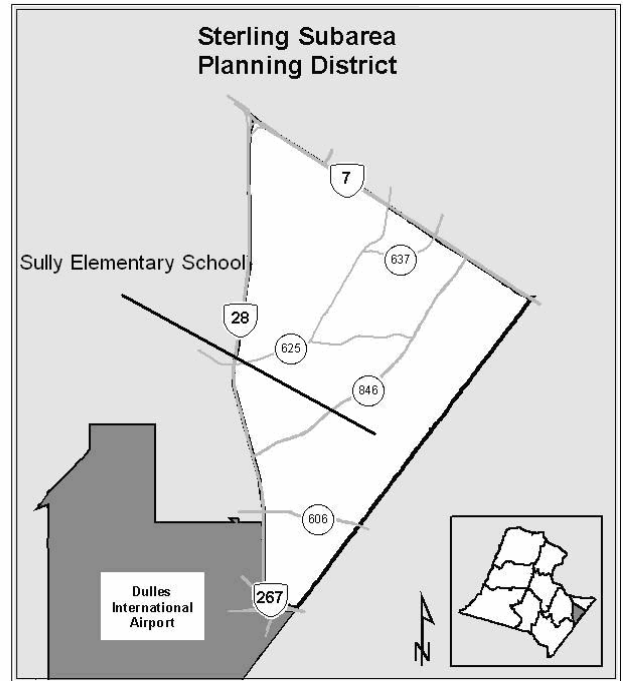
Capital ( \$ in 1000s )	Prior Alloc.	FY 2008 Adopted	FY 2009 Adopted	FY 2010	FY 2011	FY 2012	FY 2013	FY 2014	6 Year Total	Future FY's	Project Total
Professional Services	0	0	0	0	0	0	0	0	0	580	580
Furniture, Fixtures & Equip	0	0	0	0	0	0	0	0	0	1,158	1,158
Const of Existing Bldgs	0	0	0	0	0	0	0	0	0	5,840	5,840
<b>Total Cost</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>7,578</b>	<b>7,578</b>
Local Tax Funding	0	0	0	0	0	0	0	0	0	379	379
GO Bonds	0	0	0	0	0	0	0	0	0	7,199	7,199
<b>Total Financing</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>7,578</b>	<b>7,578</b>



## Sully Elementary School Renovation

### 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 proposed to be financed by a combination of local tax funding and general obligation bonds. Bonds for the financed portion of the project are proposed for placement on a future 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

No debt service expense will be incurred during the six-year planning period.

Capital (\$ in 1000s)	Prior Alloc.	FY 2008 Adopted	FY 2009 Adopted	FY 2010	FY 2011	FY 2012	FY 2013	FY 2014	6 Year Total	Future FY's	Project Total
Professional Services	0	0	0	0	0	0	0	0	0	580	580
Furniture, Fixtures & Equip	0	0	0	0	0	0	0	0	0	1,158	1,158
Const of Existing Bldgs	0	0	0	0	0	0	0	0	0	5,840	5,840
<b>Total Cost</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>7,578</b>	<b>7,578</b>
Local Tax Funding	0	0	0	0	0	0	0	0	0	379	379
GO Bonds	0	0	0	0	0	0	0	0	0	7,199	7,199
<b>Total Financing</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>7,578</b>	<b>7,578</b>

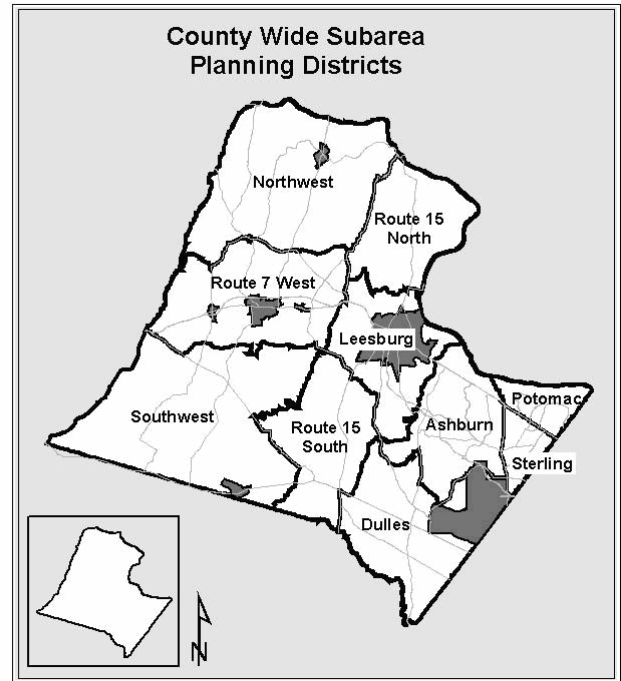


Loudoun County Government  
FY 2009 Adopted Fiscal Plan

## Sustainable Design – Elementary School Facility

### Project Description

Loudoun County Public Schools (LCPS) currently incorporates a number of sustainable materials and practices into all its prototypical school facilities. Funds have been allocated in FY 10 to review elementary school facility designs and, if cost effective and if funding is available, incorporate additional sustainable elements into future LCPS facilities.



### Funding

This project is to be financed with local tax funding.

### Operating Impact

#### Operations & Maintenance

Future operating and maintenance impacts will be developed as specific sustainable design modifications are identified and incorporated into facility building plans.

#### Debt Service

This project is to be financed with local tax funding; therefore, no debt service will be incurred.

Capital ( \$ in 1000s )	Prior Alloc.	FY 2008 Adopted	FY 2009 Adopted	FY 2010	FY 2011	FY 2012	FY 2013	FY 2014	6 Year Total	Future FY's	Project Total
Professional Services	0	0	0	200	0	0	0	0	200	0	200
<b>Total Cost</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>200</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>200</b>	<b>0</b>	<b>200</b>
Local Tax Funding	0	0	0	200	0	0	0	0	200	0	200
<b>Total Financing</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>200</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>200</b>	<b>0</b>	<b>200</b>



## NOTES



# **SCHOOL CAPITAL PROJECTS**

## **MIDDLE SCHOOLS**



**Loudoun County Government  
FY 2009 Adopted Fiscal Plan**

**Middle Schools Summary**

**Schedule of Appropriations (in \$1000s)  
Adopted FY 09-14 Capital Improvement Program**

<b>Middle Schools</b>	<b>Funding</b>	<b>Prior FY</b>	<b>FY 08</b>	<b>FY 09</b>	<b>FY 10</b>	<b>FY 11</b>	<b>FY 12</b>	<b>FY 13</b>	<b>FY 14</b>	<b>CIP Total</b>	<b>Future FY</b>	<b>Project Total</b>
(MS-6) Ashburn/Dulles Area Middle School	\$,GO	\$ 0	\$ 0	\$ 0	\$ 0	\$ 51,073	\$ 0	\$ 0	\$ 0	\$ 51,073	\$ 0	\$ 51,073
(MS-7) Ashburn/Dulles Area Middle School	\$,GO	0	0	0	0	0	53,062	0	0	53,062	0	\$ 53,062
(MS-10) Western Loudoun Area Middle School	\$,GO	0	0	0	0	0	0	0	0	0	65,919	\$ 65,919
Sustainable Design - Middle School Facility	\$	0	0	0	400	0	0	0	0	400	0	\$ 400
<b>MIDDLE SCHOOLS TOTAL</b>		<b>\$ 0</b>	<b>\$ 0</b>	<b>\$ 0</b>	<b>\$ 400</b>	<b>\$ 51,073</b>	<b>\$ 53,062</b>	<b>\$ 0</b>	<b>\$ 0</b>	<b>\$ 104,535</b>	<b>\$ 65,919</b>	<b>\$ 170,454</b>

<b>Fund Codes</b>	<b>Revenue Source</b>		<b>Prior FY</b>	<b>FY 08</b>	<b>FY 09</b>	<b>FY 10</b>	<b>FY 11</b>	<b>FY 12</b>	<b>FY 13</b>	<b>FY 14</b>	<b>CIP Total</b>	<b>Future FY</b>	<b>Project Total</b>
\$ - Local Tax Funding	Local Tax Funding	\$	\$ 0	\$ 0	\$ 0	\$ 400	\$ 2,553	\$ 2,407	\$ 0	\$ 0	\$ 5,360	\$ 3,296	\$ 8,656
GO - General Obligation Bonds	General Obligation Bonds	GO	0	0	0	0	48,520	50,655	0	0	99,175	62,623	161,798
FB - Fund Balance	Fund Balance	FB	0	0	0	0	0	0	0	0	0	0	0
F - Fees	Fees	F	0	0	0	0	0	0	0	0	0	0	0
P - Proffers (Cash, Land, In-Kind)	Proffers (Cash, Land, In-Kind)	P	0	0	0	0	0	0	0	0	0	0	0
S - State	State	S	0	0	0	0	0	0	0	0	0	0	0
GT/TF - Gas Tax/Transportation Fund	Gas Tax/Transportation Fund	GT/TF	0	0	0	0	0	0	0	0	0	0	0
L/P - Lease/Purchase	Lease/Purchase	L/P	0	0	0	0	0	0	0	0	0	0	0
PB - Pledge Bonds	Pledge Bonds	PB	0	0	0	0	0	0	0	0	0	0	0
IDA - Industrial Development Authority	Industrial Development Authority	IDA	0	0	0	0	0	0	0	0	0	0	0
VP SA - Virginia Public Schools Authority	Virginia Public Schools Authority	VP SA	0	0	0	0	0	0	0	0	0	0	0
VR A - Virginia Resources Authority	Virginia Resources Authority	VR A	0	0	0	0	0	0	0	0	0	0	0
<b>Grand Total</b>			<b>\$ 0</b>	<b>\$ 0</b>	<b>\$ 0</b>	<b>\$ 400</b>	<b>\$ 51,073</b>	<b>\$ 53,062</b>	<b>\$ 0</b>	<b>\$ 0</b>	<b>\$ 104,535</b>	<b>\$ 65,919</b>	<b>\$ 170,454</b>



**Loudoun County Government  
FY 2009 Adopted Fiscal Plan**

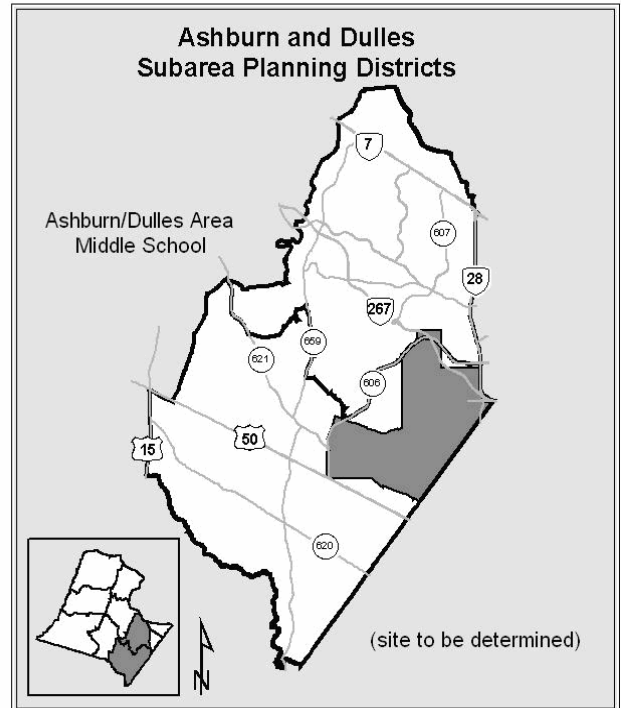
## (MS-6) Ashburn/Dulles Area Middle School

### 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 an FY 09 per pupil cost of \$13,183 and escalated at 5% per annum to allow for inflation. This cost is derived by dividing the adopted FY 09 LCPS operating budget (including bus leases) of \$755,600,922 by the projected FY 09 school enrollment of 57,317 students.



### Funding

This project is to be financed by a combination of local tax funding and general obligation bonds. Bonds for the land acquisition expense were approved in November 2006. Bonds for the remaining financed portion of the project are scheduled for placement on the November 2010 referendum.

### Operating Impact

#### Operations & Maintenance

Operations and maintenance expenses are forecast to begin in FY 14, and are estimated at \$22.7 million over the six-year planning period.

#### Debt Service

Debt service is forecast to begin in FY 12, and is estimated at \$9.2 million over the six-year planning period.

Capital ( \$ in 1000s )	Prior Alloc.	FY 2008 Adopted	FY 2009 Adopted	FY 2010	FY 2011	FY 2012	FY 2013	FY 2014	6 Year Total	Future FY's	Project Total
Professional Services	0	0	0	0	3,574	0	0	0	3,574	0	3,574
Furniture, Fixtures & Equip	0	0	0	0	6,127	0	0	0	6,127	0	6,127
Construction	0	0	0	0	41,372	0	0	0	41,372	0	41,372
<b>Total Cost</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>51,073</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>51,073</b>	<b>0</b>	<b>51,073</b>
Local Tax Funding	0	0	0	0	2,553	0	0	0	2,553	0	2,553
GO Bonds	0	0	0	0	48,520	0	0	0	48,520	0	48,520
<b>Total Financing</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>51,073</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>51,073</b>	<b>0</b>	<b>51,073</b>
<b>Operating Impact ( \$ in 1000s )</b>			<b>FY 2009 Adopted</b>	<b>FY 2010</b>	<b>FY 2011</b>	<b>FY 2012</b>	<b>FY 2013</b>	<b>FY 2014</b>	<b>6 Year Total</b>		
Operations & Maintenance			0	0	0	0	0	22,714	22,714		
Debt Service			0	0	0	700	3,351	5,188	9,239		
<b>Total Impact</b>			<b>0</b>	<b>0</b>	<b>0</b>	<b>700</b>	<b>3,351</b>	<b>27,902</b>	<b>31,953</b>		



**Loudoun County Government  
FY 2009 Adopted Fiscal Plan**

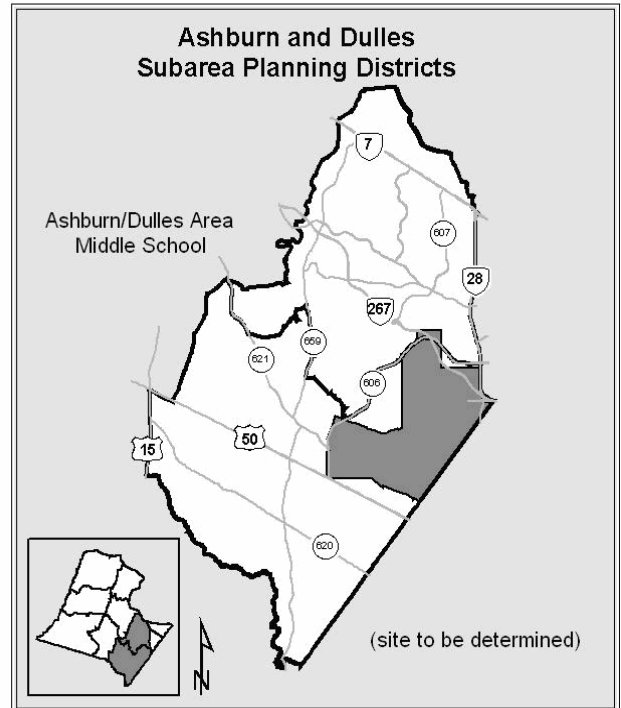
## (MS-7) Ashburn/Dulles Area Middle School

### 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 an FY 09 per pupil cost of \$13,183 and escalated at 5% per annum to allow for inflation. This cost is derived by dividing the adopted FY 09 LCPS operating budget (including bus leases) of \$755,600,922 by the projected FY 09 school enrollment of 57,317 students.



### Funding

This project is to be financed by a combination of local tax funding and general obligation bonds. Bonds for the land acquisition expense were approved in November 2006. Bonds for the remaining financed portion of the project are scheduled for placement on the November 2011 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 13, and is estimated at \$5.1 million over the six-year planning period.

Capital ( \$ in 1000s )	Prior Alloc.	FY 2008 Adopted	FY 2009 Adopted	FY 2010	FY 2011	FY 2012	FY 2013	FY 2014	6 Year Total	Future FY's	Project Total
Professional Services	0	0	0	0	0	3,714	0	0	3,714	0	3,714
Furniture, Fixtures & Equip	0	0	0	0	0	6,366	0	0	6,366	0	6,366
Construction	0	0	0	0	0	42,982	0	0	42,982	0	42,982
<b>Total Cost</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>53,062</b>	<b>0</b>	<b>0</b>	<b>53,062</b>	<b>0</b>	<b>53,062</b>
Local Tax Funding	0	0	0	0	0	2,407	0	0	2,407	0	2,407
GO Bonds	0	0	0	0	0	50,655	0	0	50,655	0	50,655
<b>Total Financing</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>53,062</b>	<b>0</b>	<b>0</b>	<b>53,062</b>	<b>0</b>	<b>53,062</b>
Operating Impact ( \$ in 1000s )			FY 2009 Adopted	FY 2010	FY 2011	FY 2012	FY 2013	FY 2014	6 Year Total		
Debt Service			0	0	0	0	1,161	3,917	5,078		
<b>Total Impact</b>			<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>1,161</b>	<b>3,917</b>	<b>5,078</b>		



Loudoun County Government  
FY 2009 Adopted Fiscal Plan

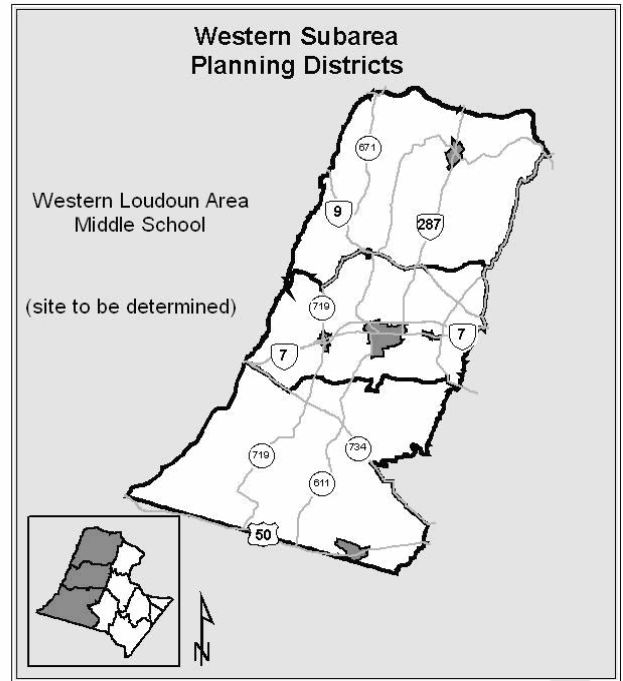
## (MS-10) Western Loudoun Area Middle School

### 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 an FY 09 per pupil cost of \$13,183 and escalated at 5% per annum to allow for inflation. This cost is derived by dividing the adopted FY 09 LCPS operating budget (including bus leases) of \$755,600,922 by the projected FY 09 school enrollment of 57,317 students.



### Funding

This project is to be financed by a combination of local tax funding and general obligation bonds. Bonds are 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 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 2008 Adopted	FY 2009 Adopted	FY 2010	FY 2011	FY 2012	FY 2013	FY 2014	6 Year Total	Future FY's	Project Total
Professional Services	0	0	0	0	0	0	0	0	0	4,613	4,613
Furniture, Fixtures & Equip	0	0	0	0	0	0	0	0	0	7,909	7,909
Construction	0	0	0	0	0	0	0	0	0	53,397	53,397
<b>Total Cost</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>65,919</b>	<b>65,919</b>
Local Tax Funding	0	0	0	0	0	0	0	0	0	3,296	3,296
GO Bonds	0	0	0	0	0	0	0	0	0	62,623	62,623
<b>Total Financing</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>65,919</b>	<b>65,919</b>

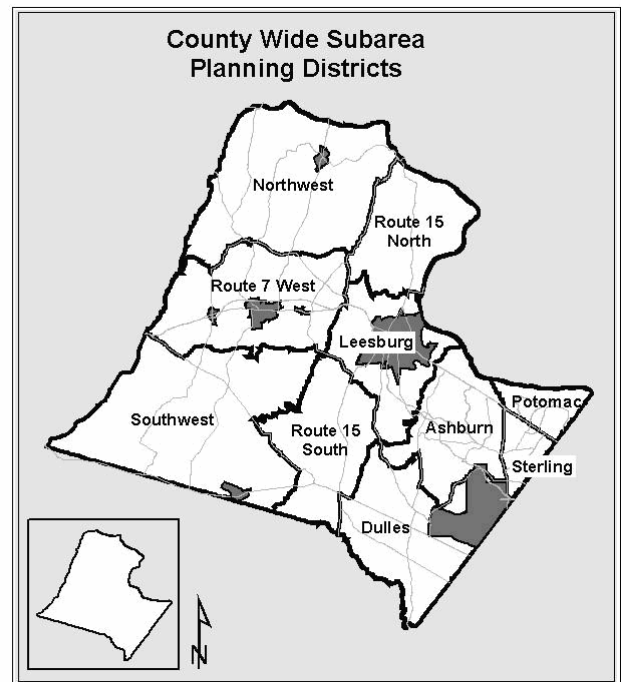


Loudoun County Government  
FY 2009 Adopted Fiscal Plan

## Sustainable Design – Middle School Facility

### Project Description

Loudoun County Public Schools (LCPS) currently incorporates a number of sustainable materials and practices into all its prototypical school facilities. Funds have been allocated in FY 10 to review middle school facility designs and, if cost effective and if funding is available, incorporate additional sustainable elements into future LCPS facilities.



### Funding

This project is to be financed with local tax funding.

### Operating Impact

#### Operations & Maintenance

Future operating and maintenance impacts will be developed as specific sustainable design modifications are identified and incorporated into facility building plans.

#### Debt Service

This project is to be financed with local tax funding; therefore, no debt service will be incurred.

Capital ( \$ in 1000s )	Prior Alloc.	FY 2008 Adopted	FY 2009 Adopted	FY 2010	FY 2011	FY 2012	FY 2013	FY 2014	6 Year Total	Future FY's	Project Total
Professional Services	0	0	0	400	0	0	0	0	400	0	400
<b>Total Cost</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>400</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>400</b>	<b>0</b>	<b>400</b>
Local Tax Funding	0	0	0	400	0	0	0	0	400	0	400
<b>Total Financing</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>400</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>400</b>	<b>0</b>	<b>400</b>



# **SCHOOL CAPITAL PROJECTS**

## **HIGH SCHOOLS**



**Loudoun County Government  
FY 2009 Adopted Fiscal Plan**

**High Schools Summary**

**Schedule of Appropriations (in \$1000s)  
Adopted FY 09-14 Capital Improvement Program**

High Schools	Funding	Prior FY	FY 08	FY 09	FY 10	FY 11	FY 12	FY 13	FY 14	CIP Total	Future FY	Project Total
(HS-6) Dulles Area High School I	\$,GO	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0	\$ 106,838	\$ 0	\$ 0	\$ 106,838	\$ 0	\$ 106,838
(HS-7) Dulles Area High School II	\$,GO	0	0	83,254	0	0	0	0	0	83,254	0	\$ 83,254
(HS-8) Ashburn/Dulles Area High School	\$,GO	0	0	0	0	0	0	0	119,521	119,521	0	\$ 119,521
Advanced Technology Academy	\$,GO	0	0	0	0	95,675	0	0	0	95,675	0	\$ 95,675
Park View HS Science Lab/Art Studio Renovation	\$,GO	0	0	0	2,860	0	0	0	0	2,860	3,325	\$ 6,185
Charles S. Monroe Technology Center Renovation	\$,GO	0	0	0	0	0	0	35,444	0	35,444	0	\$ 35,444
Sustainable Design - High School Facility	\$	0	0	0	400	0	0	0	0	400	0	\$ 400
<b>HIGH SCHOOLS TOTAL</b>		<b>\$ 0</b>	<b>\$ 0</b>	<b>\$ 83,254</b>	<b>\$ 3,260</b>	<b>\$ 95,675</b>	<b>\$ 106,838</b>	<b>\$ 35,444</b>	<b>\$ 119,521</b>	<b>\$ 443,992</b>	<b>\$ 3,325</b>	<b>\$ 447,317</b>

Fund Codes	Revenue Source		Prior FY	FY 08	FY 09	FY 10	FY 11	FY 12	FY 13	FY 14	CIP Total	Future FY	Project Total
\$ - Local Tax Funding	Local Tax Funding	\$	\$ 0	\$ 0	\$ 1,019	\$ 540	\$ 4,340	\$ 5,343	\$ 1,772	\$ 5,976	\$ 18,990	\$ 0	\$ 18,990
GO - General Obligation Bonds	General Obligation Bonds	GO	0	0	82,235	2,720	91,335	101,495	33,672	113,545	425,002	3,325	428,327
FB - Fund Balance	Fund Balance	FB	0	0	0	0	0	0	0	0	0	0	0
F - Fees	Fees	F	0	0	0	0	0	0	0	0	0	0	0
P - Proffers (Cash, Land, In-Kind)	Proffers (Cash, Land, In-Kind)	P	0	0	0	0	0	0	0	0	0	0	0
S - State	State	S	0	0	0	0	0	0	0	0	0	0	0
GT/TF - Gas Tax/Transportation Fund	Gas Tax/Transportation Fund	GT/TF	0	0	0	0	0	0	0	0	0	0	0
L/P - Lease/Purchase	Lease/Purchase	L/P	0	0	0	0	0	0	0	0	0	0	0
PB - Pledge Bonds	Pledge Bonds	PB	0	0	0	0	0	0	0	0	0	0	0
IDA - Industrial Development Authority	Industrial Development Authority	IDA	0	0	0	0	0	0	0	0	0	0	0
VPASA - Virginia Public Schools Authority	Virginia Public Schools Authority	VPASA	0	0	0	0	0	0	0	0	0	0	0
VRA - Virginia Resources Authority	Virginia Resources Authority	VRA	0	0	0	0	0	0	0	0	0	0	0
<b>Grand Total</b>			<b>\$ 0</b>	<b>\$ 0</b>	<b>\$ 83,254</b>	<b>\$ 3,260</b>	<b>\$ 95,675</b>	<b>\$ 106,838</b>	<b>\$ 35,444</b>	<b>\$ 119,521</b>	<b>\$ 443,992</b>	<b>\$ 3,325</b>	<b>\$ 447,317</b>



**Loudoun County Government  
FY 2009 Adopted Fiscal Plan**

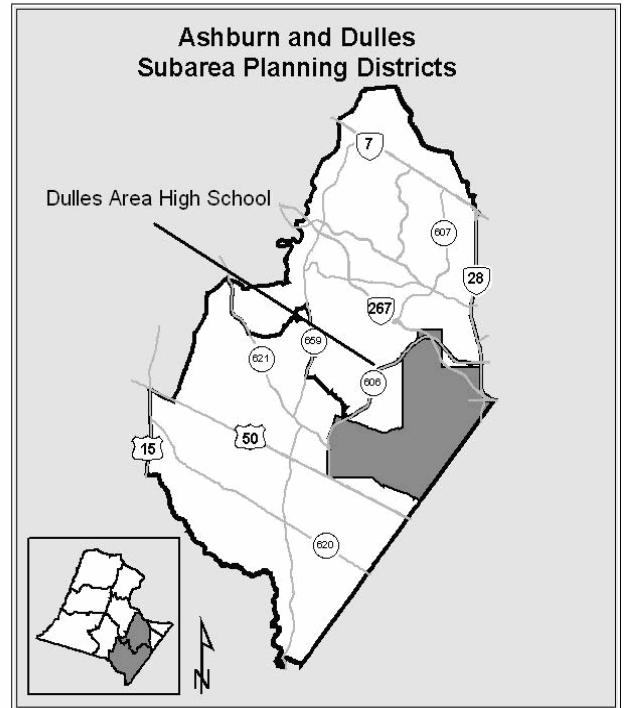
## (HS-6) Dulles Area High School I

### 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 an FY 09 per pupil cost of \$13,183 and escalated at 5% per annum to allow for inflation. This cost is derived by dividing the adopted FY 09 LCPS operating budget (including bus leases) of \$755,600,922 by the projected FY 09 school enrollment of 57,317 students.



### Funding

This project is to be financed by a combination of local tax funding and general obligation bonds. Bonds are scheduled for placement on the November 2011 referendum. Land has been proffered (Loudoun Valley Estates II – ZMAP 2002-0011).

### 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 13, and is estimated at \$7.8 million over the six-year planning period.

Capital ( \$ in 1000s )	Prior Alloc.	FY 2008 Adopted	FY 2009 Adopted	FY 2010	FY 2011	FY 2012	FY 2013	FY 2014	6 Year Total	Future FY's	Project Total
Professional Services	0	0	0	0	0	7,479	0	0	7,479	0	7,479
Furniture, Fixtures & Equip	0	0	0	0	0	12,821	0	0	12,821	0	12,821
Construction	0	0	0	0	0	86,538	0	0	86,538	0	86,538
<b>Total Cost</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>106,838</b>	<b>0</b>	<b>0</b>	<b>106,838</b>	<b>0</b>	<b>106,838</b>
Local Tax Funding	0	0	0	0	0	5,343	0	0	5,343	0	5,343
GO Bonds	0	0	0	0	0	101,495	0	0	101,495	0	101,495
<b>Total Financing</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>106,838</b>	<b>0</b>	<b>0</b>	<b>106,838</b>	<b>0</b>	<b>106,838</b>
<b>Operating Impact ( \$ in 1000s )</b>				<b>FY 2009 Adopted</b>	<b>FY 2010</b>	<b>FY 2011</b>	<b>FY 2012</b>	<b>FY 2013</b>	<b>FY 2014</b>	<b>6 Year Total</b>	
Debt Service				0	0	0	0	1,500	6,347	7,847	
<b>Total Impact</b>				<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>1,500</b>	<b>6,347</b>	<b>7,847</b>	



**Loudoun County Government  
FY 2009 Adopted Fiscal Plan**

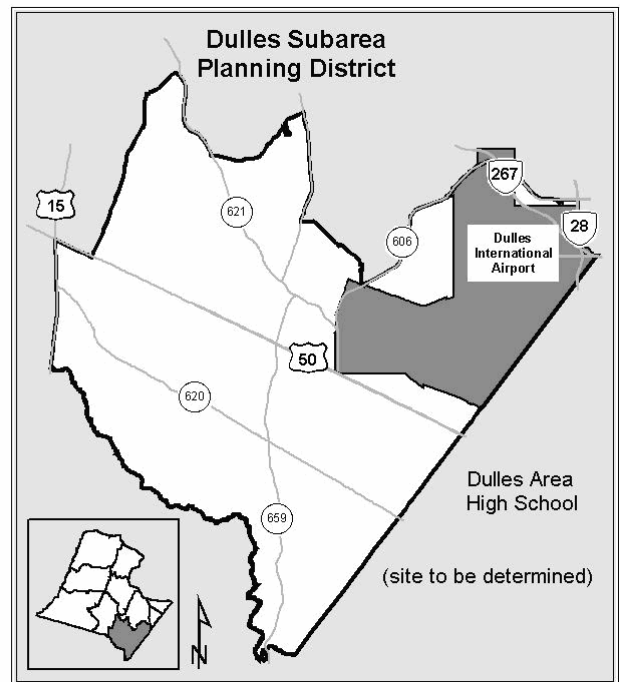
## (HS-7) Dulles Area High School II

### 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 an FY 09 per pupil cost of \$13,183 and escalated at 5% per annum to allow for inflation. This cost is derived by dividing the adopted FY 09 LCPS operating budget (including bus leases) of \$755,600,922 by the projected FY 09 school enrollment of 57,317 students.



### Funding

This project is to be financed by a combination of local tax funding and general obligation bonds. Bonds for land acquisition expense were approved in November 2006. Bonds for the remaining financed portion are scheduled for placement on the November 2008 referendum.

### Operating Impact

#### Operations & Maintenance

Operations and maintenance expenses are forecast to begin in FY 12, and are estimated at \$86.6 million over the six-year planning period.

#### Debt Service

Debt service is forecast to begin in FY 10, and is estimated at \$32.3 million over the six-year planning period.

<b>Capital (\$ in 1000s)</b>	<b>Prior Alloc.</b>	<b>FY 2008 Adopted</b>	<b>FY 2009 Adopted</b>	<b>FY 2010</b>	<b>FY 2011</b>	<b>FY 2012</b>	<b>FY 2013</b>	<b>FY 2014</b>	<b>6 Year Total</b>	<b>Future FY's</b>	<b>Project Total</b>
Professional Services	0	0	3,406	0	0	0	0	0	3,406	0	3,406
Furniture, Fixtures & Equip	0	0	10,302	0	0	0	0	0	10,302	0	10,302
Construction	0	0	69,546	0	0	0	0	0	69,546	0	69,546
<b>Total Cost</b>	<b>0</b>	<b>0</b>	<b>83,254</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>83,254</b>	<b>0</b>	<b>83,254</b>
Local Tax Funding	0	0	1,019	0	0	0	0	0	1,019	0	1,019
GO Bonds	0	0	82,235	0	0	0	0	0	82,235	0	82,235
<b>Total Financing</b>	<b>0</b>	<b>0</b>	<b>83,254</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>83,254</b>	<b>0</b>	<b>83,254</b>
<b>Operating Impact (\$ in 1000s)</b>			<b>FY 2009 Adopted</b>	<b>FY 2010</b>	<b>FY 2011</b>	<b>FY 2012</b>	<b>FY 2013</b>	<b>FY 2014</b>	<b>6 Year Total</b>		
Operations & Maintenance			0	0	0	27,470	28,843	30,285	86,598		
Debt Service			0	2,725	5,127	8,378	8,152	7,927	32,309		
<b>Total Impact</b>			<b>0</b>	<b>2,725</b>	<b>5,127</b>	<b>35,848</b>	<b>36,995</b>	<b>38,212</b>	<b>118,907</b>		



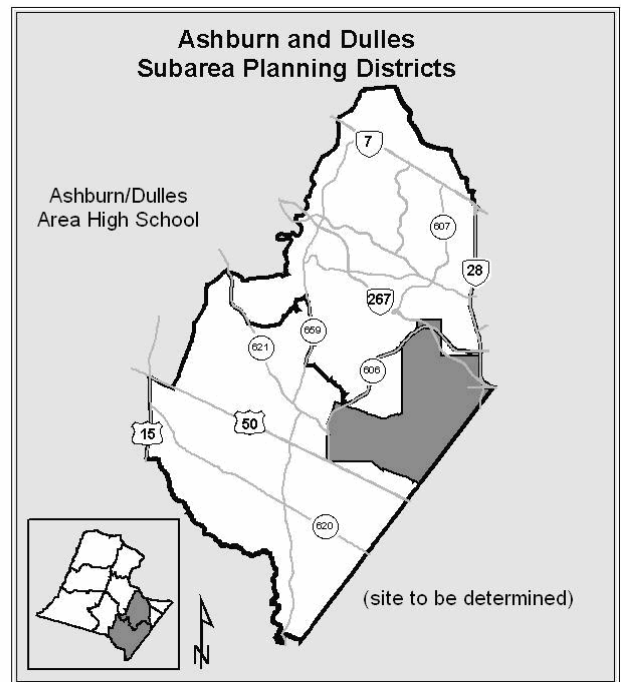
## (HS-8) Ashburn/Dulles Area High School

### 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 an FY 09 per pupil cost of \$13,183 and escalated at 5% per annum to allow for inflation. This cost is derived by dividing the adopted FY 09 LCPS operating budget (including bus leases) of \$755,600,922 by the projected FY 09 school enrollment of 57,317 students.



### Funding

This project is to be financed by a combination of local tax funding and general obligation bonds. Bonds are scheduled for placement on the November 2013 referendum. Funding for land acquisition has been appropriated in a prior period.

### 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 2008 Adopted	FY 2009 Adopted	FY 2010	FY 2011	FY 2012	FY 2013	FY 2014	6 Year Total	Future FY's	Project Total
Professional Services	0	0	0	0	0	0	0	8,366	8,366	0	8,366
Furniture, Fixtures & Equip	0	0	0	0	0	0	0	14,343	14,343	0	14,343
Construction	0	0	0	0	0	0	0	96,812	96,812	0	96,812
<b>Total Cost</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>119,521</b>	<b>119,521</b>	<b>0</b>	<b>119,521</b>
Local Tax Funding	0	0	0	0	0	0	0	5,976	5,976	0	5,976
GO Bonds	0	0	0	0	0	0	0	113,545	113,545	0	113,545
<b>Total Financing</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>119,521</b>	<b>119,521</b>	<b>0</b>	<b>119,521</b>



**Loudoun County Government  
FY 2009 Adopted Fiscal Plan**

## Advanced Technology Academy

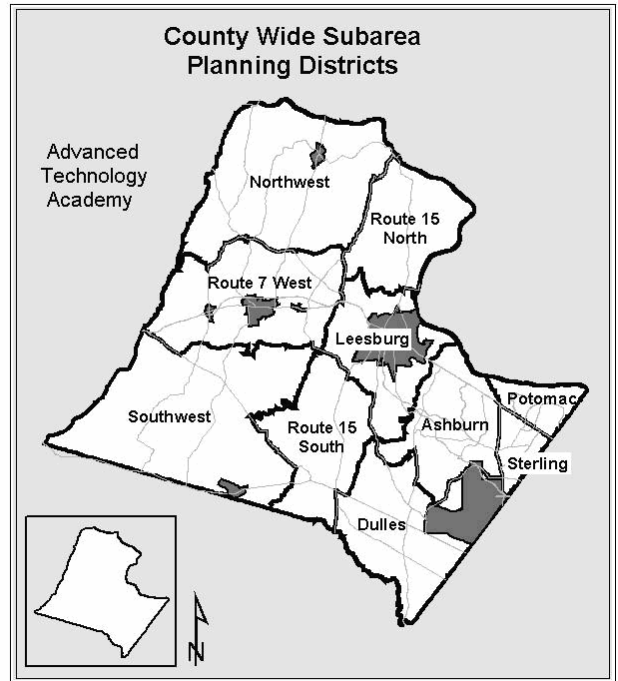
### Project Description

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.

Forecast operations and maintenance expenses are based on an FY 09 per pupil cost of \$13,183 and escalated at 5% per annum to allow for inflation. This cost is derived by dividing the adopted FY 09 LCPS operating budget (including bus leases) of \$755,600,922 by the projected FY 09 school enrollment of 57,317 students.

### Current Status

In FY 07, the Board placed this project in future years in recognition of debt cap considerations and in conformance with its policy to program new projects at the end of the planning period. Subsequent to the adoption of the FY 07-12 CIP, the Board issued a Request for Partnership Proposal (RFPP) under the Public-Private Education Facilities and Infrastructure Act of 2002 (PPEA) to evaluate different options available for this project on a County-owned site of approximately 100 acres in the eastern part of the County. The County received three proposals to develop the County-owned land. Of these proposals, two would build the Advanced Technology Academy. The County is currently reviewing these proposals and will provide the Board with recommendations in FY 09. The Board of Supervisors advanced the project to FY 10 during the FY 08 budget process.



### Funding

This project is to be financed by a combination of local tax funding and general obligation bonds. Bonds are scheduled for placement on the November 2010 referendum. A potential site has been identified on County-owned property.

### Operating Impact

#### Operations & Maintenance

Operations and maintenance expenses are forecast to begin in FY 14 and are estimated at \$16.8 million over the six-year planning period.

#### Debt Service

Debt service is forecast to begin in FY 12, and is estimated at \$10.6 million over the six-year planning period.

