
LOUDOUN COUNTY BOARD OF SUPERVISORS

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

703-777-0204

Citizens Comment/Hotline: 703-777-0115

County Home Page: www.loudoun.gov



Board of Supervisors

Scott K. York
Chairman

Bruce E. Tulloch, Vice-Chairman
James G. Burton
Jim E. Clem
Eugene A. Delgaudio

Sally R. Kurtz
Stephen J. Snow
Mick Staton, Jr.
Lori L. Waters

Kirby M. Bowers
County Administrator

LOUDOUN COUNTY

Department of Management & Financial Services Staff

1 Harrison Street, SE, Fourth Floor

PO Box 7000

Leesburg, VA 20177-7000

703-777-0563

www.mgtsvc@loudoun.gov



Mark Adams, Chief Financial Officer/Director

Benjamin W. Mays, Deputy Chief Financial Officer

Ari J. Sky, Budget Officer

Beth Hilkemeyer, Research Manager

Jo Ellen Kerns, CPA, Senior Budget Analyst

Crystal Slade-Graybeal, Senior Budget Analyst

Suzanne Lane, Senior Budget Analyst

Lyda Kiser, Grants Analyst

Jill Allmon, Demographer

Jack Brown, Economist

Nan Paek, Budget Analyst

Alice Vlad, Capital Specialist

Lori Griffin, Budget Analyst

David Bennett, Grants Specialist

Linda Flynn, Administrative Manager

Special acknowledgement goes to the following:

Capital Construction:

Lewis Rauch, Jim Rauch

Information Technology:

Mike Bardos

General Services:

Jay Snyder, Ken Cunningham

Management & Financial Services:

Barbara Brock, Susan Hack,
Ron Pennington, Mark Withrow

Planning Services:

Julie Pastor

Loudoun County Public Schools:

Dr. Sam Adamo, Bev Tate, Kevin Lewis,
Janet Gorski

The GovMax Team, Sarasota, Florida

Distinguished Budget Presentation Award

The Government Finance Officers Association of the United States and Canada (GFOA) presented an award for Distinguished Budget Presentation to **Loudoun County, Virginia** for the annual budget for the fiscal year beginning July 1, 2006. In order to receive this award, a government unit must publish a budget document that meets program criteria as a policy document, as an operational guide, as a financial plan and as a communication device.

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





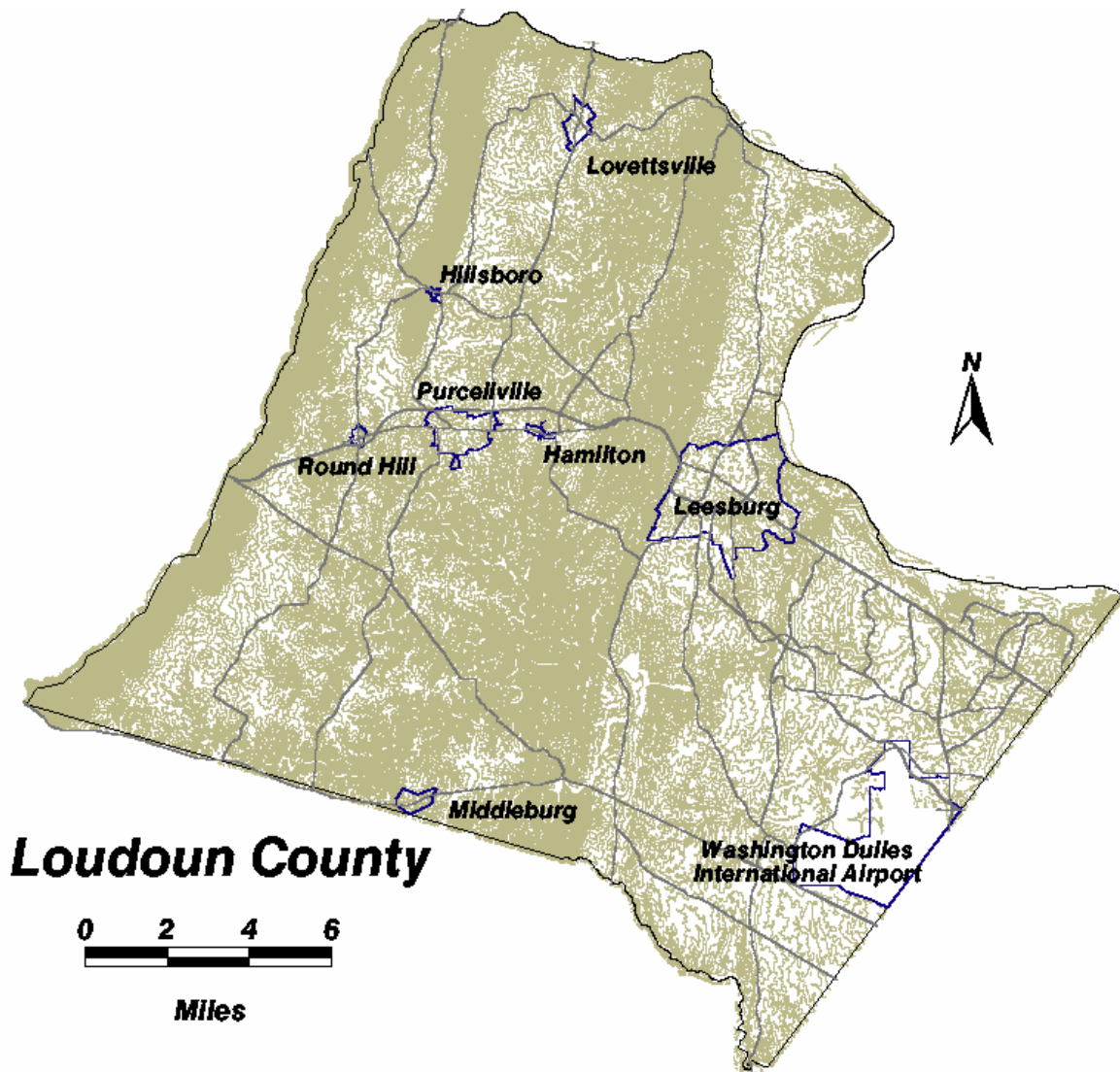
Loudoun County Mission

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

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



Map of Loudoun County





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 about 281,000 people. Loudoun is known for its beautiful scenery, rich history, comfortable neighborhoods, and high quality public services.

County Profile

Loudoun County is located 25 miles west of Washington, DC, in the Washington Metropolitan Area. Since the construction of the Dulles International Airport, new business and residential development have dominated the County's historically agricultural economy. Loudoun County's population nearly doubled in the 1990's; since 2000, Loudoun County has been 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.

County Population*	281,636	Land Area (square miles)	517
Adjusted Gross Income****	\$80,709	Unemployment Rate***	2.1%
Median Household Income**	\$98,483	Total Employment*	152,324
Public School Enrollment*	53,396	New Commercial Permits***	4,108,329 sf.
Cost Per Pupil*	\$13,120	New Residential Permits***	3,061 units
County & School Employees*	11,948	Office/Industrial Vacancy Rate***	12.7%

* Forecast FY08

**Calendar Year 2005

***Calendar Year 2006

****Calendar Year 2003

Top 10 Real Property Tax Payers

	% of Tax Base
Verizon Business (formerly MCI WorldCom)	0.63%
America Online/Time Warner	0.57%
Dulles Town Center Mall, LLC	0.40%
Virginia Electric and Power Company	0.33%
Toll Road Investors Partnership II, LP	0.33%
Chelsea GCA Realty Partnership LP	0.18%
P L Dulles LLC	0.18%
Qwest Communications Corp of VA	0.18%
Verizon Virginia Inc.	0.16%
L H O New Orleans LM LP	0.16%

Top 10 Employers (second quarter 2006)

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



Table of Contents

FY 2008 Adopted Fiscal Plan

Volume 1

	Page
<u>EXECUTIVE SUMMARY</u>	
Transmittal Letter from the Chairman of the Board	E-1
Loudoun County Organizational Chart	E-7
Users Guide	E-8
Fiscal Year 2008 Budget Process	E-9
Demographic Environment	E-10
Economic Environment	E-14
Service Delivery, Capital Improvement and Debt Service Environment	E-16
FY 08 Approved Government Enhancements	E-18
FY 08 Appropriation Schedule	E-20
FY 08 Use of Local Tax Funding/General Fund Balance	E-22
FY 08 Local Tax Funding	E-23
Fiscal Graphs	E-24
FY 2006-2008 Summary of Financial Sources and Uses of Fund Balances	E-27
History of Expenditures by Department	E-32
FTE History by Department	E-34
History of Adopted Budgets by Fund	E-35
County Funds, Fund Structure and Basis of Budgeting	E-36
Long-Range Planning	E-43
Fiscal Policy	E-46
 <u>GENERAL FUND REVENUE</u>	
General Fund Revenue	R-1
 <u>GENERAL GOVERNMENT ADMINISTRATION</u>	
Boards, Commissions and Committees	3
Capital Construction	11
Commissioner of the Revenue	15
County Administrator	30
County Assessor	42
County Attorney	46
General Registrar	51
General Services	55
Information Technology	69
Management and Financial Services	87
Public Information	101
Treasurer	109
 <u>PUBLIC SAFETY AND JUDICIAL ADMINISTRATION</u>	
Animal Care and Control	123
Clerk of the Circuit Court	133
Commonwealth's Attorney	137
Community Corrections	141
Courts	145
Fire and Rescue Services	157
Juvenile Court Service Unit	181
Sheriff's Office	185
 <u>HEALTH & WELFARE</u>	
Extension Services	217
Family Services	228
Health Services	267
Mental Health, Mental Retardation, and Substance Abuse Services	275
Regional Organizations and Contributions	308



Table of Contents

FY 2008 Adopted Fiscal Plan

Page

PARKS, RECREATION AND CULTURE

Library Services	325
Parks, Recreation and Community Services	335

COMMUNITY DEVELOPMENT

Building and Development	363
Economic Development	377
Mapping and Geographic Information	382
Planning Services	394
Solid Waste Management	407
Transportation Services	418

MISCELLANEOUS

Non-Departmental	429
------------------------	-----

Volume 2

CAPITAL IMPROVEMENT PROGRAM 433

County Capital Projects	471
School Capital Projects	559

DEBT SERVICE 589

OTHER FUNDS

Aldie Sewer Service District	613
Capital Asset Preservation Program	614
Central Services Fund	624
Comprehensive Services for At-Risk Youth & Families	625
Computer System Replacement Fund	627
Dulles Industrial Park Water & Sewer District	629
Fire/Emergency Medical Services Tax District	630
Hamilton Sewer Service District	631
Housing Choice Voucher Fund	632
Legal Resource Center (Law Library)	633
Local Gasoline Tax Fund	634
Proffer Fund	641
Public Transportation Fund	643
Restricted Use Transient Occupancy Tax Fund	644
Revolving Loan Fund	647
Route 28 Transportation Improvement District	648
School Fund Revenue	650

FISCAL TRENDS

Demographic & Economic Trends	651
Assessed Value & Tax Rates	663
Revenue & Expenditures	673
Debt & Debt Service	689

GLOSSARY G-1

INDEX I-1



Executive Summary

Executive Summary

Transmittal Letter	Page E-1
Loudoun County Organization Chart	Page E-7
Users Guide	Page E-8
Fiscal Year 2008 Budget Process	Page E-9
Demographic Environment	Page E-10
Economic Environment	Page E-14
Service Delivery Environment	Page E-16
Approved Government Enhancements	Page E-18
Appropriation Schedule	Page E-20
Use of Local Tax Funding/General Fund Balance	Page E-22
FY 08 Local Tax Funding	Page E-23
Fiscal Graphs	Page E-24
FY 2006-2008 Summary of Financial Sources and Uses of Fund Balances	Page E-27
History of Expenditures by Department	Page E-32
FTE History by Department	Page E-34
History of Adopted Budgets by Fund	Page E-35
County Funds, Fund Structure and Basis of Budgeting	Page E-36
Long-Range Planning	Page E-43
Fiscal Policy	Page E-46



Loudoun County, Virginia

www.co.loudoun.gov

Board of Supervisors

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

July 1, 2007

To the Citizens of Loudoun County:

As the Chairman of the Loudoun County Board of Supervisors, I hereby present to you the FY 08 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 2007, when the County Administrator presented the FY 08 Proposed Fiscal Plan to the Board of Supervisors. This document incorporated guidance provided by the Board during the preceding months, including the need to limit the impact of the tax rate on residential property tax bills, address current and anticipated service and facility needs and cultivate public-private partnerships with community-based organizations and other service providers.

The Board of Supervisors held a public hearing on February 28 to give members of the public the opportunity to express their budget priorities. After the public hearing, the Board met during March and April to deliberate on the budget. Throughout the budget review process, the Board received comments from hundreds 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. The Board of Supervisors voted on April 3 to approve a real property tax rate of 96¢ for FY 08. This combined rate consists of a 91.7¢ general tax rate and a 4.3¢ rate for the new Fire and EMS Tax District, and represents an increase of less than 1% in the residential homeowner's average tax bill.

Economic and Demographic Environment

Loudoun County achieved Triple-A status with all three major bond rating agencies for the first time in 2005, and this year all three agencies reaffirmed Loudoun's Triple-A status. These ratings place Loudoun in the position to receive the most favorable interest rates available in issuing bonds. They also signify that Loudoun is a first-class community and possesses the resources and commitment necessary to provide the important public services to those who live and work here.



Loudoun's high bond ratings are the result of many factors working together, including sound financial management of the County's limited resources, a favorable economic environment and commitment to economic development, and the willingness and capacity to invest in the County's future by providing essential community services, facilities and infrastructure.

In issuing its AAA rating, Standard and Poor's cited the County's "rapidly growing economic and employment base, continued strong tax base and employment growth, one of the highest wealth and income levels of all U.S. counties, and strong financial performance and good reserves."

Standard and Poor's also said that "the County's historically low unemployment rate speaks to its economic strength" and the agency anticipates that "the County will continue to manage growth pressures while maintaining its strong financial position."

Fitch stated that Loudoun's AAA rating "reflects its strong financial performance, sizable tax base, diversifying economy, high income levels, and moderate debt burden as a percentage of market value." The Fitch report added that "the county has demonstrated strong financial management by building and maintaining ample reserves in all governmental operating funds and through solid financial planning and performance," citing the County's strong financial performance, high-quality commercial development and tax appreciation, diverse employment base and comprehensive long-range capital and operating budget planning.

In a report reaffirming Loudoun's Aaa bond rating, Moody's cited "the county's strong and diverse tax base, high wealth levels, consistently solid financial performance and moderate debt levels." Moody's also said that it "anticipates that the experienced management team's history of prudent fiscal management will support maintenance of strong fiscal flexibility despite decelerated tax base growth."

Loudoun County continues to be ranked among the fastest growing counties in the United States. Regional economic growth and job creation has encouraged Loudoun's population to grow from about 169,000 in 1990 to 270,000 in 2007, an increase of about 60%. It is estimated that the County's population will exceed 300,000 by 2010.

In recent years, Loudoun has earned a reputation as one of the most desirable places to live and work. Recent reports from the Federal government have ranked Loudoun highly among the nation's counties in population growth and job growth. Loudoun is ranked as the fourth-fastest growing county in the nation since 2000 and number one among counties with populations over 100,000. More than 71,000 jobs were added to the Loudoun economy between 1996 and 2006, with nearly 6,000 in FY 06 alone, contributing to a 128% increase in job growth over the past decade, from 55,828 in 1996 to 127,357 in 2006.



This growth will lead to further economic development and spin-off businesses, requiring additional retail and other service industries. However, the County faces significant challenges resulting from the increasingly high demand for schools and public services, changing expectations on the part of our residents, as well as changing service patterns and requirements.

Fiscal Trends

Debt Load and Capacity

One of the main factors impacting the development of the FY 08 budget is debt. The County will carry a debt load of about \$1.1 billion in FY 08, mainly attributable to new school construction. Despite committing a significant and increasing amount of funding to pay-as-you-go project financing, the County's outstanding debt will increase dramatically over the next several years, largely because of voter-approved bond initiatives. By the end of FY 12, the level of outstanding debt could reach nearly \$1.6 billion.

Loudoun's ambitious Capital Improvements Program will also have a significant impact on operating expenses after these projects are complete and become operational. The FY 08 budget includes additional expenditures associated with new facilities for both the County and the School system. With four new schools scheduled to open, and two renovations scheduled for completion in FY 08, the adopted School Board budget included \$41.7 million in operating expenses for new facilities and to accommodate increases in enrollment. The budget for the General County Government includes about \$2.3 million in operational expenditures for new County facilities scheduled to open in FY 07 and FY 08.

Insufficient Funding from State

Loudoun County continues to receive a diminishing share of funding from the State for many needed services. This trend is evident in the rate of reimbursement provided for State-mandated constitutional offices.

Between FY 03 and FY 08, expenditures for the Sheriff, Commonwealth's Attorney, Commissioner of the Revenue, Treasurer, General Registrar, Electoral Board and the Clerk of the Circuit Court increased by \$37.3 million, from \$41.9 million to \$79.2 million, or 89%. During the same period, State Compensation Board funding increased by about \$2.1 million, from \$8.2 million to \$10.3 million, or 26%.

State Compensation Board funding now constitutes 13% of the constitutional offices' revenue, down from 19.5% in FY 03. Even with the State's personal property tax reimbursement program, revenue from the Commonwealth now accounts for only 8.5% of General Fund revenue, as compared with nearly 12% in FY 03. This situation has been a continuing trend and is not likely to improve in the near future.



Budget Overview

The FY 08 budget includes about \$1.39 billion in total appropriations. Of this amount, \$861.7 million will be supported by local tax funding. The Board adopted a combined real property tax rate of 96¢, which included a \$19 million reduction to the School Board's FY 08 operating budget request. However even with this reduction, the FY 08 School system operating budget still represents an \$86.7 million, or 14%, increase over FY 07.

The FY 08 budget includes \$897.5 million for school operating costs, capital projects, asset replacement, and debt service; \$478.6 million for general county operations, capital projects, asset replacement, debt service and the Fire/EMS Tax District; \$9.5 million to implement the Comprehensive Services Act for At-Risk Youth (CSA); \$9.4 million for the Rt. 28 Highway Improvement Fund; and \$17.5 million for other funds.

About 72 percent of the \$861.7 million in revenues from local taxes will be used for school system operating expenses and debt service, while about 27 percent will fund general County operating expenses and debt service. The remainder will be used to implement the CSA.

Land development revenue continues to slow compared with prior years. As a result, while operating expenditures will increase by \$28.6 million, or 9%, local funding will increase by about \$38 million, or 14%. Local funding for the school system's operating budget will increase by \$69.8 million (16 percent) in FY 08. Of the 96¢ combined real property tax rate, 69.6¢ cents supports the school system.

County Government Enhancements

The adopted FY 08 fiscal plan provides funding in the general county government operating budget for several new initiatives, most of which address either critical public safety needs or the opening of capital facilities for human services clients. Among the initiatives requiring additional local resources are:

- Law enforcement enhancements including criminal investigations staff, school resource officers, initial staffing for the Eastern Loudoun Sheriff's Substation, and Phase II of the Adult Detention Center;
- Fire, Rescue and Emergency Management staffing and initial funding of the Lansdowne Fire/Rescue station;
- Funding for Loudoun Youth Initiative programs at the Claude Moore Recreation Center, Cascades Library and Purcellville Teen Center;
- Caseload-driven staffing for Health Services, Family Services, Mental Health/Mental Retardation/Substance Abuse Services (MH/MR/SAS), and Community Corrections;



- Population-driven staffing for local electoral agencies;
- Capital project management engineers, and;
- Maintenance staffing for Parks, Recreation and Community Services

Capital Improvements Program

The Board also adopted a Capital Improvements Program (CIP) totaling about \$1.6 billion for FY 07-FY 12. The CIP, which maintains compliance with the Board's limits on new debt issuance, includes plans for building nine elementary schools, two middle schools, and three high schools, as well as renovations to elementary and middle schools and a new advanced technology academy.

The adopted CIP includes \$170 million in funding for major transportation projects, to supplement state efforts. These include roads to be designed and constructed with county revenue, and funding for the Dulles Metrorail Project.

Other projects in the CIP include:

- Fire and Rescue stations in Aldie, Kirkpatrick Farms, and western Loudoun, and funding for renovations to fire and rescue stations and additional apparatus;
- Expansion of the new Adult Detention Center and the Juvenile Detention Center, a second youth shelter, adolescent day treatment facility and adolescent residences;
- Broadlands Recreation Center, renovations to county community centers, construction of Phase II of the Dulles South Recreation Center, and Gum Spring Library in Dulles South;
- Brambleton District Park and improvements to county athletic fields;
- Regional park and ride lots and improvements to the county courts complex;
- Townhouses, supported living residences and group home projects for mental health and mental retardation clients; and
- Emergency and transitional homeless shelters.

As in past years, long-term debt is the major source of funding for the CIP, which will require borrowing about \$1 billion from FY 08 through FY 12. The Board has also made a significant commitment to pay-as-you-go financing for capital projects, with approximately \$313 million of the CIP provided through local tax funding, including a \$20 million per year increase in the annual allocation beginning in FY 09.



**Loudoun County Government
FY 2008 Adopted Fiscal Plan**

The FY 08 capital budget of \$142 million includes funding for \$87.1 million in general government projects and \$54.9 million in projects for the County Schools, and relies on approximately \$19 million in local tax funding, \$12 million in proffers, \$4 million in State lottery aid, \$101 million in bonds and lease purchase financing and \$6 million in fee revenue.

Debt service for FY 07 totals \$141.2 million, an increase of \$19.3 million over FY 06. Debt service associated with general county projects totals \$22.7 million, while debt service for school projects totals \$118.5 million.

Conclusion

The Board of Supervisors has adopted a budget for FY 08 that includes funding for initiatives which the Board has identified as having a high priority, especially in the areas of public safety and capital construction. It also addresses the most critical community services needs to help maintain Loudoun County's high quality of life as the population continues to grow.

Sincerely,

A handwritten signature in black ink, appearing to read "Scott K. York", is written over a large, light-colored circular mark.

Scott K. York
Chairman
Loudoun County Board of Supervisors



Loudoun County Organization Chart

Loudoun Residents

Board of Supervisors

Standing Committees:

- Economic Development
- Finance/Government Services
- Human Services
- Public Safety
- Transportation/Land Use

Court System

School Board

Policy Boards:

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

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 Services
- * Juvenile Court Service Unit
- * Sheriff

- * 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 2008 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 08: 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 2008 Adopted Fiscal Plan**

Fiscal Year 2008 Budget Process

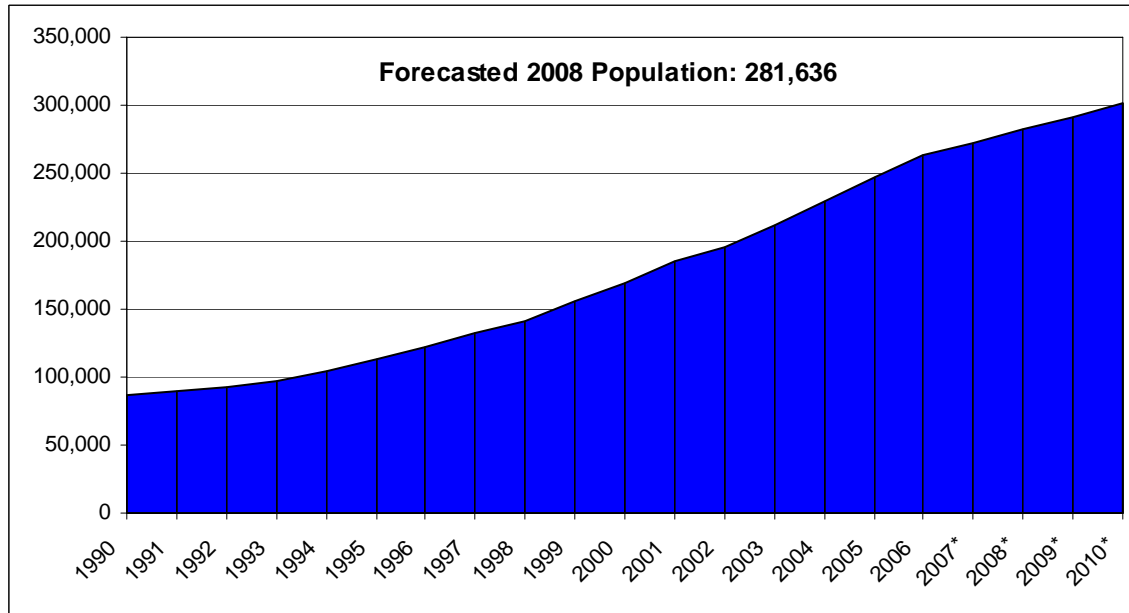
Loudoun County's Fiscal Year 2008 begins on July 1, 2007, and ends on June 30, 2008. The County initiated its budget process in August 2006 to ensure the *Fiscal Plan* was adopted on time. Between September and November, the Departments submit their budget requests to the Budget Office, which then support the County Administrator in his development of the *FY 2008 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 13, 2007. The Board of Supervisors adopted the County *FY 2008 Adopted Fiscal Plan* on April 17, 2007, following the completion of its review process.

Date	Action	Description
August 1, 2006	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.
September 13, 2006 – October 16, 2006	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.
October 20, 2006	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 20, 2006-December 14, 2006	Proposed Fiscal Plan Development	The County Administrator's senior staff and financial management incorporated base budget data, enhancement requests and projected fiscal data to develop the <i>FY 08 Proposed Fiscal Plan</i> .
January 2007	Draft Fiscal Plan Production	Budget staff organized, edited and compiled the final draft of the <i>FY 08 Proposed Fiscal Plan</i> to present to the Board of Supervisors.
February 13, 2007	<i>FY 2008 Proposed Fiscal Plan</i> presented to the Board of Supervisors	The County Administrator officially presented the <i>FY 08 Proposed Fiscal Plan</i> to the Board of Supervisors.
February 28, 2007	Public Hearing	The Board of Supervisors held a hearing to gather public input on the <i>FY 08 Proposed Fiscal Plan</i> .
March 6 – March 29, 2007	Board of Supervisors' Budget Worksessions	The Board held budget worksessions to review the <i>FY 08 Proposed Fiscal Plan</i> and made changes to appropriations, revenue and tax rates.
April 17, 2007	Board of Supervisors adopted tax rates and the FY 2008 Adopted Fiscal Plan	The Board set tax rates for Tax Year 2007 and adopted the FY 08 Appropriations Resolution, creating the <i>FY 08 Adopted Fiscal Plan</i> . Staff completed final edits and sent the budget document to the printer.
July 1, 2007	Beginning of FY 2008	<i>FY 08 Adopted Fiscal Plan</i> implementation.



Demographic Environment

Loudoun County is one of the fastest growing counties in the United States. In the 1990's, the County nearly doubled its population with a 97% growth rate. Since 2000, Loudoun's population has increased by about 60%, making it the fourth-fastest growing county in the nation and number one among counties with populations over 100,000. The County's forecasted 2008 population is 281,636; a population increase of 66% since 2000. In 2010, the County's population is forecasted to be 301,121, an increase of 78% since 2000.



*Forecasted

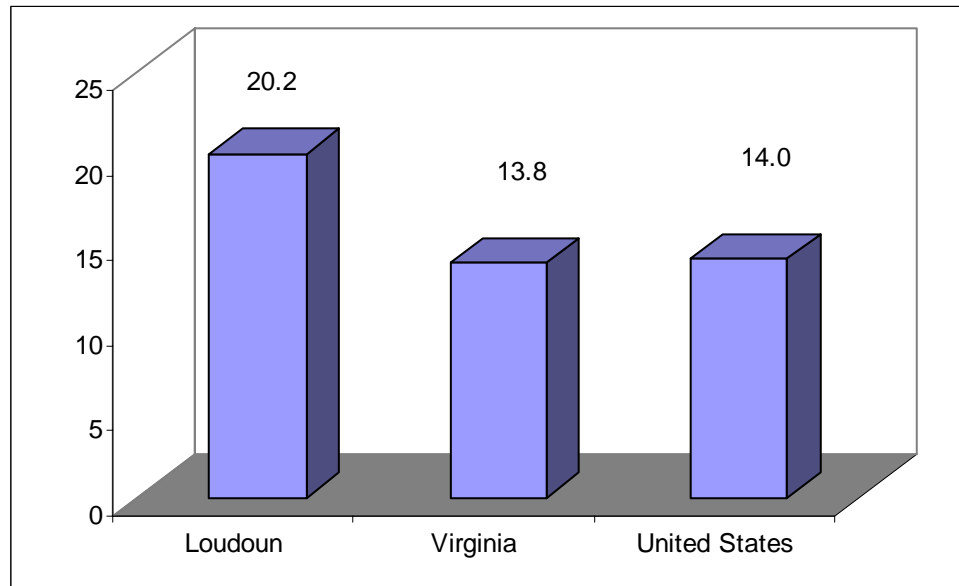
The majority of the County's population growth is due to the in-migration of new residents. The U.S. Census Bureau estimates that about 77% of Loudoun's population growth since 1990 resulted from migration. Sixty-one percent of Loudoun's residents have lived in the County for less than ten years. Many new residents come to Loudoun County to take advantage of its growing economy, job opportunities, housing availability and public school system.

Population growth can also be attributed to the County's high birthrate, which is roughly 45% higher than both the Commonwealth of Virginia's and the national average. This is due to the fact that young families dominate the County's population. In 2005, 36% of the County's residents were between the ages of 25 and 44.



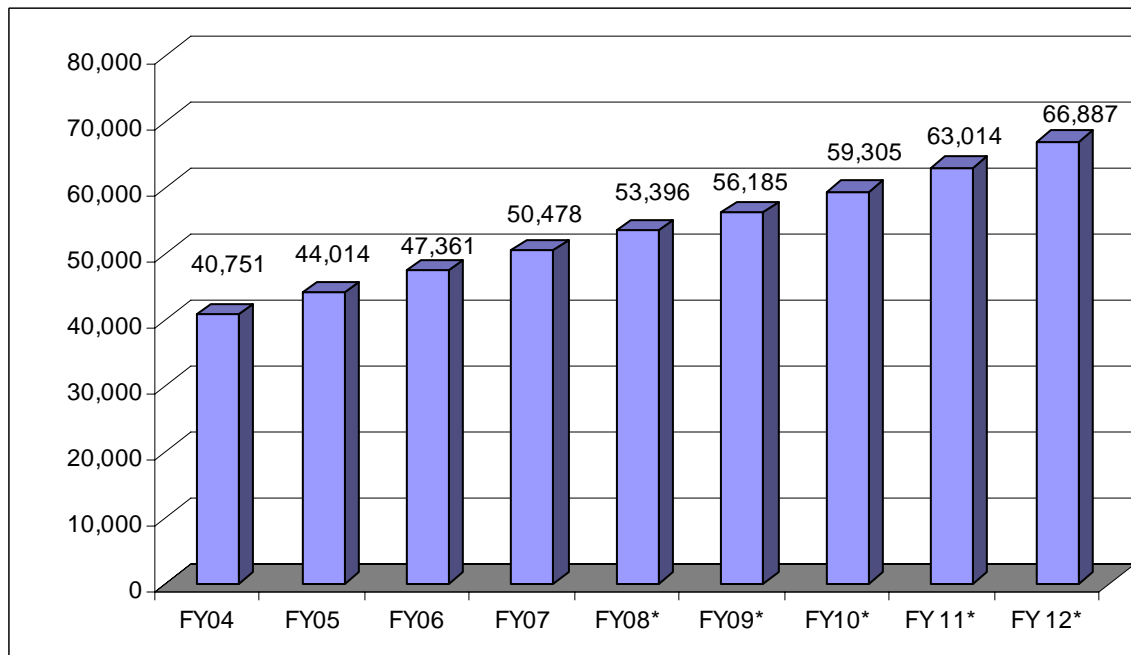
Demographic Environment

Birthrate Per 1,000 - Estimated Population in 2005



The high percentage of young families is responsible for the County's large population of school children. Twenty-two percent of the total population is between 5-19 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 70% since FY 01. Public school enrollment in FY 08 is projected to total 53,396.