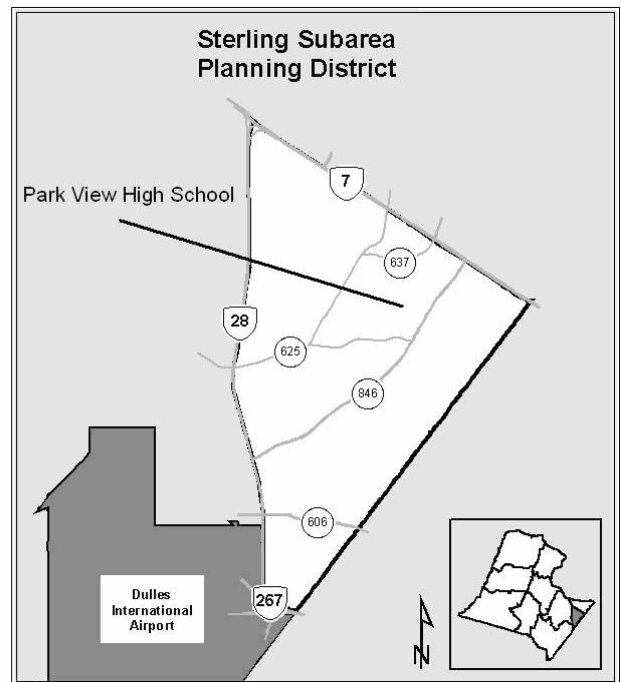
Capital ( \$ in 1000s )	Prior Alloc.	FY 2008 Adopted	FY 2009 Adopted	FY 2010	FY 2011	FY 2012	FY 2013	FY 2014	6 Year Total	Future FY's	Project Total
Professional Services	0	0	0	0	7,654	0	0	0	7,654	0	7,654
Furniture, Fixtures & Equip	0	0	0	0	8,611	0	0	0	8,611	0	8,611
Construction	0	0	0	0	79,410	0	0	0	79,410	0	79,410
<b>Total Cost</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>95,675</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>95,675</b>	<b>0</b>	<b>95,675</b>
Local Tax Funding	0	0	0	0	4,340	0	0	0	4,340	0	4,340
GO Bonds	0	0	0	0	91,335	0	0	0	91,335	0	91,335
<b>Total Financing</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>95,675</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>95,675</b>	<b>0</b>	<b>95,675</b>
Operating Impact ( \$ in 1000s )			FY 2009 Adopted	FY 2010	FY 2011	FY 2012	FY 2013	FY 2014	6 Year Total		
Operations & Maintenance			0	0	0	0	0	16,825	16,825		
Debt Service			0	0	0	900	3,678	5,985	10,563		
<b>Total Impact</b>			<b>0</b>	<b>0</b>	<b>0</b>	<b>900</b>	<b>3,678</b>	<b>22,810</b>	<b>27,388</b>		



## Park View HS 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 to be financed by a combination of local tax funding and general obligation bonds. Bonds are scheduled for placement on the November 2009 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 11, and is estimated at \$1.0 million over the six-year planning period.

Capital ( \$ in 1000s )	Prior Alloc.	FY 2008 Adopted	FY 2009 Adopted	FY 2010	FY 2011	FY 2012	FY 2013	FY 2014	6 Year Total	Future FY's	Project Total
Professional Services	0	0	0	200	0	0	0	0	200	0	200
Furniture, Fixtures & Equip	0	0	0	343	0	0	0	0	343	399	742
Const of Existing Bldgs	0	0	0	2,317	0	0	0	0	2,317	2,926	5,243
<b>Total Cost</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>2,860</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>2,860</b>	<b>3,325</b>	<b>6,185</b>
Local Tax Funding	0	0	0	140	0	0	0	0	140	0	140
GO Bonds	0	0	0	2,720	0	0	0	0	2,720	3,325	6,045
<b>Total Financing</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>2,860</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>2,860</b>	<b>3,325</b>	<b>6,185</b>
Operating Impact ( \$ in 1000s )			FY 2009 Adopted	FY 2010	FY 2011	FY 2012	FY 2013	FY 2014	6 Year Total		
Debt Service			0	0	271	264	258	251	1,044		
<b>Total Impact</b>			<b>0</b>	<b>0</b>	<b>271</b>	<b>264</b>	<b>258</b>	<b>251</b>	<b>1,044</b>		



**Loudoun County Government  
FY 2009 Adopted Fiscal Plan**

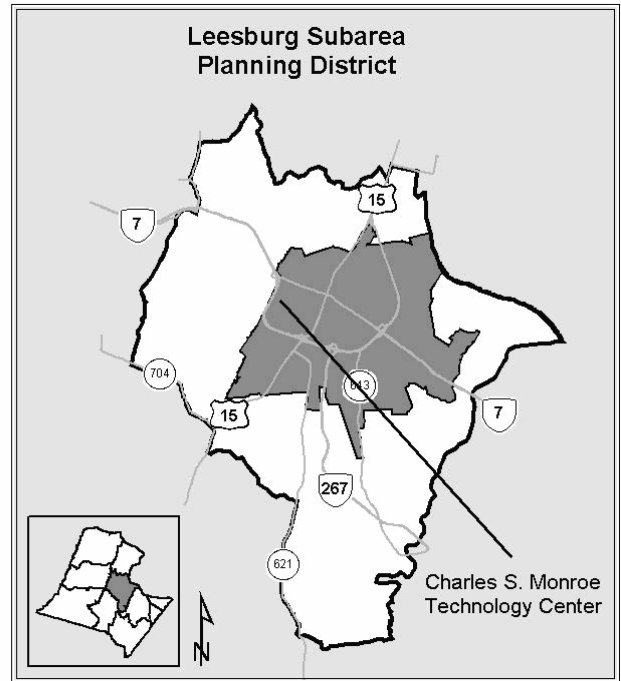
## Charles S. Monroe Technology Center Renovation

### Project Description

This renovation will refurbish the existing school facility in order to relocate the alternative school program currently being served at Douglass School to the Center. Upgrades will be made to various operating systems of the school facility. Additional improvements will be made with particular attention given to Americans with Disabilities Act (ADA) compliance.

### Current Status

The renovations for the Center are forecast to be completed by FY 16.



### Funding

This project is to be financed by a combination of local tax funding and general obligation bonds. Bonds are scheduled for placement on the November 2012 referendum.

### Operating Impact

#### Operations & Maintenance

Future operating and maintenance impacts will be developed as specific building, space utilization and operating plans are determined.

#### Debt Service

Debt service is forecast to begin in FY 14, and is estimated at \$700,000 over the six-year planning period.

Capital ( \$ in 1000s )	Prior Alloc.	FY 2008 Adopted	FY 2009 Adopted	FY 2010	FY 2011	FY 2012	FY 2013	FY 2014	6 Year Total	Future FY's	Project Total
Professional Services	0	0	0	0	0	0	2,484	0	2,484	0	2,484
Furniture, Fixtures & Equip	0	0	0	0	0	0	3,189	0	3,189	0	3,189
Const of Existing Bldgs	0	0	0	0	0	0	29,771	0	29,771	0	29,771
<b>Total Cost</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>35,444</b>	<b>0</b>	<b>35,444</b>	<b>0</b>	<b>35,444</b>
Local Tax Funding	0	0	0	0	0	0	1,772	0	1,772	0	1,772
GO Bonds	0	0	0	0	0	0	33,672	0	33,672	0	33,672
<b>Total Financing</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>35,444</b>	<b>0</b>	<b>35,444</b>	<b>0</b>	<b>35,444</b>

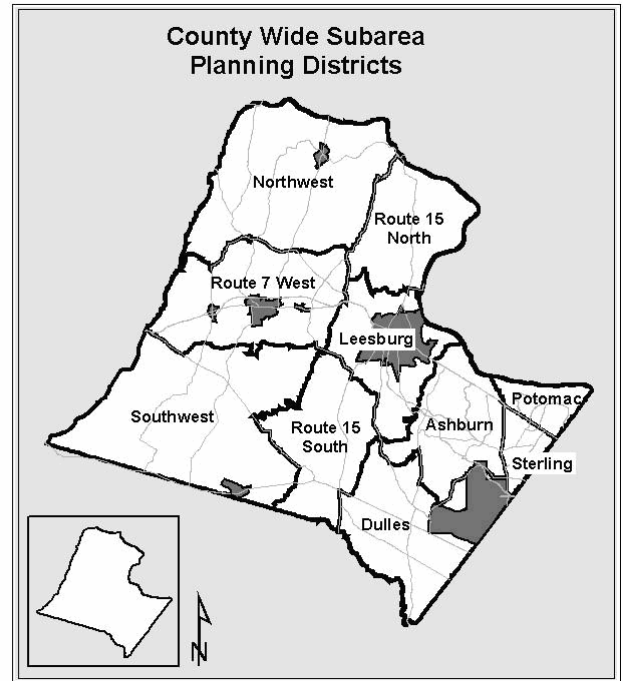
Operating Impact ( \$ in 1000s )	FY 2009 Adopted	FY 2010	FY 2011	FY 2012	FY 2013	FY 2014	6 Year Total
Debt Service	0	0	0	0	0	700	700
<b>Total Impact</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>700</b>	<b>700</b>



## Sustainable Design – High School Facility

### Project Description

Loudoun County Public Schools (LCPS) currently incorporates a number of sustainable materials and practices into all its prototypical school facilities. Funds have been allocated in FY 10 to review high school facility designs and, if cost effective and if funding is available, incorporate additional sustainable elements into future LCPS facilities.



### Funding

This project is to be financed with local tax funding.

### Operating Impact

#### Operations & Maintenance

Future operating and maintenance impacts will be developed as specific sustainable design modifications are identified and incorporated into facility building plans.

#### Debt Service

This project is to be financed with local tax funding; therefore, no debt service will be incurred.

Capital ( \$ in 1000s )	Prior Alloc.	FY 2008 Adopted	FY 2009 Adopted	FY 2010	FY 2011	FY 2012	FY 2013	FY 2014	6 Year Total	Future FY's	Project Total
Professional Services	0	0	0	400	0	0	0	0	400	0	400
<b>Total Cost</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>400</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>400</b>	<b>0</b>	<b>400</b>
Local Tax Funding	0	0	0	400	0	0	0	0	400	0	400
<b>Total Financing</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>400</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>400</b>	<b>0</b>	<b>400</b>



## NOTES



## Debt Service Fund

### DEBT SERVICE FUND SUMMARY

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Debt Service Fund

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**Loudoun County Government  
FY 2009 Adopted Fiscal Plan**

## Debt Service Fund

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.

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. It should be noted that 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 this document, page E - 41).

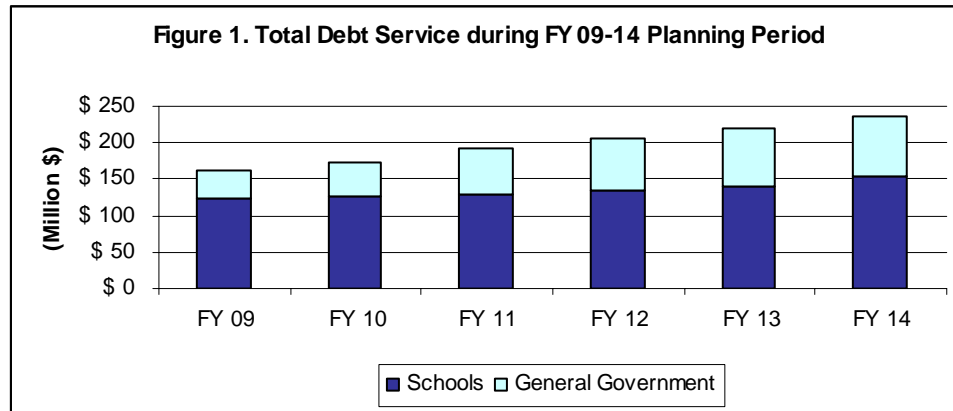
Debt service expenditures result from the total debt being used by the County for both School and General Government capital projects in the Capital Projects Fund, School Fund, and/or Capital Asset Preservation Program Fund. These expenditures are typically offset by interest earnings, proceeds from lease-purchase financing transferred from the School Fund or General Fund, and/or use of various fund balances. Debt service expenditures and the amount of local tax funding required to offset these expenditures in FY 09 are projected to increase by 14.0% over what was adopted in FY 08. *Table 1. Historical Debt Service Expenditures & Funding Sources* provides a perspective on debt service expenditures and balancing funding sources in prior and current fiscal years.

<b>Table 1. Historical Debt Service Expenditures &amp; Funding Sources</b>						
	<b>FY 04 Adopted</b>	<b>FY 05 Adopted</b>	<b>FY 06 Adopted</b>	<b>FY 07 Adopted</b>	<b>FY 08 Adopted</b>	<b>FY 09 Adopted</b>
<b>Expenditures</b>						
<b>County</b>	\$ 10,548,629	\$ 13,203,962	\$ 15,144,365	\$ 19,347,650	\$ 22,755,405	\$ 38,637,132
<b>Schools</b>	73,743,304	83,102,576	97,552,825	102,952,790	118,454,617	122,366,336
<b>Total Expenditures</b>	<b>\$ 84,291,933</b>	<b>\$ 96,306,538</b>	<b>\$ 112,697,190</b>	<b>\$ 122,300,440</b>	<b>\$ 141,210,022</b>	<b>\$ 161,003,468</b>
<b>Revenues</b>						
<b>Interest Earnings</b>	\$ 1,100,000	\$ 1,100,000	\$ 1,100,000	\$ 4,500,000	\$ 4,500,000	\$ 6,000,000
<b>Transit Bus Service</b>	-	463,000	527,159	668,419	493,610	898,610
<b>Total Revenue:</b>	<b>\$ 1,100,000</b>	<b>\$ 1,563,000</b>	<b>\$ 1,627,159</b>	<b>\$ 5,168,419</b>	<b>\$ 4,993,610</b>	<b>\$ 6,898,610</b>
<b>Use of Fund Balance</b>	<b>\$ 16,939,321</b>	<b>\$ 26,300,000</b>	<b>\$ 27,274,551</b>	<b>\$ 23,769,732</b>	<b>\$ 15,025,000</b>	<b>\$ 24,983,500</b>
<b>Local Tax Funding</b>	<b>\$ 66,252,612</b>	<b>\$ 68,443,538</b>	<b>\$ 83,795,480</b>	<b>\$ 93,362,289</b>	<b>\$ 121,191,412</b>	<b>\$ 129,121,358</b>

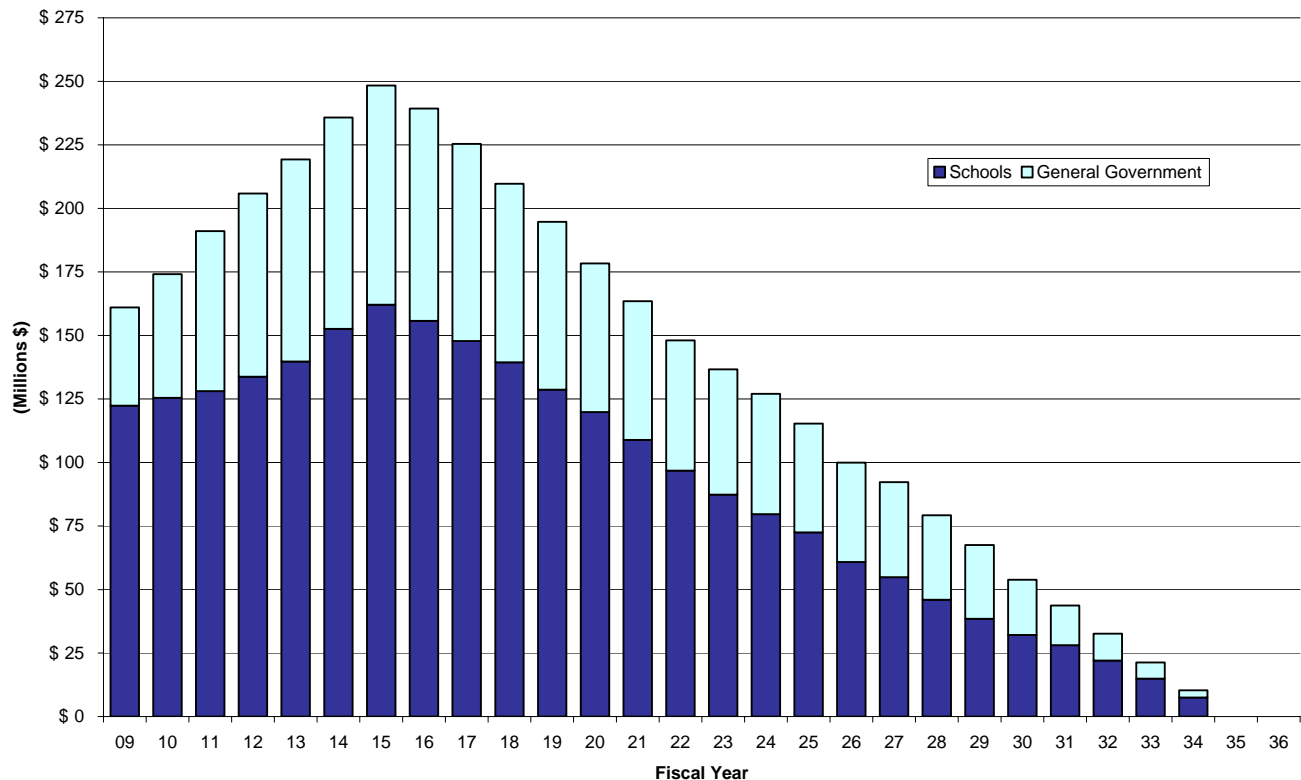


## Loudoun County Government FY 2009 Adopted Fiscal Plan

Debt service expenditures for school projects increase by an average of 4.5% annually through FY 2014 when the annual debt service costs for schools reaches \$152.6 million. Debt expenditures for General Government including transportation projects increase by an average of 16.9% annually through FY 2014 with the largest expenditure occurring in FY 14 at \$83.1 million. *Figure 1. Total Debt Service during FY 09-14 Planning Period* demonstrates forecast total debt service during the six-year planning period, while *Figure 2. Total Debt Service Forecast* illustrates debt service expenditures as a result of financing approved through the Adopted FY 09-14 Capital Improvement Program, along with prior Board budgetary actions.



**Figure 2. Total Debt Service Forecast**



Bond rating agencies review a variety of debt capacity indicators in analyzing a municipality's credit worthiness and financial security. 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 targets, increasing the Debt per Capita Income guideline from



## Loudoun County Government FY 2009 Adopted Fiscal Plan

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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 target from the County's watch list, as the significance of this ratio is negligible. The County's recently adopted debt ratios and respective benchmarks follow; the guidelines may also be found in parentheses next to the respective debt ratio in *Table 2. Impact on Future Debt Ratios*.

### **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%.

*Table 2* also provides information based on Board actions taken during the FY 09 budget process, including the continued payment of debt service for projects appropriated in prior budgets and other loan obligations. *Table 2* illustrates the beginning tax supported debt for the six-year planning period. 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 has established an affordability index as part of its approved County Fiscal Policy. This index is a debt capacity tracking method for determining the County's ability to pay its current and future debt burdens. The ceilings for each year are 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. The affordability index, consisting 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%), is updated annually. *Figure 6* illustrates the affordability index and Board-established ceiling. In addition, the Board has established an annual debt issuance benchmark for the six-year capital planning period. The original guideline, adopted in FY 05, was amended during the FY 07 budget process to the current \$200 million per annum.



**Loudoun County Government  
FY 2009 Adopted Fiscal Plan**

**Table 2**

<b>Impact on Future Debt Ratios (1)</b> <b>Adopted FY 09-14 Capital Improvement Program</b>						
	<b>FY 09</b>	<b>FY 10</b>	<b>FY 11</b>	<b>FY 12</b>	<b>FY 13</b>	<b>FY 14</b>
Beginning Net Tax Supported Debt	\$ 1,173,395,455	\$ 1,314,897,706	\$ 1,422,347,752	\$ 1,528,323,183	\$ 1,633,638,778	\$ 1,733,595,001
New Debt Issued	246,925,000	216,345,000	226,410,000	235,290,000	238,310,000	237,420,000
Retired Debt (Old)	(105,422,749)	(93,524,954)	(88,824,569)	(83,059,405)	(76,268,777)	(71,715,000)
Retired Debt (New)	-	(15,370,000)	(31,610,000)	(46,915,000)	(62,085,000)	(77,460,000)
Ending Net Tax Supported Debt	\$ 1,314,897,706	\$ 1,422,347,752	\$ 1,528,323,183	\$ 1,633,638,778	\$ 1,733,595,001	\$ 1,821,840,001
Population	285,674	291,734	298,326	305,560	313,356	321,470
Public School Enrollment	57,317	60,873	64,573	68,442	72,560	76,794
Estimated Property Value (in Millions)	\$ 63,464	\$ 65,414	\$ 68,213	\$ 71,095	\$ 74,536	\$ 78,092
Per Capita Income	\$47,086	\$49,213	\$51,280	\$53,434	\$55,678	\$58,017
Expenditures (in Thousands)	\$ 1,632,000	\$ 1,932,000	\$ 1,973,000	\$ 2,137,000	\$ 2,245,000	\$ 2,480,000
Debt Service	\$ 161,003,468	\$ 174,099,945	\$ 191,060,774	\$ 205,807,186	\$ 219,256,875	\$ 235,722,019
<b>Ratios:</b>						
Debt to Estimated Property Value (3.0%)	2.07%	2.17%	2.24%	2.30%	2.33%	2.33%
Debt to Per Capita Income (8.0%)	9.78%	9.91%	9.99%	10.01%	9.94%	9.77%
Debt Service to Expenditures (10.0%)	9.87%	9.01%	9.68%	9.63%	9.77%	9.50%
(Numbers in parentheses represent Fiscal Policy target ratios.)						
<b>Debt Issuance Limit:</b>						
Debt Issuance Permitted	\$ 200,000,000	\$ 200,000,000	\$ 200,000,000	\$ 200,000,000	\$ 200,000,000	\$ 200,000,000
Projected Outstanding Debt	\$ 197,470,000	\$ 176,345,000	\$ 186,410,000	\$ 191,660,000	\$ 198,310,000	\$ 197,420,000
<b>Affordability Index: (2)</b>						
Outstanding Debt Permitted	\$ 1,352,696,206	\$ 1,405,830,015	\$ 1,471,615,129	\$ 1,541,153,942	\$ 1,620,898,679	\$ 1,704,558,531
Projected Outstanding Debt	\$ 1,314,897,706	\$ 1,422,347,752	\$ 1,528,323,183	\$ 1,633,638,778	\$ 1,733,595,001	\$ 1,821,840,001
<b>Overlapping Debt: (3)</b>						
Overlapping Debt Permitted	\$ 634,640,000	\$ 654,140,000	\$ 682,130,000	\$ 710,950,000	\$ 745,360,000	\$ 780,920,000
Projected Overlapping Debt	\$ 184,800,000	\$ 180,300,000	\$ 175,800,000	\$ 171,300,000	\$ 168,700,000	\$ 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%)

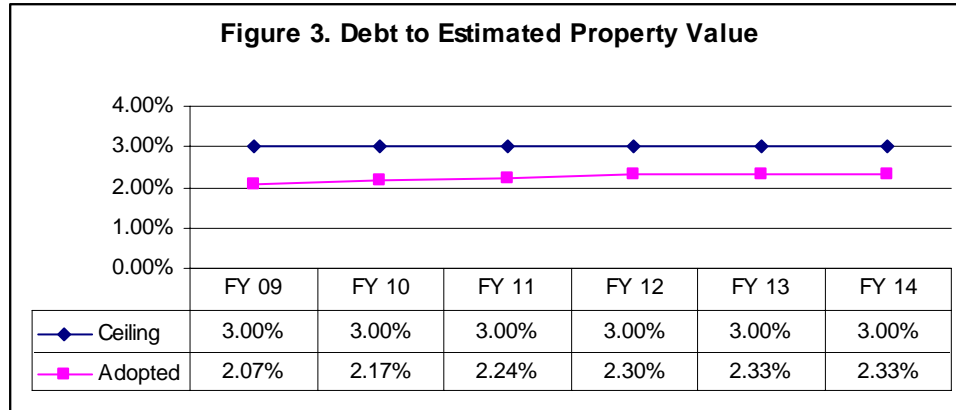
(3) Maximum outstanding Overlapping Debt allowed per Fiscal Policy guidelines is 1% of Estimated Property Value



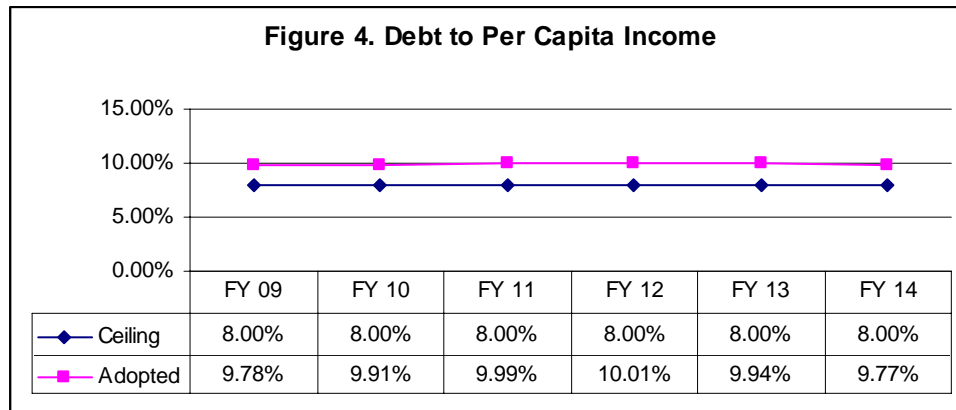
## Loudoun County Government FY 2009 Adopted Fiscal Plan

The following charts respectively display the three debt ratios for the Adopted FY 2009-14 Capital Improvement Program planning period in comparison to the Board-adopted debt ceilings. The final chart reflects the Board's established affordability index.

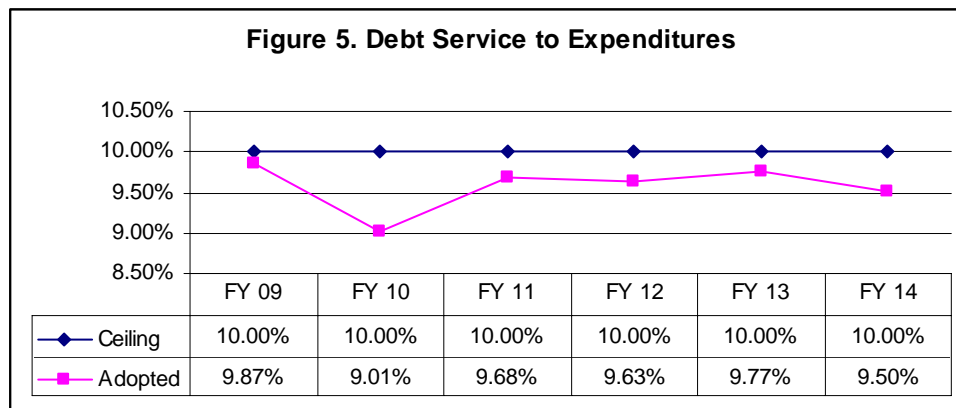
**Debt to estimated property value.** The Board's guideline for net debt to estimated property value (3.0%) remains intact for the entire period of the debt issuance schedule.



**Debt to per capita income.** The Board's guideline for debt per capita income (8.0%) is breached throughout the six-year debt issuance schedule.



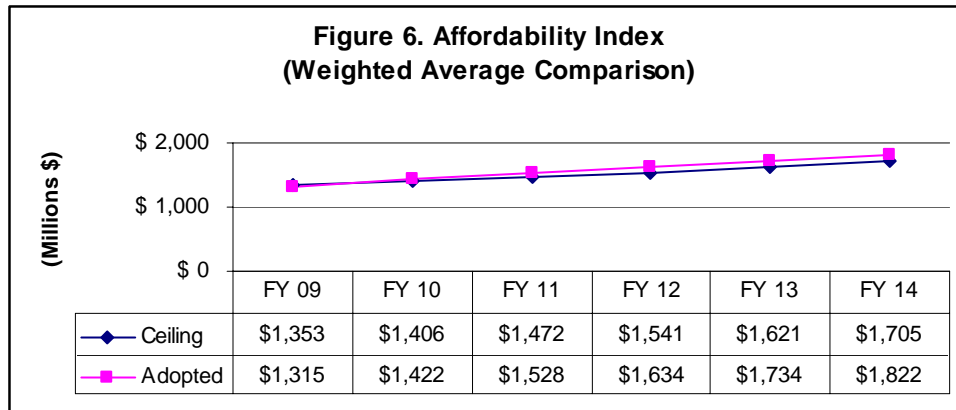
**Debt service as a percentage of expenditures.** The Board's guideline for debt service as a percentage of expenditures (10.0%) remains intact for the entire period of the debt issuance schedule.



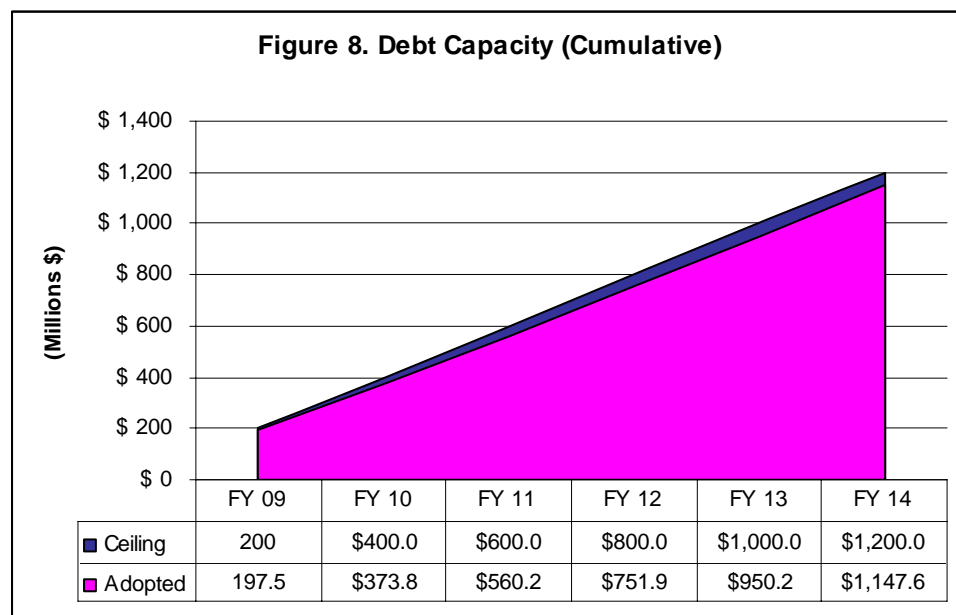
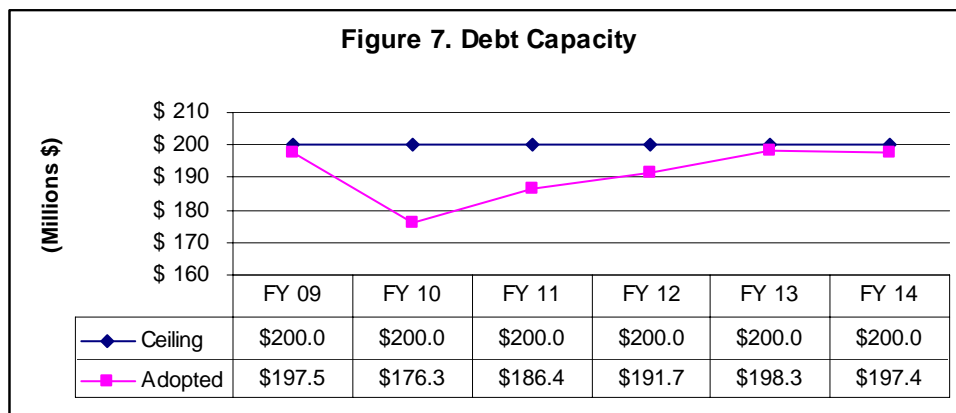


**Loudoun County Government**  
**FY 2009 Adopted Fiscal Plan**

**Affordability Index.** The Board's affordability index guideline is breached in the final five years of the debt issuance schedule.



**Debt Capacity.** The Board's debt capacity guideline is met for the entire period of the debt issuance schedule.





Loudoun County Government  
FY 2009 Adopted Fiscal Plan

**Schedule of Major Financings**  
**Adopted FY 09-14 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 09-FY 14	Start Year	Amount of Referendum	Potential Referendum Date or Status	FY 09	FY 10	FY 11	FY 12	FY 13	FY 14
<b>General Obligation Bonds or Appropriation Based:</b>											
Dulles/Route 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
Dulles South Multi-Purpose Center	9,335,000	2,500,000	2005	9,000,000	Nov. 04 (1)	2,500,000	0	0	0	0	0
North Street Building Renovation	10,700,000	1,830,000	2007	9,330,000	Nov. 06 (1)	1,830,000	0	0	0	0	0
Fire Station Renovations - I	10,000,000	6,000,000	2007	10,000,000	Nov. 07 (1)	3,000,000	3,000,000	0	0	0	0
Aldie Fire & Rescue Station	8,300,000	6,300,000	2008	8,300,000	Nov. 07 (1)	2,880,000	3,420,000	0	0	0	0
Eastern Loudoun Sheriff Substation	7,960,000	3,360,000	2008	5,360,000	Nov. 07 (1)	2,000,000	1,360,000	0	0	0	0
Western Loudoun Sheriff Substation	8,330,000	6,330,000	2008	8,330,000	Nov. 07 (1)	3,000,000	3,330,000	0	0	0	0
Community Center Renovations	13,510,000	7,510,000	2008	13,510,000	Nov. 07 (1)	5,000,000	2,510,000	0	0	0	0
Gum Spring Library	10,500,000	1,990,000	2008	7,130,000	Nov. 07 (1)	0	0	1,990,000	0	0	0
Transit Buses	7,200,000	7,200,000	2008	0	Not Required (2)	1,200,000	1,200,000	1,200,000	1,200,000	1,200,000	1,200,000
Fire & Rescue Vehicles	22,975,000	22,975,000	2008	0	Not Required (2)	3,380,000	3,545,000	3,725,000	3,910,000	4,105,000	4,310,000
Adult Detention Center Expansion	46,350,000	36,350,000	2008	0	Not Required (2)	28,850,000	7,500,000	0	0	0	0
Computer System Replacement Fund	63,500,000	53,500,000	2008	0	Not Required (2)	10,000,000	25,000,000	13,000,000	2,200,000	3,300,000	0
Western/Neersville Fire & Rescue	9,100,000	8,585,000	2009	8,585,000	Nov. 08	1,700,000	3,000,000	0	3,885,000	0	0
Juvenile Detention Center Expansion	11,600,000	11,600,000	2009	0	Not Required (2)	2,000,000	7,000,000	2,600,000	0	0	0
Land Acquisition	10,380,000	10,380,000	2009	0	Not Required (2)	5,830,000	4,550,000	0	0	0	0
Landfill Sequence III Closure	1,950,000	1,950,000	2009	0	Not Required (2)	1,950,000	0	0	0	0	0
Landfill Woods Road Cell 1 Construction	5,715,000	5,715,000	2009	0	Not Required (2)	5,715,000	0	0	0	0	0
Landfill Woods Road Site Development	1,790,000	1,790,000	2009	0	Not Required (2)	1,790,000	0	0	0	0	0
Public Safety Firing Range	9,000,000	9,000,000	2009	0	Not Required (2)	4,500,000	4,500,000	0	0	0	0
Government Administrative Center - Phase 1	71,000,000	71,000,000	2009	0	Not Required (2)	1,200,000	22,000,000	31,100,000	16,700,000	0	0
Fire Station Renovations - II	16,570,000	14,780,000	2010	14,780,000	Nov. 09	0	7,780,000	7,000,000	0	0	0
Kirkpatrick Farms Fire & Rescue Station	9,800,000	9,800,000	2011	9,800,000	Nov. 10	0	0	2,000,000	3,500,000	4,300,000	0
Courts Center Expansion - Phase 3	28,500,000	28,500,000	2011	0	Not Required (2)	0	0	2,000,000	12,000,000	13,000,000	1,500,000
Leesburg South Fire & Rescue Station	10,200,000	10,200,000	2012	10,200,000	Nov. 11	0	0	0	2,000,000	4,000,000	4,200,000
Landfill Sequence IV Closure	3,630,000	3,630,000	2012	0	Not Required (2)	0	0	0	3,630,000	0	0
Courts Complex-Harrison Bldg Renovation	4,000,000	4,000,000	2012	0	Not Required (2)	0	0	0	4,000,000	0	0
Dulles Multi-Purpose Center - Phase II	29,767,000	17,000,000 *	2013	25,960,000	Nov. 12	0	0	0	0	10,000,000	7,000,000
Government Administrative Center - Phase 2	84,000,000	5,000,000 *	2014	0	Not Required (2)	0	0	0	0	0	5,000,000
Road Projects	51,300,000	3,400,000	2007	51,300,000	Nov. 06 (1)	3,400,000	0	0	0	0	0
Dulles Rail	240,000,000	240,000,000	2009	0	Not Required (2)	40,000,000	40,000,000	40,000,000	40,000,000	40,000,000	40,000,000
<b>SUBTOTAL - General Government</b>	<b>824,862,000</b>	<b>619,680,000</b>		<b>200,390,000</b>		<b>139,230,000</b>	<b>139,695,000</b>	<b>104,615,000</b>	<b>93,025,000</b>	<b>79,905,000</b>	<b>63,210,000</b>

**Notes on Potential Referendum Dates and Projects:**

\* Remaining amount to be financed after 2014

(1) General obligation bond financing previously approved at referendum

(2) May be issued through Capital Leases or Lease Revenue Bonds or Other Financing Sources

(3) Virginia Public School Authority (VPSA) previously approved by the Board of Supervisors