Public School Enrollment



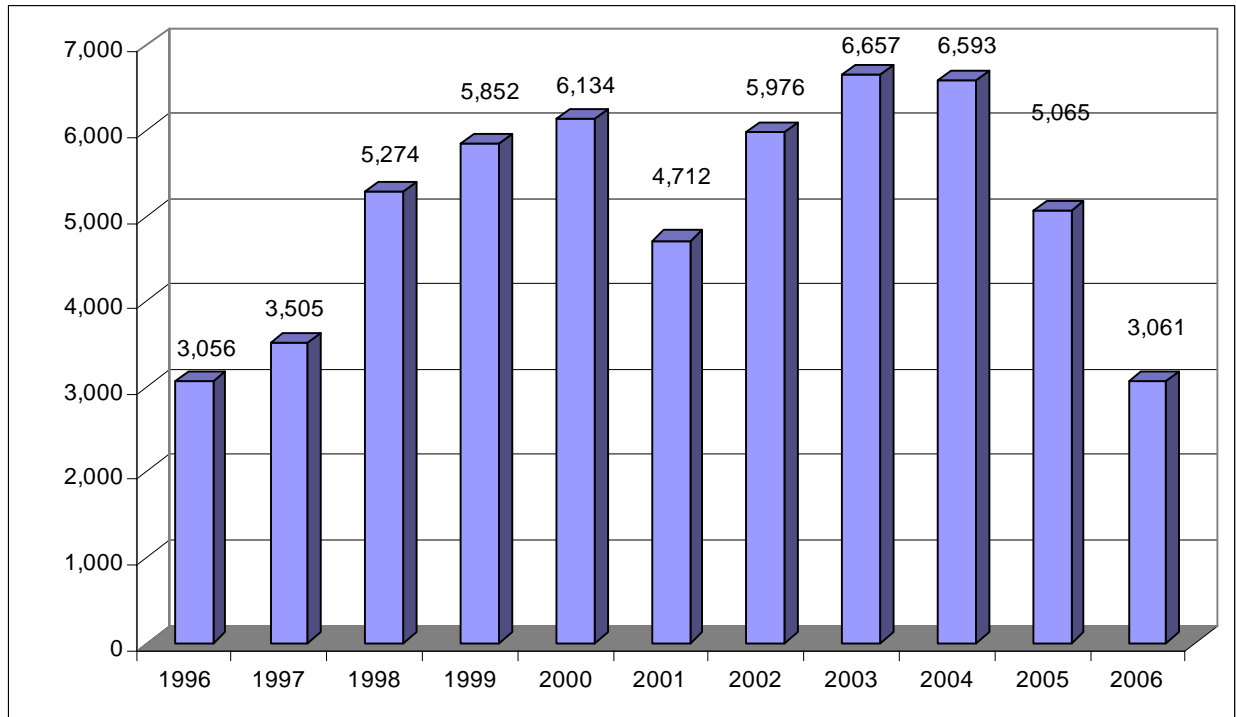
*Projected



Demographic Environment

The number of residential building permits issued by the County slowed in 2006. While the cycle of rapid growth has slowed, the Washington region remains one of the few high growth regions in the northeastern United States. In 2006, 62% of housing units in the County were single-family detached units, 28% were single-family attached units and 10% were multi-family units.

Residential Building Permits Issued for New Construction

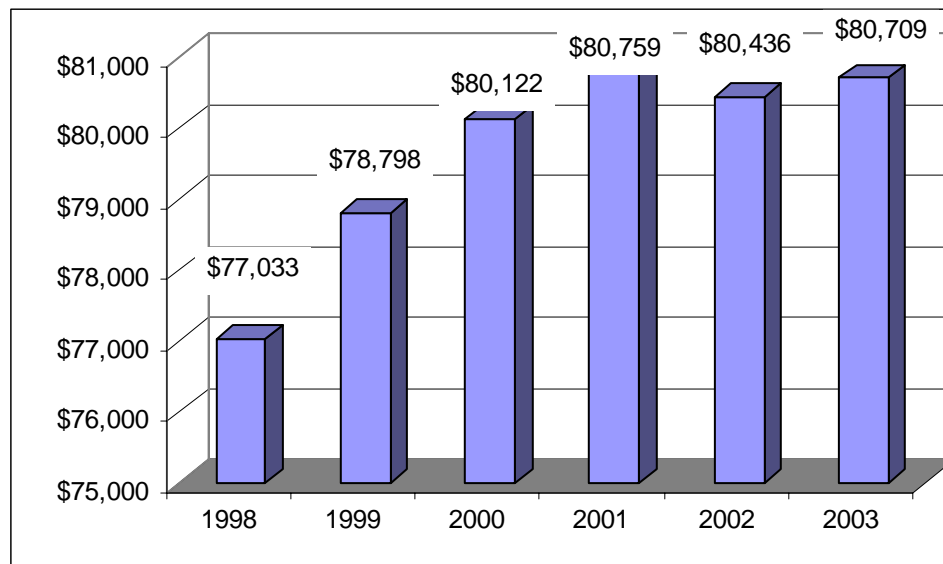




Demographic Environment

The County's population growth is accompanied by high levels of income. Loudoun had the nation's highest median household income in 2005: \$98,483. The adjusted gross income of Loudoun Married Filers has increased from \$77,033 in 1998 to \$80,709 in 2003.

Adjusted Gross Income of Loudoun Married Filers



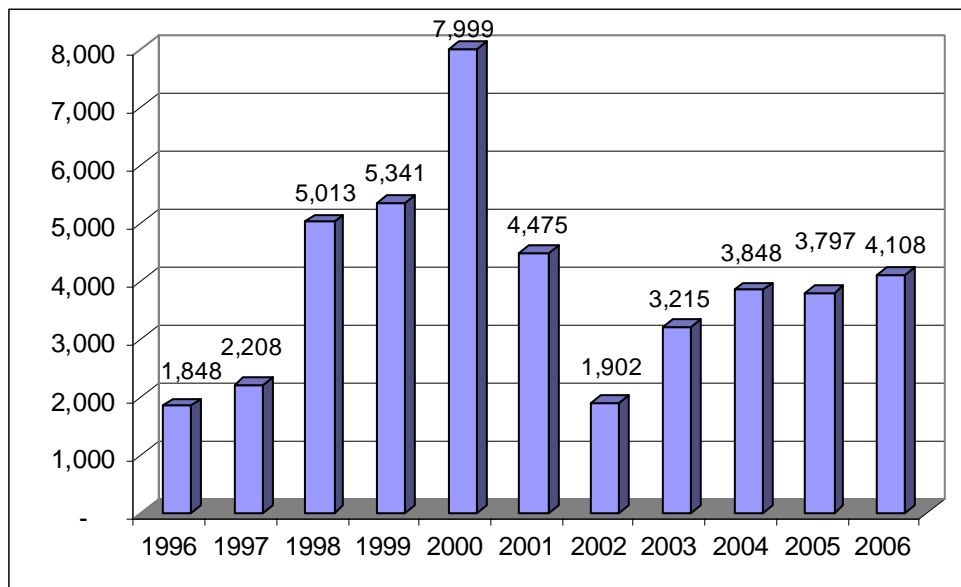


Economic Environment

In 2006, Loudoun County increased its overall employment by 5.0%. The increase in employment can be attributed to growth in the service, construction, government, and retail sectors. Increases in these areas more than offset the loss of Independence Air in 2006. Of the total number of jobs located in the County, 75% are employed in these four sectors.

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 38,827 new jobs between 2000 and 2006, while total employment more than doubled between 1990 and 2000. The County's unemployment rate of 2.1% is among the lowest in Virginia. Forecasts suggest that the County's total employment will increase 75% between 2000 and 2010.

Thousands of Square Feet of New Commercial 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, Airbus 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.

Land Values

The estimated fair market value of real property increased from \$61.8 billion as of January 1, 2006, to \$63.6 billion as of January 1, 2007, and is projected to increase to \$68.6 billion as of January 1, 2008. These are increases of 2.9% in calendar year 2006 and 7.9% in calendar year 2007.

Residential property values in Loudoun County (including new construction) remained flat from January 1, 2006 to January 1, 2007, and are projected to increase by 7.5% during 2007. The average assessed value of a single family home in Loudoun decreased by 7.1%, from \$535,110 in 2006 to \$497,240 in 2007. Total commercial and industrial values increased by 17.9% from January 1, 2006 to January 1, 2007, and are projected to increase by 11.3% as of January 1, 2008. Agricultural property values increased by 5.3% to January 2007 and are projected to increase by another 3.5% by January 1, 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, an average of about 15,000 per year. Even with the recent slowdown in residential construction, the County's population is forecast to continue growing by about 9,000 to 10,000 persons per year.

Recent surveys show that over 40% of those migrating into the County move 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.

Schools: The continual growth of students in the County's public school system greatly affects the County's overall financial situation. 65% of the County's total appropriations, and 72% 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 the public school system 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. The FY 08 budget provides 97% of the School Board's funding request to operate the County's school system. The Board's Adopted Capital Improvement Program provides funding for fifteen schools from FY 07 through FY 12. These capital improvements will provide classroom space for about 17,000 additional students, an increase of 34% over FY 07 enrollment.

Public Safety: The FY 08 budget implements the Board of Supervisors' establishment of the new Fire/Emergency Medical Services Special Tax District, which provides a dedicated source of funding for the County's fire and rescue system. The FY 08 budget also adds career fire/rescue personnel to improve emergency response coverage within the County. 32 new positions will be dispatched to staff the new Lansdowne station, provide career emergency medical services in Neersville and to operate tanker apparatus in Middleburg and Hamilton.

The Board has established keeping the number of Sheriff's deputies at or near the County's adopted per capita ratio of 0.8 deputies per 1,000 residents as a continuing goal. The FY 08 budget adds resources to the Sheriff's Office, including staffing for the Adult Detention Center, investigators, school resource officers, training staff and staff for the new Eastern Loudoun Sheriff's Substation. In addition, the FY 08 budget adds staffing for pretrial and court probation services in response to caseload issues.

Health & Welfare: Continuing population growth has been matched by changes in the demographic and socioeconomic characteristics of the County's population, necessitating an emphasis on services for the most vulnerable members of the community. The FY 08 budget adds resources to provide public health services for communicable disease patients, case management, after-school and employment services for mentally retarded residents, emergency homeless shelter services during severe cold spells, and summer camp opportunities for needy youth. Resources have also been added to ensure compliance with housing quality and Medicaid program eligibility requirements.



Parks & Recreation: The FY 08 budget includes several initiatives that maintain services at the County's parks and libraries. Resources were added to provide facility coverage for sports leagues at new schools, expand fee-offset children's' programming and to provide maintenance services at Loudoun parks.

Service Delivery Environment

Transportation: In FY 07, the Board took a major step toward direct County involvement in the development of transportation infrastructure by funding \$53.9 million toward designing and constructing road projects. The FY 08 budget continues the Board's commitment towards reducing traffic congestion by adding to the County's commuter bus fleet and continuing the development of permanent park and ride facilities. In addition, the Capital Improvement Program includes initial funding for the proposed extension of Metrorail to Loudoun County.

New Facilities: The FY 08 budget includes additional local tax funding for six projects that will become operational. These facilities include (department and local tax funding in parentheses):

- Adult Detention Center, Phase II Staffing (Sheriff, \$526,000);
- Eastern Loudoun Substation Staffing (Sheriff, \$776,000);
- Lansdowne Fire & Rescue Station (Fire & Rescue, \$949,000);
- Parks Maintenance Services (PRCS, \$711,000), and;
- Sports Programs at New Schools (PRCS, \$99,000),

In addition, the adopted budget includes funding for \$1.3 million in lease, utilities and maintenance costs for new facilities added after last year's budget was adopted.

Capital Improvement and Debt Service: The FY 07-12 Capital Improvement Program, adopted last year and amended during the FY 08 budget process, totals \$1.65 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 by significantly increasing the commitment toward cash funding of capital projects beginning in FY 09 (an additional \$20 million per year). The debt cap guideline shaped the decisions by which projects were ultimately adopted in the six-year plan, resulting in changes to every aspect of the CIP. The amount of debt financing in the adopted CIP reflects a reduction of \$151.3 million in financing compared with the proposed Capital Improvement Program



**Loudoun County Government
FY 2008 Adopted Fiscal Plan**

FY 08 Approved Government Enhancements

The Board of Supervisors approved the following enhancements during the FY 08 budget process. The enhancements include additional personnel, or FTEs (Full-Time Equivalent personnel), and additional funding for operating expenses. 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 08 LTF	FY 08 FTE
<u>General Government</u>			
Board of Equalization	Staff Support	\$11,000	0.25
Capital Construction	Project Management	369,000	3.00
Electoral Board	Elections Staff Support	31,000	0.75
<u>General Registrar</u>	<u>Elections Staff Support</u>	<u>56,000</u>	<u>1.00</u>
Subtotal General Government:		\$467,000	5.00
<u>Public Safety & Judicial Administration</u>			
Community Corrections	Dom. Violence Probation Officer	\$81,000	1.00
Community Corrections	Drug Court Probation Officer	45,000	1.00
Community Corrections	Pretrial Evaluator	35,000	0.53
Fire & Rescue	Lansdowne Station Staffing	949,000	26.88
Fire & Rescue	Neersville Ambulance Staffing	140,000	4.48
Fire & Rescue	Tanker/Truck Technicians	311,000	4.48
Juvenile Court Svc. Unit	Grant Replacement	17,000	0.00
Sheriff	Adult Detention Center Staffing	526,000	19.12
Sheriff	Crime Scene Investigator	157,000	1.07
Sheriff	Criminal Investigators	543,000	5.35
Sheriff	School Resource Officers	636,000	4.28
Sheriff	Eastern Loudoun Substation Staffing	776,000	8.56
<u>Sheriff</u>	<u>Training Safety Officer</u>	<u>125,000</u>	<u>1.07</u>
Subtotal Public Safety & Judicial Administration:		\$4,341,000	77.82
<u>Health & Welfare</u>			
Family Services	Eligibility Investigator	\$94,000	1.00
Family Services	Fresh Air/Full Care Grant	50,000	0.00
Family Services	Housing Quality Inspector	102,000	1.00
Family Services	Housing Trust Fund Management	0	1.00
Family Services	Warming Center	50,000	0.00
Health Services	Communicable Disease Nurse	69,000	1.00
MHMRSAS	E. Loudoun After-School Program	159,000	2.00
MHMRSAS	JobLink Position	70,000	1.00
MHMRSAS	MR Case Manager	15,000	1.00
<u>MHMRSAS</u>	<u>Psychiatric Nurse</u>	<u>67,000</u>	<u>1.00</u>
Subtotal Health & Welfare:		\$676,000	9.00