Loudoun County Government  
FY 2009 Adopted Fiscal Plan

**Schedule of Major Financings**  
**Adopted FY 09-14 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 09-FY 14	Start Year	Amount of Referendum	Potential Referendum Date or Status	FY 09	FY 10	FY 11	FY 12	FY 13	FY 14
<b>General Obligation Bonds or Appropriation Based:</b>											
Dulles Area MS (MS-5)	39,675,000	8,705,000	2006	35,705,000	Nov. 05 (1)	4,705,000	4,000,000	0	0	0	0
Western Loudoun HS (HS-3)	70,560,000	57,500,000	2006	63,500,000	Nov. 05 (1)	47,000,000	7,500,000	3,000,000	0	0	0
Western Loudoun HS (HS-3) (VPSA)	1,200,000	1,200,000	2007	0	Not Required (3)	1,200,000	0	0	0	0	0
High School (HS-5)	83,080,000	19,770,000	2007	74,770,000	Nov. 06 (1)	12,980,000	6,790,000	0	0	0	0
School Vehicle Lease	51,000,000	51,000,000	2008	0	Not Required (2)	8,500,000	8,500,000	8,500,000	8,500,000	8,500,000	8,500,000
Ashburn/Dulles Area ES (ES-20)	22,960,000	21,810,000	2009	21,810,000	Nov. 08	10,310,000	4,340,000	7,160,000	0	0	0
Dulles Area High School II (HS-7)	83,254,000	82,235,000	2009	82,235,000	Nov. 08	23,000,000	19,000,000	40,235,000	0	0	0
Leesburg Area Elementary School (ES-15)	24,870,000	23,625,000	2010	23,625,000	Nov. 09	0	5,950,000	8,725,000	8,950,000	0	0
Moorefield Station Elementary School (ES-16)	24,870,000	22,665,000	2010	22,665,000	Nov. 09	0	5,950,000	8,725,000	7,990,000	0	0
Ashburn/Dulles Area ES (ES-27)	24,870,000	23,625,000	2010	23,625,000	Nov. 09	0	5,950,000	8,725,000	8,950,000	0	0
Ashburn/Dulles Area ES (ES-21)	24,870,000	23,625,000	2010	23,625,000	Nov. 09	0	5,950,000	8,725,000	8,950,000	0	0
Park View HS Science Lab Renovation	2,860,000	2,720,000	2010	2,720,000	Nov. 09	0	2,720,000	0	0	0	0
Western Loudoun Area ES (ES-25)	26,930,000	25,615,000	2011	25,615,000	Nov. 10	0	0	6,000,000	9,150,000	10,465,000	0
Brambleton Elementary School (ES-22)	26,930,000	25,615,000	2011	25,615,000	Nov. 10	0	0	6,000,000	9,150,000	10,465,000	0
Ashburn/Dulles Area MS (MS-6)	51,073,000	48,520,000	2011	48,520,000	Nov. 10	0	0	7,000,000	18,000,000	23,520,000	0
Advanced Technology Academy	95,675,000	91,335,000	2011	91,335,000	Nov. 10	0	0	9,000,000	28,000,000	24,000,000	30,335,000
Brambleton Elementary School (ES-14)	28,740,000	27,305,000	2012	27,305,000	Nov. 11	0	0	0	8,000,000	10,000,000	9,305,000
Ashburn/Dulles Area MS (MS-7)	53,062,000	50,655,000	2012	50,655,000	Nov. 11	0	0	0	11,625,000	20,375,000	18,655,000
Dulles Area High School I (HS-6)	106,838,000	101,495,000	2012	101,495,000	Nov. 11	0	0	0	15,000,000	30,080,000	56,415,000
Ashburn/Dulles Area ES (ES-23)	30,444,000	14,000,000 *	2013	28,655,000	Nov. 12	0	0	0	0	7,000,000	7,000,000
Leesburg Area Elementary School (ES-24)	30,444,000	14,000,000 *	2013	28,655,000	Nov. 12	0	0	0	0	7,000,000	7,000,000
CS Monroe Tech Center Conversion	35,444,000	16,000,000 *	2013	33,670,000	Nov. 12	0	0	0	0	7,000,000	9,000,000
Western Loudoun Area ES (ES-26)	32,727,000	8,000,000 *	2014	31,090,000	Nov. 13	0	0	0	0	0	8,000,000
Dulles Area High School (HS-8)	119,521,000	20,000,000 *	2014	113,545,000	Nov. 13	0	0	0	0	0	20,000,000
<b>SUBTOTAL</b>	<b>1,091,897,000</b>	<b>781,020,000</b>		<b>980,435,000</b>		<b>107,695,000</b>	<b>76,650,000</b>	<b>121,795,000</b>	<b>142,265,000</b>	<b>158,405,000</b>	<b>174,210,000</b>
<b>GRAND TOTAL</b>	<b>1,916,759,000</b>	<b>1,400,700,000</b>		<b>1,180,825,000</b>		<b>246,925,000</b>	<b>216,345,000</b>	<b>226,410,000</b>	<b>235,290,000</b>	<b>238,310,000</b>	<b>237,420,000</b>

**Notes on Potential Referendum Dates and Projects:**

\* Remaining amount to be financed after 2014

(1) General obligation bond financing previously approved at referendum

(2) May be issued through Capital Leases or Lease Revenue Bonds or Other Financing Sources

(3) Virginia Public School Authority (VPSA) previously approved by the Board of Supervisors



**Loudoun County Government  
FY 2009 Adopted Fiscal Plan**

**Debt Service Projections - Adopted FY 09-14 Capital Improvement Program**

	General Government			Schools			Total Debt Payments
	Principal	Interest	Total	Principal	Interest	Total	
2009	26,377,227	12,259,905	38,637,132	79,045,522	43,320,814	122,366,336	161,003,468
2010	29,227,831	19,394,604	48,622,435	79,667,123	45,810,387	125,477,510	174,099,945
2011	38,671,897	24,302,748	62,974,645	81,762,672	46,323,457	128,086,129	191,060,774
2012	44,129,633	27,917,875	72,047,508	85,844,772	47,914,906	133,759,678	205,807,186
2013	49,519,160	29,998,025	79,517,185	88,834,617	50,905,073	139,739,690	219,256,875
2014	51,991,782	31,150,404	83,142,186	97,183,218	55,396,615	152,579,833	235,722,019
2015	54,917,582	31,258,952	86,176,534	105,057,419	57,066,463	162,123,882	248,300,416
2016	54,982,382	28,541,082	83,523,464	103,932,618	51,814,034	155,746,652	239,270,116
2017	51,773,083	25,802,924	77,576,007	101,151,917	46,622,502	147,774,419	225,350,426
2018	46,875,882	23,329,327	70,205,209	97,774,118	41,666,458	139,440,576	209,645,785
2019	45,008,500	21,057,155	66,065,655	91,701,500	36,930,851	128,632,351	194,698,006
2020	39,662,850	18,865,213	58,528,063	87,392,150	32,441,999	119,834,149	178,362,212
2021	37,685,300	16,923,019	54,608,319	80,659,700	28,204,791	108,864,491	163,472,810
2022	36,148,800	15,084,123	51,232,923	72,316,200	24,458,209	96,774,409	148,007,332
2023	35,949,950	13,303,764	49,253,714	66,245,050	21,150,528	87,395,578	136,649,292
2024	35,782,500	11,524,738	47,307,238	61,612,500	18,073,884	79,686,384	126,993,622
2025	33,035,450	9,800,125	42,835,575	57,399,550	15,079,287	72,478,837	115,314,412
2026	30,909,950	8,158,016	39,067,966	48,490,050	12,360,728	60,850,778	99,918,744
2027	30,779,250	6,611,481	37,390,731	44,805,750	10,034,134	54,839,884	92,230,615
2028	28,105,000	5,139,875	33,244,875	38,045,000	7,961,870	46,006,870	79,251,745
2029	25,305,000	3,734,625	29,039,625	32,415,000	6,065,375	38,480,375	67,520,000
2030	19,250,000	2,469,375	21,719,375	27,725,000	4,444,875	32,169,875	53,889,250
2031	14,060,000	1,532,500	15,592,500	25,035,000	3,086,125	28,121,125	43,713,625
2032	9,770,000	845,250	10,615,250	20,155,000	1,887,625	22,042,625	32,657,875
2033	5,955,000	390,750	6,345,750	14,030,000	918,125	14,948,125	21,293,875
2034	2,660,000	118,000	2,778,000	7,280,000	266,125	7,546,125	10,324,125
2035	0	0	0	0	0	0	0
2036	0	0	0	0	0	0	0
	878,534,009	389,513,855	1,268,047,864	1,695,561,446	710,205,240	2,405,766,686	3,673,814,550



Loudoun County Government  
FY 2009 Adopted Fiscal Plan

Debt Service Projections - Adopted FY 09-14 Capital Improvement Program

	Current Debt			Authorized - Unissued			New Debt			Total Debt Payments
	Principal	Interest	Total	Principal	Interest	Total	Principal	Interest	Total	
2009	105,422,749	55,580,719	161,003,468	0	0	0	0	0	0	161,003,468
2010	93,524,954	50,855,116	144,380,070	5,665,000	5,337,500	11,002,500	9,705,000	9,012,375	18,717,375	174,099,945
2011	88,824,569	46,370,955	135,195,524	8,775,000	6,181,250	14,956,250	22,835,000	18,074,000	40,909,000	191,060,774
2012	83,059,405	42,081,281	125,140,686	9,235,000	5,855,750	15,090,750	37,680,000	27,895,750	65,575,750	205,807,186
2013	76,268,777	37,946,723	114,215,500	9,230,000	5,394,250	14,624,250	52,855,000	37,562,125	90,417,125	219,256,875
2014	71,715,000	34,229,769	105,944,769	9,250,000	4,932,375	14,182,375	68,210,000	47,384,875	115,594,875	235,722,019
2015	67,040,001	30,753,915	97,793,916	9,240,000	4,470,125	13,710,125	83,695,000	53,101,375	136,796,375	248,300,416
2016	66,030,000	27,430,366	93,460,366	9,230,000	4,008,125	13,238,125	83,655,000	48,916,625	132,571,625	239,270,116
2017	64,645,000	24,144,926	88,789,926	7,870,000	3,546,875	11,416,875	80,410,000	44,733,625	125,143,625	225,350,426
2018	64,755,000	20,994,535	85,749,535	5,560,000	3,181,375	8,741,375	74,335,000	40,819,875	115,154,875	209,645,785
2019	62,955,000	17,886,756	80,841,756	5,240,000	2,911,125	8,151,125	68,515,000	37,190,125	105,705,125	194,698,006
2020	58,495,000	14,819,462	73,314,462	5,240,000	2,649,375	7,889,375	63,320,000	33,838,375	97,158,375	178,362,212
2021	55,130,000	12,008,685	67,138,685	5,240,000	2,387,125	7,627,125	57,975,000	30,732,000	88,707,000	163,472,810
2022	50,745,000	9,537,457	60,282,457	5,240,000	2,125,375	7,365,375	52,480,000	27,879,500	80,359,500	148,007,332
2023	44,460,000	7,335,542	51,795,542	5,235,000	1,863,125	7,098,125	52,500,000	25,255,625	77,755,625	136,649,292
2024	39,670,000	5,366,497	45,036,497	5,240,000	1,601,625	6,841,625	52,485,000	22,630,500	75,115,500	126,993,622
2025	32,705,000	3,533,662	36,238,662	5,235,000	1,339,375	6,574,375	52,495,000	20,006,375	72,501,375	115,314,412
2026	21,665,000	2,059,494	23,724,494	5,240,000	1,077,875	6,317,875	52,495,000	17,381,375	69,876,375	99,918,744
2027	17,865,000	1,073,115	18,938,115	5,235,000	815,625	6,050,625	52,485,000	14,756,875	67,241,875	92,230,615
2028	8,420,000	415,120	8,835,120	5,235,000	554,250	5,789,250	52,495,000	12,132,375	64,627,375	79,251,745
2029	0	0	0	5,230,000	292,250	5,522,250	52,490,000	9,507,750	61,997,750	67,520,000
2030	0	0	0	905,000	31,000	936,000	46,070,000	6,883,250	52,953,250	53,889,250
2031	0	0	0	130,000	3,250	133,250	38,965,000	4,615,375	43,580,375	43,713,625
2032	0	0	0	0	0	0	29,925,000	2,732,875	32,657,875	32,657,875
2033	0	0	0	0	0	0	19,985,000	1,308,875	21,293,875	21,293,875
2034	0	0	0	0	0	0	9,940,000	384,125	10,324,125	10,324,125
2035	0	0	0	0	0	0	0	0	0	0
2036	0	0	0	0	0	0	0	0	0	0
	1,173,395,455	444,424,095	1,617,819,550	132,700,000	60,559,000	193,259,000	1,268,000,000	594,736,000	1,862,736,000	3,673,814,550



**Loudoun County Government  
FY 2009 Adopted Fiscal Plan**

**Debt Service Projections - Adopted FY 09-14 Capital Improvement Program**

	General Govt. TOTAL 258,854,009	School TOTAL 914,541,446	Dulles/Route 28 Fire/Sheriff Stn 7,505,000	Dulles South Multi-Purpose Cntr 2,500,000	North Street Bldg. Renovation 1,830,000	Fire Station Renovations - I 6,000,000	Aldie Fire/Rescue Station 6,300,000
2009	38,637,132	122,366,336	0	0	0	0	0
2010	31,707,060	112,673,010	935,250	390,000	181,500	375,000	374,500
2011	29,872,395	105,323,129	907,250	376,750	177,000	588,750	750,125
2012	27,464,883	97,675,803	879,250	363,500	172,500	573,750	727,625
2013	25,769,810	88,445,690	851,250	350,250	168,000	558,750	700,250
2014	22,091,936	83,852,833	823,250	337,000	163,500	543,750	682,875
2015	20,251,784	77,542,132	800,250	323,750	159,000	528,750	655,500
2016	19,684,464	73,775,902	767,000	305,500	154,500	513,750	638,125
2017	18,392,382	70,397,544	454,000	82,500	150,000	498,750	610,750
2018	17,963,334	67,786,201	440,250	80,000	150,500	483,750	393,500
2019	18,127,905	62,713,851	426,500	77,500	140,750	468,750	381,250
2020	14,467,188	58,847,274	412,750	75,000	141,250	453,750	369,000
2021	13,953,819	53,184,866	399,000	72,500	131,500	438,750	356,750
2022	13,310,548	46,971,909	385,250	70,000	132,000	423,750	344,500
2023	12,607,714	39,187,828	371,500	67,500	122,250	408,750	327,250
2024	11,911,863	33,124,634	357,750	65,000	122,750	393,750	320,250
2025	8,721,825	27,516,837	344,000	62,500	113,000	378,750	303,000
2026	6,204,841	17,519,653	330,250	60,000	113,500	363,750	296,000
2027	5,814,231	13,123,884	316,500	57,500	103,750	348,750	278,750
2028	2,913,750	5,921,370	307,750	55,000	104,250	333,750	271,750
2029	0	0	288,750	52,500	94,500	318,750	254,500
2030	0	0	0	0	0	153,750	102,500
2031	0	0	0	0	0	0	0
2032	0	0	0	0	0	0	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
	<u>359,868,864</u>	<u>1,257,950,686</u>	<u>10,797,750</u>	<u>3,324,250</u>	<u>2,796,000</u>	<u>9,150,000</u>	<u>9,138,750</u>



**Loudoun County Government  
FY 2009 Adopted Fiscal Plan**

**Debt Service Projections - Adopted FY 09-14 Capital Improvement Program**

	Eastern Loudoun Sheriff Substation 3,360,000	Western Loudoun Sheriff Substation 6,330,000	Community Center Renovations 7,510,000	Gum Spring Library 1,990,000	Transit Buses 7,200,000	Fire & Rescue Vehicles 22,975,000
2009	0	0	0	0	0	0
2010	234,000	383,250	500,000	0	260,000	742,625
2011	331,250	693,000	823,000	49,750	477,250	1,392,500
2012	322,750	673,500	800,000	197,000	686,000	2,045,625
2013	314,250	654,000	777,000	192,000	891,250	2,726,125
2014	305,750	634,500	759,000	187,000	1,082,625	3,397,625
2015	297,250	615,000	730,750	182,000	1,240,625	3,976,750
2016	283,875	595,500	712,750	177,000	1,189,000	3,807,500
2017	280,500	571,125	684,500	172,000	967,500	3,163,500
2018	267,125	444,625	531,500	167,000	758,750	2,526,250
2019	263,750	435,750	515,000	162,000	553,625	1,895,000
2020	250,375	416,875	498,500	157,000	362,125	1,265,875
2021	247,000	408,000	482,000	152,000	174,250	630,375
2022	233,625	389,125	465,500	147,000	0	0
2023	230,250	380,250	449,000	142,000	0	0
2024	216,875	361,375	432,500	137,000	0	0
2025	213,500	352,500	416,000	132,000	0	0
2026	200,125	333,625	399,500	127,000	0	0
2027	196,750	324,750	383,000	122,000	0	0
2028	183,375	305,875	361,500	117,000	0	0
2029	180,000	297,000	350,250	107,125	0	0
2030	66,625	128,125	78,750	107,250	0	0
2031	0	0	0	97,375	0	0
2032	0	0	0	0	0	0
2033	0	0	0	0	0	0
2034	0	0	0	0	0	0
2035	0	0	0	0	0	0
	5,119,000	9,397,750	11,150,000	3,030,500	8,643,000	27,569,750



**Loudoun County Government  
FY 2009 Adopted Fiscal Plan**

**Debt Service Projections - Adopted FY 09-14 Capital Improvement Program**

	Adult Detention Center Expansion 36,350,000	Computer System Replacement Fund 53,500,000	Western/Neersville Fire & Rescue 8,585,000	Juvenile Detention Center Expansion 11,600,000	Land Acquisition 10,380,000	Landfill Seq. III Closure 1,950,000
2009	0	0	0	0	0	0
2010	2,887,500	2,555,000	170,000	375,000	581,500	197,500
2011	3,745,250	6,914,250	465,750	951,250	1,024,500	187,500
2012	3,650,250	8,852,875	551,125	1,198,500	993,500	187,750
2013	3,545,000	8,959,625	977,750	1,165,500	972,750	177,750
2014	3,450,000	9,136,625	948,500	1,127,625	941,750	178,000
2015	3,344,750	8,759,625	919,250	1,099,750	921,000	168,000
2016	3,254,750	8,372,375	890,000	1,061,875	890,000	168,250
2017	3,144,250	6,570,250	860,750	1,034,000	869,250	158,250
2018	2,764,250	2,768,750	836,375	996,125	843,250	158,500
2019	2,673,250	828,125	802,000	851,250	817,250	148,500
2020	2,592,500	481,750	538,750	824,250	791,250	148,750
2021	2,501,500	0	521,500	797,250	765,250	138,750
2022	2,420,750	0	504,250	770,250	739,250	139,000
2023	2,329,750	0	487,000	738,375	713,250	129,000
2024	2,249,000	0	469,750	716,500	687,250	129,250
2025	2,158,000	0	452,500	684,625	661,250	119,250
2026	2,077,250	0	435,250	662,750	635,250	119,500
2027	1,986,250	0	418,000	630,875	609,250	109,500
2028	1,905,500	0	400,750	609,000	583,250	109,750
2029	1,814,500	0	383,500	577,125	557,250	99,750
2030	288,750	0	281,250	455,250	236,250	0
2031	0	0	118,250	87,125	0	0
2032	0	0	112,750	0	0	0
2033	0	0	0	0	0	0
2034	0	0	0	0	0	0
2035	0	0	0	0	0	0
	54,783,000	64,199,250	12,545,000	17,414,250	15,833,500	2,972,500



Loudoun County Government  
FY 2009 Adopted Fiscal Plan

**Debt Service Projections - Adopted FY 09-14 Capital Improvement Program**

	Landfill Woods Road Cell 1 Construction 5,715,000	Landfill Woods Road Site Development 1,790,000	Public Safety Firing Range 9,000,000	Govt. Admin. Center - Phase 1 71,000,000	Fire Station Renovations - II 14,780,000
2009	0	0	0	0	0
2010	570,750	179,500	562,500	120,000	0
2011	556,500	175,000	883,125	2,317,000	1,034,000
2012	542,250	170,500	860,625	5,786,500	1,526,750
2013	528,000	166,000	838,125	7,579,500	1,485,750
2014	513,750	161,500	815,625	7,366,250	1,444,750
2015	499,500	157,000	793,125	7,153,000	1,403,750
2016	485,250	152,500	770,625	6,939,750	1,367,750
2017	471,000	148,000	748,125	6,726,500	1,321,500
2018	456,750	143,500	725,625	6,513,250	1,155,500
2019	442,500	139,000	703,125	6,300,000	1,120,750
2020	428,250	134,500	680,625	5,014,250	1,086,000
2021	414,000	130,000	658,125	4,856,000	1,051,250
2022	399,750	125,500	635,625	4,697,750	1,016,500
2023	385,500	121,000	613,125	4,539,500	981,750
2024	376,250	116,500	590,625	4,381,250	947,000
2025	356,750	112,000	568,125	4,223,000	912,250
2026	347,500	107,500	545,625	4,064,750	877,500
2027	328,000	98,000	523,125	3,906,500	842,750
2028	318,750	98,750	500,625	3,748,250	808,000
2029	299,250	89,250	478,125	3,590,000	773,250
2030	0	0	230,625	3,371,750	738,500
2031	0	0	0	2,116,500	358,750
2032	0	0	0	461,250	0
2033	0	0	0	0	0
2034	0	0	0	0	0
2035	0	0	0	0	0
	8,720,250	2,725,500	13,725,000	105,772,500	22,254,000



**Loudoun County Government  
FY 2009 Adopted Fiscal Plan**

**Debt Service Projections - Adopted FY 09-14 Capital Improvement Program**

	Kirkpatrick Farms Fire & Rescue 9,800,000	Courts Expansion Phase 3 28,500,000	Leesburg South Fire & Rescue 10,200,000	Landfill Seq. IV Closure 3,630,000	Courts Complex Harrison Bldg Ren. 4,000,000
2009	0	0	0	0	0
2010	0	0	0	0	0
2011	0	50,000	0	0	0
2012	200,000	497,500	0	0	100,000
2013	545,000	1,702,500	200,000	361,500	395,000
2014	1,186,250	2,936,750	595,000	352,500	385,000
2015	1,150,500	3,102,375	1,280,000	343,500	375,000
2016	1,109,750	3,010,125	1,240,500	334,500	365,000
2017	1,079,250	2,917,875	1,201,000	325,500	355,000
2018	1,038,500	2,820,750	1,161,500	316,500	345,000
2019	1,008,000	2,733,625	1,117,000	307,500	335,000
2020	967,250	2,636,500	1,082,750	298,500	325,000
2021	591,750	2,125,250	1,038,250	294,500	315,000
2022	573,250	1,850,000	574,000	280,250	305,000
2023	554,750	1,790,000	556,000	276,250	295,000
2024	536,250	1,730,000	538,000	262,000	285,000
2025	517,750	1,670,000	520,000	258,000	275,000
2026	499,250	1,610,000	502,000	243,750	265,000
2027	480,750	1,550,000	484,000	239,750	255,000
2028	462,250	1,490,000	466,000	225,500	245,000
2029	443,750	1,430,000	448,000	221,500	235,000
2030	425,250	1,370,000	430,000	207,250	225,000
2031	406,750	1,310,000	412,000	203,250	215,000
2032	288,250	1,152,500	394,000	189,000	205,000
2033	99,750	512,500	276,000	0	0
2034	0	0	63,000	0	0
2035	0	0	0	0	0
	14,164,250	41,998,250	14,579,000	5,541,000	6,100,000



**Loudoun County Government  
FY 2009 Adopted Fiscal Plan**

**Debt Service Projections - Adopted FY 09-14 Capital Improvement Program**

	Dulles Multi-Purpose Cntr. - Phase II 17,000,000	Govt. Admin. Center - Phase 2 5,000,000	Road Projects 0 3,400,000	Dulles Rail 240,000,000	Dulles Area MS (MS-5) 8,705,000	Western Loudoun HS (HS-3) 57,500,000
2009	0	0	0	0	0	0
2010	0	0	340,000	4,000,000	820,250	4,700,000
2011	0	0	331,500	7,900,000	1,242,125	6,102,500
2012	0	0	323,000	11,700,000	1,200,125	6,357,500
2013	250,000	0	314,500	15,400,000	1,163,125	6,163,625
2014	1,162,500	125,000	306,000	19,000,000	1,115,875	5,984,750
2015	1,653,750	493,750	297,500	22,500,000	1,078,875	5,790,500
2016	1,611,250	481,250	289,000	21,900,000	1,026,750	5,606,500
2017	1,568,750	468,750	280,500	21,300,000	600,000	5,412,250
2018	1,526,250	456,250	272,000	20,700,000	348,375	4,153,250
2019	1,483,750	443,750	263,500	20,100,000	342,500	3,700,875
2020	1,441,250	431,250	255,000	19,500,000	326,625	3,586,500
2021	1,398,750	418,750	246,500	18,900,000	320,750	3,462,125
2022	1,356,250	406,250	238,000	18,300,000	304,875	3,347,750
2023	1,313,750	393,750	229,500	17,700,000	299,000	3,223,375
2024	1,271,250	381,250	221,000	17,100,000	283,125	3,109,000
2025	1,228,750	368,750	212,500	16,500,000	277,250	2,984,625
2026	1,186,250	356,250	204,000	15,900,000	261,375	2,870,250
2027	1,143,750	343,750	195,500	15,300,000	255,500	2,745,875
2028	1,101,250	331,250	187,000	14,700,000	239,625	2,631,500
2029	1,058,750	318,750	178,500	14,100,000	233,750	2,507,125
2030	1,016,250	306,250	0	11,500,000	117,875	42,750
2031	973,750	293,750	0	9,000,000	0	35,875
2032	931,250	281,250	0	6,600,000	0	0
2033	888,750	268,750	0	4,300,000	0	0
2034	358,750	256,250	0	2,100,000	0	0
2035	0	0	0	0	0	0
	25,925,000	7,625,000	5,185,000	366,000,000	11,857,750	84,518,500



**Loudoun County Government  
FY 2009 Adopted Fiscal Plan**

**Debt Service Projections - Adopted FY 09-14 Capital Improvement Program**

	Western Loudoun (HS-3) (VPSA) 1,200,000	High School (HS-5) 19,770,000	School Vehicle Lease 51,000,000	Ashburn/Dulles Area (ES-20) 21,810,000	Leesburg Area ES (ES-15) 23,625,000	Moorefield Station ES (ES-16) 22,665,000
2009	0	0	0	0	0	0
2010	120,000	1,768,750	1,640,000	1,030,500	0	0
2011	117,000	2,583,250	3,219,250	1,710,750	597,500	597,500
2012	114,000	2,500,250	4,737,750	2,326,250	1,857,500	1,833,500
2013	111,000	2,417,250	6,195,500	2,255,500	2,571,875	2,475,125
2014	108,000	2,339,125	7,592,500	2,195,000	2,488,750	2,399,375
2015	105,000	2,251,000	8,928,750	2,129,250	2,421,000	2,329,000
2016	102,000	2,167,875	8,559,250	2,058,625	2,343,000	2,258,375
2017	99,000	1,620,000	6,980,000	1,998,000	2,280,250	2,193,000
2018	96,000	1,009,500	5,461,500	1,782,375	2,197,000	2,117,125
2019	93,000	973,000	4,003,750	1,539,000	1,844,250	1,761,750
2020	90,000	946,750	2,606,750	1,485,250	1,639,125	1,564,000
2021	87,000	910,250	1,270,500	1,436,875	1,597,750	1,520,000
2022	84,000	884,000	0	1,388,250	1,541,125	1,470,750
2023	81,000	847,500	0	1,339,875	1,494,500	1,421,500
2024	78,000	821,250	0	1,291,250	1,437,875	1,372,250
2025	75,000	784,750	0	1,242,875	1,391,250	1,323,000
2026	72,000	758,500	0	1,199,250	1,334,625	1,273,750
2027	69,000	722,000	0	1,145,625	1,288,000	1,224,500
2028	66,000	690,875	0	1,102,000	1,231,375	1,175,250
2029	63,000	659,500	0	1,048,375	1,184,750	1,126,000
2030	0	138,375	0	484,750	1,128,125	1,071,875
2031	0	0	0	292,125	781,500	727,750
2032	0	0	0	0	404,875	353,625
2033	0	0	0	0	0	0
2034	0	0	0	0	0	0
2035	0	0	0	0	0	0
	1,830,000	27,793,750	61,195,500	32,481,750	35,056,000	33,589,000



Loudoun County Government  
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**Debt Service Projections - Adopted FY 09-14 Capital Improvement Program**

	Ashburn/Dulles Area (ES-27)	Ashburn/Dulles Area (ES-21)	Dulles Area HS II (HS-7)	Western Loudoun Area (ES-25)	Brambleton ES (ES-22)	Park View HS Renovation
	23,625,000	23,625,000	82,235,000	25,615,000	25,615,000	2,720,000
2009	0	0	0	0	0	0
2010	0	0	2,725,000	0	0	0
2011	597,500	597,500	5,127,125	0	0	271,000
2012	1,857,500	1,857,500	8,377,750	600,000	600,000	264,250
2013	2,571,875	2,571,875	8,152,250	1,949,125	1,949,125	257,500
2014	2,488,750	2,488,750	7,926,750	2,806,875	2,806,875	250,750
2015	2,421,000	2,421,000	7,701,250	2,731,625	2,731,625	244,000
2016	2,343,000	2,343,000	7,475,750	2,646,125	2,646,125	237,250
2017	2,280,250	2,280,250	7,250,250	2,570,875	2,570,875	230,500
2018	2,197,000	2,197,000	7,024,750	2,490,375	2,490,375	223,750
2019	1,844,250	1,844,250	6,199,625	2,409,875	2,409,875	217,000
2020	1,639,125	1,639,125	6,009,750	2,034,500	2,034,500	210,250
2021	1,597,750	1,597,750	5,809,875	1,764,125	1,764,125	203,500
2022	1,541,125	1,541,125	5,620,000	1,708,750	1,708,750	196,750
2023	1,494,500	1,494,500	5,420,125	1,653,625	1,653,625	195,000
2024	1,437,875	1,437,875	5,230,250	1,598,250	1,598,250	183,000
2025	1,391,250	1,391,250	5,030,375	1,543,125	1,543,125	181,250
2026	1,334,625	1,334,625	4,840,500	1,487,750	1,487,750	169,250
2027	1,288,000	1,288,000	4,640,625	1,432,625	1,432,625	167,500
2028	1,231,375	1,231,375	4,450,750	1,377,250	1,377,250	155,500
2029	1,184,750	1,184,750	4,250,875	1,322,125	1,322,125	153,750
2030	1,128,125	1,128,125	2,911,000	1,266,750	1,266,750	141,750
2031	781,500	781,500	1,839,875	1,211,625	1,211,625	0
2032	404,875	404,875	0	856,250	856,250	0
2033	0	0	0	456,125	456,125	0
2034	0	0	0	0	0	0
2035	0	0	0	0	0	0
	35,056,000	35,056,000	124,014,500	37,917,750	37,917,750	4,153,500



**Loudoun County Government  
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**Debt Service Projections - Adopted FY 09-14 Capital Improvement Program**

	Ashburn/Dulles Area (MS-6)	Advanced Tech Academy	Brambleton ES (ES-14)	Ashburn/Dulles Area (MS-7)	Dulles Area HS I (HS-6)	Ashburn/Dulles Area (ES-23)
	48,520,000	91,335,000	27,305,000	50,655,000	101,495,000	14,000,000
2009	0	0	0	0	0	0
2010	0	0	0	0	0	0
2011	0	0	0	0	0	0
2012	700,000	900,000	0	0	0	0
2013	3,350,500	3,677,500	800,000	1,161,250	1,500,000	0
2014	5,188,000	5,985,000	2,197,625	3,917,375	6,346,875	700,000
2015	5,043,500	9,794,250	3,009,750	5,381,750	10,551,125	1,567,500
2016	4,899,000	9,519,500	2,923,000	5,231,750	10,264,875	1,523,250
2017	4,749,500	9,244,750	2,836,250	5,081,750	9,978,625	1,479,000
2018	4,610,250	8,970,000	2,749,500	4,921,875	9,692,375	1,434,750
2019	4,465,625	8,690,250	2,667,750	4,782,250	9,406,125	1,390,500
2020	3,891,250	8,420,750	2,580,625	4,627,250	9,119,750	1,351,250
2021	3,490,375	8,146,000	2,203,750	4,052,500	8,118,625	1,301,750
2022	3,381,625	6,441,250	1,853,375	3,641,250	7,590,250	972,500
2023	3,272,875	6,243,000	1,795,125	3,537,125	7,354,000	942,500
2024	3,164,125	6,034,500	1,736,875	3,412,750	7,117,750	912,500
2025	3,055,375	5,836,250	1,678,625	3,303,625	6,881,500	882,500
2026	2,951,500	5,627,750	1,620,375	3,184,500	6,645,250	852,500
2027	2,837,625	5,429,500	1,562,125	3,075,375	6,404,000	822,500
2028	2,733,750	5,221,000	1,503,875	2,956,250	6,173,000	792,500
2029	2,619,875	5,022,750	1,445,625	2,847,125	5,936,625	762,500
2030	2,516,000	4,814,250	1,387,375	2,728,000	5,700,500	732,500
2031	2,402,125	4,616,000	1,329,125	2,618,875	5,464,125	702,500
2032	1,948,250	3,957,500	1,270,875	2,499,750	5,228,000	672,500
2033	1,101,875	2,381,750	817,500	1,805,625	4,241,625	642,500
2034	0	1,065,750	374,125	850,750	2,788,000	262,500
2035	0	0	0	0	0	0
	72,373,000	136,039,250	40,343,250	75,618,750	152,503,000	20,700,500



**Loudoun County Government  
FY 2009 Adopted Fiscal Plan**

**Debt Service Projections - Adopted FY 09-14 Capital Improvement Program**

	Leesburg Area ES (ES-24) 14,000,000	CS Monroe Tech Center Conversion 16,000,000	Western Loudoun Area (ES-26) 8,000,000	Dulles Area HS (HS-8) 20,000,000
2009	0	0	0	0
2010	0	0	0	0
2011	0	0	0	0
2012	0	0	0	0
2013	0	0	0	0
2014	700,000	700,000	0	0
2015	1,567,500	1,582,500	800,000	2,000,000
2016	1,523,250	1,542,500	780,000	1,950,000
2017	1,479,000	1,502,500	760,000	1,900,000
2018	1,434,750	1,462,500	740,000	1,850,000
2019	1,390,500	1,422,500	720,000	1,800,000
2020	1,351,250	1,382,500	700,000	1,750,000
2021	1,301,750	1,342,500	680,000	1,700,000
2022	972,500	1,302,500	660,000	1,650,000
2023	942,500	1,262,500	640,000	1,600,000
2024	912,500	1,222,500	620,000	1,550,000
2025	882,500	1,182,500	600,000	1,500,000
2026	852,500	1,142,500	580,000	1,450,000
2027	822,500	1,102,500	560,000	1,400,000
2028	792,500	1,062,500	540,000	1,350,000
2029	762,500	1,022,500	520,000	1,300,000
2030	732,500	982,500	500,000	1,250,000
2031	702,500	942,500	480,000	1,200,000
2032	672,500	902,500	460,000	1,150,000
2033	642,500	862,500	440,000	1,100,000
2034	262,500	472,500	420,000	1,050,000
2035	0	0	0	0
	20,700,500	24,400,000	12,200,000	30,500,000



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**Debt Service Projections - Adopted FY 09-14 Capital Improvement Program**

	Total General	Total Transportation	Total Schools	Total County
	635,134,009	243,400,000	1,695,561,446	2,574,095,455
2009	38,637,132	0	122,366,336	161,003,468
2010	44,282,435	4,340,000	125,477,510	174,099,945
2011	54,743,145	8,231,500	128,086,129	191,060,774
2012	60,024,508	12,023,000	133,759,678	205,807,186
2013	63,802,685	15,714,500	139,739,690	219,256,875
2014	63,836,186	19,306,000	152,579,833	235,722,019
2015	63,379,034	22,797,500	162,123,882	248,300,416
2016	61,334,464	22,189,000	155,746,652	239,270,116
2017	55,995,507	21,580,500	147,774,419	225,350,426
2018	49,233,209	20,972,000	139,440,576	209,645,785
2019	45,702,155	20,363,500	128,632,351	194,698,006
2020	38,773,063	19,755,000	119,834,149	178,362,212
2021	35,461,819	19,146,500	108,864,491	163,472,810
2022	32,694,923	18,538,000	96,774,409	148,007,332
2023	31,324,214	17,929,500	87,395,578	136,649,292
2024	29,986,238	17,321,000	79,686,384	126,993,622
2025	26,123,075	16,712,500	72,478,837	115,314,412
2026	22,963,966	16,104,000	60,850,778	99,918,744
2027	21,895,231	15,495,500	54,839,884	92,230,615
2028	18,357,875	14,887,000	46,006,870	79,251,745
2029	14,761,125	14,278,500	38,480,375	67,520,000
2030	10,219,375	11,500,000	32,169,875	53,889,250
2031	6,592,500	9,000,000	28,121,125	43,713,625
2032	4,015,250	6,600,000	22,042,625	32,657,875
2033	2,045,750	4,300,000	14,948,125	21,293,875
2034	678,000	2,100,000	7,546,125	10,324,125
2035	0	0	0	0
	896,862,864	371,185,000	2,405,766,686	3,673,814,550



## NOTES



## Other Funds

### OTHER FUNDS SUMMARY

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## 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 09, the Aldie Sewer Service District is projected to receive \$31,000 in current and delinquent revenue accrued from its taxable base. Total projected expenditures are estimated at \$31,000, leaving no deficit for the Fund.

### ALDIE SEWER SERVICE DISTRICT PROJECTED BUDGET SCHEDULE

	<u><b>FY 09 Adopted</b></u>
Revenue	\$31,000
Expenditures	<u>\$31,000</u>
Surplus (+)/Deficit (-)	\$0

### ALDIE SEWER SERVICE DISTRICT FY 09 Forecasted Real Property Taxable Base (Forecasted as of January 2008)

2008 Estimated fair market value of real taxable property	\$26,099,000
PLUS: Reassessment due to equalization	(783,000)
PLUS: Actual full value of new construction	<u>0</u>
2009 Forecasted fair market value of real taxable property	\$25,316,000
 FY 2009 Real property tax base subtotal	 \$25,708,000
LESS: Potential administrative and/or Board of Equalization adjustments <sup>1</sup>	(77,000) <sup>2</sup>
LESS: Land use deferrals	(1,700,000)
FY 2009 Forecasted real property taxable base	\$23,931,000
PLUS: Partial value of new construction	<u>0</u>
FY 2009 Forecasted real property taxable base total	\$23,931,000

### ALDIE SEWER SERVICE DISTRICT FY 09 Forecasted Real Property Tax Revenue

	<b>Forecasted Taxable Base</b>	<b>Net Revenue Per Penny<sup>3</sup></b>	<b>Revenue (\$0.13/\$100 Tax Base)</b>
Real property	\$23,931,000	\$2,350	\$31,000

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 09.

*Source: Office of the County Assessor and Department of Management and Financial Services*



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## 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 (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 between 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. For FY 09, 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. Overall, the Schools CAPP is down 66.0% and the County CAPP reduced by 66.1% from FY 08 funding levels.

### Americans with Disability Act Compliance Plan

The United States Department of Justice (DOJ) conducted a review of Loudoun County's compliance with Title II of the Americans with Disabilities Act (ADA) as part of Project Civic Access, DOJ's initiative designed to improve access to local government programs and facilities for persons with disabilities. DOJ surveyed access to 72 sites used by Loudoun County to deliver programs and services to the community, and found 861 items that required correction. The County has taken all actions required to address the compliance issues.

**Table 1. Adopted FY 2009-14 Capital Asset Preservation Program**

	FY 2009	FY 2010	FY 2011	FY 2012	FY 2013	FY 2014	Total
<b>Revenues</b>							
<i>Local Tax Funding</i>							
General Government	\$ 1,000,000	\$ 3,965,000	\$ 4,037,000	\$ 4,026,000	\$ 4,045,000	\$ 4,075,000	\$ 21,148,000
Schools	1,404,000	6,706,000	7,745,000	6,951,000	5,017,000	4,845,000	32,668,000
<b>Subtotal</b>	<b>\$ 2,404,000</b>	<b>\$ 10,671,000</b>	<b>\$ 11,782,000</b>	<b>\$ 10,977,000</b>	<b>\$ 9,062,000</b>	<b>\$ 8,920,000</b>	<b>\$ 53,816,000</b>
<i>Court Recordation Fees</i>	<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>
<b>Total Revenues</b>	<b>\$ 2,484,000</b>	<b>\$ 10,751,000</b>	<b>\$ 11,862,000</b>	<b>\$ 11,057,000</b>	<b>\$ 9,142,000</b>	<b>\$ 9,000,000</b>	<b>\$ 54,296,000</b>
<b>Expenditures</b>							
<i>General Government</i>							
CAPP	\$ 1,000,000	\$ 3,965,000	\$ 4,037,000	\$ 4,026,000	\$ 4,045,000	\$ 4,075,000	\$ 21,148,000
Courts Maintenance	80,000	80,000	80,000	80,000	80,000	80,000	480,000
<b>Subtotal</b>	<b>\$ 1,080,000</b>	<b>\$ 4,045,000</b>	<b>\$ 4,117,000</b>	<b>\$ 4,106,000</b>	<b>\$ 4,125,000</b>	<b>\$ 4,155,000</b>	<b>\$ 21,628,000</b>
<i>Schools</i>	<u>1,404,000</u>	<u>6,706,000</u>	<u>7,745,000</u>	<u>6,951,000</u>	<u>5,017,000</u>	<u>4,845,000</u>	<u>32,668,000</u>
<b>Total Expenditures</b>	<b>\$ 2,484,000</b>	<b>\$ 10,751,000</b>	<b>\$ 11,862,000</b>	<b>\$ 11,057,000</b>	<b>\$ 9,142,000</b>	<b>\$ 9,000,000</b>	<b>\$ 54,296,000</b>

**Table 2. Adopted FY 2009-14 Capital Asset Preservation Program Compared to Fixed Asset Value**

	FY 2009	FY 2010	FY 2011	FY 2012	FY 2013	FY 2014
<b>Fixed Asset Value (FAV)</b>						
General Government	\$ 957,259,193	\$ 996,102,193	\$ 1,154,011,193	\$ 1,171,813,193	\$ 1,193,345,193	\$ 1,245,364,193
Schools	606,931,234	749,582,234	966,848,234	1,208,804,234	1,356,310,234	1,513,725,234
<b>Total Fixed Asset Value</b>	<b>\$ 1,564,190,427</b>	<b>\$ 1,745,684,427</b>	<b>\$ 2,120,859,427</b>	<b>\$ 2,380,617,427</b>	<b>\$ 2,549,655,427</b>	<b>\$ 2,759,089,427</b>
<b>CAPP Projects as a % of FAV</b>						
General Government	0.11%	0.41%	0.36%	0.35%	0.35%	0.33%
Schools	0.23%	0.89%	0.80%	0.58%	0.37%	0.32%
<b>Total Projects as a % of FAV</b>	<b>0.16%</b>	<b>0.62%</b>	<b>0.56%</b>	<b>0.46%</b>	<b>0.36%</b>	<b>0.33%</b>



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<b>Table 3. Adopted Capital Asset Preservation Program by Functional Area and Repair Category</b>							
	<b>FY 2009</b>	<b>FY 2010</b>	<b>FY 2011</b>	<b>FY 2012</b>	<b>FY 2013</b>	<b>FY 2014</b>	<b>Total</b>
<b>Maintenance and Repair Category</b>							
<i>General Government</i>							
Building	\$ 220,000	\$ 1,975,000	\$ 1,995,000	\$ 2,145,000	\$ 1,740,000	\$ 2,175,000	\$ 10,250,000
Mechanical/Electrical/Plumbing	0	525,000	375,000	710,000	500,000	100,000	2,210,000
Parks/Recreation Facilities	200,000	695,000	557,000	531,000	1,120,000	1,120,000	4,223,000
Pavement/Site	480,000	550,000	610,000	540,000	485,000	480,000	3,145,000
Roofing	<u>100,000</u>	<u>220,000</u>	<u>500,000</u>	<u>100,000</u>	<u>200,000</u>	<u>200,000</u>	<u>1,320,000</u>
<i>Subtotal General Government</i>	<i>\$ 1,000,000</i>	<i>\$ 3,965,000</i>	<i>\$ 4,037,000</i>	<i>\$ 4,026,000</i>	<i>\$ 4,045,000</i>	<i>\$ 4,075,000</i>	<i>\$ 21,148,000</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	\$ 175,000	\$ 795,000	\$ 420,000	\$ 516,000	\$ 272,000	\$ 555,000	\$ 2,733,000
Electrical	74,000	945,000	835,000	750,000	230,000	225,000	3,059,000
Structure Repair	160,000	1,531,000	970,000	760,000	735,000	595,000	4,751,000
HVAC	275,000	510,000	1,490,000	780,000	200,000	80,000	3,335,000
Windows	0	500,000	750,000	800,000	350,000	500,000	2,900,000
Plumbing	0	115,000	1,230,000	70,000	80,000	80,000	1,575,000
Roofing	<u>720,000</u>	<u>2,310,000</u>	<u>2,050,000</u>	<u>3,275,000</u>	<u>3,150,000</u>	<u>2,810,000</u>	<u>14,315,000</u>
<i>Subtotal Schools</i>	<i>\$ 1,404,000</i>	<i>\$ 6,706,000</i>	<i>\$ 7,745,000</i>	<i>\$ 6,951,000</i>	<i>\$ 5,017,000</i>	<i>\$ 4,845,000</i>	<i>\$ 32,668,000</i>
<b>Total Capital Asset Preservation Program</b>	<b>\$ 2,484,000</b>	<b>\$ 10,751,000</b>	<b>\$ 11,862,000</b>	<b>\$ 11,057,000</b>	<b>\$ 9,142,000</b>	<b>\$ 9,000,000</b>	<b>\$ 54,296,000</b>



## NOTES



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## 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 \$5,256,000 into the Central Services Fund, while Extension Services, the smallest agency, has budgeted \$17,000. An overview of transfers to the Central Services Fund and associated personnel is provided to illustrate the fund's operations from FY 05 - 09.

### FY 05-09 CENTRAL SERVICES FUND TRANSFERS

<b><u>Central Function</u></b>	<b><u>FY 2005 Actual</u></b>	<b><u>FY 2006 Actual</u></b>	<b><u>FY 2007 Actual</u></b>	<b><u>FY 2008 Adopted</u></b>	<b><u>FY 2009 Adopted</u></b>
Duplicating	\$665,246	\$813,975	\$844,270	\$929,000	\$1,102,000
Telephone	910,702	1,253,823	995,774	1,556,000	1,645,000
Mail	544,458	601,716	643,411	773,000	854,000
Vehicle Maintenance & Fuel	2,555,926	3,496,323	3,860,170	4,504,000	4,517,000
Heavy Equip. Maintenance & Fuel	431,201	775,359	953,385	1,516,000	1,697,000
Vehicle Depreciation	1,958,036	1,192,179	3,668,755	4,244,000	4,223,000
Heavy Equip. Depreciation	1,285,973	1,645,884	2,383,761	2,814,000	2,484,000
Central Support	<u>843,939</u>	<u>1,000,262</u>	<u>820,363</u>	<u>1,077,000</u>	<u>1,057,000</u>
<b>Total Funding:</b>	<b>\$9,195,481</b>	<b>\$10,779,521</b>	<b>\$14,169,889</b>	<b>\$17,413,000</b>	<b>\$17,579,000</b>
 <b>FTE Summary:</b>	 <b>12.94</b>	 <b>12.27</b>	 <b>12.27</b>	 <b>11.27</b>	 <b>10.27</b>



## **Comprehensive Services for At-Risk Youth and Families**

The Comprehensive Services Act for At-Risk Youth and Families (CSA) program purchases private educational placements, foster care services and court ordered services for juveniles, using a State pool of funds allocated to each locality and 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 72.64% 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 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 office is located within the Department of Family Services.

CSA 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 between FY 06 and FY 07, particularly for private day schools and related services. Finally, the number of youth court-ordered into residential treatment has more than doubled in two years.

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, last year a 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. In recognition of the additional resource requirements, during the FY 08 budget process, the Board of Supervisors appropriated an additional \$1,619,000 in local tax funding over the FY 07 adopted amount. The FY 09 budget projects expenditures to increase by \$1,354,000 and includes an additional \$271,000 in local tax funding above the FY 08 amount.

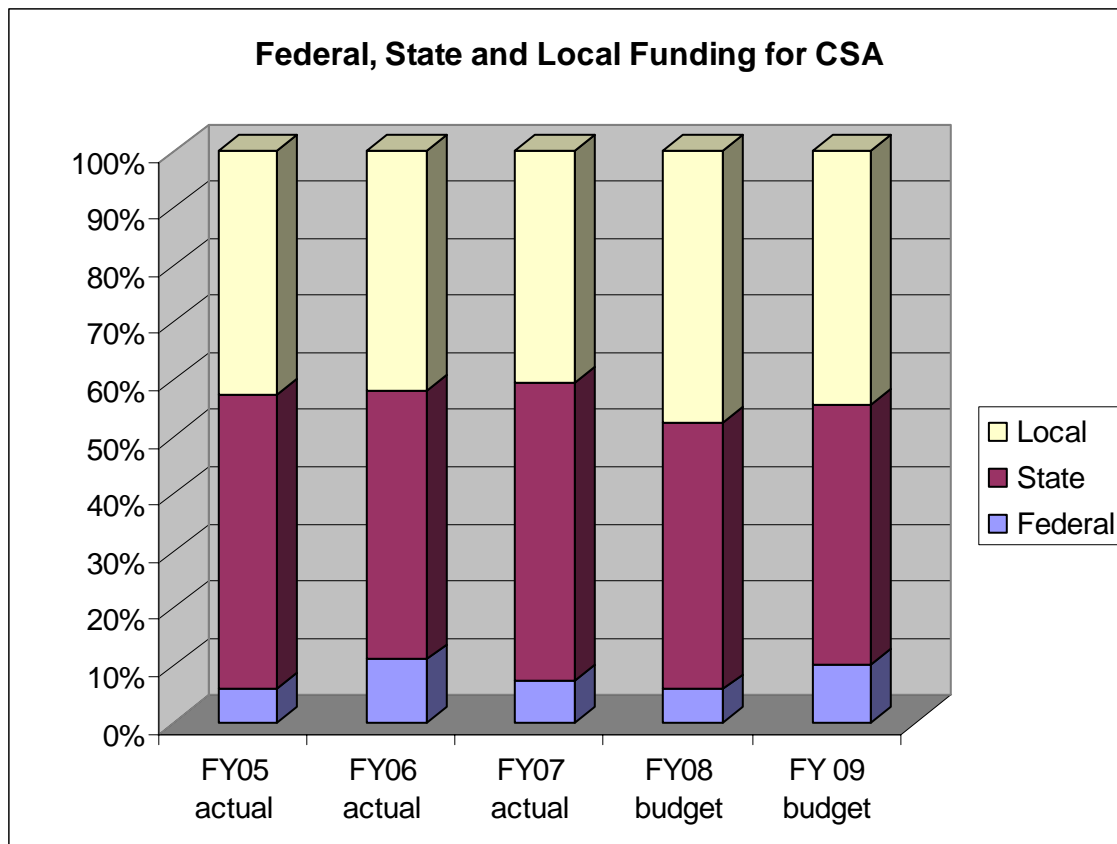


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## Comprehensive Services for At-Risk Youth and Families

### Total CSA Funding

	<u>FY 2005 Actual</u>	<u>FY 2006 Actual</u>	<u>FY 2007 Actual</u>	<u>FY 2008 Adopted</u>	<u>FY 2009 Adopted</u>
<b>Expenditures</b>					
Expenditures	\$5,754,857	\$6,548,085	\$8,492,208	\$9,267,482	\$10,621,932
Transfer to General Fund	0	183,000	183,000	183,000	183,000
<b>Total Expenditures</b>	<b>\$5,754,857</b>	<b>\$6,731,085</b>	<b>\$8,675,208</b>	<b>\$9,450,482</b>	<b>\$10,804,932</b>
<b>Revenues</b>					
State/Federal Revenue	\$2,948,973	\$2,450,671	\$4,140,591	\$4,400,482	\$5,973,390
Other Revenue	358,699	2,094,263	1,326,523	550,000	60,000
<b>Total Revenues</b>	<b>\$3,307,672</b>	<b>\$4,544,934</b>	<b>\$5,467,114</b>	<b>\$4,950,482</b>	<b>\$6,033,390</b>
<b>Local Tax Funding</b>	<b>\$2,447,185</b>	<b>\$2,186,151</b>	<b>\$3,208,094</b>	<b>\$4,500,000</b>	<b>\$4,771,542</b>





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## Computer System Replacement Fund

The Computer System Replacement Fund, a subfund of the Capital Asset Preservation Program (CAPP), 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. Just as the County plans for the depreciation of its facilities and vehicles, this fund was established to address the depreciation and replacement costs of the County's computer systems.

An appropriation of \$1 million started the fund in FY 03 to replace a portion of the Public Safety Computer-Aided Dispatching (CAD) system (\$550,000) and the Office of the County Assessor's CARAT system (Phase I - \$450,000). Both projects addressed life-cycle system effectiveness. The FY 04 Computer System Replacement Fund appropriated funds to complete the CARAT system replacement (\$350,000). Minimal funding of \$225,000 was adopted in FY 05 for this fund.

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 09 Adopted Fiscal Plan includes \$1.5 million for minor system and \$5.054 million for major system replacements.

<b>Table 1. Computer System Replacement Fund</b>							
	<b>FY 2003 Adopted</b>	<b>FY 2004 Adopted</b>	<b>FY 2005 Adopted</b>	<b>FY 2006 Adopted</b>	<b>FY 2007 Adopted</b>	<b>FY 2008 Adopted</b>	<b>FY 2009 Adopted</b>
<b>Revenues</b>							
Local Tax Funding	\$ 1,000,000	\$ 350,000	\$ 225,000	\$ 1,150,000	\$ 1,500,000	\$ 4,725,000	\$ 1,500,000
Capital Lease/Purchase	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>3,225,000</u>	<u>5,054,000</u>
<b>Total Revenues</b>	<b>\$ 1,000,000</b>	<b>\$ 350,000</b>	<b>\$ 225,000</b>	<b>\$ 1,150,000</b>	<b>\$ 1,500,000</b>	<b>\$ 4,725,000</b>	<b>\$ 6,554,000</b>
<b>Expenditures</b>							
Replacement Fund	<u>\$ 1,000,000</u>	<u>\$ 350,000</u>	<u>\$ 225,000</u>	<u>\$ 1,150,000</u>	<u>\$ 1,500,000</u>	<u>\$ 4,725,000</u>	<u>\$ 6,554,000</u>
<b>Total Expenditures</b>	<b>\$ 1,000,000</b>	<b>\$ 350,000</b>	<b>\$ 225,000</b>	<b>\$ 1,150,000</b>	<b>\$ 1,500,000</b>	<b>\$ 4,725,000</b>	<b>\$ 6,554,000</b>

### Minor Computer System Replacements (Up to \$500,000)

The Computer System Replacement Fund provides for system replacements that cost up to \$500,000. Local tax funding contributes an annual depreciation amount to insure funds are available as system replacements valued up to \$500,000 are required. For FY 09, \$1,500,000 will fund this depreciation/sinking fund. Table 2 provides a categorical list of these replacements. Due to limited resources, the annual depreciation budget request for Minor Computer System Replacements is not fully funded in FY 09.

<b>Table 2. Planned Minor System Replacements under \$500,000</b>	
<b>Category</b>	<b>FY 09 Estimated Expenditures</b>
Network Equipment	\$ 494,557
Windows Servers	224,140
Enterprise Printers	64,643
Enterprise Servers	462,752
Enterprise Storage	176,191
Video Conferencing	317,133
Network Security	113,385
Computer Software	0
<b>Total FY 09 Estimated Expenditures</b>	<b>\$ 1,852,801</b>
<b>Total FY 09 Local Tax Funding</b>	<b>\$ 1,500,000</b>



## Computer System Replacement Fund

### Major Computer System Replacements (Over \$500,000)

The Computer System Replacement Fund also plans for major computer system replacements that cost more than \$500,000 per system. Major system replacements are funded through capital or lease/purchase 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 3.

Major Computer Systems work scheduled for FY 09 includes the conclusion of the conversion of Novell to Microsoft Active Directory, as well as completing the preliminary engineering and procurement assistance for the Radio Communications System Replacement. Other Major Computer Systems work beginning in FY 09 is the requirements analysis for replacement of the Financial and Taxation systems, and the Public Safety CAD systems update requirements analysis and Phase I software update. Debt service for systems to be replaced in the FY 09-14 planning period is included in the debt service fund.

Table 3. Major System Replacements over \$500,000				
<i>Task and/or System</i>	Replacement Fiscal Year(s)	Total Replacement Cost	Prior Appropriations	FY 09 Expenditures
Convert Network from Novell to Microsoft	FY 08-09	\$ 5,300,000	\$ 3,000,000	\$ 2,300,000
Radio Communications System	FY 08-10	29,500,000	225,000	254,000
ERP/Taxation Systems	FY 09-13	20,500,000	0	500,000
Public Safety CAD System	FY 09-10	4,000,000	0	2,000,000
Financial Systems	FY 10	9,000,000	0	0
Payroll Systems	FY 12	1,200,000	0	0
Student Information System	FY 12	1,000,000	0	0
Major Systems Replacement	FY 13	5,000,000	0	0
Minor Systems Replacement	FY 14	5,000,000	0	0
<b>Total</b>		<b>\$ 80,500,000</b>	<b>\$ 3,225,000</b>	<b>\$ 5,054,000</b>



**Loudoun County Government  
FY 2009 Adopted Fiscal Plan**

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**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 County Sanitation 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 09 are anticipated to total \$217,000.

**DULLES INDUSTRIAL PARK WATER & SEWER DISTRICT  
PROJECTED BUDGET SCHEDULE**

	<b><u>FY 09 Adopted</u></b>
Revenue	\$217,000
Expenditures	<u>\$217,000</u>
Surplus (+)/Deficit (-)	\$0



**Loudoun County Government  
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## 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 for the community protect the health and safety of the 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 09, the Hamilton Area Sewer Service District is projected to generate \$143,000 in revenue from its taxable base and receive an annual County General Fund contribution of \$88,000, for a total of \$231,000. Projected expenditures will also total \$231,000.

### **HAMILTON SEWER SERVICE DISTRICT PROJECTED BUDGET SCHEDULE**

	<b><u>FY 09 Adopted</u></b>
Revenue	
Taxable base	\$143,000
County Contribution	88,000
Total Revenue	\$231,000
Expenditures	<u>\$231,000</u>
Surplus/Deficit	\$0

### **HAMILTON SEWER SERVICE DISTRICT FY 2009 Forecasted Real Property Taxable Base (Forecasted as of January 2008)**

2008 Estimated fair market value of real taxable property	\$50,346,000
PLUS: Reassessment due to equalization	(1,510,000)
PLUS: Actual full value of new construction	<u>0</u>
2009 Forecasted fair market value of real taxable property	\$48,836,000
 FY 2009 Real property tax base subtotal	 \$49,591,000
LESS: Potential administrative and/or Board of Equalization adjustments <sup>1</sup> :	(149,000) <sup>2</sup>
LESS: Land use deferrals	(745,000)
FY 2009 Forecasted real property taxable base:	\$48,697,000
PLUS: Partial value of new construction	<u>0</u>
FY 2009 Forecasted real property tax base total	\$48,697,000

### **HAMILTON SEWER SERVICE DISTRICT FY 2009 Forecasted Real Property Tax Revenue**

	<b><u>Forecasted Taxable Base</u></b>	<b><u>Net Revenue per Penny<sup>3</sup></u></b>	<b><u>Revenue (\$0.30/\$100 Tax Base)</u></b>
Real Property	\$48,697,000	\$4,780	\$143,000

**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 09.

*Source: Office of the County Assessor and Department of Management and Financial Services*



**Loudoun County Government  
FY 2009 Adopted Fiscal Plan**

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## **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 09 Adopted Fiscal Plan.

	<b><u>FY 09 Adopted</u></b>
Revenue	\$7,668,000
Expenditures	<u>\$7,668,000</u>
Surplus (+)/Deficit (-)	\$0



## 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 M-F 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.

<b><u>Departmental Financial Summary</u></b>	<b><u>FY 2005 Actual</u></b>	<b><u>FY 2006 Actual</u></b>	<b><u>FY 2007 Actual</u></b>	<b><u>FY 2008 Adopted</u></b>	<b><u>FY 2009 Adopted</u></b>
<b>Expenditures</b>	<b>\$42,022</b>	<b>\$33,000</b>	<b>\$50,000</b>	<b>\$72,000</b>	<b>\$86,000</b>
<b>Departmental Revenue</b>	<b>\$42,022</b>	<b>\$33,000</b>	<b>\$50,000</b>	<b>\$72,000</b>	<b>\$86,000</b>
<b>Local Tax Funding:</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>
<b>FTE Summary:</b>	<b>0.53</b>	<b>0.53</b>	<b>0.53</b>	<b>1.00</b>	<b>1.00</b>



## 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.

The Loudoun County Board of Supervisors adopted an initial policy governing the distribution of Gasoline Tax revenue in 1989. 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 the FY 06 budget, the County recognized that the Town of Purcellville maintains its local roads. The Board provided 2% of total annual Gas Tax revenues to be allocated for use on transportation projects within the Town.

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. The Board also implemented an application process for community organizations requesting use of County Gasoline Tax revenue.

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 draft Fiscal Plan, County staff presents proposals received during the annual application process to the Board's Transportation/Land Use Committee, along with revenue estimates for the upcoming biennium. Following its review, the Committee provides direction to staff on those applications it supports recommending to the full Board of Supervisors for funding. The draft Local Gasoline Tax Fund budget is subsequently included in the Proposed Fiscal Plan, and consideration by the Board occurs in concert with the development of the adopted budget. The Transportation/Land Use Committee completed its review of Local Gasoline Tax applications on November 26, 2007.

The following pages reflect the Adopted FY 09 and FY 10 Local Gasoline Tax Fund budget. The FY 10 recommendations are provisional and will be re-affirmed as part of the FY 10 budget process.

Current projections indicate that the County will have gasoline tax revenue totaling \$6.7 million in FY 08 and \$7.7 million in FY 09, plus \$1.1 million in undesignated carryover at the end of FY 08. The Transportation/Land Use Committee typically revisits fund revenue estimates periodically during the course of the year.

<b>Sources</b>	<b>Actual FY 07</b>	<b>Adopted FY 08</b>	<b>Projected FY 08</b>	<b>Adopted FY 09</b>	<b>Provisional FY 10</b>
Gas Tax Revenue	\$8,093,246	\$6,300,000	\$6,700,000	\$7,745,931	\$8,250,000
Interest	<u>1,510,153</u>	<u>525,000</u>	<u>800,000</u>	<u>850,000</u>	<u>900,000</u>
<i>Subtotal</i>	<i>\$9,603,399</i>	<i>\$6,825,000</i>	<i>\$7,500,000</i>	<i>\$8,595,931</i>	<i>\$9,150,000</i>
Transfers In (Proffers)					
Prior Year Carryover	\$6,785,800	\$1,415,799	\$4,010,006	\$1,136,639	\$917,757
Close out projects	<u>194,934</u>	<u>0</u>	<u>45,197</u>	<u>0</u>	<u>0</u>
<b>Total All Sources</b>	<b>\$16,584,133</b>	<b>\$8,240,799</b>	<b>\$11,555,203</b>	<b>\$9,732,570</b>	<b>\$10,067,757</b>
Recommended Projects	\$0	\$0	\$2,500,000	\$8,814,813	\$9,096,771
Budgeted Projects	\$7,489,935	\$7,918,564	\$7,918,564	\$0	\$0
Supplemental Projects	<u>\$5,084,192</u>	<u>\$0</u>	<u>\$0</u>	<u>\$0</u>	<u>\$0</u>
<b>Surplus (+)/Deficit (-)</b>	<b>\$4,010,006</b>	<b>\$322,235</b>	<b>\$1,136,639</b>	<b>\$917,757</b>	<b>\$970,986</b>



## Local Gasoline Tax Fund

### FY 09/10 LOCAL GASOLINE TAX FUND BUDGET

<u>Applicant/Sponsoring Organization</u>	<u>FY 2008 Adopted</u>	<u>FY 2009 Adopted</u>	<u>FY 2010 Provisional</u>
<b>CAPITAL PROJECTS (BOS Policy 80%):</b>			
Town of Leesburg (20%)	\$1,260,000	\$1,500,000	\$1,600,000
Town of Purcellville (2%)	126,000	150,000	160,000
Revenue Sharing	1,000,000	1,000,000	1,000,000
Revenue Sharing Supplement	100,000	100,000	100,000
Traffic Operations Fund	350,000	1,000,000	1,000,000
Bikeway & Pedestrian Facilities Contingency	250,000	500,000	500,000
Spot Road Improvement Projects	1,475,000	0	0
Traffic Studies	0	300,000	300,000
<b>SUBTOTAL, CAPITAL PROJECTS:</b>	<b>\$4,561,000</b>	<b>\$4,550,000</b>	<b>\$4,660,000</b>
<b>Percent of Total Expenditures</b>	<b>58%</b>	<b>52%</b>	<b>51%</b>
<b>TRANSPORTATION/TRANSIT (15%)</b>			
Leesburg Safety Shuttle	\$15,000	\$20,000	\$20,000
Commuter Bus	2,134,532	2,251,876	2,617,696
PRCS - Adaptive Recreation Transportation	106,000	140,000	140,000
PRCS – Child, Teen and Senior Transportation	0	260,080	0
VA Regional Transit	829,120	972,705	1,007,675
Every Citizen Has an Opportunity (ECHO)	26,500	27,500	28,800
American Red Cross	113,412	130,424	149,987
Loudoun Volunteer Caregivers	40,000	60,000	65,000
OTS - Transit and Commuter Services	0	245,931	250,000
<b>SUBTOTAL, TRANSPORTATION</b>	<b>\$3,264,564</b>	<b>\$4,108,516</b>	<b>\$4,279,158</b>
<b>Percent of Total Expenditures</b>	<b>41%</b>	<b>46%</b>	<b>47%</b>
<b>ADMINISTRATIVE (5%)</b>			
Rideshare Grant Match	\$59,000	\$67,290	\$68,606
Commuter Bus Promotion & Advertising	10,000	10,000	10,000
Park and Ride Lot Maintenance	0	50,000	50,000
Dulles Area Transportation Association	6,000	6,000	6,000
No. Virginia Transportation Commission	18,000	23,007	23,007
<b>SUBTOTAL, ADMINISTRATIVE:</b>	<b>\$93,000</b>	<b>\$156,297</b>	<b>\$157,613</b>
<b>Percent of Total Expenditures</b>	<b>1%</b>	<b>2%</b>	<b>2%</b>
<b>TOTAL EXPENDITURES</b>	<b>\$7,918,564</b>	<b>\$8,814,813</b>	<b>\$9,096,771</b>



## Local Gasoline Tax Fund

### Capital Projects

**Project/Program Name:** Town of Leesburg

FY 09 Adopted: \$1,500,000

FY 10 Provisional: \$1,600,000

**Project Description:** The Board of Supervisors has designated 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 20% 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 09 and FY 10 funding for Phase III of its Sycolin Road improvements project.

**Project/Program Name:** Town of Purcellville

FY 09 Adopted: \$150,000

FY 10 Provisional: \$160,000

**Project Description:** Beginning in FY 06, the Board of Supervisors designated 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. As a result, the County will allocate 2% 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 09 and FY 10 funding for intersection improvements to the Main and Maple and Main and S. 32<sup>nd</sup> Street intersections.

**Project/Program Name:** Revenue Sharing

FY 09 Adopted: \$1,000,000

FY 10 Provisional: \$1,000,000

**Project Description:** This allocation provides the local match for the County's participation in the State's revenue sharing program. Each year, the County has the opportunity to match up to \$500,000 of State funds on a 50/50 basis for transportation improvement projects. Due to the availability of extra State funding beginning in FY 06, the County has the opportunity to match up to \$1,000,000 for transportation improvement projects. The County recently leveraged State funds for the South King Street bike trail. The revenue sharing program continues to remain an important funding source for the construction of surface transportation projects in the County.

**Project/Program Name:** Revenue Sharing Supplement

FY 09 Adopted: \$100,000

FY 10 Provisional: \$100,000

**Project Description:** At the end of each fiscal year, the State provides an additional round 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. 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.



## Local Gasoline Tax Fund

### Capital Projects – Continued

**Project/Program Name:** Traffic Operations Contingency

FY 09 Adopted: \$1,000,000

FY 10 Provisional: \$1,000,000

**Project Description:** The Transportation/Land Use Committee recommended that the Board increase the annual allocation for traffic signals and signage that arise during the course of the year from \$350,000 to \$1,000,000.

**Project/Program Name:** Bikeway and Pedestrian Facilities Contingency

FY 09 Adopted: \$500,000

FY 10 Provisional: \$500,000

**Project Description:** The Board of Supervisors designated \$250,000 in FY 03 for the creation of a Bikeway and Pedestrian Facilities Contingency. This funding is used to cover the County's share of requested bikeway and pedestrian facility costs. Examples of projects that have been funded under this initiative include Algonkian Parkway Trail, sidewalk at West Church Road, and South King Street Trail. The Transportation/Land Use Committee recommended that the Board increase the annual allocation to \$500,000.

**Project/Program Name:** Traffic Studies

FY 09 Adopted: \$300,000

FY 10 Provisional: \$300,000

**Project Description:** During the course of the year, the Office of Transportation Services receives requests for traffic studies to identify road safety issues and solutions to those issues. The Transportation Land/Use Committee recommended that the Board begin allocating \$300,000 annually for this purpose.



## Local Gasoline Tax Fund

### Transportation/Transit Projects

**Project/Program Name:** Leesburg Safety Shuttle

FY 09 Adopted: \$20,000

FY 10 Provisional: \$20,000

**Project Description:** Since FY 01, the Town of Leesburg has contracted with the Virginia Regional Transportation Association (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.

**Project/Program Name:** Loudoun County Commuter Bus Operations

FY 09 Adopted: \$2,251,876

FY 10 Provisional: \$2,617,696

**Project Description:** This allocation continues 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.

The FY 09 appropriation provides operational funding for a 35 bus fleet (31 in service, 4 in reserve). The commuter bus system will acquire two new buses in FY 09 to ensure sufficient capacity for its three service routes, including the "reverse commute" route from West Falls Church to employment sites in Ashburn, Sterling, Lansdowne, and Leesburg. The program estimates that it will serve 1,530 County residents in FY 09.

**Project/Program Name:** Park and Ride Lot Maintenance

FY 09 Adopted: \$50,000

FY 10 Provisional: \$50,000

**Project Description:** By the end of FY 09, the Office of Transportation Services manages the Park and Ride Lot program for Loudoun County that consists of 19 lots throughout the County. Previously, Commuter Bus funds have been used to pay for minor repairs and maintenance of these lots. The Transportation/Land Use Committee recommended that \$50,000 be allocated annually for this purpose.

**Project/Program Name:** PRCS - Adaptive Recreation Transportation

FY 09 Adopted: \$140,000

FY 10 Provisional: \$140,000

**Project Description:** During the FY 05 budget process, the Board of Supervisors appropriated \$59,000 from the Local Gasoline Tax Fund to replace local tax funding in the Department of Parks, Recreation & Community Services (PRCS) designated for summer camp transportation expenses for the Adaptive Recreation program. This amount has increased over the years due to higher fuel costs and participant levels, for FY 09 and FY 10 the department is requesting \$140,000 each year. PRCS advises that approximately 125 campers are provided roundtrip transportation for 40 days each summer.



## Local Gasoline Tax Fund

### Transportation/Transit Projects - Continued

**Project/Program Name:** PRCS - Child, Teen and Senior Transportation  
FY 09 Adopted: \$260,080  
FY 10 Provisional: \$0

**Project Description:** The Transportation/Land Use Committee recommended that the Board of Supervisors appropriate \$260,080 for the purpose of purchasing four 15-passenger vans to transport children from their schools to after-school programs, and teens and seniors to special events and places of interest. These vans would service the Sterling, Lovettsville, Bluemont and Douglass Community Centers. PRCS estimates that each van will provide more than 4,000 daily and 336 special roundtrips to more than 72,000 County residents.

**Project/Program Name:** Virginia Regional Transportation Association (VRTA)  
FY 09 Adopted: \$972,705  
FY 10 Provisional: \$1,007,675

**Project Description:** Formerly known as the Loudoun County Transportation Association, VRTA is a public transportation system that serves County residents using a combination of demand/response and fixed route services. 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. Gasoline Tax funds have been provided to VRTA since FY 91. VRTA estimates that its services will eliminate 440,000 private vehicle trips in FY 09.

**Project/Program Name:** Every Citizen Has an Opportunity (ECHO)  
FY 09 Adopted: \$27,500  
FY 10 Provisional: \$28,800

**Project Description:** ECHO assists disabled persons with securing and maintaining integrated community-based employment. This funding supports part of the organization's transportation operational costs for transporting clients to their workplaces. 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.

**Project/Program Name:** Loudoun Volunteer Caregivers  
FY 09 Adopted: \$60,000  
FY 10 Provisional: \$65,000

**Project Description:** 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. Loudoun Volunteer Caregivers estimates that it provides over 3,600 trips for 423 County seniors and residents with disabilities.



## Local Gasoline Tax Fund

### Transportation/Transit Projects - Continued

**Project/Program Name:** American Red Cross, Loudoun County Chapter

FY 09 Adopted: \$130,424

FY 10 Provisional: \$149,987

**Project Description:** This allocation provides the difference between the cost of operating medical transport services for senior citizens and grant funding received under the Older Americans Act. The American Red Cross's Senior Transportation program provides senior citizens, age 60 and over, with assisted transportation to medical appointments, to pharmacies to pick up prescriptions, and other necessary errands. Loudoun County Red Cross estimates that it provides over 5,000 trips for 2,500 seniors each year.

**Project/Program Name:** OTS – Transit and Commuter Services

FY 09 Adopted: \$245,931

FY 10 Provisional: \$250,000

**Project Description:** This allocation offsets operating costs for the Office of Transportation Services Division of Transit and Commuter Services which oversees public transportation planning in the County, manages the County's commuter bus program and encourages transportation alternatives for single occupancy vehicle drivers to reduce congestion and improve regional air quality. The Board designated this program, which includes 5.00 FTE and \$245,931 in FY 09 expenditures, as fully offset by local gasoline tax funding during the FY 09 budget process.



## Local Gasoline Tax Fund

### Administrative Projects

**Project/Program Name:** Rideshare Program Match

FY 09 Adopted: \$67,290

FY 10 Provisional: \$68,606

**Project Description:** Local gasoline tax funding for the rideshare program 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:** Commuter Bus Promotion and Advertising

FY 09 Adopted: \$10,000

FY 10 Provisional: \$10,000

**Project Description:** The policy guidelines for the distribution of these funds are established by the Loudoun Citizens Commuter Bus Advisory Board (CBAB). The purpose of this allocation is to provide a fund for the Loudoun County Commuter Bus Service to advertise its services to the public. 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:** Dulles Area Transportation Association (DATA)

FY 09 Adopted: \$6,000

FY 10 Provisional: \$6,000

**Project Description:** Loudoun County is a member of the Dulles Area Transportation Association, 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 09 Adopted: \$23,007

FY 10 Provisional: \$23,007

**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.



**Loudoun County Government  
FY 2009 Adopted Fiscal Plan**

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## **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. Under current accounting standards, entities recognize the cost of these benefits as they are paid. The new standards require 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 will conduct a biannual analysis in accordance with GASB 45.

In response to the new reporting requirements, a new fiduciary fund has been created for FY 09 with a forecasted budget of \$10,000,000; \$7,000,000 for the Loudoun County Public Schools and \$3,000,000 for Loudoun County. This fiduciary fund 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. This funding is the continuation of the implementation of GASB 45, and, working in collaboration with the school system, benefit options, plan design and actuarial and investment analysis will continue to be reviewed. It is the intent of Loudoun County to fully meet the GASB 45 requirements.

### **Post-Retirement Employee Benefits**

	<b>FY 2009 Adopted</b>
<b>OPEB Contributions</b>	
School	7,000,000
County	<u>3,000,000</u>
<b>Total OPEB Contributions:</b>	<b>\$10,000,000</b>



## 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.

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 report 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 market rate for proffered Capital Facilities contributions. Based on this methodology, \$21.7 million, or 1.4%, of the projected capital expenditures over the six-year planning period is from land proffers. 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.

### History of the Proffer Fund

In FY 03, \$1.1 million in cash proffers were adopted to finance the purchase of six MH/MR/SA townhouses/condos to serve mental health customers; \$450,000 in cash proffers were adopted to construct the final phase of the Loudoun Heritage Farm Museum project; and \$6.8 million in land proffers were adopted for two high school sites. During the FY 04 budget deliberations, the Board of Supervisors took action to defer the purchase of four MH/MR/SA townhouses/condos previously scheduled for FY 03. The FY 03 appropriation was reduced to \$500,000 to purchase two facilities in FY 04. The remaining two facilities were deferred to the FY 05 budget cycle. In FY 06, a combination of cash proffers totaling \$2.7 million were designated for the purchase of two residential facilities and one road intersection design project. In FY 07, \$48.3 million in land and in-kind proffers were used for a human services facility, a district park, a library and schools. In FY 08, land and cash proffers totaling \$12.3 million were used for a school, human services facility sites and a library.

Although contingent upon the Zoning Administrator's final determination of eligibility, the FY 09-14 Adopted Capital Improvement Program (CIP) proposes \$614,000 in FY 09 for the purchase of three townhouses/condominiums for use as Mental Health client residences. The FY 09-14 Adopted CIP includes \$12.2 million in cash proffers and \$21.7 million in land proffers over the remaining five years of the planning period for additional public facilities. In addition, the Board appropriated approximately \$8.2 million in cash proffers in FY 09 to offset debt service and administrative costs for managing the proffer trust funds; use of these proffers is also conditioned on the Zoning Administrator's approval.



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## Public Transportation Fund

Transportation services in Loudoun County are in a transitional phase. In the past, transportation at the local level consisted primarily of working with the Virginia Department of Transportation on revising the Six-Year Plan and reviewing land development applications to determine whether improvements to nearby arterials were necessary and whether sufficient provision had been made for projected traffic volume and safety. Most road improvements were designed and constructed by the State or developers. 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 a car.

The rapid suburbanization of the County is resulting in substantial changes to these dynamics. The State has fallen increasingly behind in providing road improvements that serve the County's accelerating needs. The future implementation of the Dulles Corridor Rapid Transit Project, expansion of County transit services and the regional park-and-ride lot system indicate that the County's role in funding and providing transit will grow considerably in the near future. In addition, the trend toward the County implementing transportation improvements in advance of VDOT funding is likely to continue and accelerate over the next several years.

The FY 09-14 Capital Improvement Program includes funding to provide Loudoun's share of construction costs associated with Phase II of the Dulles Corridor Rapid Transit project, which would implement Metrorail service along the Dulles Greenway to Route 772. A complete description of the Dulles Corridor Rapid Transit Project may be found in page 7-50, of the Capital Improvement Program.

In FY 02, the Board established the Public Transportation Fund to provide the resources necessary to serve as the clearinghouse for debt service payments on County-funded transit and transportation projects. Initial appropriations to the Fund consisted of the designation of \$500,000 in Business/Professional/Occupational Licenses (BPOL) revenue and \$750,000 from the Local Gasoline Tax Fund. There were no appropriations to the Fund in FY 08; prior year fund balance currently totals \$665,417. Appropriations for the FY 09-14 planning period represent the funding of debt service payments on pledge bonds that will be issued to pay for the County's share of the Dulles Corridor Rapid Transit Project.