Loudoun County Government
FY 2008 Adopted Fiscal Plan

FY 08 Approved Government Enhancements

Department	Description	FY 08 LTF	FY 08 FTE
<u>Parks, Recreation & Culture</u>			
Library Services	Cascades Library Teen Center	\$64,000	0.54
PRCS	Bluemont Community Center Asst.	26,000	0.47
PRCS	Childrens' Programs	0	10.39
PRCS	Claude Moore Teen Center	77,000	0.82
PRCS	Maintenance Crew	291,000	3.00
PRCS	Maintenance Equipment	420,000	0.00
PRCS	Seasonal Maint. Technicians	108,000	3.23
PRCS	Sports Programs at New Schools	99,000	3.28
<u>Regional Organizations</u>	<u>Purcellville Teen Center</u>	<u>20,000</u>	<u>0.00</u>
Subtotal Parks, Recreation & Culture:		<u>\$1,105,000</u>	<u>21.73</u>
<u>Miscellaneous</u>			
<u>Nondepartmental</u>	<u>Employee Market Adjustment</u>	<u>\$3,200,000</u>	<u>0.00</u>
Subtotal Miscellaneous:		<u>\$3,200,000</u>	<u>0.00</u>
Total Adopted Enhancements:		<u>\$9,789,000</u>	<u>113.55</u>



**Loudoun County Government
FY 2008 Adopted Fiscal Plan**

FY 08 Appropriations Schedule

Category	Expenditures	Revenue/ Carryover	Local Tax Funding
School System			
School Board	\$700,564,208	\$187,359,723	\$513,204,485
Capital Projects	54,861,257	53,236,257	1,625,000
Asset Preservation	4,129,000	0	4,129,000
Debt Service	118,454,617	14,270,000	104,184,617
<u>Cafeteria Funds</u>	<u>19,538,655</u>	<u>18,638,655</u>	<u>900,000</u>
School System Total	\$897,547,737	\$273,504,635	\$624,043,102
County Government Services			
Operating Budget ¹	\$290,759,521	\$142,999,508	\$147,760,013
Fire/EMS Tax District ²	48,601,267	5,034,969	43,566,298
Capital Projects	87,250,000	69,870,000	17,380,000
Asset Preservation	3,023,000	75,000	2,948,000
Other Funds	26,873,751	23,285,751	3,588,000
<u>Debt Service</u>	<u>22,053,030</u>	<u>5,255,000</u>	<u>16,798,030</u>
County Government Total	\$478,560,569	\$246,520,228	\$232,040,341
Comprehensive Services Act	\$9,450,482	\$4,950,482	\$4,500,000
Total Local Tax Funding	\$1,385,558,788	\$524,975,345	\$860,583,443

¹The Public Safety Communications Fund closes in FY 08 due to implementation of the Statewide Communications Tax. The Operating Budget and Other Funds have been adjusted to display expenditures associated with the PSC Fund in the Operating Budget line for FY 07.

²The Board of Supervisors established the Fire/EMS Tax District for the FY 08 budget process. Expenditures associated with that function in FY 07 are shown in that district for purposes of comparison.

Other Funds	Expenditures	Revenue/ Carryover	Local Tax Funding
Legal Resource Center	\$72,539	\$72,539	\$0
Restricted Use TOT Fund	3,347,000	3,347,000	0
Route 28 Special Tax District	9,420,000	9,420,000	0
Aldie Sewer Service District	33,000	33,000	0
Hamilton Sewer Service District	249,000	161,000	88,000
Dulles Industrial Park District	106,840	106,840	0
Rental Assistance Fund	7,755,359	7,755,359	0
Comp. System Replacement Fund	4,725,000	3,225,000	1,500,000
Workers' Compensation	2,000,000	0	2,000,000
Total Other Funds	\$27,708,738	\$24,120,738	\$3,588,000



Loudoun County Government
FY 2008 Adopted Fiscal Plan

FY 07/08 Appropriations Schedule

Category	FY 07 Adopted	FY 08 Adopted	Difference
School System			
School Board	\$613,856,662	\$700,564,208	\$86,707,546
Capital Projects	214,735,000	54,861,257	(159,873,743)
Asset Replacement	3,676,000	4,129,000	453,000
Debt Service	102,592,790	118,454,617	15,861,827
<u>Cafeteria Funds</u>	<u>18,528,586</u>	<u>19,538,655</u>	<u>1,010,069</u>
School System Total	\$953,389,038	\$897,547,737	(\$55,841,301)
County Government Services			
Operating Budget ¹	\$269,706,053	\$290,759,521	\$21,053,468
Fire/EMS Tax District ²	41,064,145	48,601,267	7,537,122
Capital Projects	75,312,243	87,250,000	11,937,757
Asset Replacement	3,684,000	3,023,000	(661,000)
Other Funds	22,226,961	26,873,751	4,646,790
<u>Debt Service</u>	<u>19,259,525</u>	<u>22,053,030</u>	<u>2,793,505</u>
County Government Services Total	\$431,252,927	\$478,560,569	\$47,307,642
Comprehensive Services Act Fund	\$7,509,011	\$9,450,482	\$1,941,471
Total Appropriations	\$1,392,150,976	\$1,385,558,788	(\$6,592,188)

¹The Public Safety Communications Fund closes in FY 08 due to implementation of the Statewide Communications Tax. The Operating Budget and Other Funds have been adjusted to display expenditures associated with the PSC Fund in the Operating Budget line for FY 07.

²The Board of Supervisors established the Fire/EMS Tax District for the FY 08 budget process. Expenditures associated with that function in FY 07 are shown in that district for purposes of comparison.



Loudoun County Government
FY 2008 Adopted Fiscal Plan

FY 07/08 Use of Local Tax Funding/General Fund Balance

Category	FY 07 Adopted	FY 08 Adopted	Difference
School System			
School Board	\$443,391,452	\$513,204,485	\$69,813,033
Capital Projects	14,897,000	1,625,000	(13,272,000)
Asset Replacement	3,676,000	4,129,000	453,000
Debt Service	83,027,004	104,184,617	21,157,613
<u>Cafeteria Funds</u>	<u>0</u>	<u>900,000</u>	<u>900,000</u>
School System Total	\$544,991,456	\$624,043,102	\$79,051,646
County Government Services			
Operating Budget	\$115,316,781	\$147,760,013	\$32,443,233
Fire/EMS Tax District ¹	37,923,254	43,566,298	5,643,044
Capital Projects	25,225,000	17,380,000	(7,845,000)
Asset Replacement	3,609,000	2,948,000	(661,000)
Other Funds	3,088,000	3,588,000	500,000
<u>Debt Service</u>	<u>13,955,579</u>	<u>16,798,030</u>	<u>2,842,452</u>
County Government Services Total	\$199,117,613	\$232,040,341	\$32,922,728
Comprehensive Services Act Fund	\$2,687,706	\$4,500,000	\$1,812,294
Total Appropriations	\$746,796,775	\$860,583,443	\$113,786,668

¹The Board of Supervisors established the Fire/EMS Tax District for the FY 08 budget process. Local tax funding associated with that function in FY 07 is shown in that district for purposes of comparison.



Loudoun County Government
FY 2008 Adopted Fiscal Plan

FY 08 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 08 reflects revenues at the combined General and Fire/EMS District tax rate of 96.0¢, as well as the State's elimination of the consumer utility tax on telephones. Each cent on the real property tax rate equals about \$9.5 million in revenue and carryover.

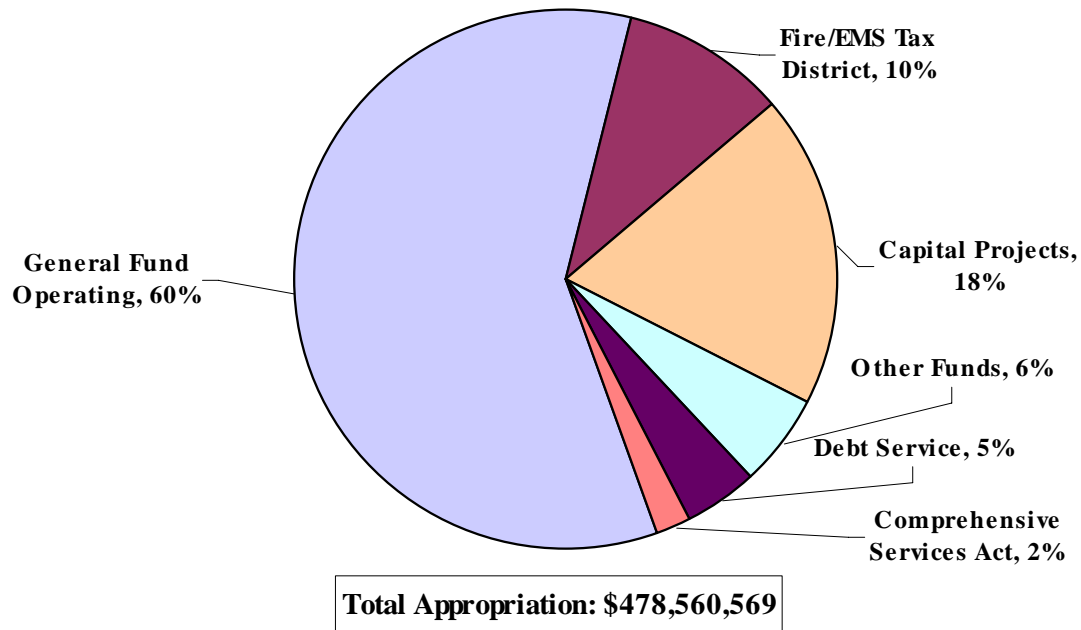
Revenue Source	FY 07 Adopted	FY 08 Adopted	Change
Real Property Taxes	\$526,523,823	\$567,399,417	\$40,875,594
Public Service Property Taxes	10,545,000	13,668,541	3,123,541
Delinquent Real Property Taxes	3,000,000	3,500,000	500,000
Penalties and Interest	3,388,000	3,388,000	0
Fire/EMS Tax District ¹	N/A	\$40,869,083	\$40,869,083
Personal Property	\$114,986,000	\$120,731,701	\$5,745,701
Delinquent Personal Property	2,200,000	2,500,000	300,000
Mobile Homes	14,000	15,101	1,101
Aircraft	43,000	52,000	9,000
Heavy Equipment	1,450,000	1,600,000	150,000
Machinery and Tools	1,151,000	1,151,000	0
Sales Tax	44,500,000	44,500,000	0
Consumer Utility Tax	9,230,000	6,145,000	(3,085,000)
Short-Term Rental Tax	290,000	290,000	0
Cable TV Franchise Fees	1,325,948	1,326,406	458
Transient Occupancy Tax	1,640,000	2,231,000	591,000
Total	\$720,286,771	\$809,367,249	\$89,080,478
Use of General Fund Balance	<u>\$26,510,005</u>	<u>\$52,353,994</u>	<u>\$25,843,989</u>
Available Local Tax Funding	\$746,796,776	\$861,721,244	\$114,924,46

¹ The Board of Supervisors established the Fire/EMS Tax District in 2007 for the FY 08 budget process.



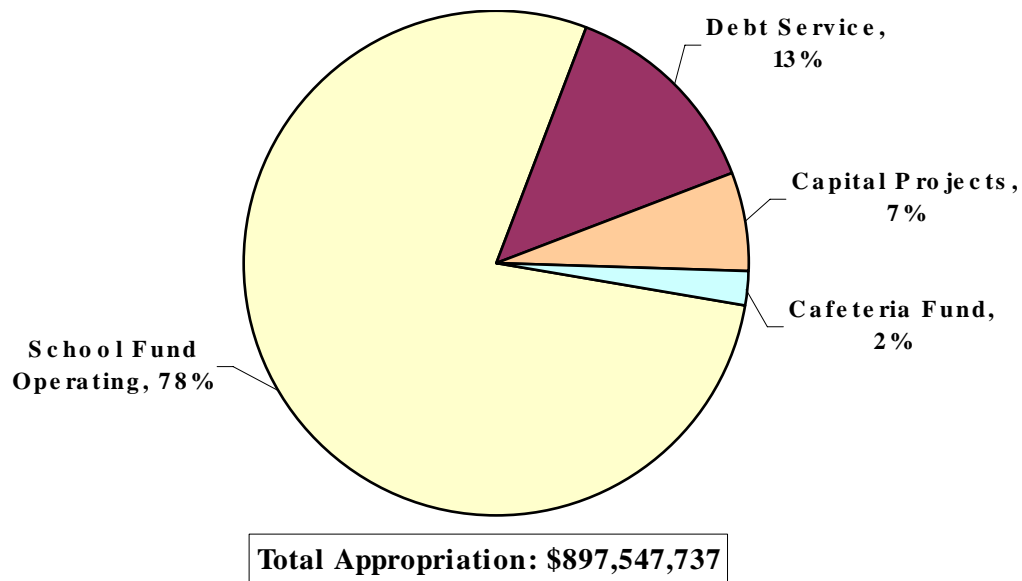
FY 2008 Adopted Fiscal Plan

General Government Appropriations



FY 2008 Adopted Fiscal Plan

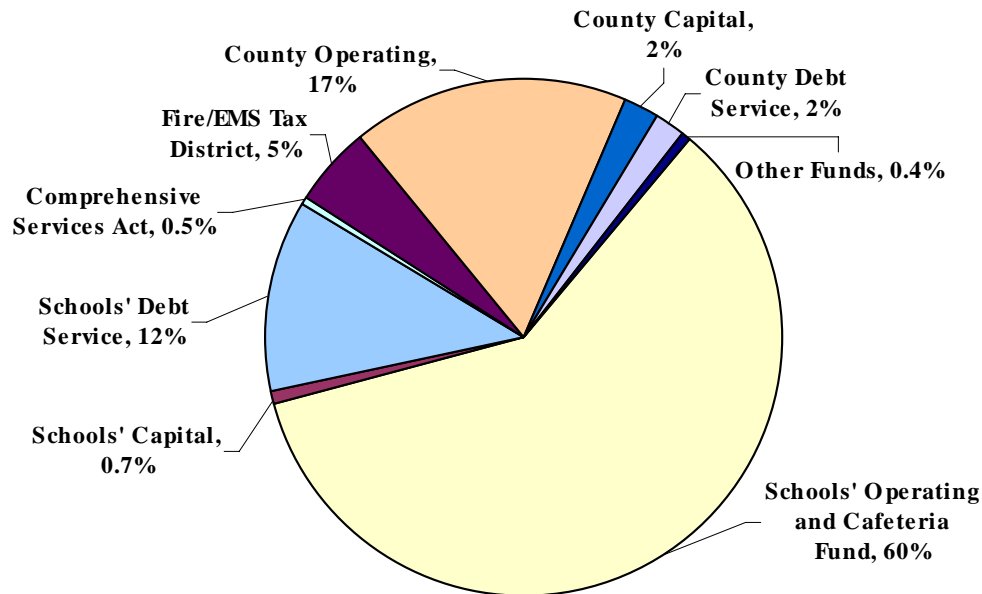
Loudoun County Schools Appropriations





FY 2008 Adopted Fiscal Plan

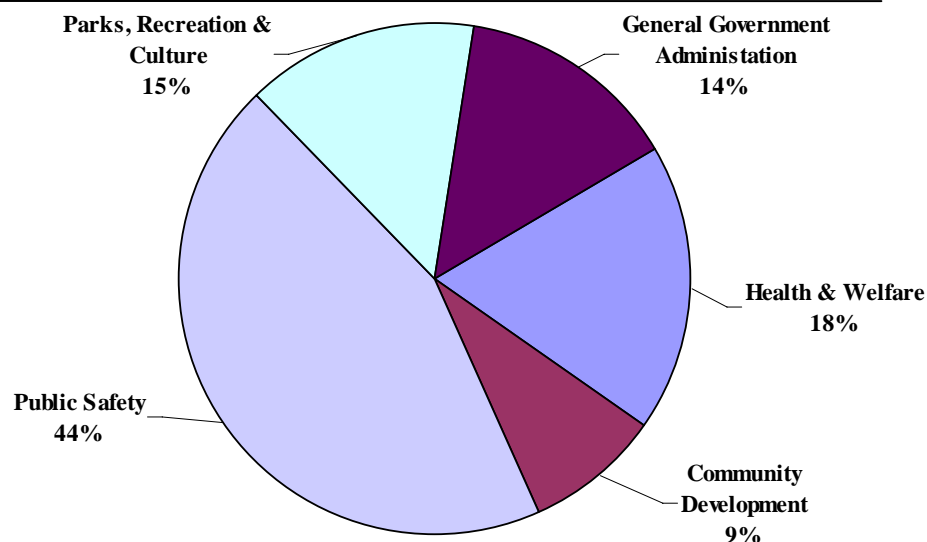
Allocation of Local Tax Funding



Total Local Tax Funding: \$860,583,443

FY 2008 Adopted Fiscal Plan

County Operating Local Tax Funding

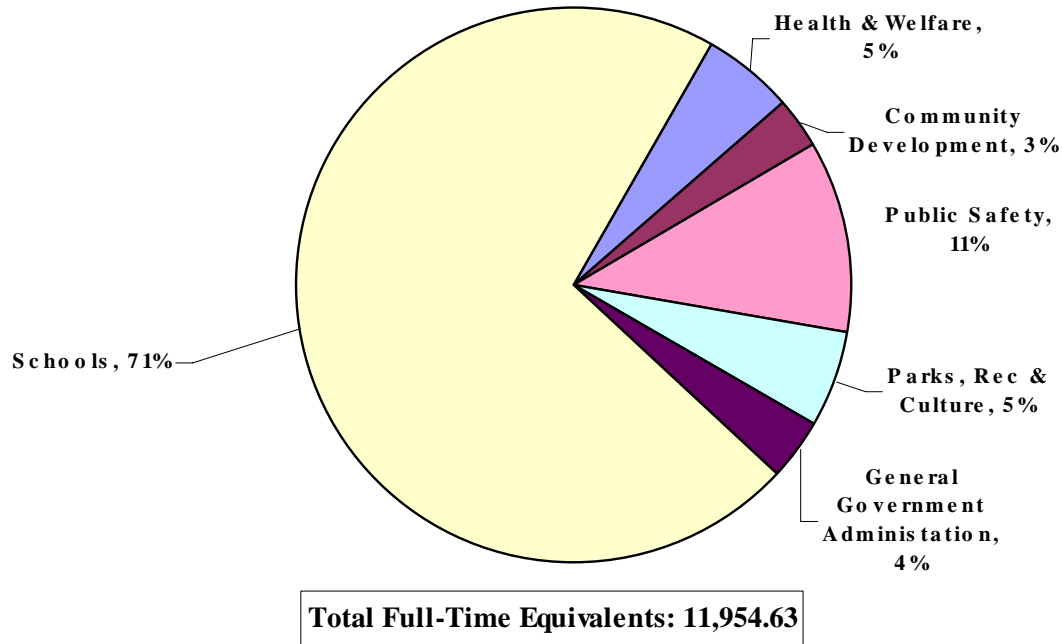


Total Local Tax Funding: \$191,326,311



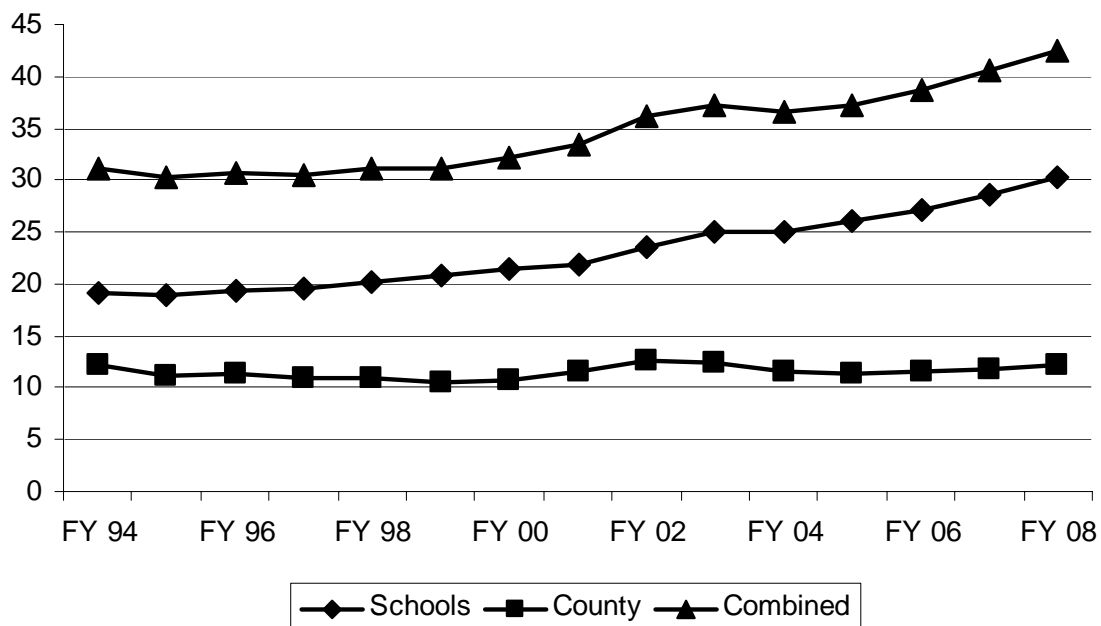
FY 2008 Adopted Fiscal Plan

Allocation of Positions



Historical Trends

Positions Per 1,000 Population, FY 94-FY 08





**Loudoun County Government
FY 2008 Adopted Fiscal Plan**

FY 2006-2008 Summary of Financial Sources and Uses of Fund Balance

Category	General Fund			School Fund		
	2006 Actual	2007 Estimate	2008 Budget	2006 Actual	2007 Estimate	2008 Budget
<u>Revenue</u>						
General Property Taxes	\$576,468,150	\$612,356,823	\$662,547,059	\$0	\$0	\$0
Other Local Taxes	107,090,484	103,590,198	87,189,106	0	0	0
Licenses and Permits	20,885,155	22,916,712	36,833,156	0	0	0
Fines and Forfeits	2,056,027	2,088,052	1,924,000	0	0	0
Use of money	11,333,324	8,791,336	7,816,336	\$1,330,743	0	0
Charges for Services	19,272,752	22,694,004	23,028,837	12,052,641	18,528,586	18,768,907
Miscellaneous Revenues	768,172	434,271	284,796	1,250,710	0	0
Recovered Costs	5,538,330	6,160,891	6,838,774	510,964	0	0
Intergovernmental Revenues	96,181,887	90,191,276	86,574,432	127,594,600	161,189,210	171,229,471
<u>Other Financing Sources</u>	<u>1,359,297</u>	<u>2,916,850</u>	<u>2,452,435</u>	<u>417,113,900</u>	<u>451,667,452</u>	<u>524,104,485</u>
Total Revenues:	\$840,953,578	\$872,140,413	\$915,488,931	\$559,853,558	\$631,385,248	\$714,102,863
<u>Expenditures</u>						
Personnel	\$179,671,361	\$201,816,498	\$197,575,683	\$473,569,178	\$555,109,517	\$629,272,062
Operating	87,240,248	90,746,651	89,081,453	80,148,997	66,566,882	74,410,081
Capital	2,361,350	6,214,436	2,602,385	1,562,894	10,708,849	16,420,720
Other	0	1,500,000	1,500,000	0	0	0
Education	440,165,250	443,391,452	513,204,485	0	0	0
Transfers Out	107,912,111	154,981,381	162,741,119	352,455	0	0
<u>Debt Service</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>
Total Expenditures:	\$817,350,320	\$898,650,418	\$966,705,125	\$555,633,524	\$632,385,248	\$720,102,863
Net Increase (Decrease) in Fund Balance:	\$23,603,258	(\$26,510,005)	(\$51,216,194)	\$4,220,034	(\$1,000,000)	(\$6,000,000)
Fund Balance, July 1:	\$148,048,357	\$171,651,615	\$145,141,615	\$29,659,257	\$33,879,291	\$32,879,291
Fund Balance, June 30:	\$171,651,615	\$145,141,615	\$93,925,421	\$33,879,291	\$32,879,291	\$26,879,291



**Loudoun County Government
FY 2008 Adopted Fiscal Plan**

FY 2006-2008 Summary of Financial Sources and Uses of Fund Balance

Category	Capital Improvement Program			Debt Service Fund		
	2006 Actual	2007 Estimate	2008 Budget	2006 Actual	2007 Estimate	2008 Budget
<u>Revenue</u>						
General Property Taxes	\$0	\$0	\$0	\$0	\$0	\$0
Other Local Taxes	126,511	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	5,288,780	1,988,000	4,500,000
Charges for Services	4,042,174	3,065,000	3,225,000	0	0	0
Miscellaneous Revenues	133,590	0	0	0	0	0
Recovered Costs	111,706	0	0	0	0	0
Intergovernmental Revenues	95,954	7,788,000	0	0	0	0
<u>Other Financing Sources</u>	<u>215,279,609</u>	<u>288,699,243</u>	<u>150,688,257</u>	<u>263,620,642</u>	<u>113,670,708</u>	<u>121,688,022</u>
Total Revenues:	\$219,789,544	\$299,627,243	\$153,988,257	\$268,909,422	\$115,658,708	\$126,185,022
<u>Expenditures</u>						
Personnel	\$1,957,596	\$1,899,340	\$3,329,821	\$0	\$0	\$0
Operating	38,054,033	33,344,793	8,657,793	0	0	0
Capital	86,937,854	264,383,110	142,000,643	0	0	0
Other	0	0	0	0	0	0
Education	0	0	0	0	0	0
Transfers Out	14,213,843	0	0	157,975,000	0	0
<u>Debt Service</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>112,772,119</u>	<u>121,940,440</u>	<u>141,210,022</u>
Total Expenditures:	\$141,163,326	\$299,627,243	\$153,988,257	\$270,747,119	\$121,940,440	\$141,210,022
Net Increase (Decrease) in Fund Balance:	\$78,626,218	\$0	\$0	(\$1,837,697)	(\$6,281,732)	(\$15,025,000)
Fund Balance, July 1:	\$211,347,186	\$289,973,404	\$113,260,272	\$37,082,839	\$35,245,142	\$28,963,410
Fund Balance, June 30:	\$289,973,404	\$289,973,404	\$113,260,272	\$35,245,142	\$28,963,410	\$13,938,410



**Loudoun County Government
FY 2008 Adopted Fiscal Plan**

FY 2006-2008 Summary of Financial Sources and Uses of Fund Balances

Category	Fire/Emergency Medical Services Tax District*			Capital Projects Financing Fund*		
	2006 Actual	2007 Estimate	2008 Budget	2006 Actual	2007 Estimate	2008 Budget
Revenue						
General Property Taxes	\$0	\$13,623,027	\$27,246,056	\$0	\$0	\$0
Other Local Taxes	0	0	4,484,400	0	0	0
Licenses and Permits	0	0	87,919	0	0	0
Fines and Forfeits	0	0	6,650	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	0	456,000	0	0	0
Other Financing						
Sources	<u>0</u>	<u>0</u>	<u>2,697,215</u>	<u>0</u>	<u>0</u>	<u>\$56,735,000</u>
Total Revenues:	\$0	\$13,623,027	\$34,978,240	\$0	\$0	\$56,735,000
Expenditures						
Personnel	\$0	\$0	\$35,453,478	\$0	\$0	\$0
Operating	0	0	11,912,053	0	0	0
Capital	0	0	533,361	0	0	0
Other	0	0	0	0	0	0
Education	0	0	0	0	0	0
Transfers Out	0	0	702,375	0	0	\$56,735,000
Debt Service	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>
Total Expenditures:	\$0	\$0	\$48,601,267	\$0	\$0	\$56,735,000
Net Increase (Decrease) in Fund Balance:	\$0	\$13,623,027	(\$13,623,027)	\$0	\$0	\$0
Fund Balance, July 1:	\$0	\$0	\$13,623,027	\$0	\$0	\$0
Fund Balance, June 30:	\$0	\$13,623,027	\$0	\$0	\$0	\$0

*New funds created by Board of Supervisors for FY 08.



**Loudoun County Government
FY 2008 Adopted Fiscal Plan**

FY 2006-2008 Summary of Financial Sources and Uses of Fund Balances

Category	Nonmajor Governmental Funds			Total Funds		
	2006 Actual	2007 Estimate	2008 Budget	2006 Actual	2007 Estimate	2008 Budget
<u>Revenue:</u>						
General Property Taxes	\$10,781,048	\$10,879,000	\$13,067,840	\$587,249,198	\$636,858,850	\$702,860,955
Other Local Taxes	16,720,851	16,943,801	7,918,564	\$123,937,846	120,608,999	99,667,070
Licenses and Permits	0	0	0	20,885,155	22,916,712	36,921,075
Fines and Forfeits	0	0	0	2,056,027	2,088,052	1,930,650
Use of money	0	0	0	17,952,847	10,779,336	7,816,336
Charges for Services	38,995	35,419	74,552	35,406,562	44,323,009	49,597,296
Miscellaneous Revenues	892,262	13,676	0	3,044,734	447,947	284,796
Recovered Costs	2,657,785	49,641,718	13,427,760	8,818,78	55,802,609	20,266,534
Intergovernmental Revenues	10,257,040	11,643,836	11,553,081	234,129,481	270,812,322	391,498,006
<u>Other Financing Sources</u>	<u>3,400,614</u>	<u>2,775,706</u>	<u>4,588,000</u>	<u>900,774,062</u>	<u>859,729,959</u>	<u>741,265,392</u>
Total Revenues:	\$44,748,595	\$91,933,156	\$50,629,797	\$1,934,254,697	\$2,024,367,795	\$2,052,108,110
<u>Expenditures:</u>						
Personnel	\$5,784,804	\$6,853,457	\$807,722	\$660,982,939	\$765,678,812	\$866,438,766
Operating	26,408,013	27,695,309	37,247,017	231,851,291	218,353,635	221,308,397
Capital	6,453,718	5,434,497	1,475,000	97,315,816	286,740,892	163,032,109
Other	0	0	0	4,328,678	1,500,000	1,500,000
Education	0	0	0	440,165,250	443,391,452	513,204,485
Transfers Out	4,328,678	51,574,093	14,651,532	280,453,409	206,555,474	234,830,026
<u>Debt Service</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>112,722,119</u>	<u>121,940,440</u>	<u>141,210,002</u>
Total Expenditures:	\$42,975,213	\$91,557,356	\$54,181,271	\$1,827,869,502	\$2,044,160,705	\$2,141,523,805
Net Increase (Decrease) in Fund Balance:	\$1,773,382	\$375,800	(\$3,551,474)	\$106,385,195	(\$19,792,910)	(\$89,415,695)
Fund Balance, July 1:	\$23,085,896	\$24,859,278	\$25,235,078	\$449,223,535	\$555,608,730	\$535,815,820
Fund Balance, June 30:	\$24,859,278	\$25,235,078	\$21,683,604	\$555,608,730	\$535,815,820	\$446,400,125