	FY 2009	FY 2010	FY 2011	FY 2012	FY 2013	FY 2014	Total
<b>Revenues</b>							
BPOL Revenue	\$ 0	\$ 3,335,000	\$ 7,900,000	\$ 11,700,000	\$ 15,400,000	\$ 19,000,000	\$ 57,335,000
<b>Total Revenues</b>	\$ 0	\$ 3,335,000	\$ 7,900,000	\$ 11,700,000	\$ 15,400,000	\$ 19,000,000	\$ 57,335,000
<b>Expenditures</b>							
Debt Service	\$ 0	\$ 4,000,000	\$ 7,900,000	\$ 11,700,000	\$ 15,400,000	\$ 19,000,000	\$ 58,000,000
<b>Total Expenditures</b>	\$ 0	\$ 4,000,000	\$ 7,900,000	\$ 11,700,000	\$ 15,400,000	\$ 19,000,000	\$ 58,000,000
<b>Use of Fund Balance</b>	\$ 0	\$ 665,000	\$ 0	\$ 0	\$ 0	\$ 0	\$ 665,000



## 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. (See pages 669-670). The revised process will provide 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' Economic Development Committee 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 applications which fit the Committee's criteria. For FY 09, the Board of Supervisors allocated \$365,000 for 4.00 FTE in the Department of Economic Development and Fire & Rescue Services for tourism and event activities and \$250,000 for the enhancement of the current international business initiatives.

<u>Description</u>	<u>FY 09 Adopted</u>
<b><u>Restricted TOT Revenue Collections (3%):</u></b>	
Projected Beginning Fund Balance Available	\$177,350
Restricted Transient Occupancy Tax Revenue	<u>\$3,531,000</u>
Total Projected Restricted TOT Resources	\$3,708,350
<b><u>Uses of Restricted TOT Revenue:</u></b>	
Loudoun Convention and Visitors Association	\$2,648,000
Transfer to General Fund	<u>615,000</u>
<b>Projected TOT Balance</b>	<b>\$445,350</b>



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**FY 09 Proffer Fund**

Transfer into	Project	Proffer Name	ZMAP ID	Planned
Capital Projects	Mental Health Townhouse/Condominiums	Eden (2)	ZMAP-1998-0008	\$ 417,000
		Loudoun Village	ZMAP-1990-0022	<u>197,000</u>
				\$ 614,000
General	Proffer Management	Program-Wide		\$ 165,246
School Debt Service	Sanders Corner Elementary School	Ashburn Village	ZMAP-1984-0007	\$ 1,320,871
	Sanders Corner Elementary School	Ashburn Farm	ZMAP-1985-0015	30,926
	Lowes Island Elementary School	Cascades	ZMAP-1986-0051	106,876
	Steuart Weller Elementary School	University Center Parcels	ZMAP-1992-0004	129,624
	Steuart Weller Elementary School	Ashbrook	ZMAP-1994-0012	1,188,949
	Mercer Middle School	Stone Ridge	ZMAP-1994-0017	740,870
	Lucketts Elementary School	Elysian Heights	ZMAP-1995-0004	38,723
	Dominion High School	South Bank	ZMAP-1995-0007	253,930
	Freedom High School	Addition to South Riding	ZMAP-1995-0012	269
	Eagle Ridge Middle School/Freedom			
	High School/Legacy Elementary School	Waxpool Village	ZMAP-1996-0013	67,594
	Dominion High School	River Crest	ZMAP-1997-0008	262,816
	Seldens Landing Elementary School	Lansdowne Village Greens	ZMAP-2003-0006	<u>58,552</u>
				\$ 4,200,000
County Debt Service	Moorefield Fire/Rescue Station	Amberleigh	ZMAP-2002-0019	\$ 1,300,000
	Lansdowne Fire/Rescue Station	Lansdowne Village Greens	ZMAP-2003-0006	<u>2,500,000</u>
				\$ 3,800,000



## Restricted Use Transient Occupancy Tax Fund

### Restricted Transient Occupancy Tax (TOT) Funding Policy Adopted by the Loudoun County Board of Supervisors July 19, 2005

#### 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.



## Restricted Use Transient Occupancy Tax Fund

- 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.
- 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 funding process for Strategic Tourism Growth initiatives shall be as follows:
  - 1. The annual review of the Tourism Destination Strategy will identify and prioritize the Strategic Tourism Growth Initiatives during November and December.
  - 2. The Economic Development Committee will announce the tourism topic areas in January.
  - 3. Proposals and applications shall be submitted by March 1.
  - 4. Proposals and applications will be reviewed by an appointed advisory board comprised of subject matter experts and representatives from organizations by April 15.
  - 5. TOT funds for strategic tourism growth projects will be reviewed by the ED Committee at their May meeting and allocated by BOS prior to July 1.



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## **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 may no longer receive any financing from the Revolving Loan Fund. The Fund may remain 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 08 estimated year-end balance for the Revolving Loan Fund is \$2,060,287.

### **FY 09 Revolving Loan Fund Requests**

There were no requests submitted for the FY 09 budget process. An estimated \$2,390,663 will be available in FY 09 for loans meeting the Board of Supervisors' criteria.

#### **Revolving Loan Fund (amounts in dollars)**

<b>BEGINNING BALANCE</b>	<b>\$2,060,287</b>
Interest Income	<u>80,000</u>
<b>TOTAL AVAILABLE FOR FY 09:</b>	<b>\$2,140,287</b>

<b>FY 09 REVENUE</b>	<b><u>Principal</u></b>	<b><u>Interest</u></b>	<b><u>Total</u></b>
Ashburn Volunteer Fire Company	\$31,500	\$6,930	\$38,430
Round Hill Volunteer Fire Company	25,000	4,975	\$29,975
Philomont Volunteer Fire Company	10,500	2,540	\$13,040
Loudoun Volunteer Rescue Squad	17,500	10,927	\$28,427
Leesburg Volunteer Fire Company	67,908	37,349	\$105,258
Lucketts Volunteer Fire Company	<u>32,857</u>	<u>2,389</u>	<u>\$35,246</u>
<b>TOTAL FY 09 REVENUE:</b>	<b>\$185,265</b>	<b>\$65,110</b>	<b>\$250,376</b>

<b>FY 09 AVAILABLE BALANCE:</b>	<b>\$2,390,663</b>
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## 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.

In 2006, the commission received a \$5,000,000 grant from the Transportation Partnership Opportunity Fund (TPOF), a program administered by the Governor. These funds, in addition to funds received from the State obligation under the District contract, will be combined with the issuance of new bonds in 2007 and 2008 to construct the final four interchanges of the project. The total cost of these four interchanges is estimated to be \$111.1 million.

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. Final figures based on the District request will be forwarded to the Board of Supervisors prior to their action. 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. For FY 09, the Route 28 Transportation Improvement District is projected to generate \$10,505,000 in current and delinquent tax revenue to offset its estimated \$10,505,000 in expenditures.



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## Route 28 Transportation Improvement District

### ROUTE 28 TRANSPORTATION IMPROVEMENT DISTRICT PROJECTED BUDGET SCHEDULE

	<b><u>FY 09 Adopted</u></b>
Revenue	\$10,505,000
Expenditures	<u>\$10,505,000</u>
Surplus (+)/Deficit (-)	\$0

### ROUTE 28 TRANSPORTATION IMPROVEMENT DISTRICT FY 09 Forecasted Real Property Taxable Base (Forecasted as of January 2008)

2008 Estimated fair market value of real taxable property <sup>1</sup>	\$5,249,036,000
PLUS: Reassessment due to equalization	62,452,000
PLUS: Actual full value of new construction	<u>200,000,000</u>
2009 Forecasted fair market value of real taxable property	\$5,511,488,000
 FY 2009 Real property tax base subtotal	 \$5,380,262,000
LESS: Potential administrative and/or Board of Equalization adjustments <sup>2</sup>	(53,803,000) <sup>3</sup>
LESS: Land use deferrals	0
FY 2009 Forecasted real property taxable base	\$5,326,459,000
PLUS: Partial value of new construction	<u>25,000,000</u>
FY 2009 Forecasted real property taxable base total	\$5,351,459,000

### ROUTE 28 TRANSPORTATION IMPROVEMENT DISTRICT FY 09 Forecasted Real Property Tax Revenue

	<b><u>Forecasted Taxable Base</u></b>	<b><u>Net Revenue Per Penny<sup>4</sup></u></b>	<b><u>Revenue (\$0.20/\$100 Tax Base)</u></b>
Real property	\$5,351,459,000	\$525,250	\$10,505,000

**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 09.

Source: Office of the County Assessor and Department of Management and Financial Services



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## School Fund Revenue

The first decade of the 21st Century has been a period of substantial growth in the County schools system. This growth continues to increase the demand for General Fund support, especially since the level of Commonwealth and Federal funding has not kept pace with the overall increase in budget demands in FY 09. The FY 09 Adopted Fiscal Plan includes a \$563 million General Fund transfer to the School Fund, a 56.5% increase since FY 05, and a 4.6% increase since FY 08. While the Adopted FY 09 budget reflected a 9.5% cut to the School's initial proposed budget, which assumed \$593 million in local tax funding, the significant reduction of funding was required to address diminishing local tax revenues and the reality of a weakening economy.

	<b>FY05 Actual</b>	<b>FY06 Actual</b>	<b>FY07 Actual</b>	<b>FY08 Adopted</b>	<b>FY09 Adopted</b>
<b>Local Funding</b>					
General Fund Transfer	\$343,124,95	\$407,081,00	\$443,391,45	\$513,204,48	\$536,847,81
Rebates & refunds	632,943	121,586	310,085	125,000	235,000
Rents	3,873	3,873	0	3,873	0
Sales of textbooks	26,637	73,151	27,195	40,000	30,000
SAT course fees	6,340	847	0	0	0
E-Rate reimbursement	0	467,927	569,886	400,000	500,000
Tuition	849,023	947,333	1,121,589	1,020,482	1,151,000
Use of buildings	819,387	986,817	1,004,770	950,000	1,000,000
Hughes Foundation	473,694	932,365	898,355	1,000,000	1,000,000
PAVAN <sup>1</sup>	50,803	63,968	73,092	113,497	123,509
Local grants and contributions	0	85,304	136,011	100,000	500,000
Sales of equipment & supplies	134,679	59,375	236,263	135,000	200,000
Miscellaneous	0	172,758	266,086	150,000	150,000
<b>Total Local Funding</b>	<b>\$346,122,33</b>	<b>\$410,996,30</b>	<b>\$448,034,78</b>	<b>\$517,242,33</b>	<b>\$541,737,31</b>
<b>Commonwealth Funding</b>					
Sales tax	\$32,152,006	\$41,254,547	\$48,599,342	\$48,188,168	\$ 48,946,113
Basic aid	50,381,490	53,130,424	72,625,196	76,961,466	102,714,271
Fringe benefits	4,470,364	5,665,944	8,490,840	9,830,549	11,560,506
Textbooks	754,219	810,227	1,534,165	1,621,394	2,190,808
Special education	4,919,985	6,270,067	7,234,366	7,660,954	8,675,339
Vocation education	580,244	752,927	1,051,147	1,113,130	1,318,949
Salary supplement	0	0	1,759,363	4,769,757	0
SOL <sup>2</sup> materials/training	40,767	40,770	63,308	67,145	90,425
Technology plan	1,574,653	1,781,612	1,780,702	1,850,000	1,922,000
Other	2,516,385	4,015,704	3,974,301	4,588,913	5,280,590
<b>Total Commonwealth Funding</b>	<b>\$97,390,113</b>	<b>\$113,722,22</b>	<b>\$147,112,73</b>	<b>\$156,651,47</b>	<b>\$182,699,00</b>
<b>Federal Funding</b>					
Title I	\$1,046,393	\$946,616	\$975,250	\$1,024,867	1,305,708
Head Start	794,133	782,986	792,407	800,000	790,266
Handicapped Education	4,521,431	5,774,150	2,524,236	7,121,908	7,315,688
Other	1,366,970	2,494,110	2,510,938	1,723,620	2,752,940
<b>Total Federal Funding</b>	<b>\$7,728,927</b>	<b>\$9,997,862</b>	<b>\$6,802,831</b>	<b>\$10,670,395</b>	<b>\$12,164,602</b>
<b>Other Financing Sources<sup>3</sup></b>	<b>\$9,778,000</b>	<b>\$12,466,000</b>	<b>\$2,958,453</b>	<b>\$16,000,000</b>	<b>\$19,000,000</b>
<b>Total School Fund<sup>4</sup></b>	<b>\$461,019,37</b>	<b>\$547,182,38</b>	<b>\$604,908,79</b>	<b>\$700,564,20</b>	<b>\$755,600,92</b>
<b>General Fund Transfer as a % of School Fund Revenue</b>	<b>74.4%</b>	<b>74.4%</b>	<b>73.3%</b>	<b>73.3%</b>	<b>71.1%</b>

<sup>1</sup> PAVAN (Performing and Visual Arts Northeast) is a consortium for which Loudoun County Public Schools acts as a fiscal agent.

<sup>2</sup> SOL = Standards of Learning.

<sup>3</sup> Of the \$19 million in FY 09 *Other Financing Sources*, \$9 million is attributable to fund balance and \$10 million is funding for capital leases.

<sup>4</sup> The sum of the School individual funding components may not equal the total School fund because of rounding.



## Fiscal Trends

### FISCAL TRENDS SUMMARY

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Demographic & Economic Trends	Page 10 - 1
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## **1. Demographic & Economic Trends**



**Loudoun County Government  
FY 2009 Adopted Fiscal Plan**

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**NOTES**



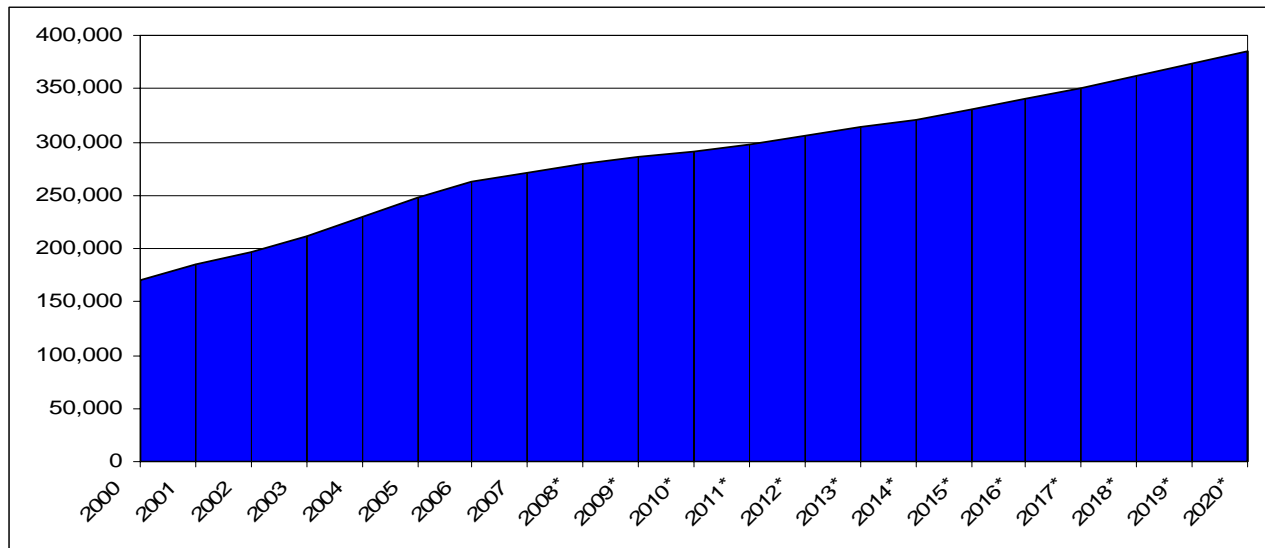
**Loudoun County Government  
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## Population

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 60% between 2000 and 2007, making it the fifth fastest growing county in the nation and number two among counties with populations over 100,000. The County's forecasted 2009 population is 285,674; a population increase of 68% since 2000. In 2020, the County's population is forecasted to be 384,377, which is an increase of 35% from 2009.

<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	4.7%
1980	U.S. Census Bureau figure	57,427	5.0%
1990	U.S. Census Bureau figure	86,129	4.6%
2000	U.S. Census Bureau figure	169,599	7.8%
2005	Estimate	247,342	7.8%
2006	Estimate	262,609	6.2%
2007	Estimate	271,069	3.2%
2008	Forecast	279,082	3.0%
<b>2009</b>	<b>Forecast</b>	<b>285,674</b>	<b>2.4%</b>
2010	Forecast	291,734	2.1%
2011	Forecast	298,326	2.3%
2012	Forecast	305,560	2.4%
2013	Forecast	313,356	2.6%
2014	Forecast	321,470	2.6%
2015	Forecast	330,184	2.7%
2020	Forecast	384,377	3.0%

### Population in Loudoun County



\*Forecast

Source: U.S. Census Bureau & Loudoun County Department of Management and Financial Services



**Loudoun County Government  
FY 2009 Adopted Fiscal Plan**

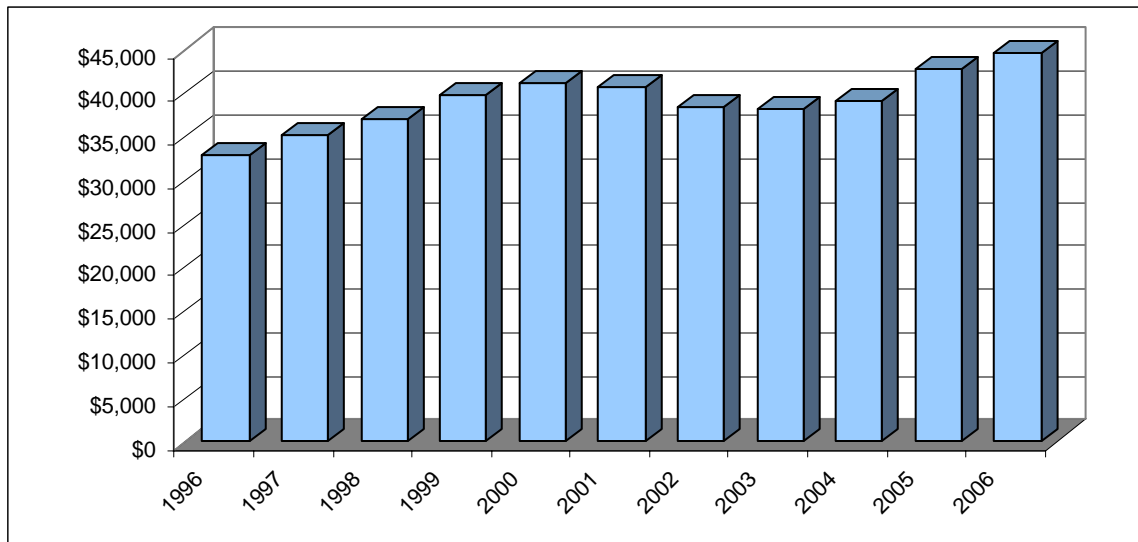
## Per Capita Income

Loudoun County's per capita income increased considerably from 1996 through 2006. During that period, Loudoun's average annual increase in per capita income was 3.1% per year.

Incomes in Loudoun County are among the highest in the nation. Loudoun County's 2006 per capita income ranked in the top 4% in the United States, placing 104th out of 3,111 U.S. counties according to the U.S. Bureau of Economic Analysis. Median household income in Loudoun County was ranked 2<sup>nd</sup> in the U.S. according to the U.S. Census Bureau's 2006 American Community Survey.

<u>Year</u>	<u>Per Capita Income</u>	<u>Year</u>	<u>Per Capita Income</u>
1996	\$32,811	2002	\$38,377
1997	35,046	2003	38,057
1998	36,873	2004	39,014
1999	39,674	2005	42,607
2000	41,143	2006	44,617
2001	40,679		

**Per Capita Personal Income  
1996 – 2006**



Source: U.S. Bureau of Economic Analysis

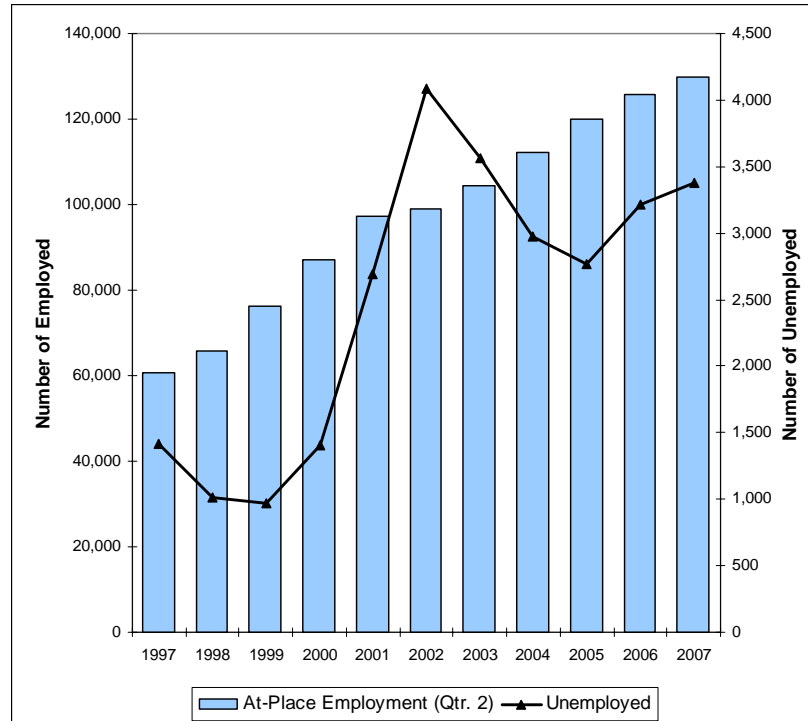


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## At-Place Employment & Unemployed

At-place employment is the number of persons working at businesses and other organizations within the County. Loudoun's at-place employment increased 114% between 1997 and 2007. From 1997 through 1999, the number of unemployed declined substantially each year, reflecting Loudoun's growing economy. 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 slowing economy has led to modest increases in unemployment in 2006 and 2007.

**At-Place Employment & Number Unemployed 1997 – 2007**



*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 2<sup>nd</sup> quarter of 2007 is:

<b>Industry Sector</b>	<b>Number of Employees</b>	<b>Percentage</b>
Agriculture	404	0.31
Mining	234	0.18
Utilities	(D)	(D)
Construction	16,157	12.46
Manufacturing	4,811	3.71
Transportation	9,241	7.13
Wholesale Trade	3,292	2.54
Retail Trade	15,890	12.26
Information	8,194	6.32
Finance, Insurance and Real Estate	4,060	3.13
Services	47,666	36.76
Government	<u>19,708</u>	<u>15.20</u>
<b>Total</b>	<b>129,745</b>	<b>100.20</b>

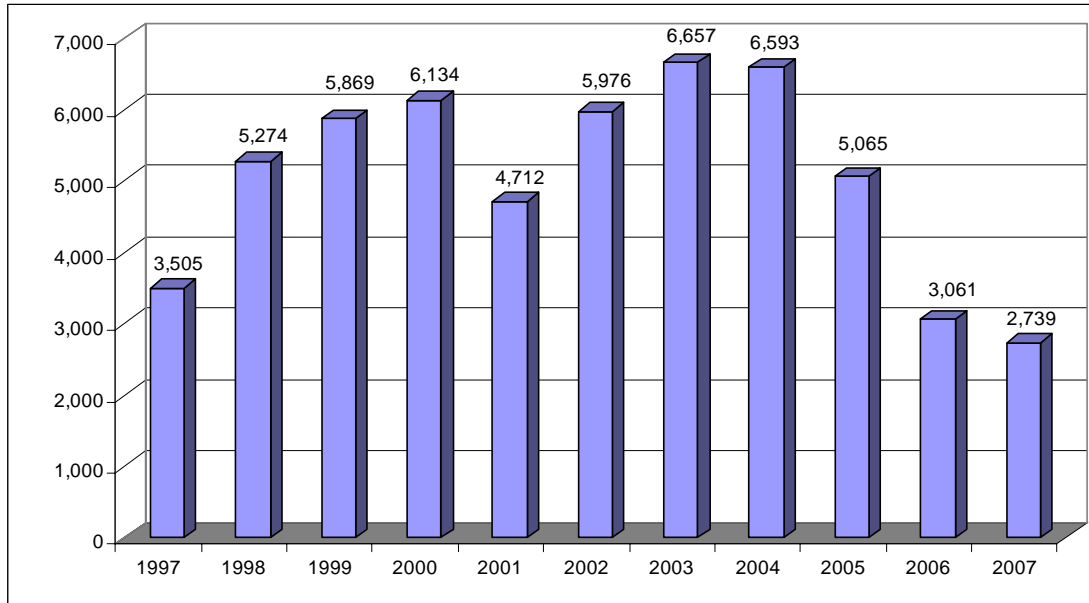
(D) – Non-disclosable data.



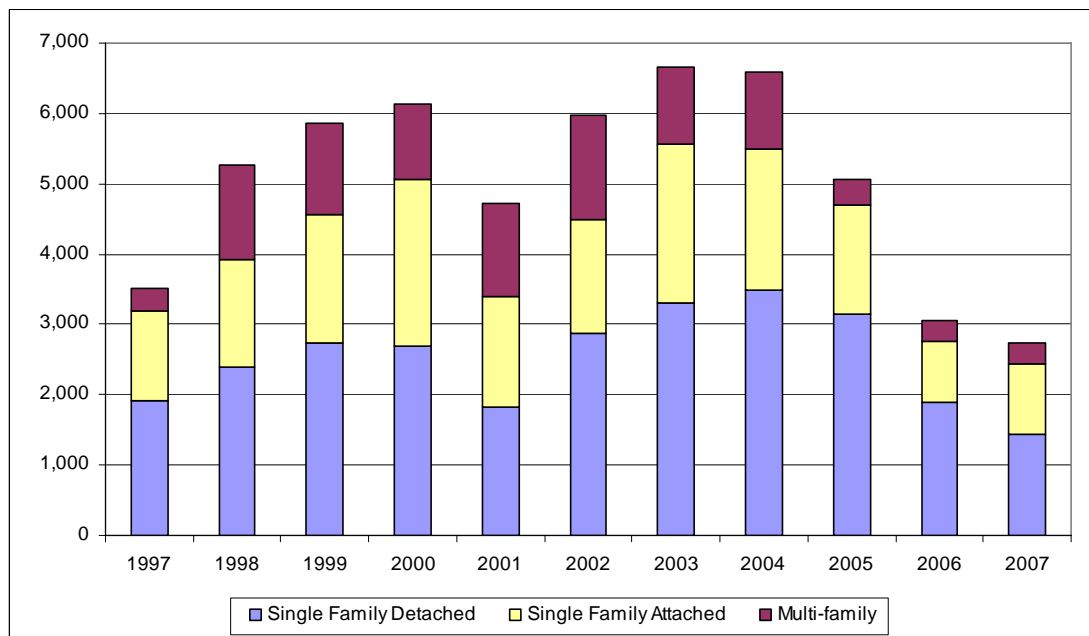
## Residential Building Permits Issued

Residential construction was at a high level from 1998 through 2005. In 2007, 2,739 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 2007. Most of Loudoun's new residential construction is for detached single family homes, although the number of single family attached and multi-family units is helping to diversify Loudoun's residential opportunities. The County's relatively large amount of residential construction (more residents) has created increased service demands.

### Total Residential Building Permits Issued for New Construction



### Total 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

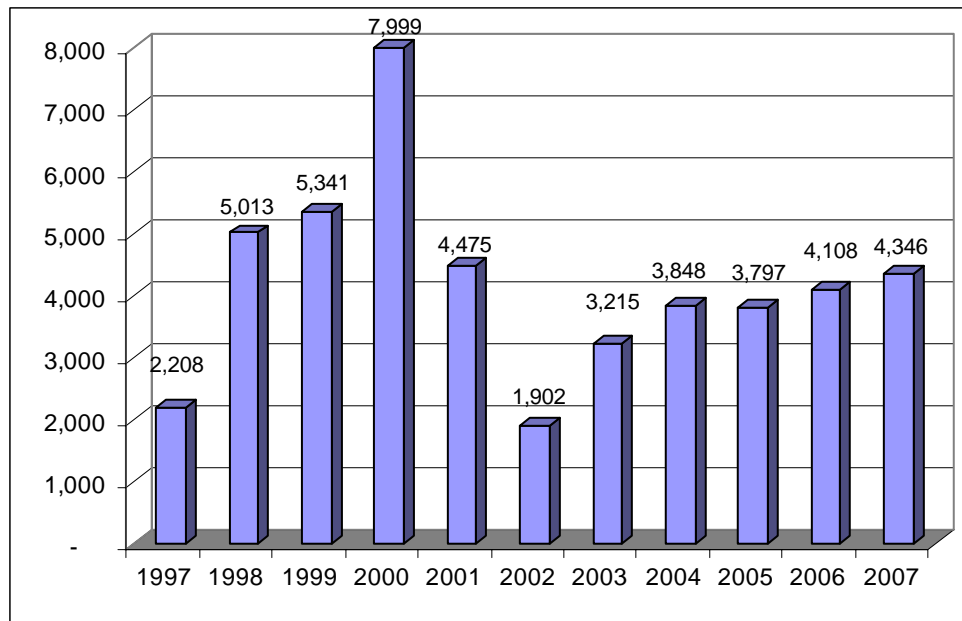


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## Non-Residential Construction and Vacancy Rate

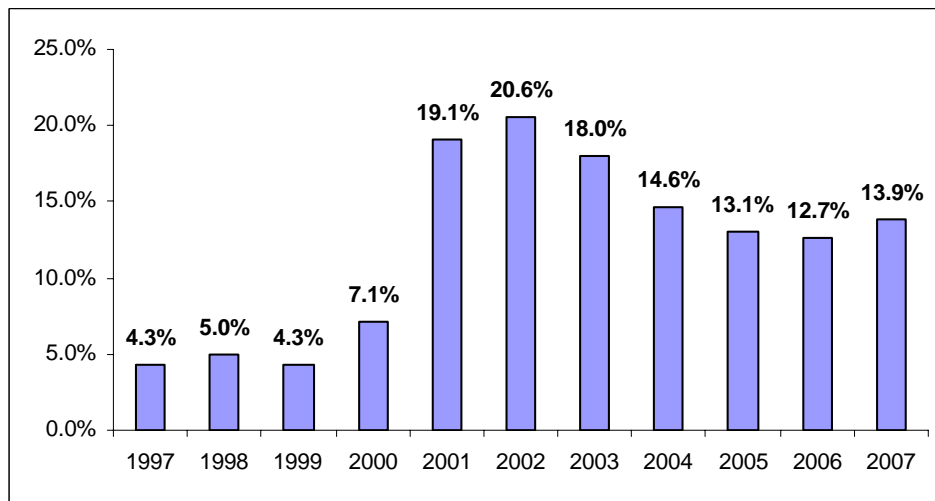
High levels of new non-residential construction occurred from 1998-2001 due to the construction of the Dulles Town Center Regional Mall, the Leesburg Outlet Center, America Online, the MCI office buildings complex (now Verizon Business), and other office projects by existing businesses. After a sharp downturn in 2002 due to economic recession, the market has rebounded locally.

### Non-Residential Square Footage Permitted for New Construction Calendar Years 1997 - 2007 (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 31<sup>st</sup>



Source: CoStar Realty Information, Inc.; Compiled by: Loudoun County Department of Economic Development



**Loudoun County Government  
FY 2009 Adopted Fiscal Plan**

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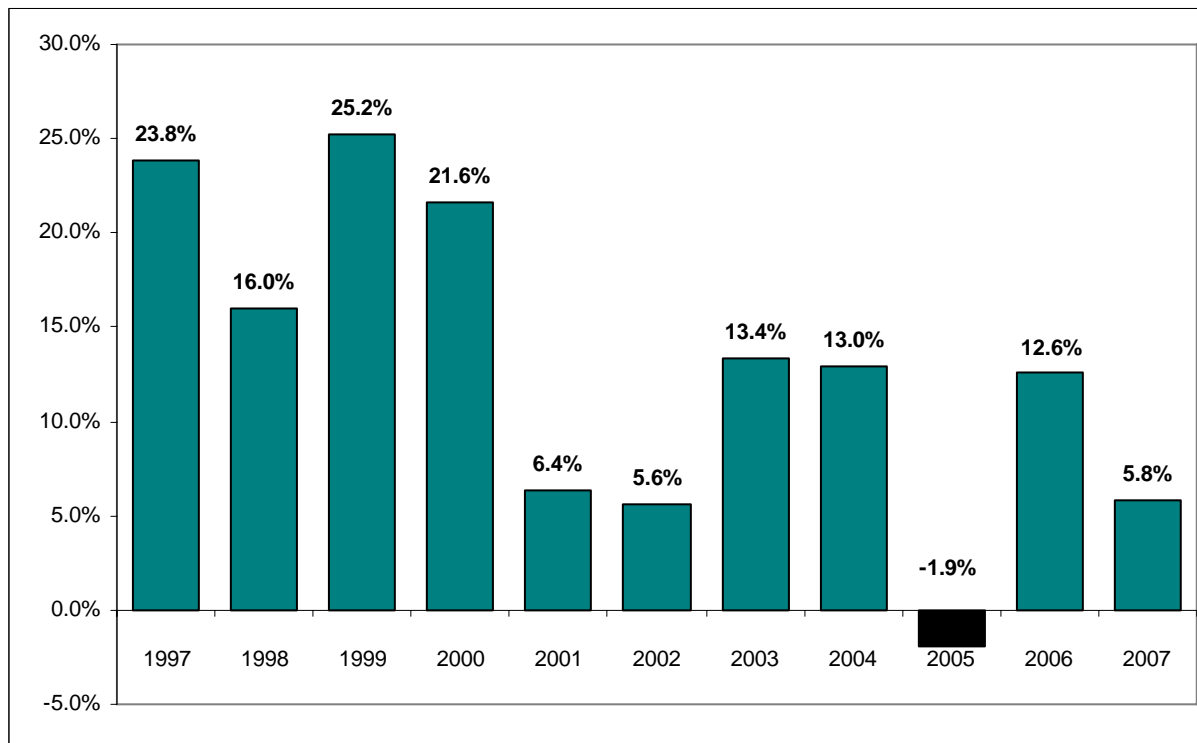
## **Retail Sales**

Loudoun County's retail sales continued to grow through 2004, but 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.

### **Actual Retail Sales (in millions of dollars)**

<u>Year</u>	<u>Sales</u>	<u>Year</u>	<u>Sales</u>
1996	\$1,253	2002	\$2,795
1997	1,409	2003	3,169
1998	1,635	2004	3,580
1999	2,047	2005	3,513
2000	2,490	2006	3,957
2001	2,648	2007	4,185

### **Annual Percentage Change in Actual Retail Sales Calendar Years 1997 – 2007**



Source: Virginia Department of Taxation

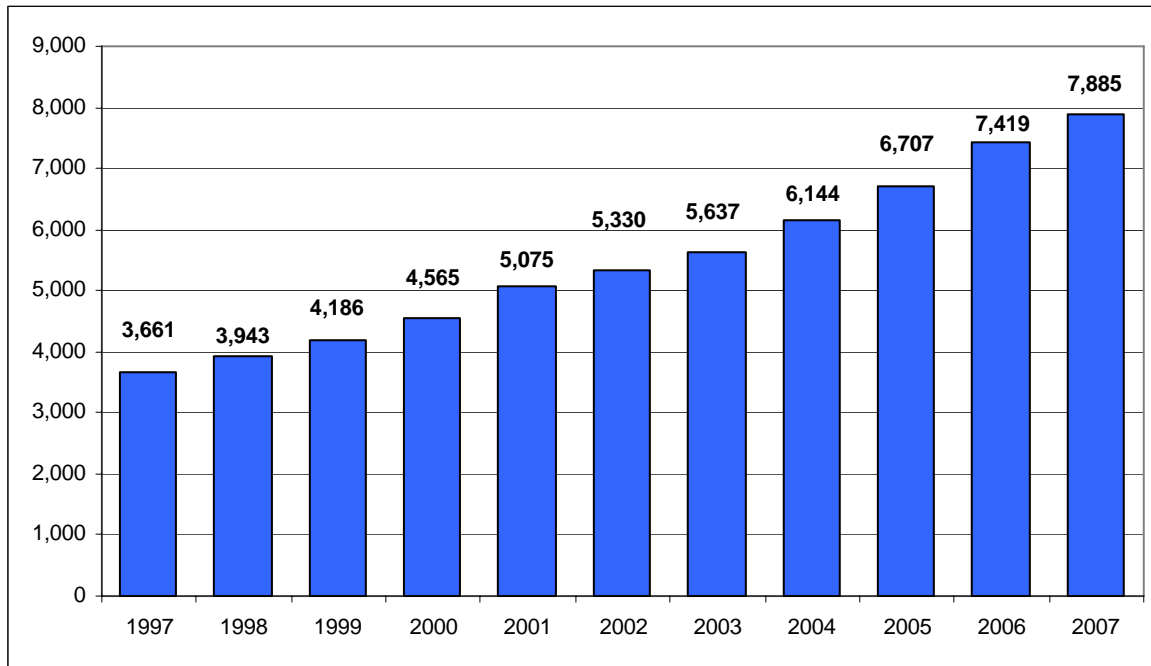
**Note:** Due to the implementation of a new accounting system at the Virginia Department of Taxation, retail sales for 2005 were underreported.



## **Business Establishments**

Since 1997, 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 8.8% per year in the post-recession period since 2003.