**Loudoun County Government
FY 2008 Adopted Fiscal Plan**





**Loudoun County Government
FY 2008 Adopted Fiscal Plan**

History of Expenditures by Department

Department	FY 04 Adopted	FY 04 Actual	FY 05 Adopted	FY 05 Actual
Boards, Commissions and Committees	\$1,787,000	\$2,135,894	\$2,155,000	\$2,404,671
County Administrator	2,091,000	2,008,627	2,136,000	2,178,177
Public Information	602,000	674,606	559,000	637,461
General Registrar	335,000	306,414	352,000	380,910
Regional Organizations & Contributions	3,086,000	3,065,308	3,481,000	3,444,969
County Attorney	1,683,000	3,460,465	1,661,000	2,175,616
Office of the County Assessor**	1,900,000	1,842,463	2,007,000	2,021,538
Treasurer	2,938,000	2,872,205	2,983,000	2,993,689
Commissioner of the Revenue	2,057,000	1,876,026	2,102,000	1,841,247
Clerk of the Circuit Court	2,315,000	2,361,736	2,422,000	2,539,038
Commonwealth's Attorney	2,454,000	2,327,173	2,506,000	2,305,681
Sheriff	33,889,000	35,227,101	43,628,000	42,292,245
Management & Financial Services	8,253,000	7,433,943	7,666,000	8,666,231
Information Technology	12,190,000	13,805,859	12,195,000	13,581,301
General Services	17,138,000	21,333,668	16,453,000	18,760,998
Office of Capital Construction*	N/A	N/A	N/A	N/A
Courts	892,000	803,350	862,000	772,820
Building and Development	15,331,000	14,816,397	16,717,000	15,545,950
Fire and Rescue Services	27,706,000	27,007,764	29,582,000	29,582,933
Planning Services	2,704,000	1,991,815	2,328,000	2,001,846
Economic Development	1,969,000	1,917,475	1,605,000	1,818,849
Solid Waste Management	3,318,000	3,448,172	3,440,000	5,873,693
Mapping & Geographic Information	1,842,000	1,807,962	1,653,000	1,824,308
Animal Care and Control	1,717,000	1,565,736	1,909,000	1,764,153
Health Services	3,539,000	3,455,748	3,653,000	3,512,415
Transportation Services	3,961,000	4,289,087	4,810,000	4,859,882
Library Services	9,194,000	8,894,339	9,533,000	9,433,194
Community Corrections	945,000	848,572	958,000	971,325
Mental Health & Mental Retardation	20,658,000	19,692,005	24,851,000	21,943,378
Parks, Recreation & Community Services	20,467,000	21,063,609	22,278,000	22,884,573
Juvenile Court Services Unit	1,057,000	1,057,442	1,282,000	1,364,465
Family Services	23,557,000	24,876,907	26,924,000	27,112,041
Extension Services	454,000	428,854	487,000	465,984
Miscellaneous	6,222,000	3,608,438	4,044,000	5,362,136
General Government Subtotal	\$238,251,000	\$242,305,160	\$259,222,000	\$263,317,717
Schools	\$395,612,000	\$407,777,688	\$462,217,000	\$484,015,461
Total	\$633,863,000	\$650,082,848	\$721,439,000	\$747,333,179

* 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 2008 Adopted Fiscal Plan**

History of Expenditures by Department – Continued

Department	FY 06 Adopted	FY 06 Actual	FY 07 Adopted	FY 08 Adopted
Boards, Commissions and Committees	\$2,272,000	\$2,620,902	\$2,619,000	\$3,199,000
County Administrator	2,599,000	2,673,942	3,105,000	3,274,000
Public Information.	644,000	801,911	606,000	644,000
General Registrar	459,000	333,186	546,000	647,000
Regional Organizations & Contributions	4,308,000	4,329,678	4,446,000	4,556,000
County Attorney	1,906,000	2,264,125	2,214,000	2,251,000
Office of County Assessor**	2,285,000	2,045,254	2,526,000	2,950,000
Treasurer	3,235,000	3,120,106	3,608,000	3,814,000
Commissioner of the Revenue	2,296,000	1,794,308	2,368,000	2,695,000
Clerk of the Circuit Court	2,739,000	2,851,725	3,038,000	3,391,000
Commonwealth's Attorney	2,601,000	2,536,930	2,790,000	3,074,000
Sheriff	50,383,000	49,066,927	58,501,000	65,153,000
Management & Financial Services	9,855,000	9,902,285	10,439,000	10,977,000
Information Technology	14,822,000	16,563,122	16,539,000	16,679,000
General Services	20,199,000	21,890,386	22,807,000	23,849,000
Office of Capital Construction*	N/A	N/A	2,806,000	4,195,000
Courts	900,000	828,630	955,000	1,091,000
Building and Development	19,027,000	18,281,995	21,309,000	23,000,000
Fire and Rescue Services	34,414,000	38,454,743	40,256,000	47,899,000
Planning Services	2,487,000	2,460,399	2,965,000	3,138,000
Economic Development	1,840,000	2,001,283	1,893,000	1,894,000
Solid Waste Management	3,694,000	4,513,681	4,625,000	5,075,000
Mapping & Geographic Information	1,802,000	1,776,390	1,996,000	2,247,000
Animal Care and Control	2,000,000	2,063,288	2,174,000	2,419,000
Health Services	3,855,000	3,886,190	3,837,000	4,219,000
Transportation Services	5,379,000	5,823,475	7,797,000	8,313,000
Library Services	10,360,000	10,200,285	10,981,000	11,641,000
Community Corrections	1,229,000	1,129,282	1,405,000	1,523,000
Mental Health & Mental Retardation	26,769,000	24,705,253	28,384,000	30,091,000
Parks, Recreation & Community Services	25,268,000	24,962,105	28,945,000	32,792,000
Juvenile Court Services Unit	1,602,000	1,648,636	1,900,000	2,019,000
Family Services	28,539,000	29,124,398	30,637,000	31,798,000
Extension Services	503,000	471,898	542,000	584,000
Miscellaneous	1,236,000	5,389,267	(5,950,000)	(7,506,000)
General Government Subtotal	\$291,507,000	\$300,515,985	\$323,609,000	\$353,585,000
Schools	\$537,542,000	\$555,633,524	\$613,857,000	\$700,564,000
Total	\$829,049,000	\$856,149,509	\$937,466,000	\$1,054,149,000

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

* 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 2008 Adopted Fiscal Plan**

FTE (Full-Time Equivalent) History by Department

Department	FY 04	FY 05	FY 06	FY 07	FY 08
Boards, Commissions and Committees	0.75	0.75	0.75	0.75	1.75
County Administrator	19.80	19.80	21.53	24.53	24.80
Public Information	6.00	5.00	4.80	4.80	4.80
General Registrar	6.77	6.77	7.77	7.77	8.77
Regional Organizations & Contributions	0.00	0.00	0.00	0.00	0.00
County Attorney	19.00	17.00	19.00	20.00	20.00
Office of the County Assessor***	26.00	27.00	29.00	29.00	30.00
Treasurer	37.34	38.34	39.34	40.34	40.34
Commissioner of the Revenue	32.55	32.55	32.55	32.55	34.55
Clerk of the Circuit Court	37.00	38.00	40.00	41.00	43.53
Commonwealth's Attorney	32.00	31.00	32.00	33.00	34.00
Sheriff	476.11	520.24	588.72	624.18	663.63
Management & Financial Services	69.44	63.44	72.64	73.64	75.64
Information Technology	76.39	74.39	78.39	81.39	84.39
General Services	85.18	84.00	94.00	80.00	81.48
Office of Capital Construction*	N/A	N/A	N/A	25.00	31.00
Courts	6.00	6.00	6.00	6.00	7.00
Building and Development	230.00	235.60	255.40	256.90	258.80
Fire and Rescue Services	285.01	332.84	378.08	445.16	492.81
Planning Services	28.59	27.00	28.00	31.00	31.00
Economic Development	17.00	16.00	16.77	16.77	15.77
Solid Waste Management	20.10	25.10	25.10	28.10	28.10
Mapping & Geographic Information	24.80	23.80	23.80	23.80	23.80
Animal Care and Control	31.22	31.89	32.89	32.89	32.89
Health Services**	73.00	74.00	80.00	82.00	84.00
Transportation Services	15.00	15.00	15.00	18.00	18.77
Library Services	144.63	144.63	144.63	145.16	145.71
Community Corrections	13.06	15.06	16.33	17.33	18.86
MH, MR, & Substance Abuse Services	284.34	324.83	341.30	344.64	343.44
Parks, Recreation & Community Services	367.61	383.18	428.65	476.65	494.86
Juvenile Court Service Unit**	31.56	32.63	34.77	35.84	35.84
Family Services	165.45	177.73	185.45	189.05	193.25
Extension Services**	9.37	10.37	11.37	11.37	11.37
Miscellaneous	0.00	0.00	0.00	0.00	0.00
General Fund Subtotal	2,671.07	2,833.94	3,084.03	3,278.61	3,414.95
School Fund	5,722.20	6,429.40	7,143.50	7,998.90	8,526.34
Central Services Fund	12.94	12.27	13.27	13.27	11.27
Law Library Fund	0.53	0.53	0.53	0.53	1.00
Total All Funds	8,406.74	9,276.14	10,241.33	11,291.31	11,953.56

* 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 2008 Adopted Fiscal Plan**

History of Adopted Budgets by Fund

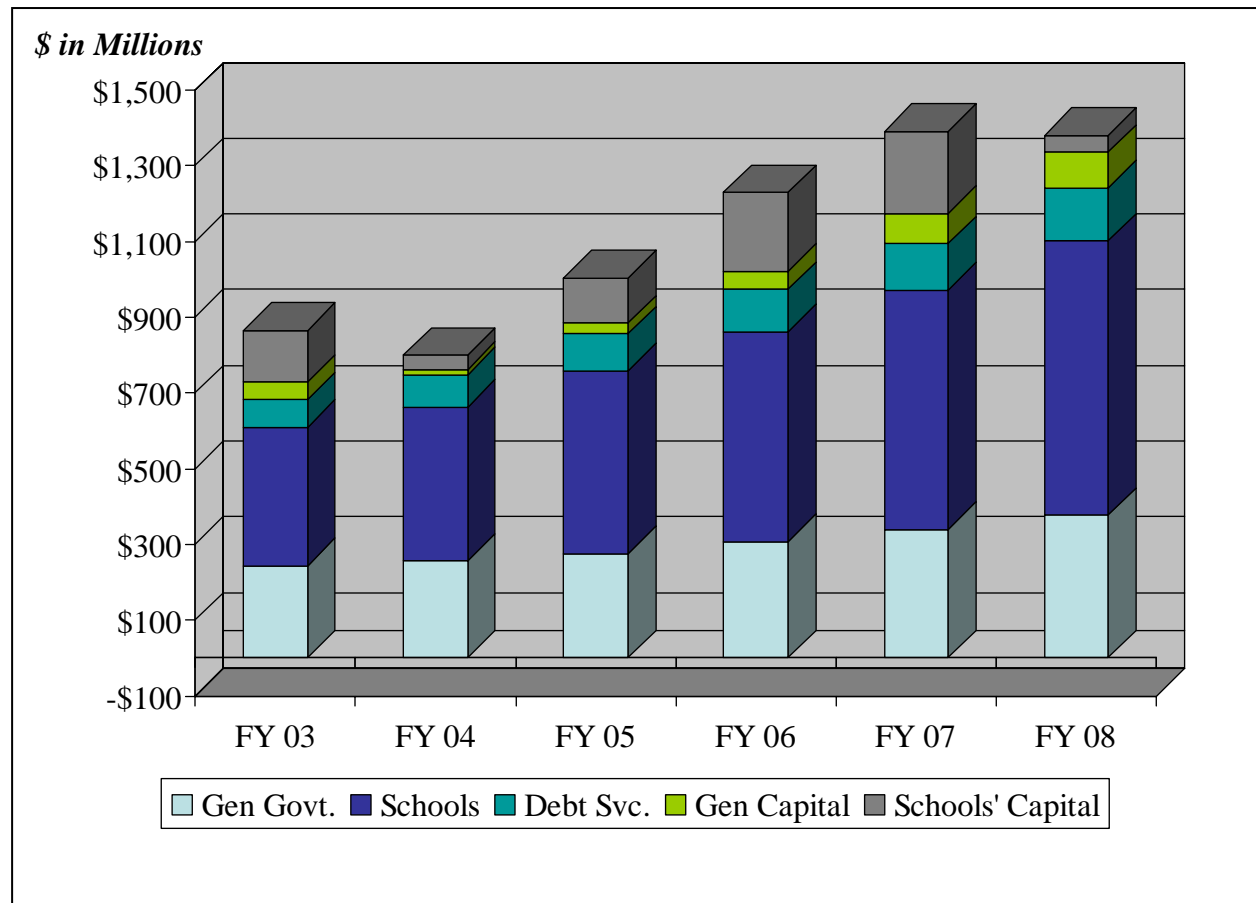
Dollar Amounts - Adopted Budget Distribution

<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>
2003	865,324,408	242,943,987	365,849,192	73,976,229	45,230,000	137,325,000
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	1,380,422,596	376,821,731	724,599,718	140,864,147	93,363,000	44,774,000

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>
2003	28.1%	42.3%	8.5%	5.2%	15.9%
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	27.3%	52.5%	10.2%	6.8%	3.2%





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, Public Safety Communications 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.



County Funds, Fund Structure and Basis of Budgeting

FIRE/EMERGENCY SERVICES SPECIAL TAX DISTRICT

The Board of Supervisors established a special tax district to provide a dedicated funding stream for County fire and rescue services to be implemented with the FY 08 Adopted Fiscal Plan. Establishment of a fire/EMS district is authorized by the Code of Virginia, Sec. 27-23.1. The Fire/EMS district is supported by a combination of a special levy on real property located within the County, program-specific revenue in the Department of Fire & Rescue Services, and a local tax funding transfer from the General Fund. The Fire/EMS District includes all expenditures associated with the operation and maintenance of the County's fire and rescue system, as well as debt service on capital projects and major vehicle purchases.

ROUTE 28 SPECIAL TAX DISTRICT FUND

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

ALDIE WASTEWATER DISTRICT FUND

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

HAMILTON SEWER SERVICE DISTRICT FUND

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

SCHOOL CAFETERIA FUND

The School Cafeteria Fund is an operating fund for the School System's food service operations. This account is controlled by the School Board and is entirely funded through a combination of meal charges and contributions from the Federal and Commonwealth governments.

PUBLIC SAFETY COMMUNICATIONS FUND

The Emergency Communications fund was established by State mandate to operate the County's E-911 emergency communications programs. Revenue from the County's E-911 fee and the consumer utility tax on cellular telephones was designated to fund operations in this fund. In 2006, the General Assembly replaced the E-911 fee and the consumer utility tax on telecommunications with a uniform statewide communications tax. As a result, this fund was closed at the end of FY 07 and expenditures previously associated with the Public Safety Communications Fund were included in the General Fund and the Fire/EMS Tax District.



County Funds, Fund Structure and Basis of Budgeting

Debt Service Funds

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

COUNTY DEBT SERVICE FUND

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

SCHOOL DEBT SERVICE FUND

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

Capital Projects Funds

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

COUNTY CAPITAL PROJECTS FUND

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

SCHOOL CAPITAL PROJECTS FUND

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



County Funds, Fund Structure and Basis of Budgeting

COUNTY CAPITAL ASSET PRESERVATION FUND (CAPP)

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

SCHOOL CAPITAL ASSET PRESERVATION FUND (CAPP)

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

PUBLIC TRANSPORTATION FUND

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

Proprietary Fund Types

INTERNAL SERVICE FUNDS

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

Fiduciary Fund Types

TRUST AND AGENCY FUNDS

Trust and Agency Funds are used to account for the assets received and disbursed by the County Government acting in a trustee capacity or as an agent for individuals, private organizations, other governments and/or other funds. These funds include the following: Nonexpendable Trust Funds, Expendable Trust Funds, Pension Trust Funds, and Agency Funds.