**Number of Business Establishments  
Calendar Years 1997 – 2007**



Source: Virginia Employment Commission, 2<sup>nd</sup> Quarter Data



**Loudoun County Government  
FY 2009 Adopted Fiscal Plan**

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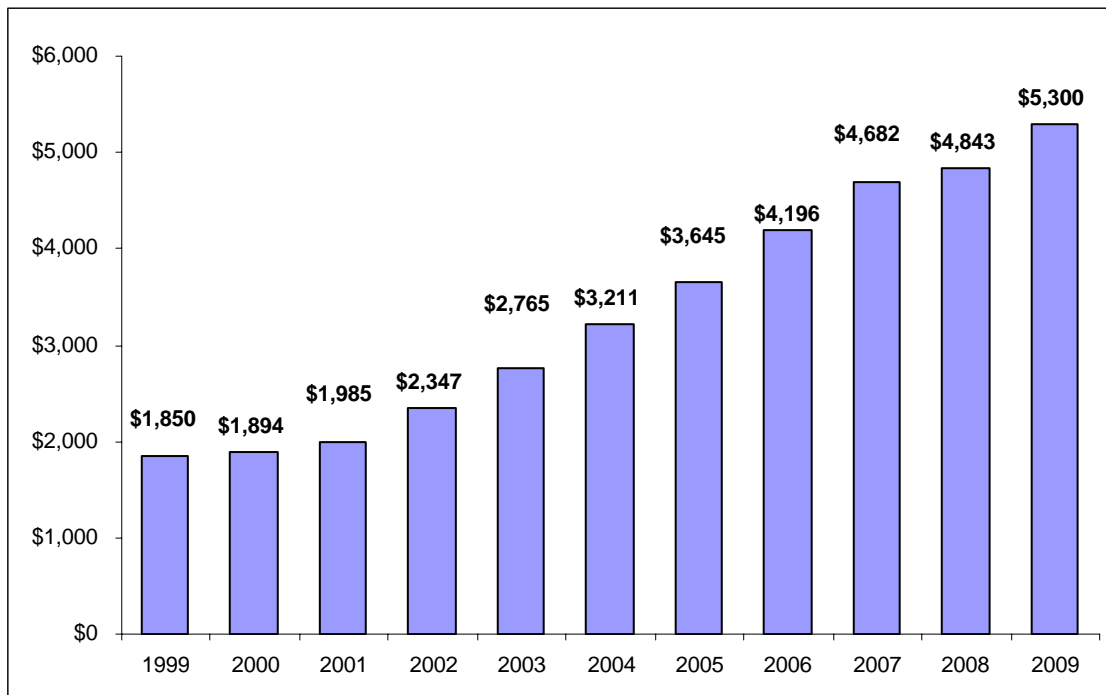
**Average Homeowner Tax Bill**

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

\* Combined rate for General Fund and Fire & EMS Fund

**Average Annual Homeowner Tax Bill  
FY 1999 – FY 2009**



Source: Loudoun County Office of the County Assessor



**Loudoun County Government  
FY 2009 Adopted Fiscal Plan**

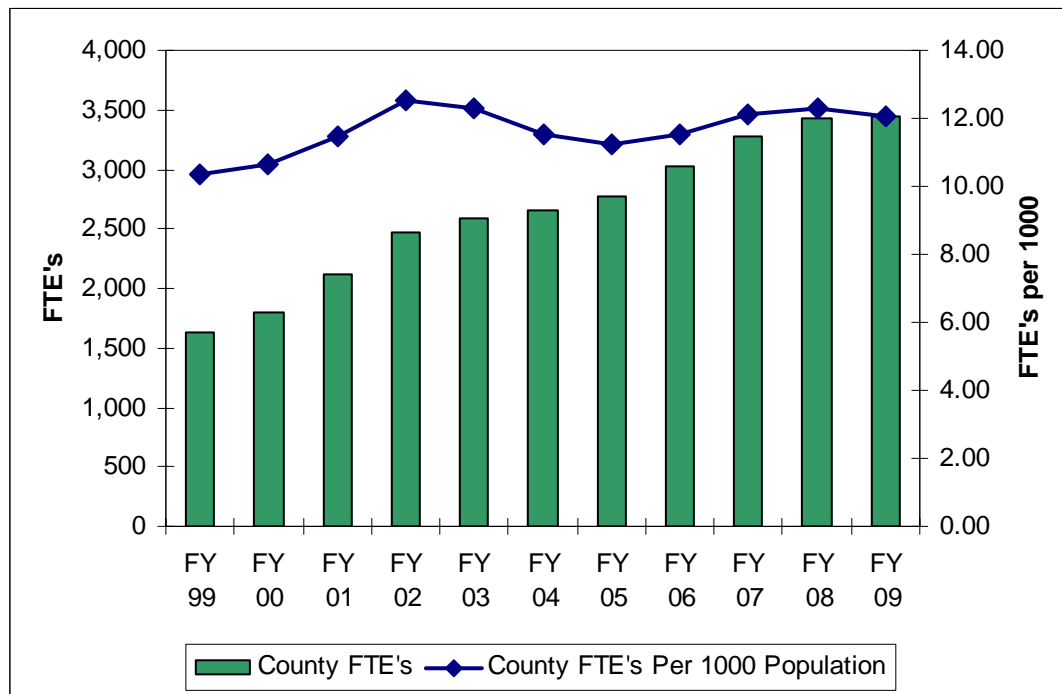
## County Government FTE's Per 1,000 Population

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 has increased to address increased service demands. While the number of County FTE's increases 0.6% in FY 09, the number of FTE's per 1,000 residents decreases by 1.7%.

### 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	2003	12.28
1997	10.79	2004	11.56
1998	10.86	2005	11.24
1999	10.38	2006	11.52
2000	10.63	2007	12.10
2001	11.45	2008	12.28
2002	12.55	2009	12.07

### **FTE's per Capita (per 1,000 Population) FY 99 - FY 09**



Source: Loudoun County Department of Management and Financial Services

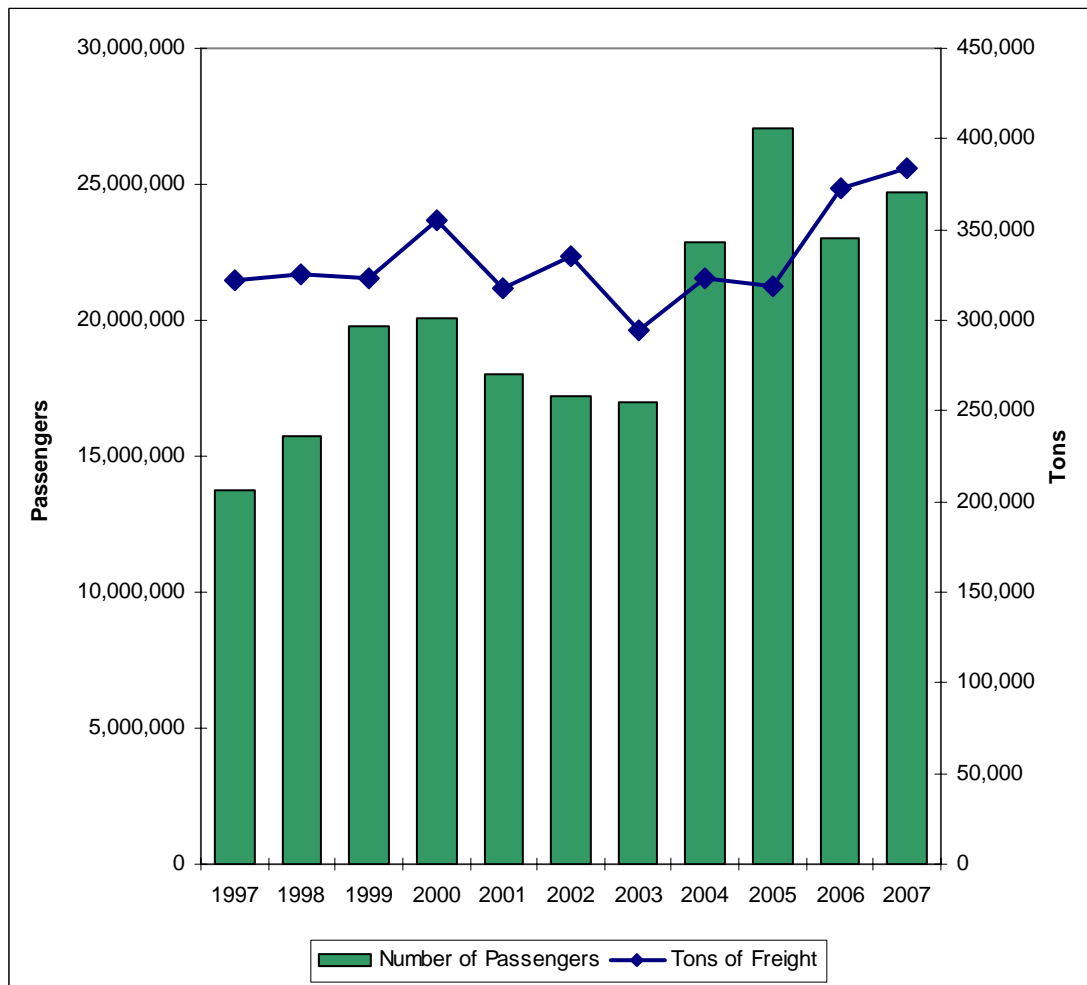


## Passengers at Washington Dulles Airport

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. In 2007, passenger traffic again rebounded.

Substantial construction continues at the airport. The growing airport helps to attract businesses to the County and has a significant positive impact on the County's economic growth.

### Actual Number of Passengers and Tons of Freight at Washington Dulles International Airport CY 1997 - CY 2007



Source: Metropolitan Washington Airports Authority



**Loudoun County Government  
FY 2009 Adopted Fiscal Plan**

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**NOTES**



**Loudoun County Government  
FY 2009 Adopted Fiscal Plan**

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**NOTES**



## **2. Assessed Value & Tax Rates**



**Loudoun County Government  
FY 2009 Adopted Fiscal Plan**

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**Notes**

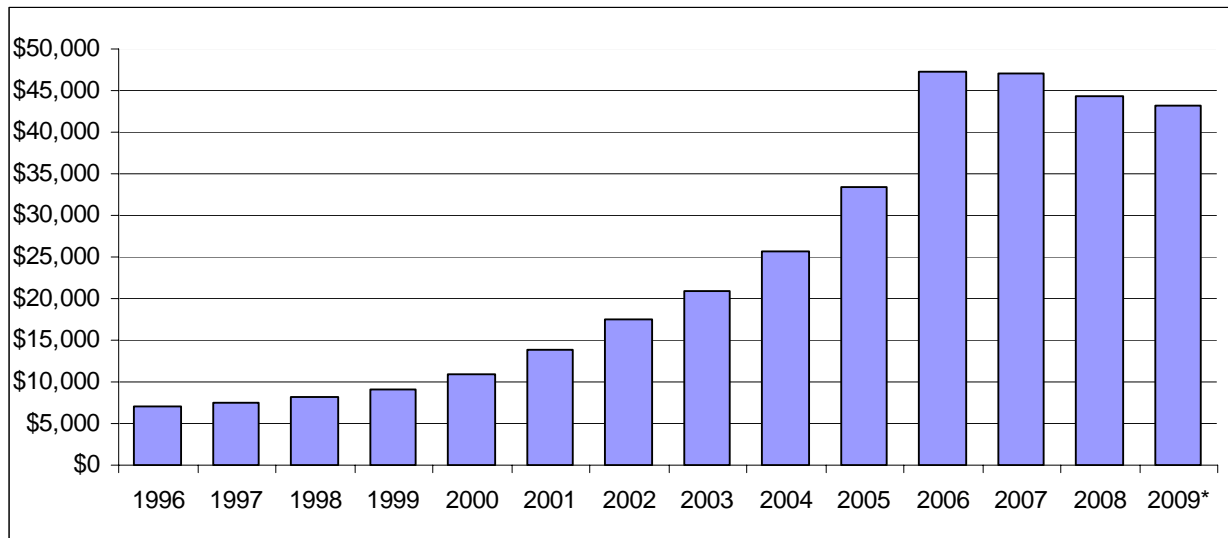


**Loudoun County Government  
FY 2009 Adopted Fiscal Plan**

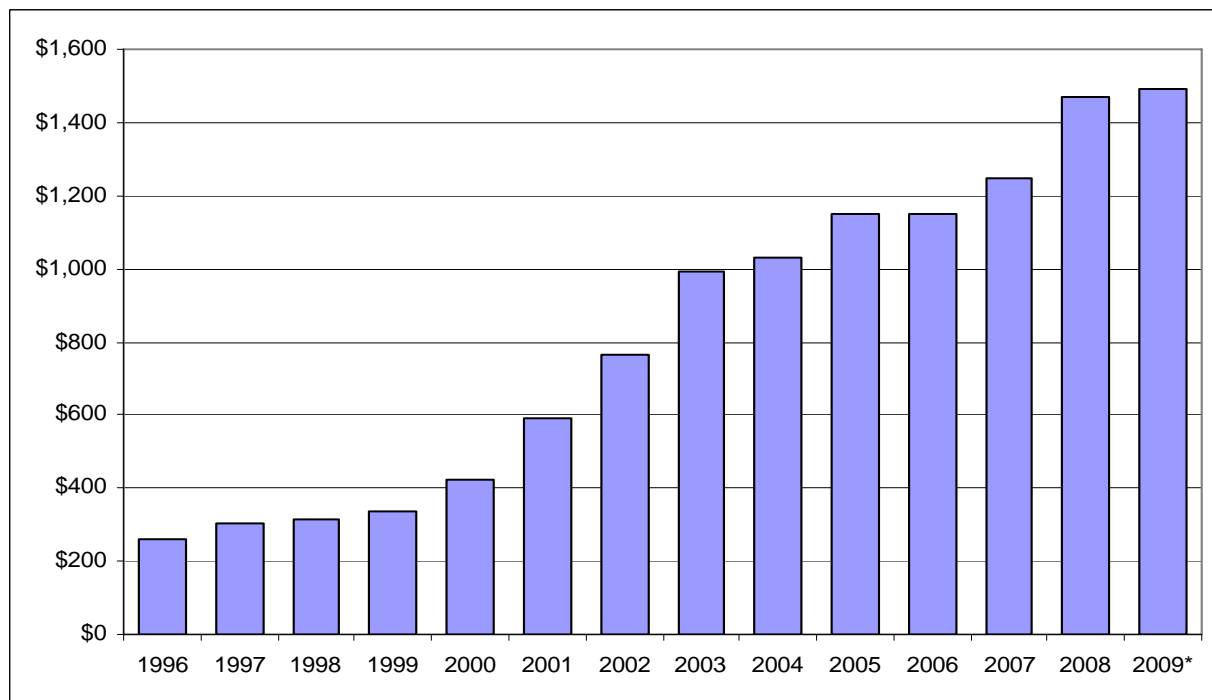
### Assessed Valuation of Residential Real Property

Growth in residential property assessed values flattened out during 2006 after sustained increases since 1994. Existing values declined from 2006 through the end of 2007 and are forecast to fall through 2008. The rate of new construction also fell substantially. Multi-family property assessed values grew strongly in the early part of this decade and have continued to grow at a more modest pace since 2003.

**Assessed Valuation of Residential Property  
(in millions of dollars)**



**Assessed Valuation of Multi-Family Residential Property  
(in millions of dollars)**



\*Forecast

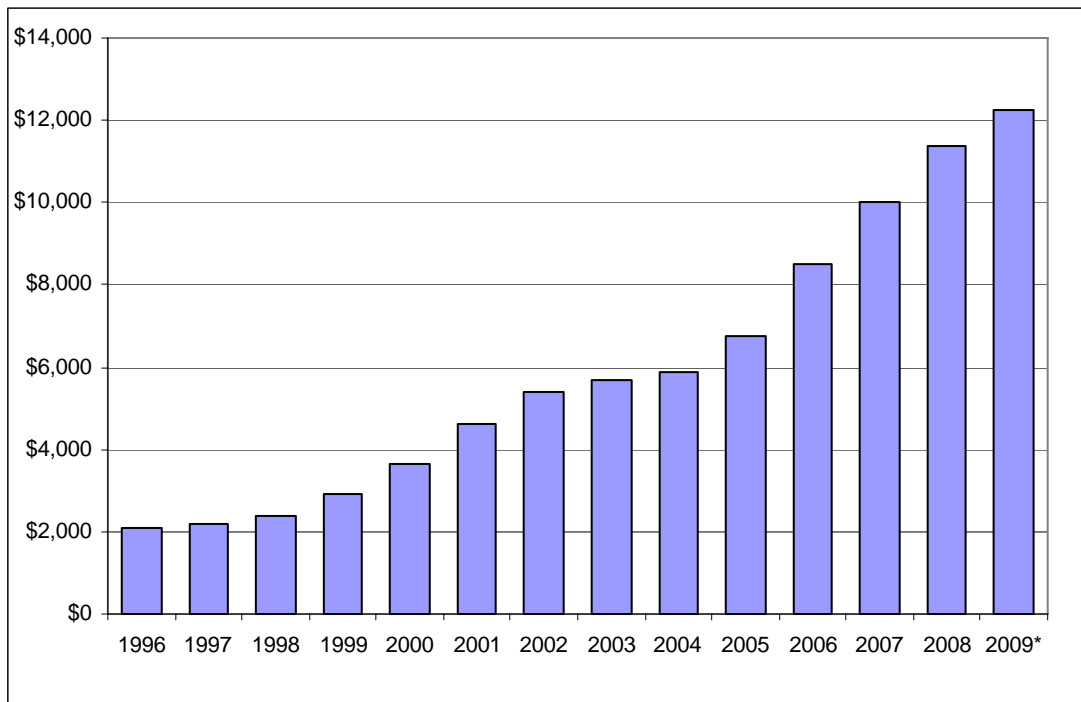
Source: Loudoun County Office of the County Assessor



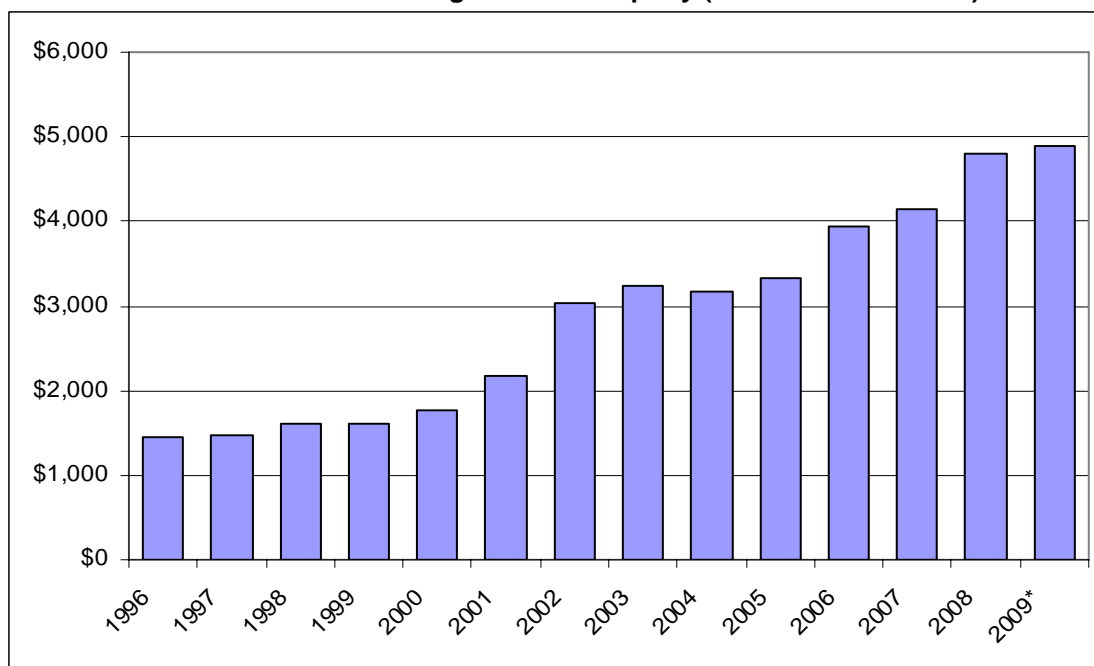
## Assessed Valuation of Other Real Property

The rapid pace of commercial and industrial property growth is forecast to slow during 2008. Agricultural property values accelerated during 2005, with growth continuing thereafter.

**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

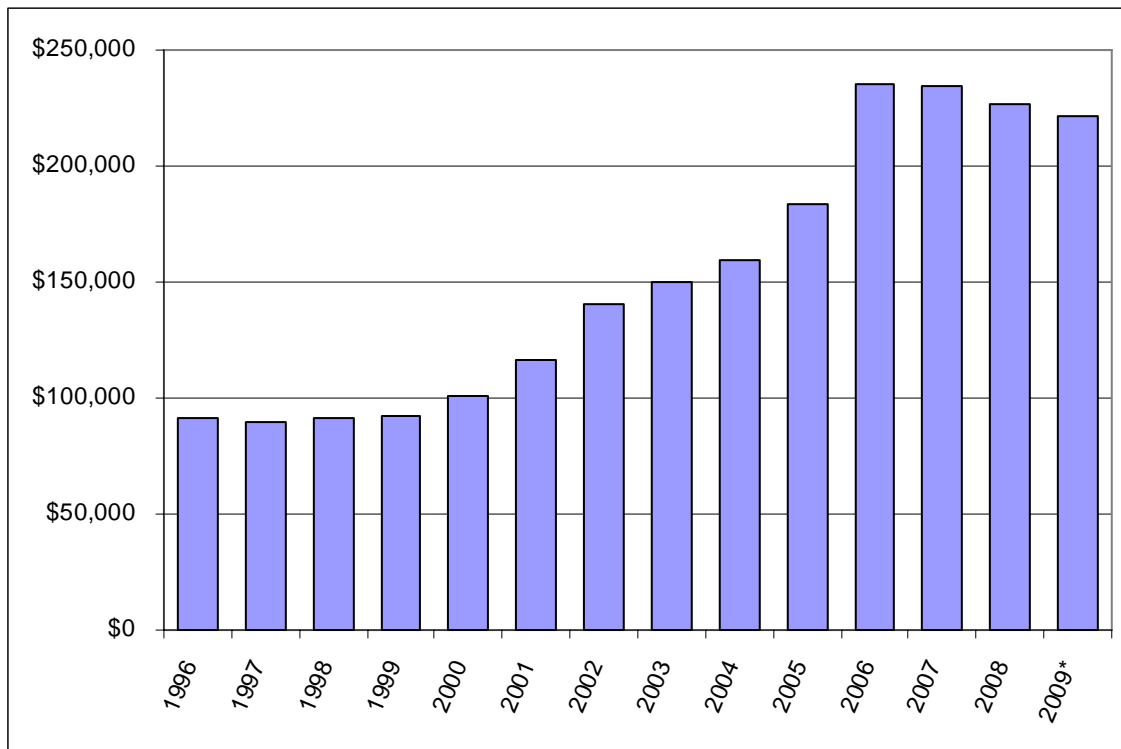


**Loudoun County Government  
FY 2009 Adopted Fiscal Plan**

**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 has now reversed and assessed value per capita is expected to decline further in 2009.

**Assessed Value per Capita  
1996 – 2009\***



\*Forecast

Source: U.S. Census Bureau, Loudoun County Department of Management and Financial Services, and Loudoun County Office of the County Assessor



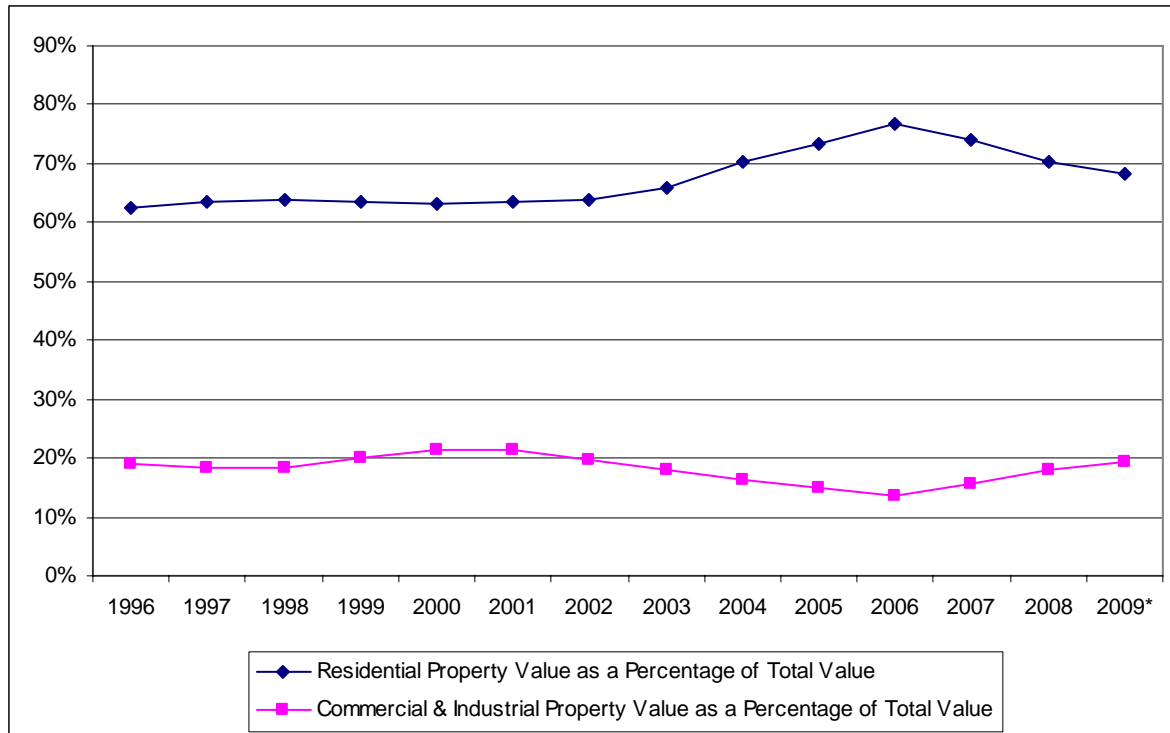
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## **Residential & Business Property - Share of Real Property Valuation**

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. A recent decline in the growth rate of residential construction and valuation has occurred while commercial and industrial construction continued.

<u>Year</u>	<u>Residential Property Valuation as a Percentage of Total</u>	<u>Year</u>	<u>Commercial &amp; 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*	68%	2009*	19%

**Residential Property Valuation and Commercial & Industrial Property Valuation as a Percentage of All Real Property Valuation 1996 – 2009\***



\*Forecast

Source: Loudoun County Office of the County Assessor

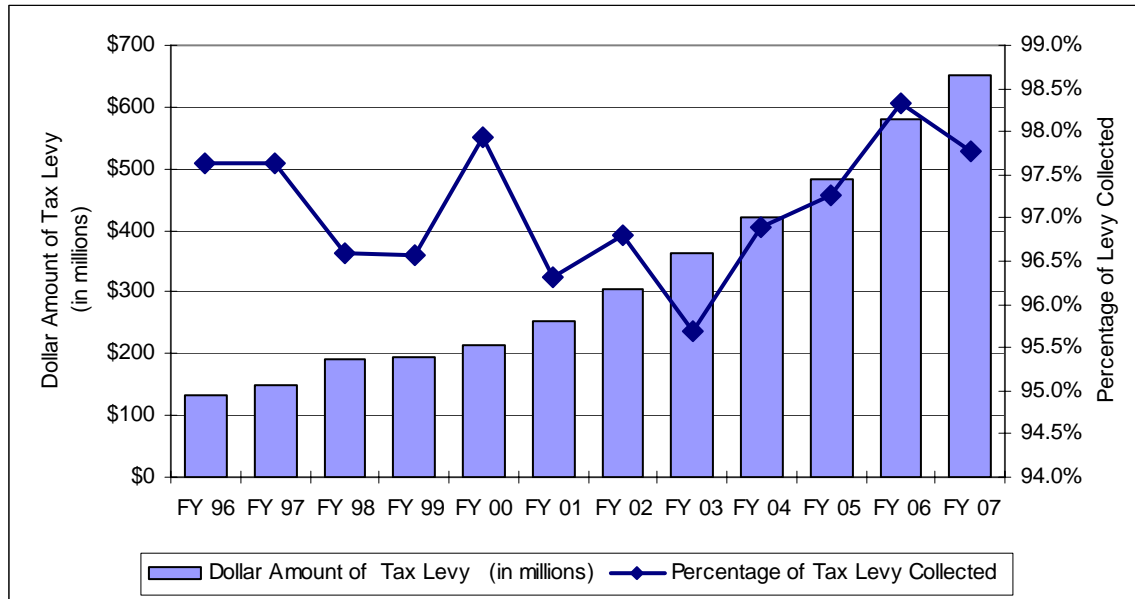


**Loudoun County Government  
FY 2009 Adopted Fiscal Plan**

## 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 07 the percentage of the tax levy actually collected fell from the FY 06 peak to just under 98%.

**Total Property Tax Levy and Rate of Collection of Tax Levy  
Fiscal Years 1996 – 2007**



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 2009 Adopted Fiscal Plan**

## Loudoun County Real Property Assessed Values

The total valuation has increased each year since 1994. 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. The total commercial/industrial property valuation is increasing, as is its share of the tax base. Increases in the assessed valuation reflect both new construction and increases in the assessed value of property.

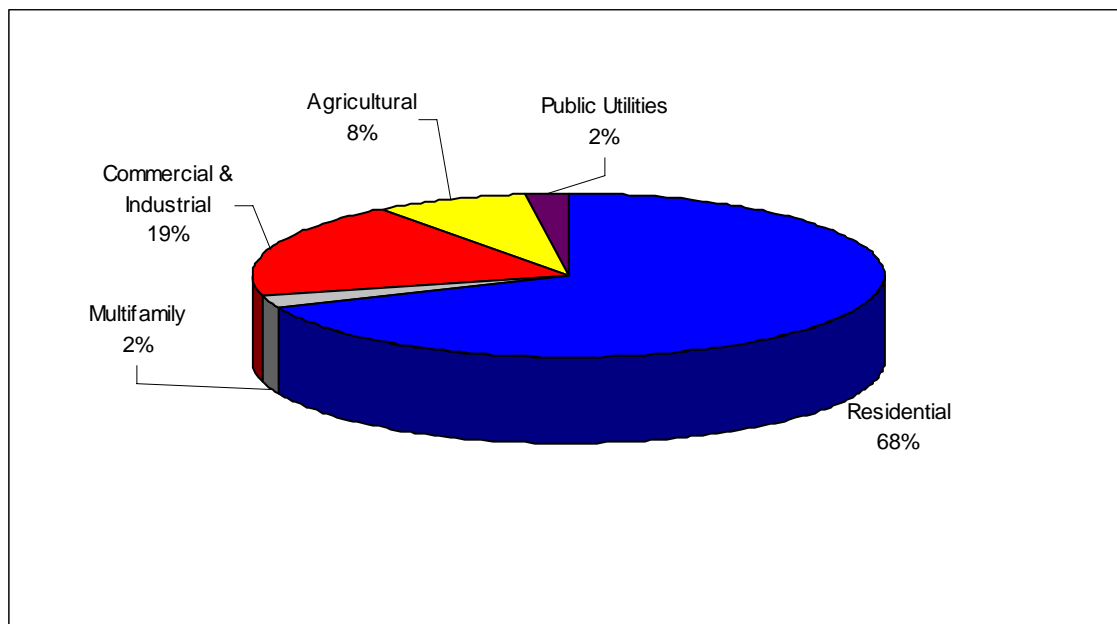
### Real Property Assessed Values by Land Use Category for Loudoun County: January 1, 1996 - 2009

	<u>Residential</u>	<u>Multifamily</u>	<u>Commercial &amp; 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*	43,272,192,987	1,494,069,256	12,226,320,944	4,894,637,026	1,353,656,779	63,240,876,991

\*Forecast

Source: Loudoun County Office of the County Assessor

### Loudoun County Real Property Assessed Values for Calendar Year 2009\*





**Loudoun County Government  
FY 2009 Adopted Fiscal Plan**

**Loudoun County Real Estate, Personal Property, Machinery and Tools,  
and Heavy Construction Machinery Tax Rates**

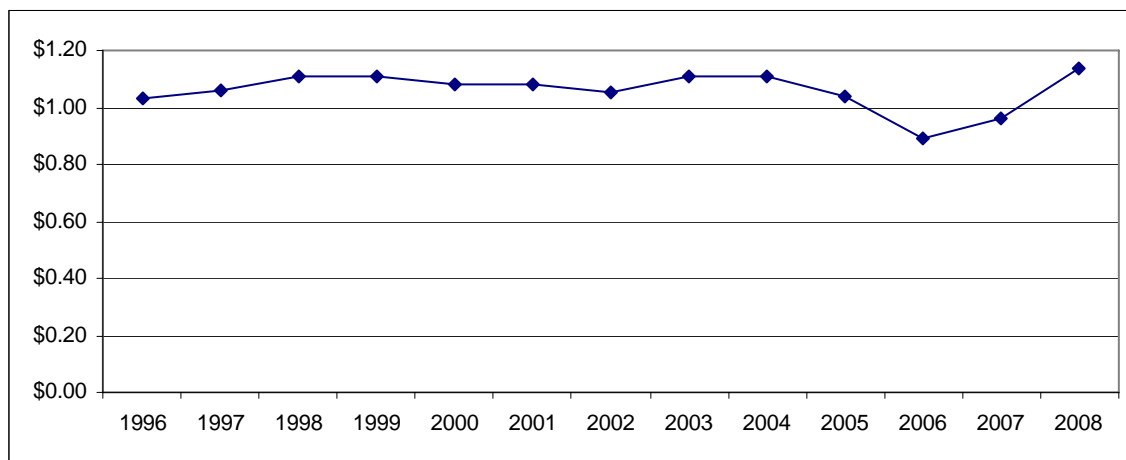
Tax rates for personal property, machinery & tools, and heavy construction machinery have remained stable for several years. The real estate tax rate has changed more frequently. The tax rates below are per \$100 of assessed value. Tax rates are set on a calendar year basis.

<b>Calendar Year</b>	<b>Real Estate Tax Rate</b>	<b>Personal Property Tax Rate</b>	<b>Machinery &amp; Tools Tax Rate</b>	<b>Heavy Equipment Tax Rate</b>
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 – 2008**





**Loudoun County Government  
FY 2009 Adopted Fiscal Plan**

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**Notes**



### **3. Revenue & Expenditures**



**Loudoun County Government  
FY 2009 Adopted Fiscal Plan**

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**Notes**

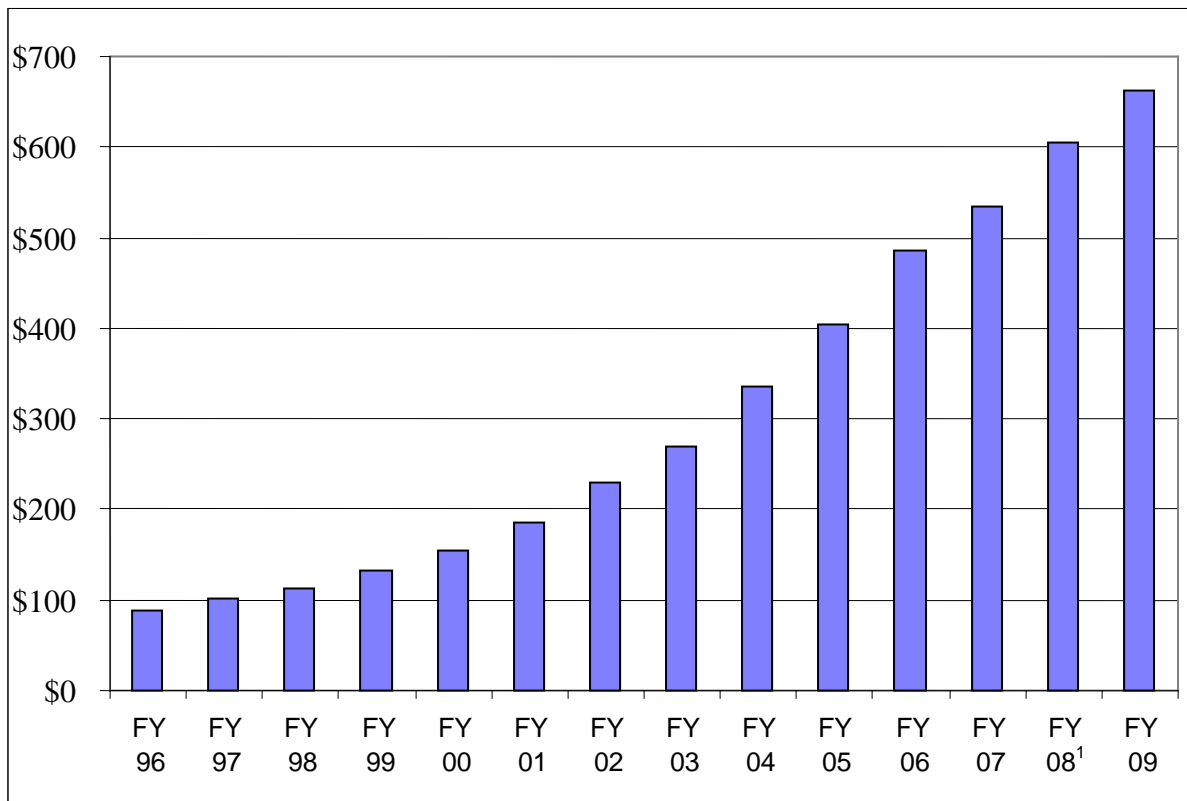


**Loudoun County Government  
FY 2009 Adopted Fiscal Plan**

## Real Property Taxes

Real property revenues have increased dramatically over the last several years. The FY 09 budgeted real property tax revenue is 10% higher than FY 08. The real property tax is the County's largest revenue source. For FY 09, the budgeted real property tax revenue as a percentage of the total General Fund revenue is 65%, and budgeted real property tax revenue as a percentage of the total County Government and Schools budgeted operating expenditures is 58.8%.

**Real Property Taxes  
FY 1996 - FY 2009  
(in millions of dollars)**



<sup>1</sup>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.

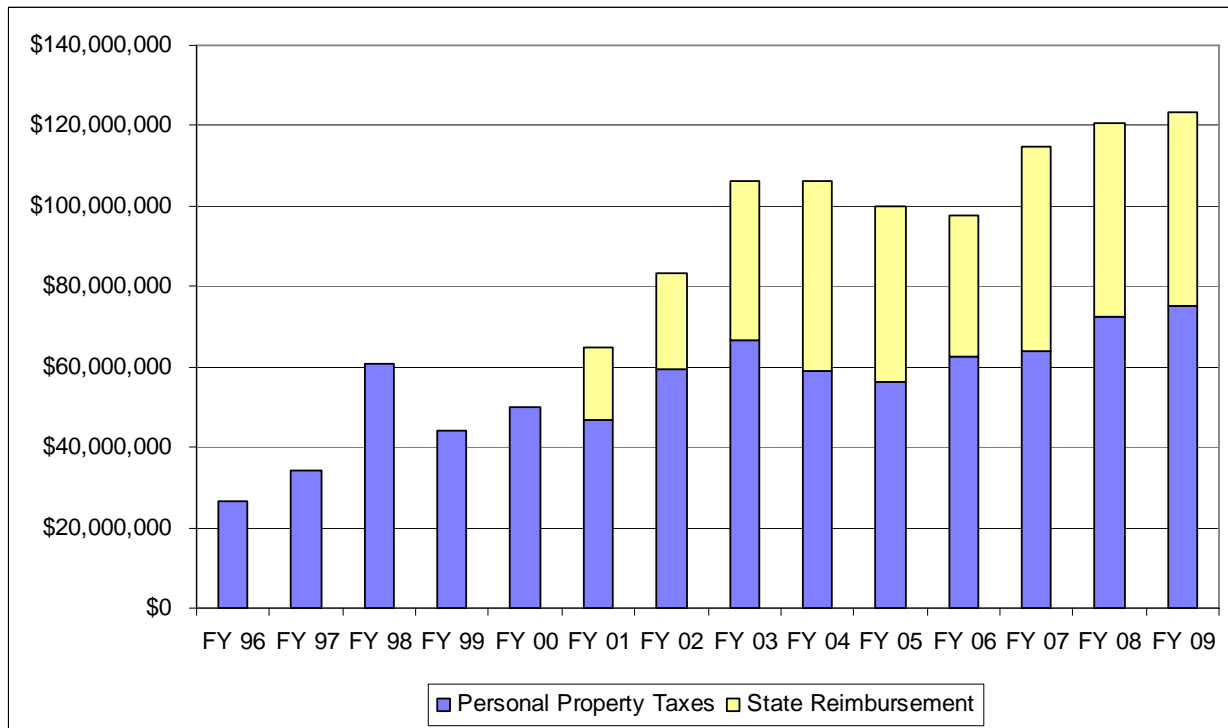


**Loudoun County Government  
FY 2009 Adopted Fiscal Plan**

**Personal Property Taxes**

The budgeted personal property tax revenue for FY 09 is 2% more than budgeted for FY 08. 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. Continued population growth and consumer demand for new vehicles help drive this revenue source. Over the past several years, the personal property tax rate has remained at \$4.20 per \$100 of assessed value.

**Personal Property Taxes  
FY 1996 – FY 2009**



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.

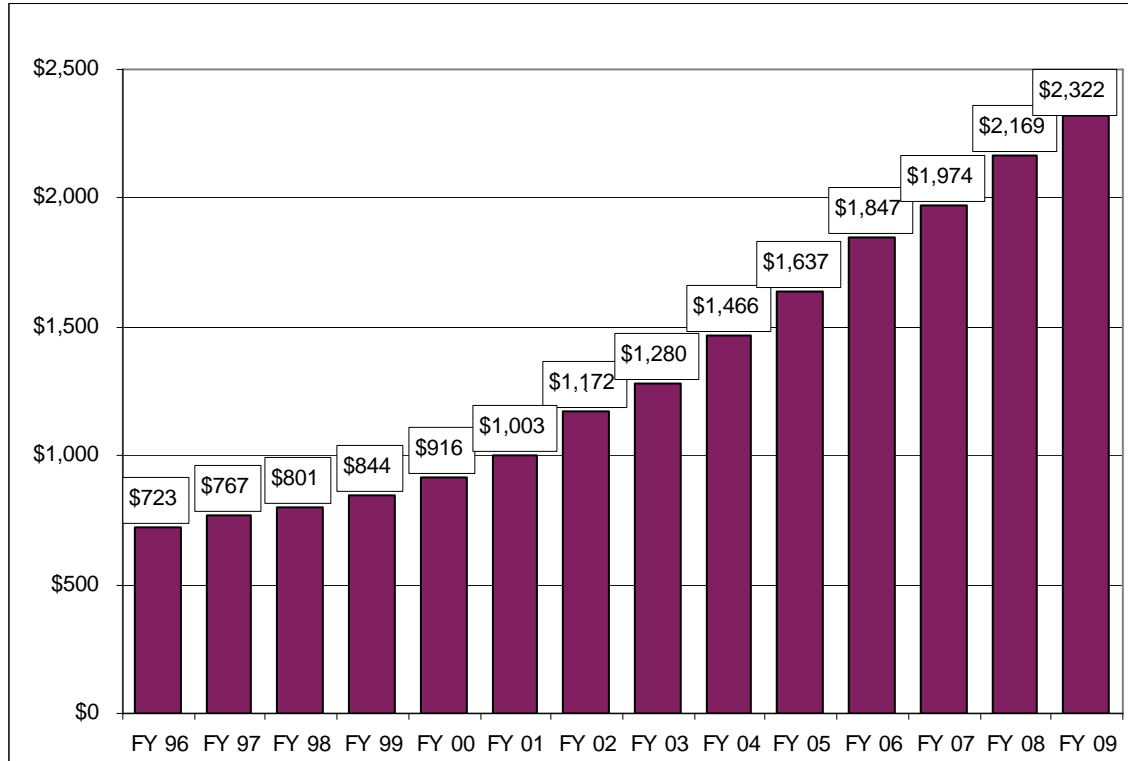


**Loudoun County Government  
FY 2009 Adopted Fiscal Plan**

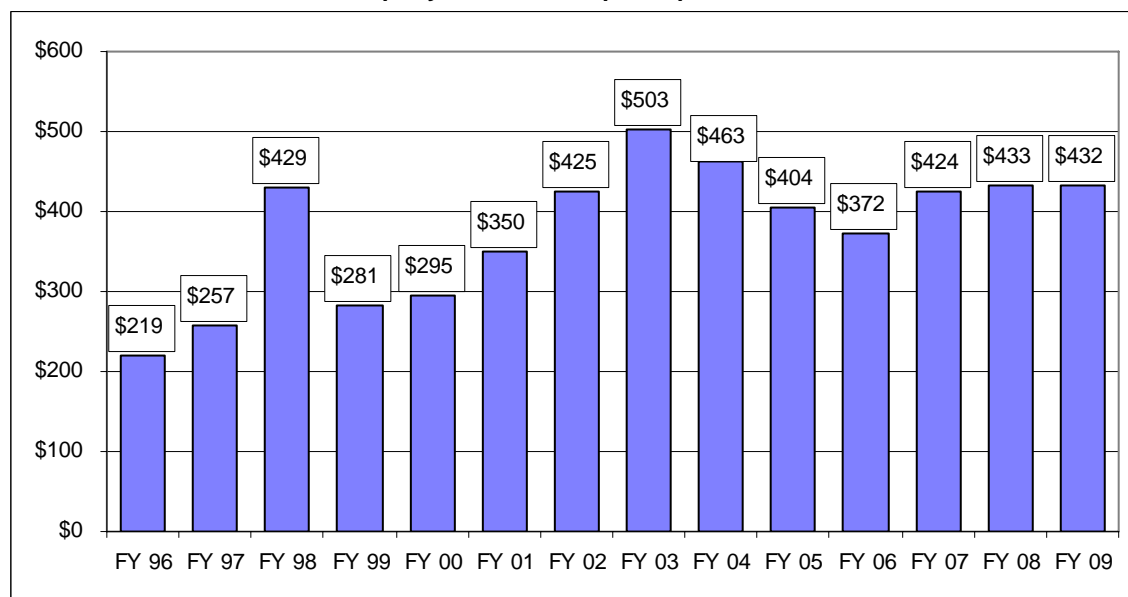
## Personal Property and Real Property Taxes Per Capita

Real property tax revenue per capita increased 7% in FY 09. Personal property tax revenue per capita decreased \$1.00 from FY 08. 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 09 is \$48,071,000.

**Real Property Tax Revenue per Capita  
FY 1996 – FY 2009**



**Personal Property Tax Revenue per Capita FY 1996-FY 2009**



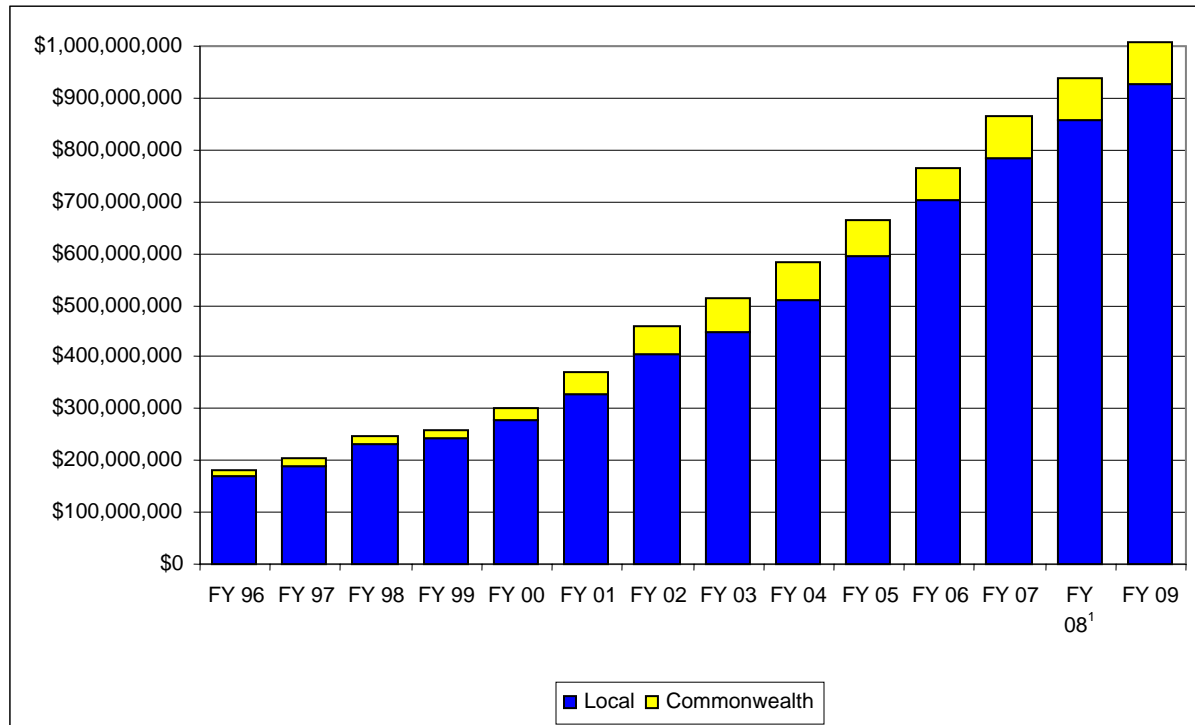


**Loudoun County Government  
FY 2009 Adopted Fiscal Plan**

## Local and Commonwealth Revenues

Budgeted local revenue increased by 8.0% in FY 09. Revenue from the Commonwealth increased 2.6% in FY 09, from \$78,313,164 to \$80,374,319. For the FY 01 – FY 09 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 09, exclusive of the State's personal property tax reimbursement, increased 2.6% compared with FY 08.

**Revenue from Local Sources and the Commonwealth  
FY 1996 – FY 2009**



<sup>1</sup>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.



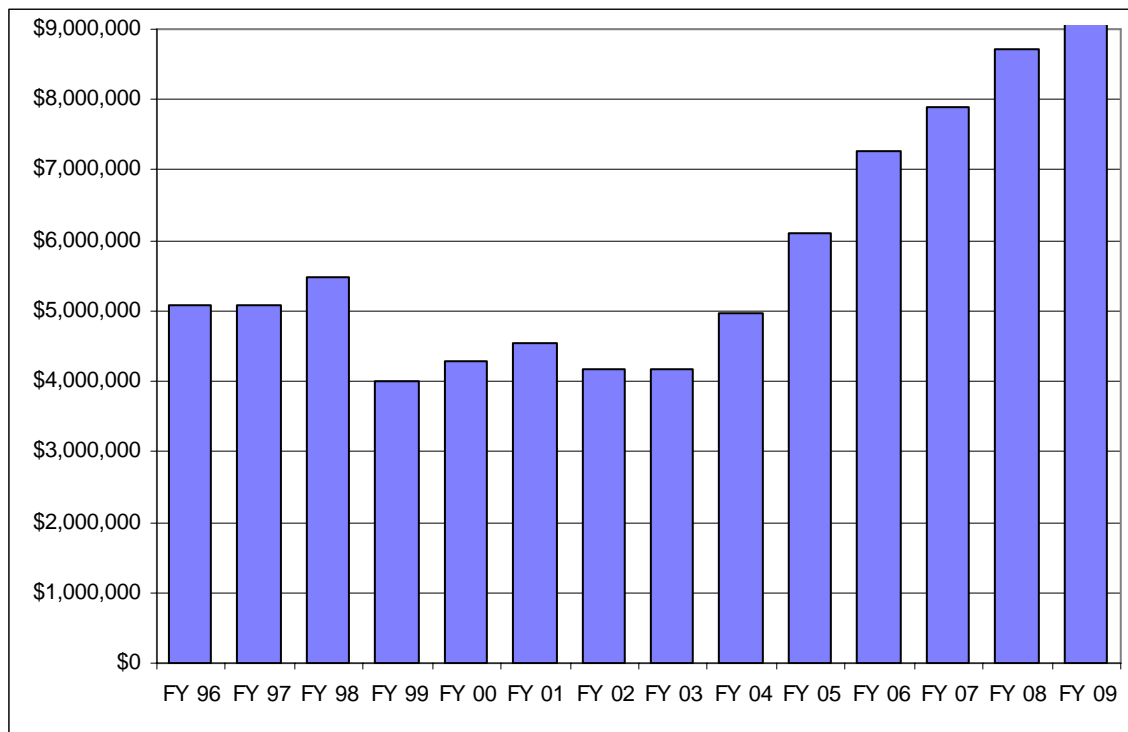
**Loudoun County Government  
FY 2009 Adopted Fiscal Plan**

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**Federal Revenue**

Federal revenue, mostly in the form of program specific grants in a variety of different categories, increased significantly from FY 04 and has more than doubled since FY 99. From FY 99 to FY 03, federal revenue was relatively stable within a narrow range, averaging \$4.2 million in aid each year. Federal revenues resumed their increase from FY 04 to FY 08, increasing 23% from FY 04 to FY 05, 19% from FY 05 to FY 06, 9% from FY 06 to FY 07, 10% from FY 07 to FY 08 and 6% from FY 08 to FY 09. Per capita federal revenue has increased the past four 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.

**Federal Revenue  
FY 1996 - FY 2009**





**Loudoun County Government  
FY 2009 Adopted Fiscal Plan**

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**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 has increased by an average of 3.6% and as a portion of the General Fund Revenues has declined to 3.18% in FY 09. The State is failing to adequately fund the County's operations from year to year. After decreasing 8% in FY 02, federal revenue has increased significantly, averaging a 20% increase per year in FY 04, 05, 06, a 9% increase in FY 07, a 10% increase in FY 08, and a 6% increase in FY 09.

<b>Revenue Sources</b>			
<b><u>Fiscal Year</u></b>	<b><u>Local Revenue</u></b>	<b><u>Commonwealth Revenue</u></b>	<b><u>Federal Revenue</u></b>
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 <sup>1</sup>	858,286,689	78,313,164	8,717,268
2009	926,876,444	80,374,319	9,265,806

<sup>1</sup>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.

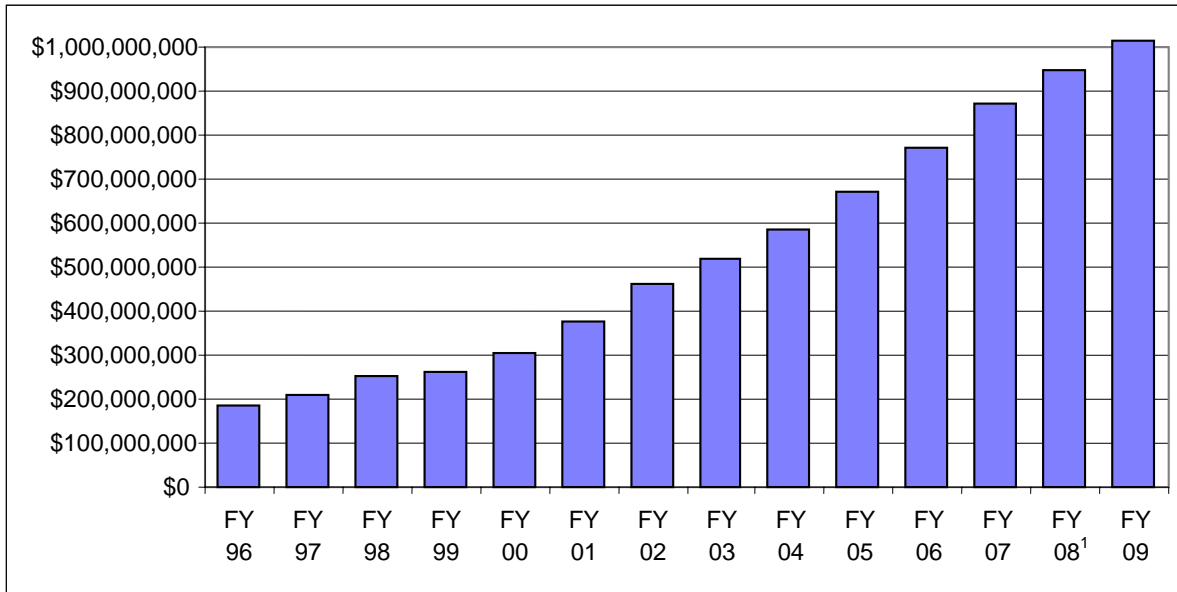


## Loudoun County Government FY 2009 Adopted Fiscal Plan

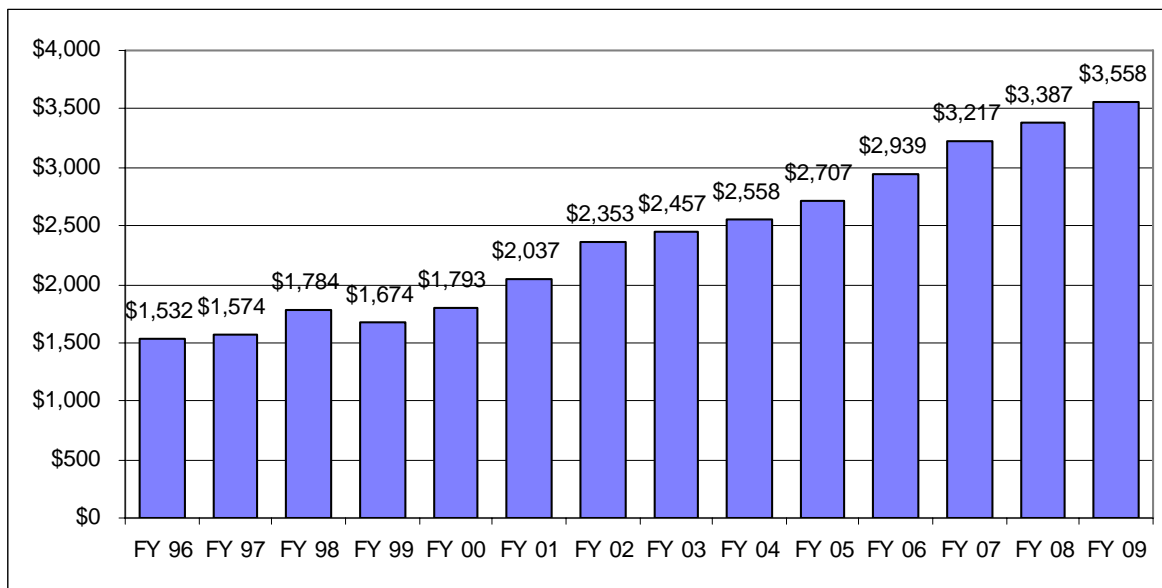
### Total General Fund Revenue

Budgeted General Fund revenue and revenue per capita have been on an increasing trend since FY 90. 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. FY 09 revenue will be 7.5% higher than the FY 08 budget.

**Total Revenue  
FY 1996 - FY 2009**



**Total Revenue per Capita  
FY 1996 - FY 2009**



<sup>1</sup>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.

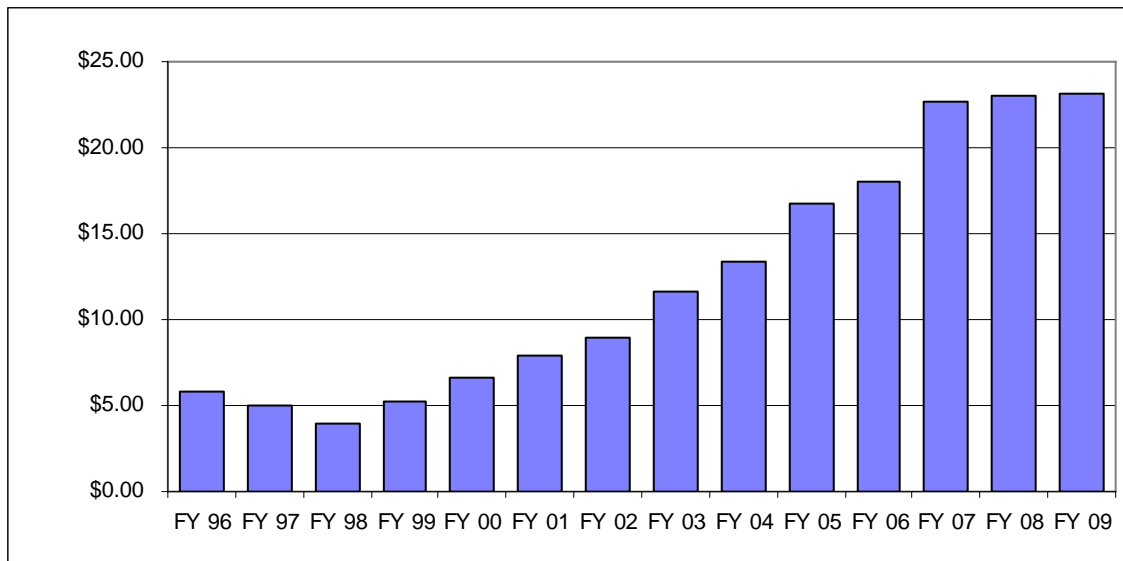


**Loudoun County Government  
FY 2009 Adopted Fiscal Plan**

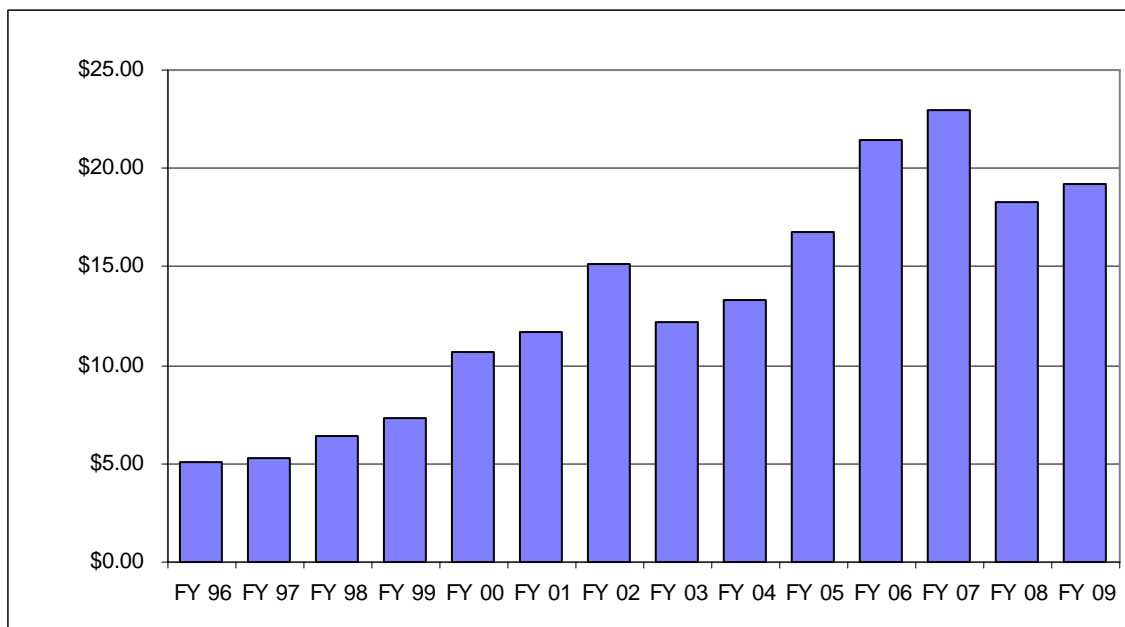
**Charges for Services and Permits & Privilege Fees (Revenue)**

Budgeted revenues from charges for services and for permits and privilege fees decreased 9% in FY 08. The FY 09 revenue for charges for services increased less than 1% from FY 08. Revenue from permits and privilege fees, some of which are for building permits, zoning permits, and dog licenses decreased 20% from FY 07 to FY 08 due to the national slowdown in the housing and regional development. The FY 09 revenue for permits and privilege fees increases 5.1% due to projected rate increases in certain fees.

**Charges for Services  
FY 1996 – FY 2009  
(in millions of dollars)**



**Permits and Privilege Fees  
FY 1996 – FY 2009  
(in millions of dollars)**





**Loudoun County Government  
FY 2009 Adopted Fiscal Plan**

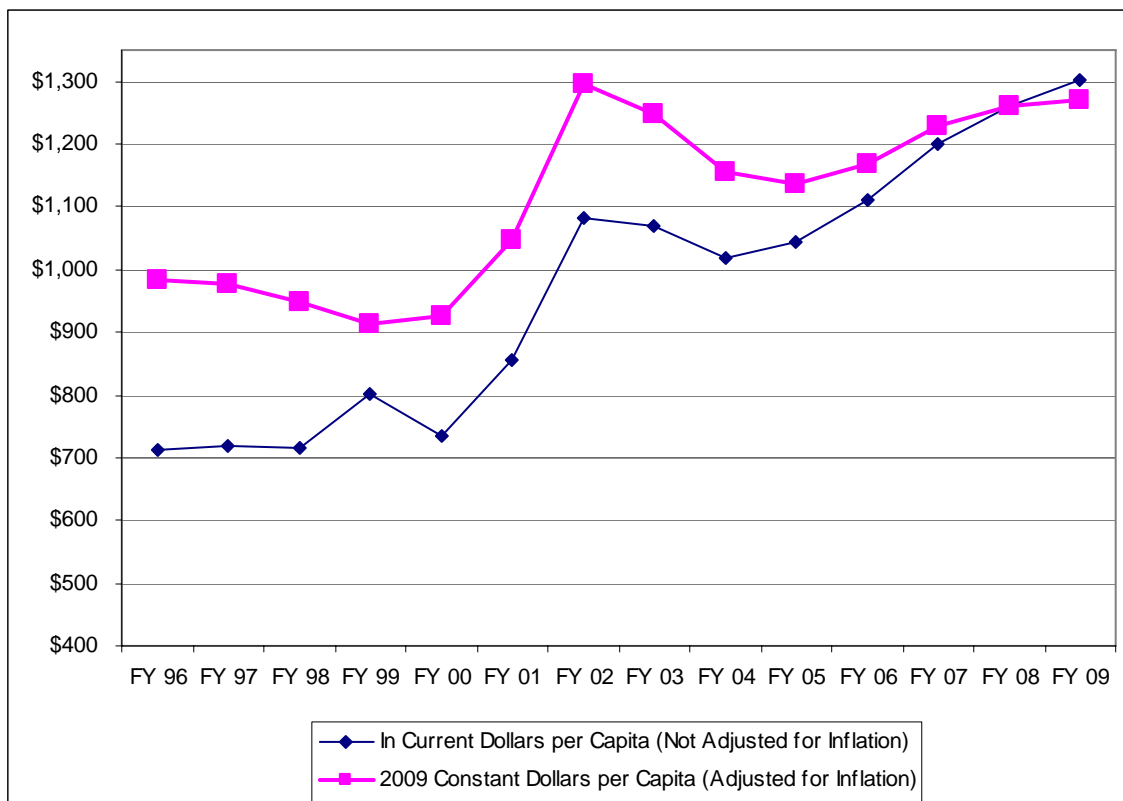
**General Government Expenditures Per Capita**

Per capita spending in constant dollars decreased an average of 6.3% between FY 92 - FY 95, reflecting the recession of the early 1990's. 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>2009 Constant \$'s</u>	<u>Percentage Change in 2009 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	1,260	2.47
2009	1,301	1,271	0.88

**Expenditures Per Capita in Current Dollars and in 2009 Dollars: FY 1996 - FY 2009**



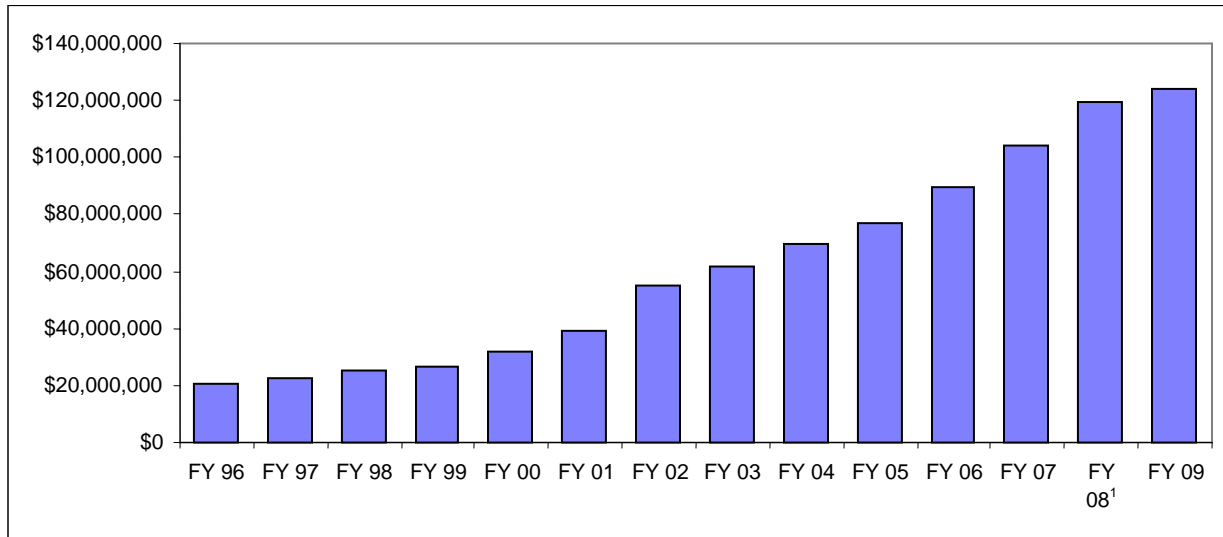


## Loudoun County Government FY 2009 Adopted Fiscal Plan

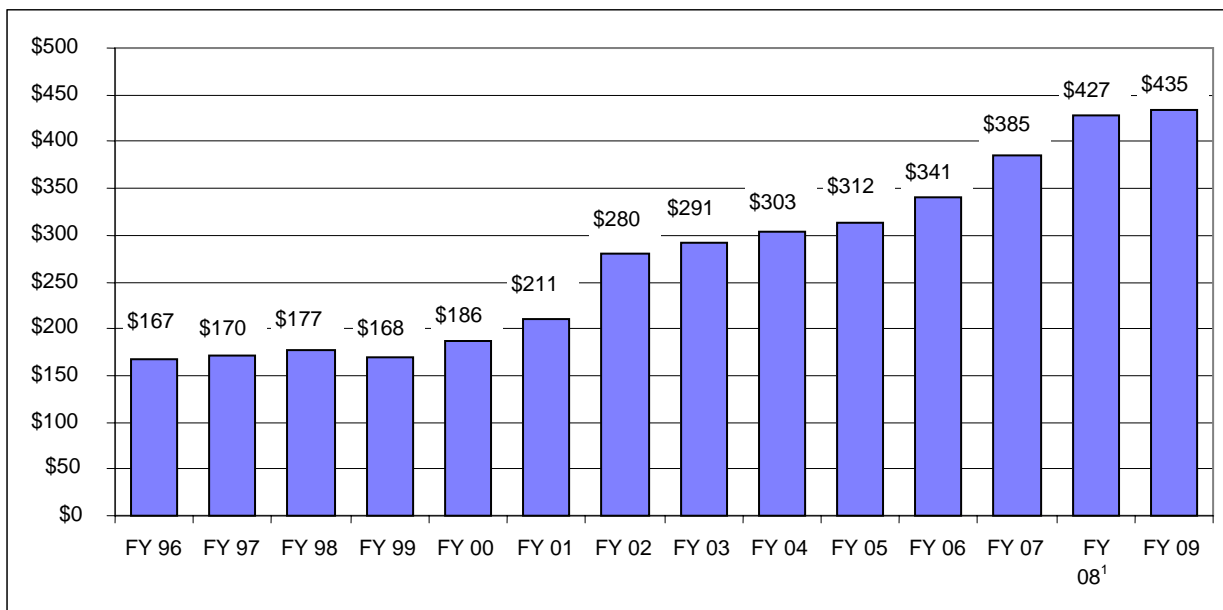
### Public Safety Expenditures

Expenditures budgeted for public safety purposes have increased to correspond with the County's growing population. Expenditures increased 4.1% in FY 09, 15% in FY 08, 16.3% in FY 07, 16% in FY 06 and 11.1% in FY 05. Per capita public safety expenditures are also on an increasing trend, increasing 1.7% in FY 09, 11.1% in FY 08, 9.7% in FY 07, 9% in FY 06, and 3.1% in FY 05. The following departmental expenditures for public safety will increase in FY 09: Fire and Rescue by 3%, Sheriff's Office by 4.4%, Juvenile Court Services Unit by 1.4%, Community Corrections by 9.5% and Animal Care & Control by 18.4%.

**Public Safety Expenditures  
FY 1996 - FY 2009**



**Public Safety Expenditures per Capita  
FY 1996 - FY 2009**



<sup>1</sup>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.



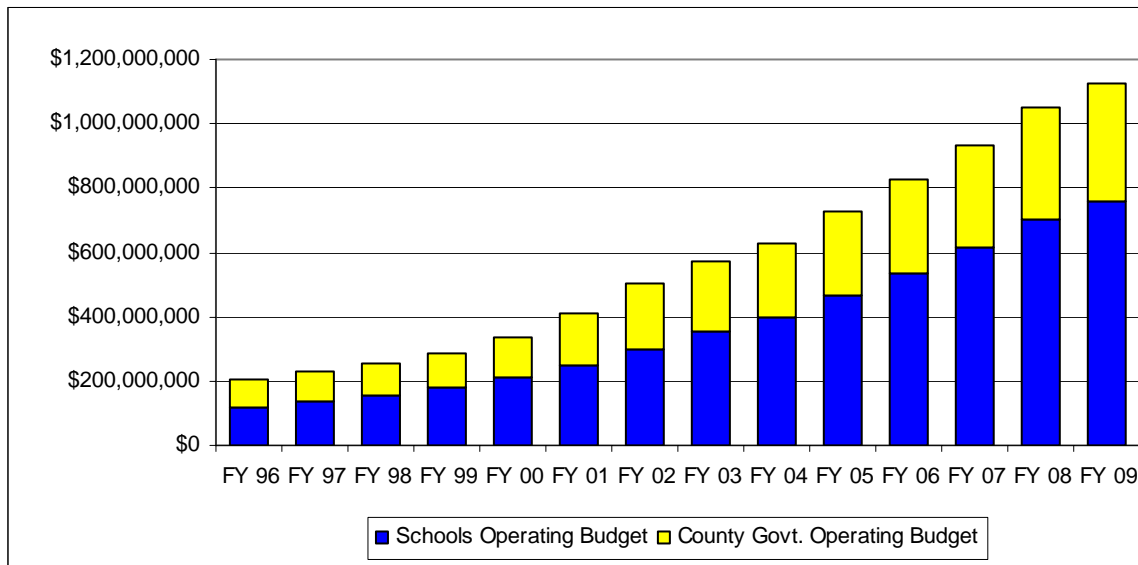
**Loudoun County Government  
FY 2009 Adopted Fiscal Plan**

**County Government and Schools Operating Budgets**

During the past several years, the county government's operating budget increased more slowly than the operating budget for the school system. During 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>
1994	\$73,200,892	\$93,516,262	\$166,717,154
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

**Adopted County Government and School Operating Budgets: FY 1996 - FY 2009**



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 Government  
FY 2009 Adopted Fiscal Plan**

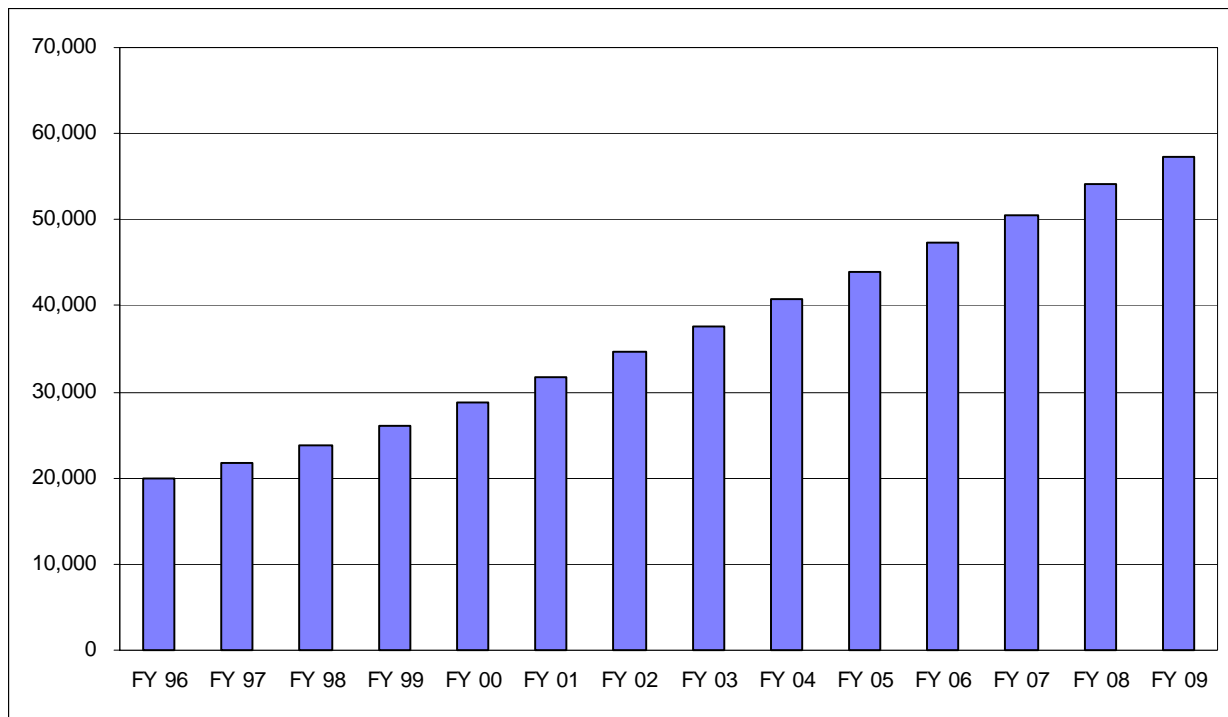
**Loudoun County School System Enrollment**

Since FY 93, public school enrollment has been on a significant increasing trend. School enrollment is projected to increase 6% in FY 09, having already increased 7% in FY 08. Projected school enrollment growth exceeds the County's 2009 projected population growth rate of 2%.

**Public School Enrollment  
FY 1996 – FY 2009**

1996	19,967
1997	21,733
1998	23,782
1999	26,091
2000	28,787
2001	31,804
2002	34,589
2003	37,375
2004	40,751
2005	44,014
2006	47,361
2007	50,478
2008	54,047
2009 <sup>1</sup>	57,317

**Public School Enrollment  
FY 1996 - FY 2009**



<sup>1</sup>Projection

Source: School Board Adopted Capital Improvements Program

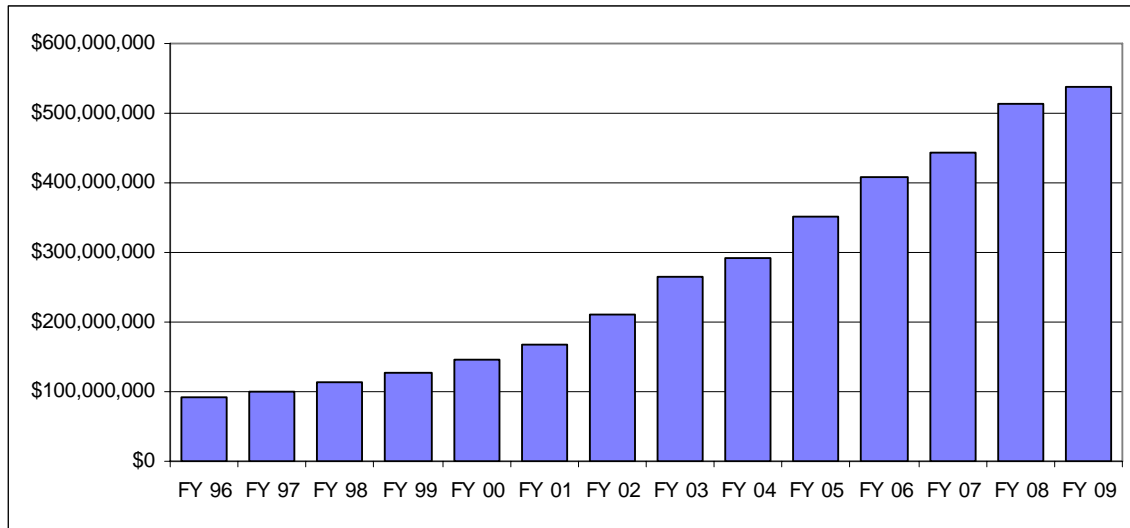


**Loudoun County Government  
FY 2009 Adopted Fiscal Plan**

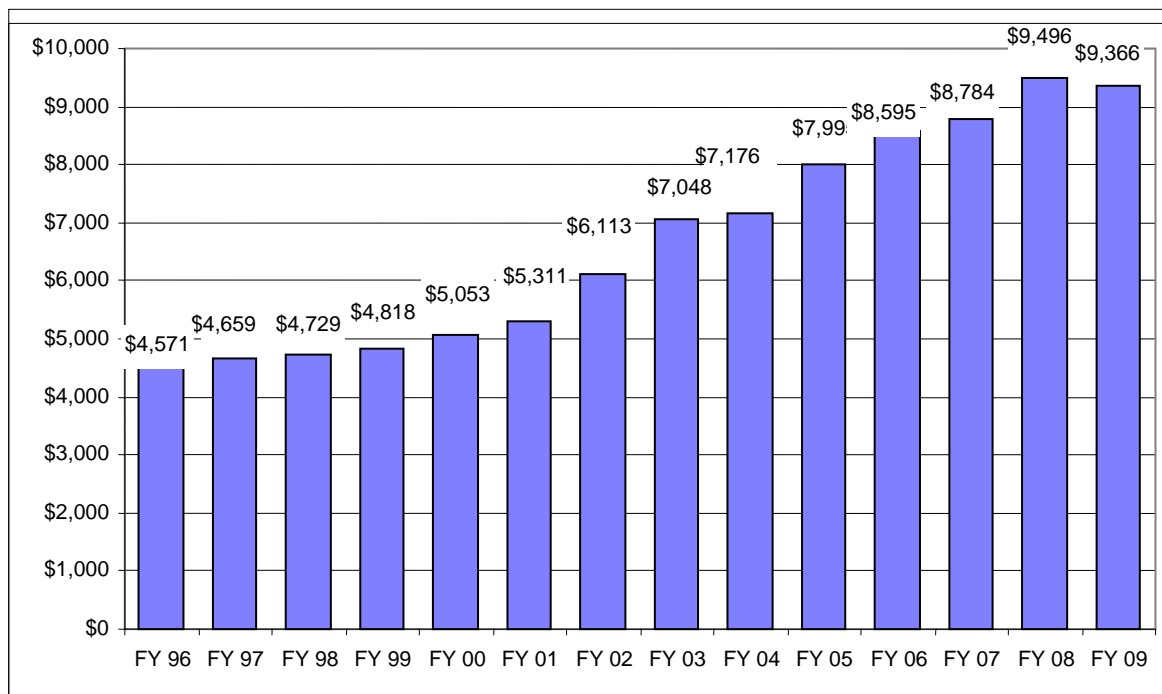
**General Fund Transfer to Schools – Total & Per Pupil**

As public school enrollment has grown, general fund transfers to the school system have increased, with significant annual increases since FY 95. The general fund transfer to the school system increased 4.6% for the FY 09 budget, more than the 15.7% general fund transfer increase in FY 08. The general fund transfer per pupil declined in FY 09 by 1.4% to \$9,366 for the first time since FY 94.