County Funds, Fund Structure and Basis of Budgeting

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.

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.



County Funds, Fund Structure and Basis of Budgeting

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 2 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 February 21, 2006

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. These policies of the Board are designed to establish guidelines for the fiscal stability of the County and to provide guidelines for the County's chief executive officer, the County Administrator.

These policies will be reviewed and updated periodically and will be presented to the Board for approval of any significant changes.

POLICY GOALS

This fiscal policy is a statement of the guidelines and goals that will influence and guide the financial management practices of the County. A fiscal policy that is adopted, adhered to, and regularly reviewed is recognized as the cornerstone of sound financial management. Effective fiscal policy:

- Contributes significantly to the County's ability to insulate itself from fiscal crisis,
- Enhances short term and long term financial credit ability by helping to achieve the highest credit and bond ratings possible,
- 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 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.



Loudoun County Government FY 2008 Adopted Fiscal Plan

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 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.

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.

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.



Loudoun County Government FY 2008 Adopted Fiscal Plan

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.

Existing Service Costs

The justification for base budget program costs will be a major factor during budget review.

Administrative Costs

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. Characters are broad classification of expenditures (i.e., personal services, operation and maintenance, capital outlay, etc.).
- The County Administrator will require the preparation of monthly budget status reports, interim financial statements, and annual financial reports.
- The County will remain current in payments to its employee and volunteer retirement systems.
- The County will develop and 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 develop, and annually update, a financial trend monitoring system which will examine fiscal trends from the preceding 5 years (trends such as revenues and expenditures per capita and adjusted for inflation, liquidity, operating deficits, etc.) Where possible, trend indicators will be developed and tracked for specific elements of the County's fiscal policy.
- The County will develop, and on a regular schedule 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:



Loudoun County Government FY 2008 Adopted Fiscal Plan

<u>Tool</u>	<u>Review Process</u>	<u>Update Cycle</u>
Fiscal Impact Model (FIM)	Technical Review Committee for the Fiscal Impact Model	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	Technical Review Committee for the Fiscal Impact Model	Annual/Biannual Update of Inputs
10-Year Capital Needs Assessment (CNA)	Planning Commission Review and Board Adoption	Biennial Adoption

2. Debt Policies

The County will not fund current operations from the proceeds of borrowed funds; however, capital leases may be utilized for specialized vehicular equipment (e.g., school buses, landfill equipment) and information technology equipment and software systems in excess of \$200,000 and for all other projects or equipment in excess of \$500,000.

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 current portion of construction cost of the Capital Improvement Program (in excess of proffers) from current financial resources. The amount provided in current resources may be applied equally to all projects or only to specific projects.

The County may, when the Capital Needs Assessment indicates a trend of continually increasing capital requirements, decrease the maximum maturity of debt issues for construction from the normal 20 years to 15 years with the provisions that adjustments to the maturity schedule may be made if it is cost effective to shorten or lengthen the average life of the debt issue.

The County will analyze market conditions prior to debt issuance to determine the most advantageous average life. The debt structure will be lengthened during low interest rates and shortened during high rates.

The County, to minimize debt issuance costs, may, at its discretion, on a project by project basis, subject to a public hearing of the Board on the proposed financing where applicable, use alternative financing mechanisms for general obligation (GO) bonds requiring a referendum, including the Virginia Public School Authority (VPSA), the Virginia Resources Authority (VRA), revenue bonds (for revenue supported activities), lease revenue bonds, 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:



Loudoun County Government FY 2008 Adopted Fiscal Plan

<u>Total Cost of Project</u>	<u>General Government</u>	<u>School System</u>
\$200,000 up to the cost of a new elementary school for specialized vehicular equipment (e.g., school buses) and information technology equipment and software systems (2)	Lease-Purchase Financing (lease-purchase agreements, lease revenue bonds, certificates of participation, etc.) either negotiated by County or sold by County to market	Lease-Purchase Financing (lease purchase agreements, lease bonds, certificates of either negotiated by County or sold by County to market
\$500,000 up to the cost of a new elementary school for additions, renovations, etc. (1)(2)	GO Bonds sold by County to VRA (water, sewer, solid waste only) (3) Revenue Bonds sold by County to VRA (water, sewer, solid waste only) Revenue Bonds sold by County to market (water, sewer, solid waste, etc.)	GO bonds sold by County to VPSA (schools only), subject to a public hearing of the Board on the proposed financing
\$500,000 up to the cost of a new elementary school for new facilities (1)(2)	GO Bonds sold by County to VRA (water, sewer, solid waste only) (3) Revenue Bonds sold by County to VRA (water, sewer, solid waste only) Revenue Bonds sold by County to market (water, sewer, solid waste, etc.)	GO Bonds sold by County to VPSA (schools only), subject to a public hearing of the Board on the proposed financing
	Lease-Purchase Financing (Lease revenue bonds, certificates of participation, etc.) sold by County to market, subject to a public hearing of the Board on the proposed financing	Lease-Purchase Financing (lease revenue bonds, certificates of participation, etc.) sold by County to market, subject to a public hearing of the Board on the proposed financing
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 Revenue Bonds sold by County to market (water, sewer, solid waste, etc.) Lease-Purchase Financing (lease revenue bonds, certificates of participation, etc.) sold by County to market, subject to a public hearing of the Board on the proposed financing	Referendum for GO Bonds sold by County to market Lease-Purchase Financing (lease revenue bonds, certificates of participation, etc.) sold by County to market, subject to a public hearing of the Board on the proposed financing

- 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.
(3) In these instances a referendum is also required



Loudoun County Government FY 2008 Adopted Fiscal Plan

The County will, when financing capital improvements, or other projects or equipment by issuing bonds or entering into capital leases, 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 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 AA/Aa tax exempt rate at the time of the loan approval. Such loans will be made from and remain an asset of the General Fund.

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

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

- Annual debt issuance limit of \$200 million.
- Net debt per capita should remain under \$2,500.
- 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 7.5%.
- Debt service expenditures as a percentage of governmental fund expenditures should not exceed 10%.
- The affordability index, consisting of a weighted average of the first three ratios (20%, 45% and 35%, respectively), shall be updated annually.

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.

The County will maintain good communications about its financial condition with bond and credit rating institutions.

The County will follow a policy of full disclosure in every annual financial report and financing official statement/offering document.

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 attempt to maintain a diversified and stable economic base by supporting policies promoting tourism, agriculture, commercial, and industrial employment.

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



Loudoun County Government FY 2008 Adopted Fiscal Plan

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.

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

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

The County should routinely identify intergovernmental aid funding possibilities. However, before applying for or accepting intergovernmental aid, the County will assess the merits of a particular program as if it were funded with local tax dollars. Local tax dollars will not be used to make up for losses of intergovernmental aid without first reviewing the program and its merits as a budgetary increment. 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 taxes levied on or after July 1, 1997 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.

The County will use available fund balances at year end to raise the fiscal reserves (designations for cash liquidity purposes) to the level of 10% of net governmental revenues. Amounts remaining shall be used for the following purposes (listed in priority order):

- Increase other reserves as deemed necessary
- Transfer to the Capital Projects Fund to reduce future debt issuance amounts
- Use for the acquisition of advanced technology for the School System
- Leave in the unrestricted General Fund balance

4. Accounts Receivable Policies

The County will use proper internal controls to protect its 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.



Loudoun County Government FY 2008 Adopted Fiscal Plan

All 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 Investment Policy of the Treasurer, adopted by the County's Finance Board on March 6, 1990 and last amended on September 6, 2000, shall become a part of this policy.

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 maintaining a low level of risk.

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).

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 regular monthly financial statements and 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 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.



Loudoun County Government FY 2008 Adopted Fiscal Plan

7. Capital Budget Policies

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

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

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

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

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

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

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

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

The County will make use of non-debt capital financing sources through the use of alternate sources, including proffers and Pay-As-You-Go financing. The County will attempt to finance not less than 10% of the current portion of construction costs of the Capital Improvements Program (in excess of proffers) through the use of such non-debt sources. The amount to be funded from local tax funding will be equal to the proportionate amount of the personal property tax collection derived by fifty cents of the total tax rate.

8. Asset Maintenance, Replacement, and Enhancement Policies

The County will maintain a three-tier system for the County-wide maintenance, enhancement, and creation of the County and School physical plant. This system will protect the County's capital investment and minimize future maintenance and replacement costs.

The operating budget will provide for minor and preventive maintenance.

The capital asset replacement 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).



Loudoun County Government FY 2008 Adopted Fiscal Plan

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.

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.

The County will transfer any annual premium savings to the Self Insurance Fund when an analysis of cost and benefit indicates long-term cost savings are achievable by retaining increments of risk until the total annual exposure is reserved.

10. Reserve Policies

The County will maintain a fund balance designation for fiscal cash liquidity purposes (i.e., fiscal reserve) that will provide sufficient cash flow to minimize the potential of short term tax anticipation borrowing.

Undesignated fund balances, plus the designation for fiscal cash liquidity purposes, at the close of each fiscal year, should be equal to no less than 10% of governmental fund net operating revenues.

The County will maintain appropriated contingencies to provide for unanticipated expenditures. The three contingencies and their recommended minimum funding levels are:

- Personnel Contingency (\$100,000). These funds are to be used for unanticipated or unplanned staffing needs on a temporary or permanent basis.
- Litigation Contingency (\$75,000). These funds are to be used for litigation purposes at the recommendation of the County Attorney.
- General Contingency (\$250,000). These funds are to be used for emergency, unexpected or unanticipated situations that may require expenditures by the County or to address unanticipated revenue shortfalls.

The County will maintain sufficient self-insurance reserves as established by professional judgement 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.



Loudoun County Government FY 2008 Adopted Fiscal Plan

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;
- 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.



Loudoun County Government FY 2008 Adopted Fiscal Plan

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

The petition must address:

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

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

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

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

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

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



Loudoun County Government FY 2008 Adopted Fiscal Plan

- The Board will retain practical and legal control of any debt issued by the district.
- The Board will approve a district debt issuance only after it has been determined the issue can reasonably be expected to receive an investment grade rating from a nationally recognized statistical rating agency (i.e., Fitch, Moody's, Standard and

Poor's) including investment grade ratings derived from a credit enhancement (i.e., letter of credit, bond insurance, etc.) or demonstrate some other form of financial safeguard to the bond purchasers. Or

- The Board will approve a district debt issuance only after it has been determined that the district has acquired a credit enhancement device sufficient to guarantee payment of lease payments or debt service in the event of default until such time as the district's outstanding debt as compared to its estimated taxable assessed value is estimated not to exceed 10%. Or
- The District limits its issuance of obligation to minimum \$100,000 denominations, thereby attracting only bondholders recognizing the inherent risk.
- The District's outstanding debt obligations as compared to the appraised value of property or adjusted appraised value if partial development has occurred within District boundaries as if the infrastructure being financed was in-place will be an important consideration in the ultimate review of the Project. As such, careful detailing of the level of debt as a percentage of the current and future appraisal value will be important criteria.