**General Fund Transfer to School System  
FY 1996 - FY 2009**



**Per Pupil General Fund Transfer to School System  
FY 1996 - FY 2009**



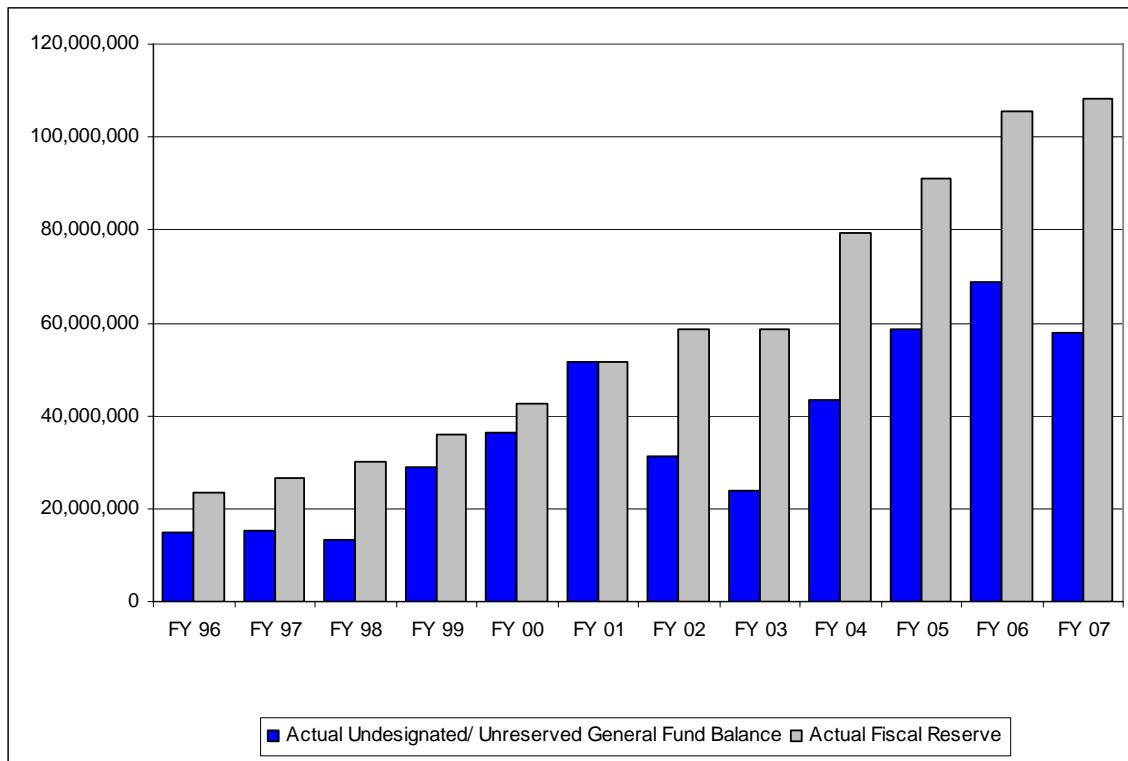


**Loudoun County Government  
FY 2009 Adopted Fiscal Plan**

**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 2007**



Note 1: Fund balances are as of the end of each fiscal year.

Source: Comprehensive Annual Financial Reports.



## 4. Debt & Debt Service



## Loudoun County Government FY 2009 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 this document, page E - 41).

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 targets, 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 target from the County's watch list, as the significance of this ratio is negligible. The County's recently adopted debt ratios and respective benchmarks are provided below. More information regarding County debt may be found in the *Debt Service Fund* section of this budget document starting on page 8 – 1.

### **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%.

## **Debt Service**

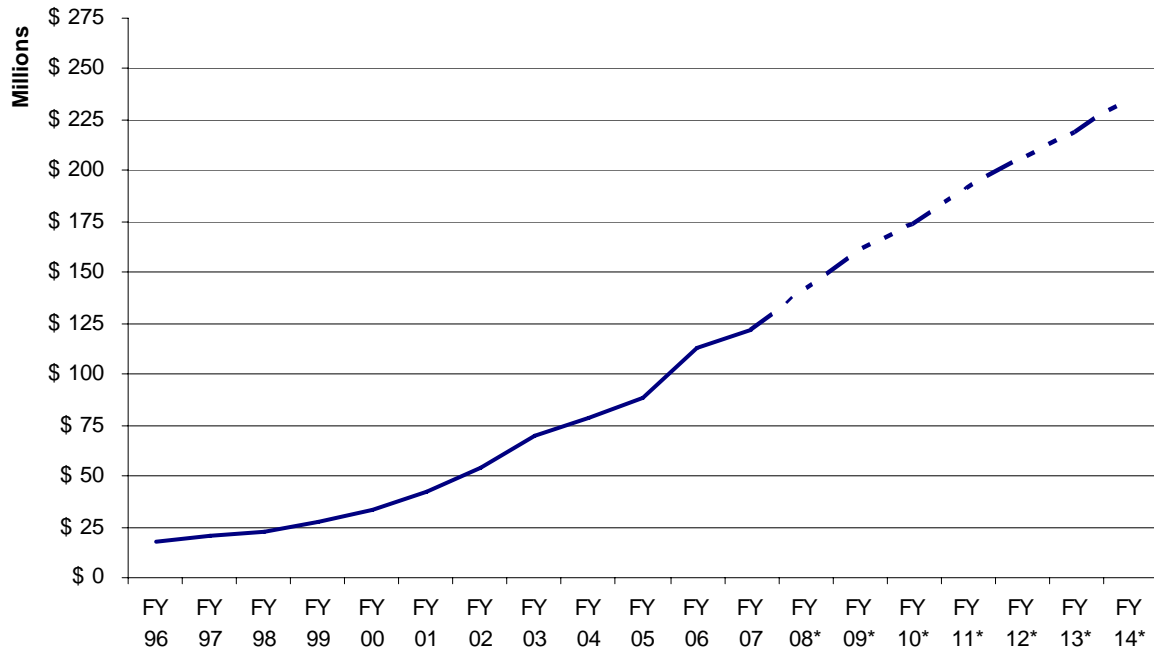
The County's debt service has been on a significant increasing trend due primarily to the County's financing of public school building construction. The growth in the amount of debt service in recent years has been much higher than the population growth rate. The budgeted debt service for FY 08 is 15.8% more than FY 07. Debt service will continue to increase significantly through FY 12 due to the continuing issuance of debt.

Debt service expenditures for school projects increase by an average of 4.5% annually through FY 2014 when the annual debt service costs for schools reaches \$152.6 million. Debt expenditures for General Government including transportation projects increase by an average of 16.9% annually through FY 2014 with the largest expenditure occurring in FY 14 at \$83.1 million. The following charts provide both a retrospective and a prospective view of the County's debt service expenditures as a result of financing approved through Board budgetary actions.

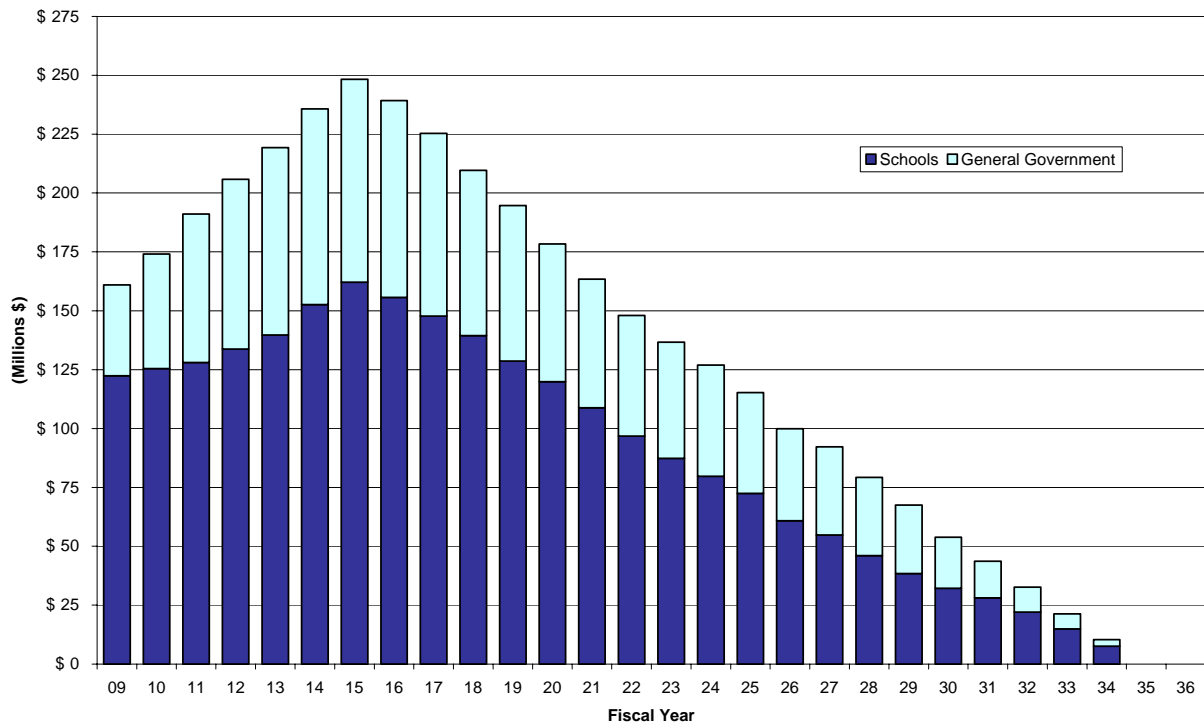


Loudoun County Government  
FY 2009 Adopted Fiscal Plan

Debt Service<sup>1</sup> – Adopted Budget  
FY 1996 - FY 2014



Total Debt Service Forecast\*  
FY 2009 – FY 2036



<sup>1</sup> Estimated. Source: *Debt Service Fund* Section.

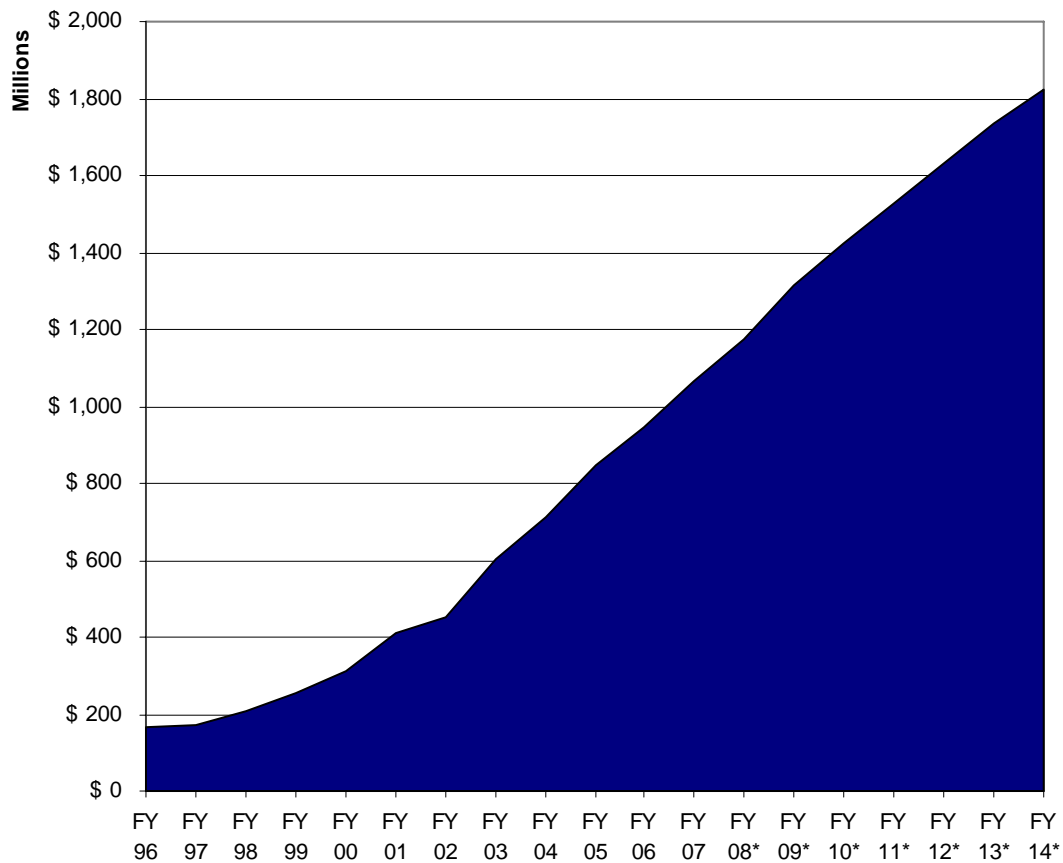


**Loudoun County Government  
FY 2009 Adopted Fiscal Plan**

### 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. The budgeted amount of FY 09 outstanding debt is 10.2% higher than the FY 08 amount. The County's outstanding debt will continue to increase steadily through FY 14 as the County builds more schools to meet increasing demand.

#### **Total Net Bonded Debt<sup>1</sup> – Adopted Budget FY 1996 - FY 2014**



<sup>1</sup> Estimated. Source: *Debt Financing - Impact on Future Debt Ratios Table*.

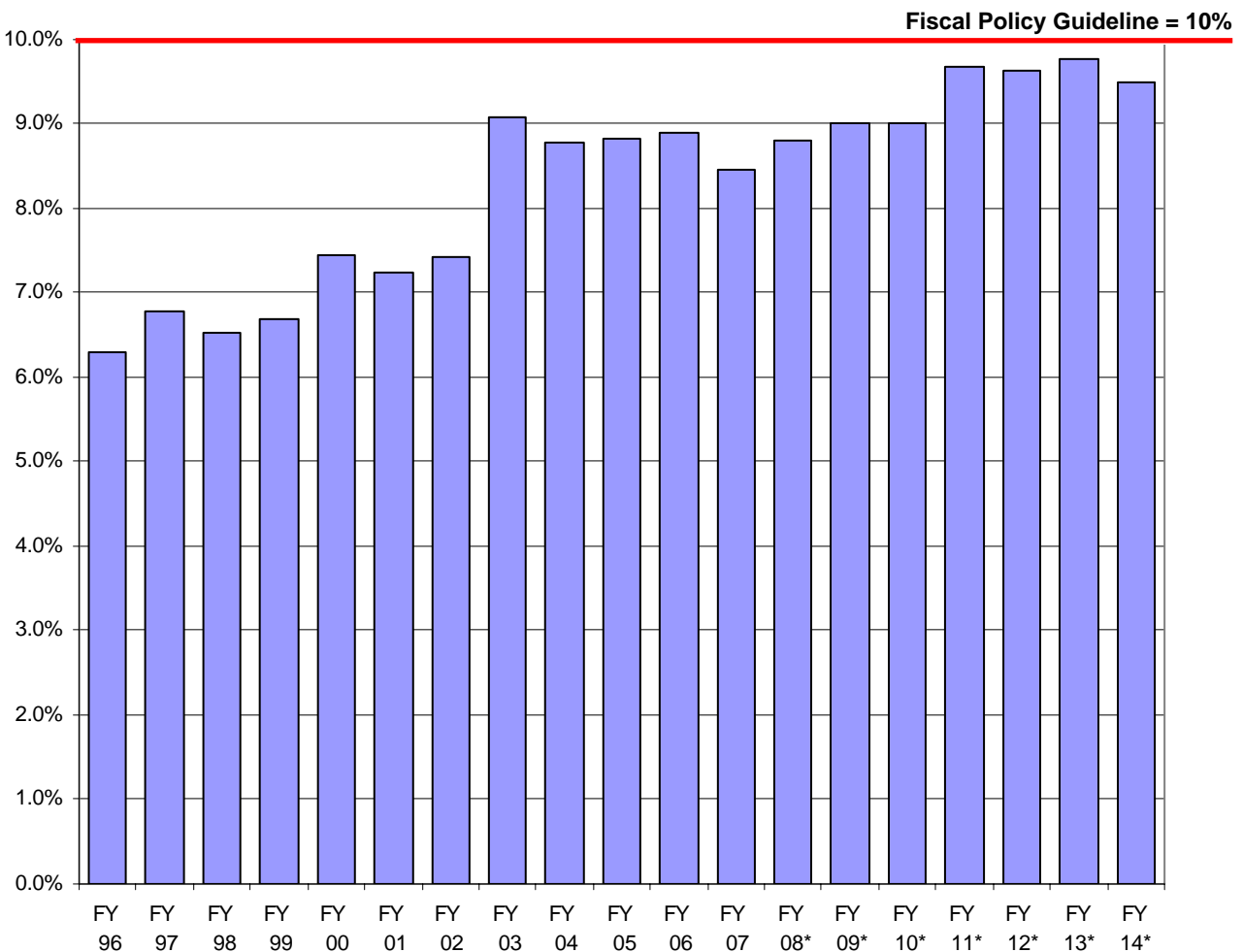


**Loudoun County Government  
FY 2009 Adopted Fiscal Plan**

### Debt Service as a Percentage of Expenditures

From FY 94 through FY 01, the ratio of debt service to total expenditures remained relatively stable since total expenditures increased in concert with debt service. As economic conditions are not expected to improve in the short-term, the County will need to take further measures to economize, which suggests that statutory expenses such as debt service will increase as a percentage of expenditures. This trend, along with the County's need to add more debt to support school construction, results in a forecast of debt service as a percentage of expenditures continuing to grow. This ratio is projected to peak at 9.77% in FY 13, slightly below the current Fiscal Policy debt limit guideline of 10%.

**Debt Service Expenditures as a Percentage of Total Expenditures<sup>1</sup>  
Adopted Budget  
FY 1996 - FY 2014**



<sup>1</sup> Estimated. Source: *Debt Service Fund* Section.

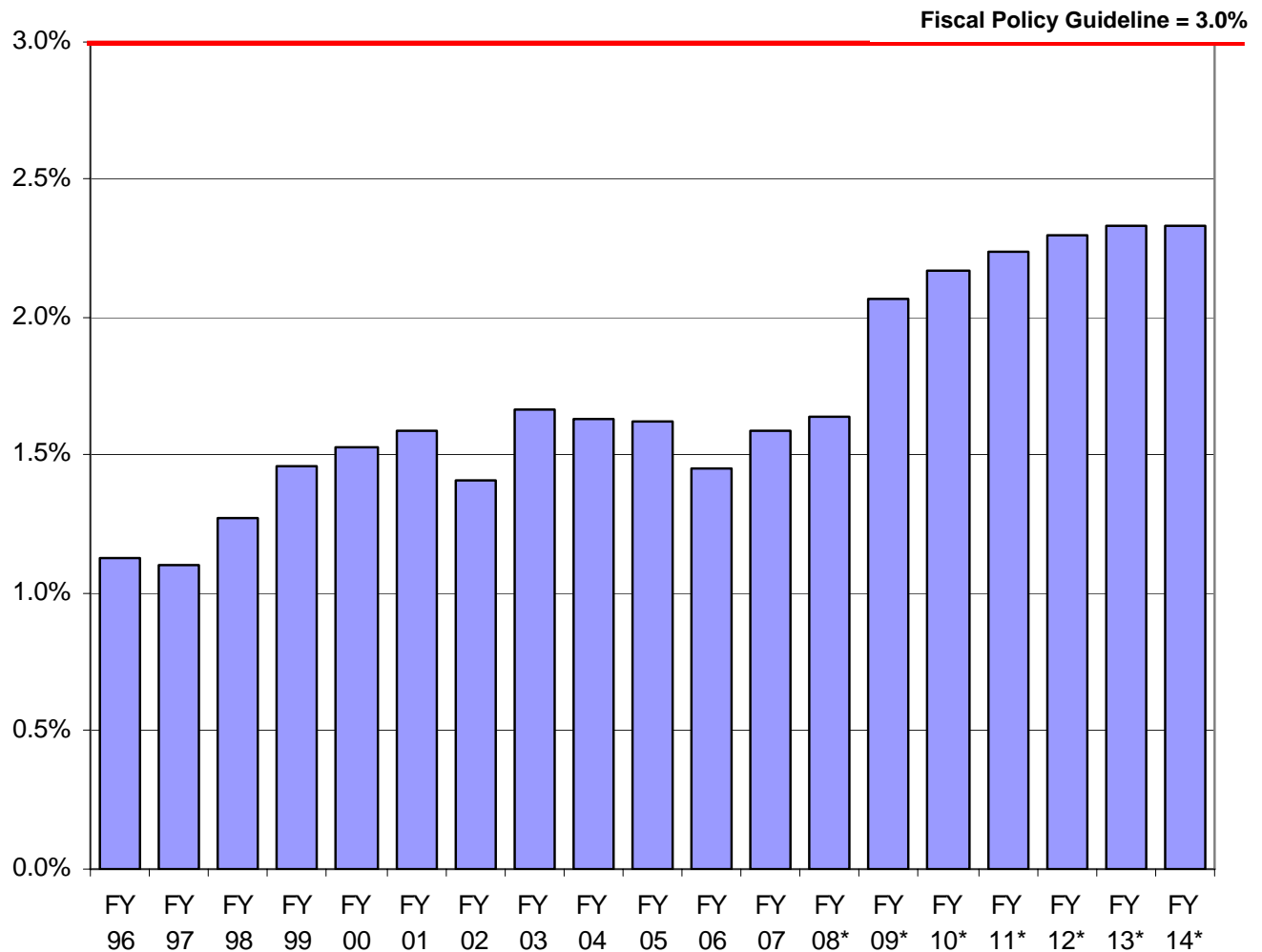


**Loudoun County Government  
FY 2009 Adopted Fiscal Plan**

**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% benchmark throughout the FY 09-14 six-year planning period.

**Total Net Debt as a Percentage of Total Assessed Value<sup>1</sup> – Adopted Budget  
FY 1996 - FY 2014**



<sup>1</sup> Estimated. Source: *Debt Service Fund* Section.

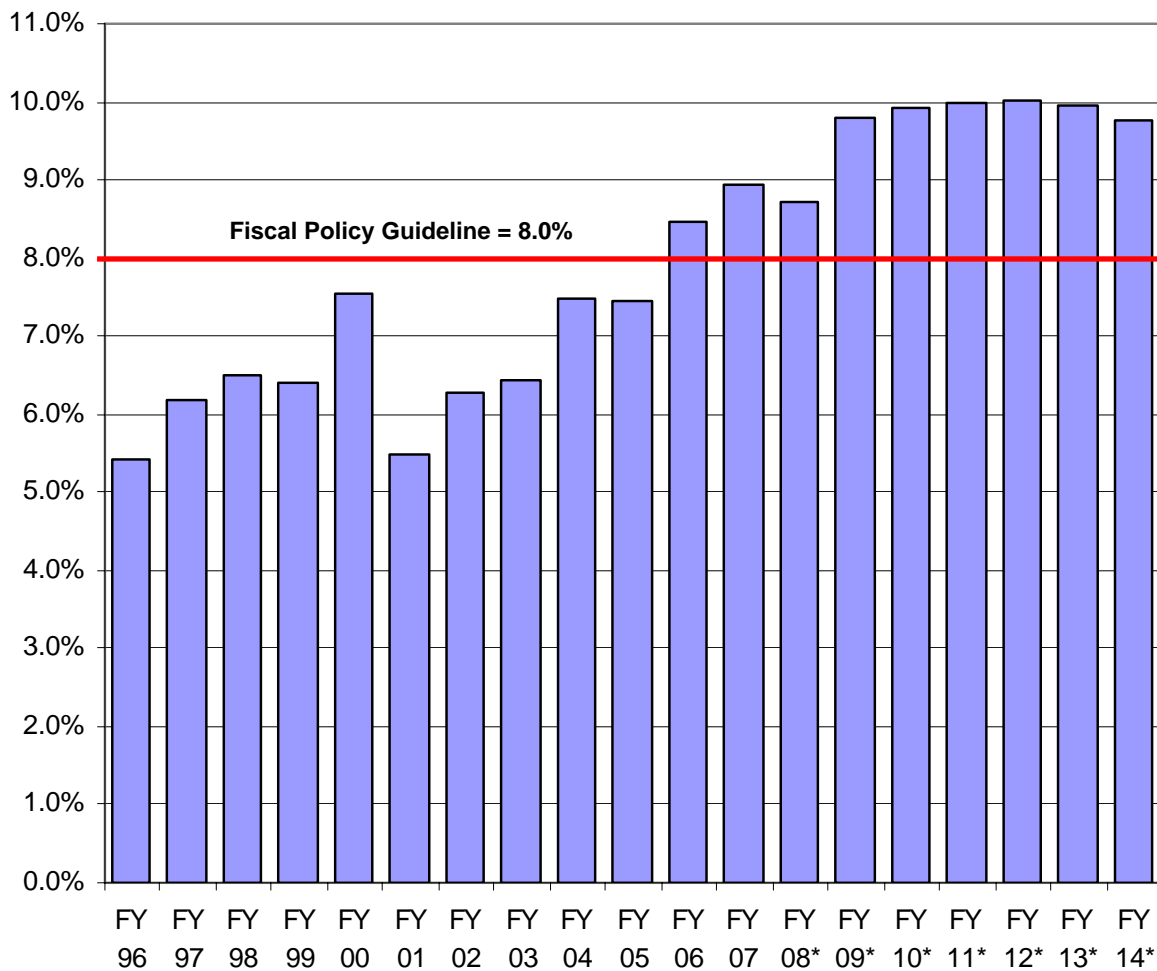


**Loudoun County Government  
FY 2009 Adopted Fiscal Plan**

### Net Debt Per Capita as a Percentage of Per Capita Income

The ratio of debt per capita to per capita income breaches the recently increased from 7.5% to 8.0% benchmark over the FY 09-14 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 Income  
FY 1996 – FY 2014**





**Loudoun County Government  
FY 2009 Adopted Fiscal Plan**

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**Major Employers in Loudoun County**

The following is a listing of the largest corporate employers in the County as of the second quarter 2007<sup>1</sup>.

**Employers in Loudoun County with 500 or more employees:**

**5,000+ Employees**

Loudoun County Public Schools

**1,000-4,999 Employees**

AOL, LLC  
County of Loudoun  
Homeland Security  
Loudoun Hospital Center  
M C. Dean, Inc.  
Orbital Sciences Corporation  
Toll Brothers, Inc.  
U.S. Postal Service  
United Air Lines, Inc.  
Verizon Business  
Wal Mart Associates, Inc.

**500-999 Employees**

Air Serv Corporation  
Air Wisconsin Airlines Corp.  
Benchmark Conference Resorts (Lansdowne Resort)  
Costco Wholesale  
Department of Transportation  
Dobbs International Service  
Dynalectric Company, Inc.  
Giant Food Stores  
Harris Teeter, Inc.  
McDonalds Restaurant of Virginia  
Metropolitan Washington Airports Authority  
Southland Concrete Corporation  
Target Corporation  
Town of Leesburg  
U.S. Department of Transportation  
VeriSign, Inc.  
Wegmans Food Markets, Inc.

<sup>1</sup> Source: *Virginia Employment Commission*. Compiled by Loudoun County Department of Economic Development.



## Glossary



## Glossary of Terms

<b>501 C3</b>	Exempt tax status afforded to nonprofit organizations meeting certain criteria.
<b>Accrual Basis of Accounting</b>	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.
<b>Actuals</b>	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.
<b>Adjusted Gross Income</b>	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."
<b>Adopted Fiscal Plan</b>	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.
<b>Annual Budget</b>	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.
<b>Appropriation</b>	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.
<b>Appropriation Resolution</b>	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.
<b>Assess</b>	To place a value on property for tax purposes.
<b>Assessed Valuation</b>	The appraised value of property for purposes of property taxation. The assigned valuation covers real and personal property at 100% valuation.
<b>Assessment</b>	A charge of money collected by the government from people or businesses for public use.
<b>Asset</b>	Owned resources, possibly held by Loudoun County, which have a monetary value.
<b>Audit</b>	A formal examination of an organization's or individual's accounts or financial situation.
<b>Balanced Budget</b>	A financial plan in which total expenditures equal total revenue and/or fund balance.



## Glossary of Terms

<b>Base Budget</b>	The cost of continuing existing levels of service in the upcoming budget year.
<b>Benchmark</b>	A factor or standard used to assess the effectiveness of a service or program in comparison with other organizations or jurisdictions.
<b>Bond</b>	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.
<b>Bond Rating</b>	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.
<b>BPOL</b>	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.
<b>Budget</b>	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.
<b>Budget Calendar</b>	Schedule of key dates which a government follows in the preparation and adoption of the budget.
<b>Capital Asset Replacement Fund</b>	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.
<b>Capital Expenditures</b>	Expenditures on all fixed assets with a value greater than \$5,000 and an expected life of 3 years or more.
<b>Capital Facilities</b>	Fixed assets, primarily buildings, acquired or constructed by the County.
<b>Capital Improvement Program</b>	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.
<b>Capital Outlay</b>	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.
<b>Carryover Funds</b>	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.



## Glossary of Terms

<b>CDBG</b>	Community Development Block Grant; a Federal grant program administered by the U.S. Department of Housing and Urban Development.
<b>Code of Virginia</b>	The titles, chapters, articles and sections of this Code contain the laws of the State.
<b>Codified Ordinance</b>	Regulation related to a specific code, such as the Code of the Commonwealth of Virginia.
<b>Comprehensive Plan</b>	The Comprehensive Plan is a collective term for the policy documents and ordinances that guide development in Loudoun County. The Comprehensive Plan is required by state law to be used as a guide in decision-making about the built and natural environment by the Loudoun County Board of Supervisors and other agencies, such as the Planning Commission.
<b>Comprehensive Services Act for At-Risk Youth (CSA)</b>	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.
<b>Constituent</b>	A resident in an electoral district.
<b>Constitutional Officers</b>	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.
<b>Contractual Services</b>	Services rendered to a government by private firms, individuals, or other governmental agencies.
<b>County Seat</b>	An administrative center of a community. Leesburg is the County Seat of Loudoun County.
<b>County Zoning Map</b>	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.
<b>County Zoning Ordinance</b>	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.
<b>Debt</b>	An obligation resulting from the borrowing of money.
<b>Debt Service</b>	Funding as defined by the State Auditor of Public Accounts that finances and accounts for the payment of principal and interest on bonds.
<b>Department</b>	Basic organizational unit of government which is functionally unique in its service delivery responsibilities.
<b>Depreciation</b>	Expiration in the service life of capital assets attributable to wear and tear, deterioration, action of the physical elements, inadequacy or obsolescence.



## Glossary of Terms

<b>Division</b>	Major organizational subunits.
<b>Encumbrance</b>	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.
<b>Enhancement</b>	"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.
<b>Enterprise Funds</b>	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.
<b>Equalization</b>	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.
<b>Expenditures</b>	Decreases in net financial resources not properly classified as other financing uses.
<b>Facilities Standards Manual</b>	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.
<b>Fiduciary Fund</b>	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.
<b>Fiscal Impact Model</b>	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.
<b>Fiscal Policy</b>	A statement of the guidelines and goals that will influence and guide financial management practices.
<b>Fiscal Trends</b>	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.
<b>Fiscal Year</b>	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.
<b>FTE</b>	Full-Time Equivalent, considering all full-time and part-time staff positions. One FTE consists of 1,950 work hours per year.



## Glossary of Terms

<b>Fund</b>	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.
<b>Fund Balance</b>	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.
<b>Fund Type</b>	A group of funds that have similar activities, objectives or funding sources as defined by the State Auditor of Public Accounts.
<b>GAAP</b>	An acronym for Generally Accepted Accounting Principles, this term refers to uniform minimum standards for financial accounting and recording.
<b>General Fund</b>	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.
<b>General Obligation Bond Financing</b>	G.O. bonds are approved by voter referendum and carry the full faith and credit of Loudoun County.
<b>General Plan</b>	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.
<b>GIS</b>	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.
<b>Goals</b>	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").
<b>Grant</b>	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.
<b>Intergovernmental Revenue</b>	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.



## Glossary of Terms

<b>Intergenerational Equity</b>	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.
<b>Landfill Fee Waiver</b>	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.
<b>Lease Purchase</b>	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. Payments include an interest charge, which is typically reduced, because the lessor does not have to pay income tax on the interest revenue.
<b>Levy</b>	The imposition of taxes for the support of government activities.
<b>Liabilities</b>	Obligations incurred in past or current transactions requiring present or future settlement.
<b>Liquidity</b>	Funds consisting, or capable, of ready conversion into cash.
<b>Local Gasoline Tax</b>	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).
<b>Local Tax Funding</b>	Represents funds that the Board of Supervisors may allocate from general tax revenues to supplement revenues received by a program.
<b>Long-Term Debt</b>	Debt with a maturity of more than one year after the date of issuance.
<b>Mission Statement</b>	A written description stating the purpose of an organizational unit (department or agency) and its function.
<b>Modified Accrual Basis of Accounting</b>	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.
<b>Non-Revenue Receipt</b>	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.
<b>Object Classification</b>	A grouping of expenditures on the basis of goods or services purchased, such as personal services, materials, supplies, equipment, etc.
<b>Objective</b>	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.



## Glossary of Terms

<b>Obligation</b>	A future expenditure requirement incurred by voluntary agreement or legal action.
<b>OPEB</b>	Other post-employment benefits (OPEB), are the fringe benefits provided to the retired and former employees other than pension benefits.
<b>Overlapping Debt</b>	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.
<b>Overmatch</b>	The amount of local tax funding over and above the amount required to leverage Federal and State grant revenue.
<b>Parcel Mapping</b>	The process of producing maps of land parcels in the County. These parcels serve as units for assessing taxes.
<b>Pay-As-You-Go</b>	A term used to describe the practice of financing certain capital expenditures using current revenue as opposed to borrowing.
<b>Pay-For-Performance</b>	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.
<b>Performance Measures</b>	Data collected to assess a program's progress toward achieving established objectives and goals.
<b>Personal Property</b>	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.
<b>Policy</b>	A high-level overall plan embracing the general goals and acceptable procedures of the governing body.
<b>Private Contributions/Donations</b>	These donations are usually from private citizens, typically one-time, non-recurring donations of cash or property.
<b>Proffer</b>	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.
<b>Program</b>	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.



## Glossary of Terms

<b>Property Tax Rate</b>	The rate of taxes levied against real or personal property expressed as dollars or \$100 of equalized assessed valuation of the property taxed.
<b>Proposed Fiscal Plan</b>	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.
<b>Proprietary Fund Types</b>	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.
<b>Prorate Tax System</b>	A system in which taxes are assessed proportionally during the year.
<b>Public Service Property</b>	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.
<b>Real Property</b>	Real estate, including land and improvements (building, fencing, paving), classified for purposes of tax assessment.
<b>Referendum</b>	The principle or practice of submitting to popular vote a measure passed on or proposed by a legislative body or by popular initiative.
<b>Regional Organization</b>	Organizations to which the County is either a member or contributes as a funding source.
<b>Resolution</b>	A formal expression of opinion, will, or intent voted by an official body or assembled group.
<b>Revenue</b>	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).
<b>Revolving Loan Fund</b>	A fund established by the Board of Supervisors for County Government, Public Schools, and Fire and Rescue company capital projects. Loans from the fund must be repaid back into the fund.
<b>Rollback taxes</b>	Amount of the difference between the taxes calculated for a property with and without the exemption for the previous five years.
<b>Short-Term Debt</b>	Debt with a maturity of less than one year after the date of issuance.
<b>Special District</b>	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 Route 28 Special Improvement District and the Dulles Industrial Park Water and Sewer District.
<b>Special Revenue Funds</b>	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.



## Glossary of Terms

<b>State Compensation Board</b>	A State Board that determines the rate of State funding toward the total cost of office operations for Constitutional Officers.
<b>Task Force</b>	A group of individuals organized to discuss and research a particular topic. Task forces are often used as advisory groups on a given topic.
<b>Tax Base</b>	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.
<b>Tax Rate</b>	The level of taxation stated in terms of either a dollar amount (i.e., \$1.216 per \$100 assessed valuation) or a percentage of the value of the tax base (i.e., 4.5% sales tax).
<b>Tax Increment Financing</b>	A type of financing in which real estate taxes attributable to the increased value between the current assessed value of any parcel of real estate in a designated development project and the base assessed value of such real estate is allocated by the Treasurer or Director of Finance and paid into a special fund which is used to pay the principal and interest on obligations issued to finance a development project.
<b>Telecommuting/ Telework</b>	To work at home or a satellite location by the use of an electronic connection with a central office.
<b>Tipping Fees</b>	The cost for using the County landfill; generally this is levied on tonnage of solid waste.
<b>Transfer</b>	Movement of funding from one location to another. The largest such transaction is the annual transfer of funds from the General Fund to the School Operating Fund.
<b>Trust Fund</b>	Property, such as money or securities, held in trust by the County, (i.e. placed in the care and keeping of the County), usually for specific expenditure types.
<b>User Fees</b>	Charges for certain County services used by the public. Examples include fees for the use of swimming pools, summer camps, and animal adoption.
<b>Underlying Debt</b>	The debt issuer's (County's) proportionate share of the debt of other local governmental units that underlie it, such that the other units are located within the geographic limits of the issuer. The debt is generally apportioned based upon relative assessed value. For example, debt issued by the Town of Leesburg would be underlying debt of the County if the County guarantees responsibility of payment of the Town's debt.



## Notes



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