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

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

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

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



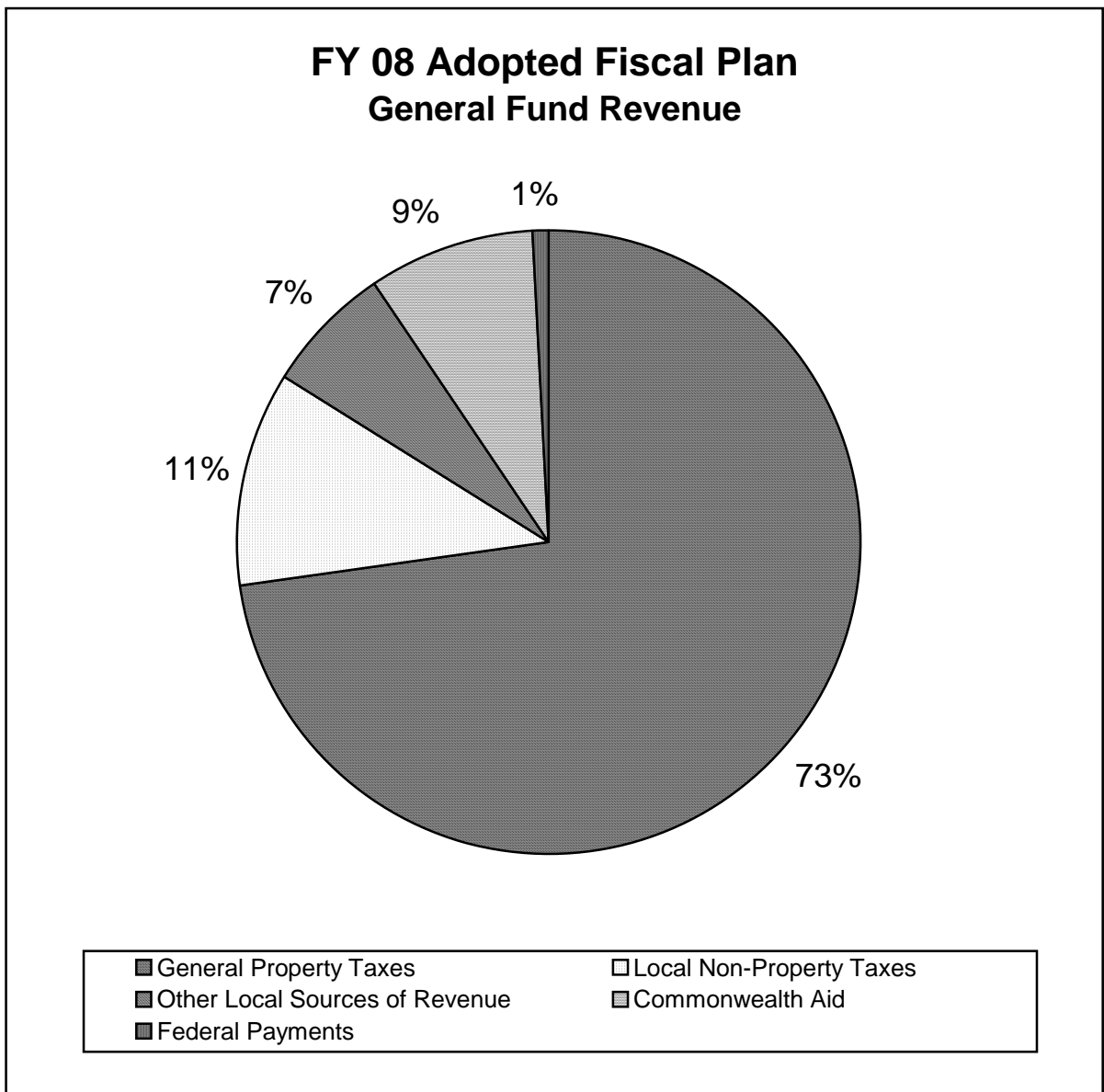
General Fund Revenue



General Fund Revenue

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 2008 Adopted Fiscal Plan**

General Fund Revenue Profile

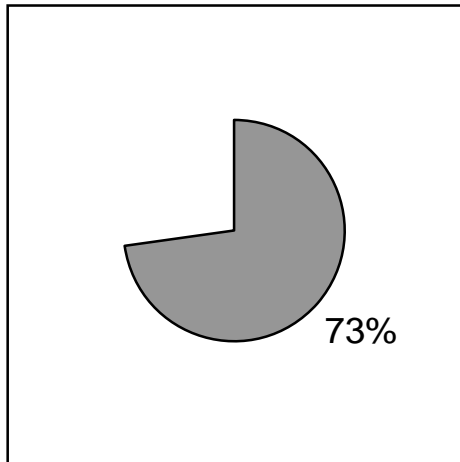
Local Revenue	FY 04 Actual	FY 05 Actual	FY 06 Actual	FY 07 Adopted	FY 08 Adopted
Local Tax Revenue					
General Property Taxes	\$424,632,360	\$490,378,640	\$576,468,150	\$612,357,000	\$665,935,000
Local Non-Property Taxes	<u>79,601,555</u>	<u>94,284,376</u>	<u>107,090,484</u>	<u>103,590,000</u>	<u>102,380,000</u>
Total Local Tax Revenue	\$504,233,916	\$584,663,016	\$683,558,634	\$715,947,000	\$768,315,000
Other Local Sources of Revenue					
Permits & Privilege Fees	\$17,779,983	\$23,102,301	\$20,885,155	\$22,917,000	\$18,254,000
Fines & Forfeitures	1,688,132	2,023,360	2,056,027	2,088,000	1,924,000
Use of Money & Property	2,249,291	5,126,790	11,333,324	8,791,000	7,816,000
Charges for Services	16,900,254	19,555,492	19,272,752	22,694,000	23,029,000
Miscellaneous Revenue	773,876	572,691	748,204	434,000	285,000
Recovered Costs	5,540,171	5,194,452	5,538,330	6,161,000	6,839,000
Other Financing Sources	<u>2,428,696</u>	<u>2,824,471</u>	<u>1,731,720</u>	<u>2,917,000</u>	<u>2,452,000</u>
Total Other Local Sources of Revenue	\$47,360,403	\$58,399,556	\$61,565,512	\$66,002,000	\$60,599,000
Total Local Revenue	\$551,594,319	\$643,062,572	\$745,124,146	\$781,949,000	\$828,914,000
Commonwealth Aid:					
State Non-Categorical Aid	\$51,507,374	\$55,952,338	\$59,418,512	\$62,216,000	\$56,330,000
State Shared Expenses	8,324,280	9,087,902	9,794,162	9,044,000	10,320,000
State Categorical Aid	<u>8,832,227</u>	<u>10,345,274</u>	<u>11,283,628</u>	<u>11,040,000</u>	<u>11,228,000</u>
Total Commonwealth Aid	\$68,663,881	\$75,385,515	\$80,496,301	\$82,300,000	\$77,877,000
Federal Payments:					
Payments in Lieu of Taxes	\$0	\$1,784	\$1,769	\$3,000	\$2,000
Federal Categorical Aid	<u>10,097,729</u>	<u>10,184,329</u>	<u>15,683,817</u>	<u>7,889,000</u>	<u>8,695,000</u>
Total Federal Payments	\$10,097,729	\$10,186,113	\$15,685,586	\$7,892,000	\$8,697,000
Total General Fund Revenue	\$630,355,928	\$728,634,199	\$841,306,033	\$ 872,140,000	\$915,488,000

Real and Personal Property Tax Rates					
Rates per \$100 Assessed Value, Per Tax (Calendar) Year.					
	2003	2004	2005	2006	2007
Real Property – General	\$1.11	\$1.1075	\$1.04	\$0.89	\$0.917
Real Property – Fire & EMS	-	-	-	-	\$0.043
Personal Property	\$4.20	\$4.20	\$4.20	\$4.20	\$4.20
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
PSC Personal Property – Vehicles	\$4.20	\$4.20	\$4.20	\$4.20	\$4.20
PSC Personal Property – Other	\$1.11	\$1.1075	\$1.04	\$0.89	\$0.917
Heavy Equipment	\$4.00	\$4.00	\$4.00	\$4.00	\$4.00
Mobile Homes	\$1.11	\$1.1075	\$1.04	\$0.89	\$0.917
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	\$0.27	\$0.13	\$0.13



**Loudoun County Government
FY 2008 Adopted Fiscal Plan**

General Property Taxes



This category refers to real property taxes and personal property taxes, and is projected to constitute about 73% of all General Fund revenue in FY 08. 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 5th and June 5th. Personal property taxes are due on October 5th and May 5th (June 5th 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 5th.

	FY 04 Actual	FY 05 Actual	FY 06 Actual	FY 07 Adopted	FY 08 Adopted
General Property Taxes					
Current real property taxes	\$ 348,191,380	\$ 408,828,294	\$ 483,274,456	\$ 526,524,000	\$ 567,399,000
Current real property taxes-rollback	4,988	(240,451)	20,104	0	0
Delinquent real property taxes	6,419,149	4,794,326	3,031,823	3,000,000	3,500,000
Payments in lieu of taxes	0	155,400	161,200	0	0
PSC real property tax	8,830,805	8,035,007	10,768,169	8,510,000	10,608,000
PSC personal property - vehicles	61,575	26,553	25,401	30,000	30,000
PSC personal property taxes	0	1,934,737	2,054,457	2,005,000	3,031,000
Current personal property taxes	40,861,557	46,663,443	54,662,086	52,342,000	58,882,000
Delinquent pers. property taxes	3,481,755	2,193,502	2,379,197	2,200,000	2,500,000
Mobile home taxes	6,928	14,274	12,809	14,000	15,000
Aircraft taxes	41,942	44,893	53,093	43,000	52,000
Heavy equipment taxes	1,400,652	1,589,827	1,848,929	1,450,000	1,600,000
Satellite manufacturing eqpt.	1,080	945	937	1,000	1,000
Computer equipment	11,721,580	11,693,602	13,097,185	11,700,000	13,779,000
Current machinery & tools taxes	1,122,576	1,153,474	1,149,826	1,150,000	1,150,000
Penalties (all property taxes)	1,464,997	2,122,058	2,541,618	2,200,000	2,200,000
Interest (all property taxes)	1,021,396	1,368,756	1,386,858	1,188,000	1,188,000
Total - General Property Taxes	\$ 424,632,360	\$ 490,378,640	\$ 576,468,150	\$ 612,356,823	\$ 665,935,000



**Loudoun County Government
FY 2008 Adopted Fiscal Plan**

Real Property

For FY 08, the Adopted Fiscal Plan includes a countywide real property tax rate of \$0.917. 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 will be effective with the FY 08 budget. The board adopted a \$0.043 tax rate for the district which is associated with a new special revenue fund.

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.

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.

Real Property Tax Relief for the Elderly and Disabled	FY 04 Actual	FY 05 Actual	FY 06 Actual	FY 07 Estimate	FY 08 Forecast
Foregone Revenue, Elderly & Disabled	\$2,444,129	\$3,410,516	\$4,822,176	\$5,000,000	\$6,000,000

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. Each year, the percentage is calculated based on data on vehicle assessments for that year, with an aim to fully recover revenue. For tax (calendar) year 2007, the percentage is 63%. 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.

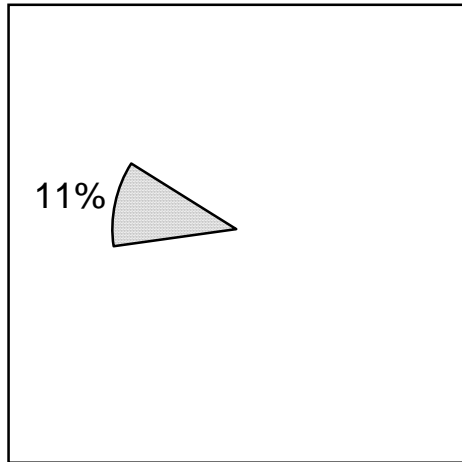
To better track the contribution public service corporations make to Loudoun's revenues, PSC real and non-vehicle personal property taxes began to be accounted for separately in FY 05. Prior to this time, both sources of revenue had appeared in the PSC real property tax line, as they both are taxed at the real property tax rate.

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 \$44.5 million in FY 08.

For utilities taxes, recent changes in the Commonwealth's communications tax structure have an impact on the FY 08 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. A portion of the new state communications tax is allocated to the new Fire/Emergency Medical Services Tax District.

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. The FY 08 budget is the first to budget these lines separately. Consumer utility tax rates vary based on the type of user, as follows:

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

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.



**Loudoun County Government
FY 2008 Adopted Fiscal Plan**

Local Non-Property Taxes - Sales & Utilities	FY 04 Actual	FY 05 Actual	FY 06 Actual	FY 07 Adopted	FY 08 Adopted
Local sales & use taxes	\$37,760,453	\$40,440,519	\$44,591,077	\$44,500,000	\$44,500,000
Consumers utility tax	7,716,741	7,905,377	0	8,300,000	0
Electric utility consumption tax	560,970	646,122	674,517		715,000
Natural gas utility consumption tax	150,023	165,436	137,534	180,000	140,000
Consumers utility-electric	0	0	3,964,214	0	3,960,000
Consumers utility-natural gas	0	0	1,327,300	0	1,330,000
Consumers utility-tele-landline	0	0	3,273,955	0	0
Communications tax	0	0	0	0	6,727,000
Subtotal - Sales & Utilities	\$46,188,187	\$49,157,454	\$53,968,597	\$53,730,000	\$57,372,000

Business, Professional and Occupational License Tax

Loudoun County levies a Business, Professional and Occupational License (BPOL) tax on businesses located within the County. This revenue category is projected to yield \$25.1 million in FY 08. BPOL tax rates vary according to the category of business. An individual business's 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.

Local Non-Property Taxes - BPOL	BPOL Tax Rate	FY 04 Actual	FY 05 Actual	FY 06 Actual	FY 07 Adopted	FY 08 Adopted
Amusements	\$0.21/\$100	\$50,718	\$54,178	\$49,882	\$58,000	\$53,000
Business service occupations	0.17/100	3,383,247	3,880,628	4,454,773	4,250,000	4,500,000
Personal service occupations	0.23/100	552,198	622,144	707,973	675,000	710,000
Contractors & contracting	0.13/100	5,222,901	6,725,397	9,089,451	7,500,000	8,500,000
Hotels & motels	0.23/100	172,211	249,407	277,075	260,000	280,000
Professional & specialized	0.33/100	871,206	1,025,647	1,276,368	1,250,000	1,300,000
Renting by owner	0.16/100	612,980	602,075	613,889	650,000	625,000
Repair service occupations	0.16/100	242,785	239,516	285,996	250,000	290,000
Retail merchants	0.17/100	4,396,123	4,929,447	5,116,950	5,400,000	5,250,000
Wholesale merchants	0.05/100	260,079	325,418	872,745	340,000	600,000
Money lenders	0.16/100	13,684	32,125	46,545	25,000	50,000
Coin operated machines	150 ¹	350	350	500	1,000	1,000
Itinerant merchants	500/year	28,652	28,586	22,245	35,000	25,000
Professional bondsmen	50/year	200	100	50	100	100
Short-term rentals	0.20/100	243,214	273,552	281,253	290,000	290,000
Retail merchants/cert str	0.20/100	74,597	89,125	99,154	95,000	100,000
Business svcs./aircraft leases	0.05/100	51,688	51,043	46,093	55,000	48,000
Precious metals dealers	0.17/100	65	800	400	1,000	1,000
Consumer utility licenses	0.50/100	574,395	714,477	684,067	900,000	700,000
Computer services	0.15/100	925,674	955,722	1,309,046	950,000	1,250,000
Research & development	0.03/100	12,602	10,192	5,328	13,000	8,000
Satellite imaging services	0.15/100	28,709	39,992	110,093	45,000	100,000
Application fees	30	258,180	273,840	259,980	325,000	275,000
Penalties, interest & cost	---	102,379	107,118	432,429	100,000	150,000
Subtotal - BPOL		\$ 18,078,837	\$ 21,230,878	\$ 26,042,285	\$23,467,000	\$25,103,000

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



**Loudoun County Government
FY 2008 Adopted Fiscal Plan**

Franchise Fees & Miscellaneous Taxes

As the franchiser for the County's cable television systems, the County collects cable franchise license fees from the County's cable franchisees. In FY 98, the County approved a 7.5-year renewal of the cable franchise agreement that expired that year. Like the expired agreement, the current franchise with Comcast provides for the remission of an amount equal to 5% of the franchise's annual gross receipts. In FY 06, the County approved a second cable franchise, with Verizon, which is also subject to the 5% franchise fee. Beginning in FY 04, there is also a franchise fee for open video systems. These fees have now been replaced by the new state communications taxes discussed above.

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.

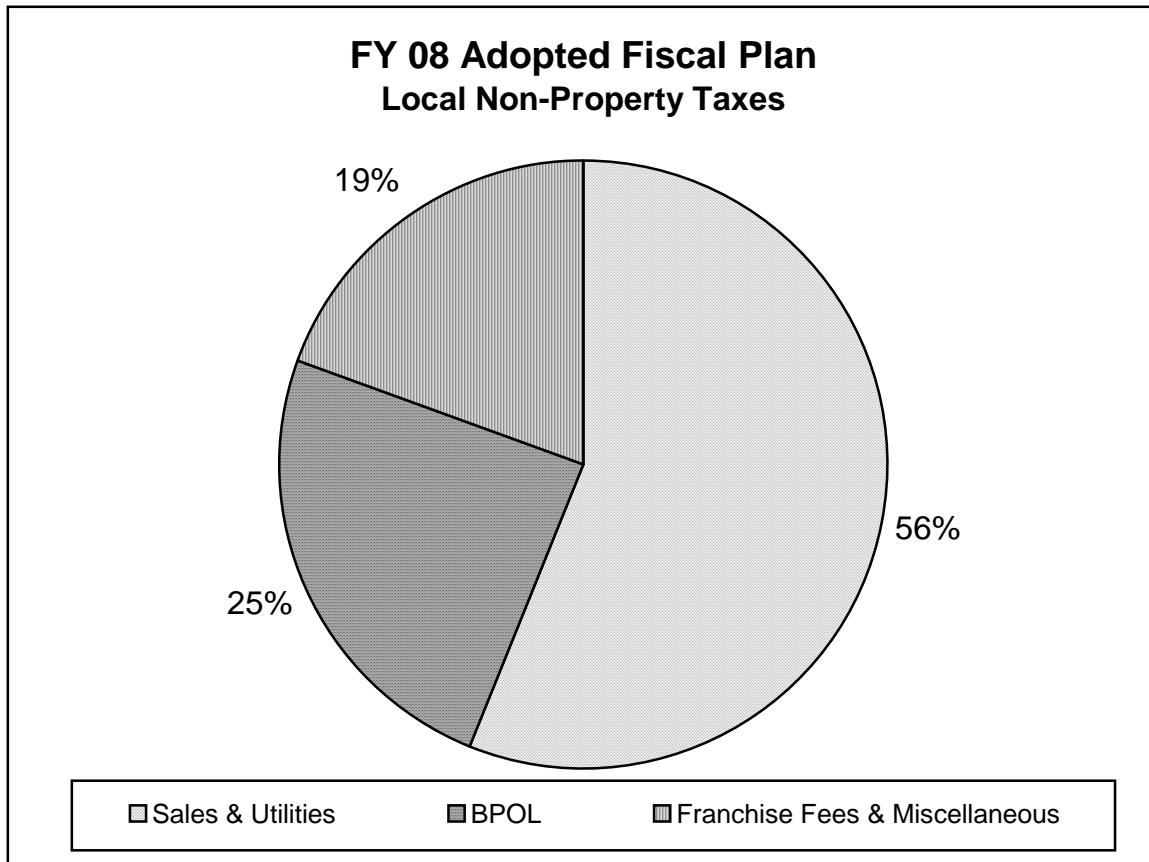
Bank franchise taxes are collected for the issuance of franchise licenses to banks that desire to operate branch offices in the County. Recordation taxes are levied on transactions involving the recording of estates, deeds of trusts, mortgages, leases, contracts and agreements that are required to be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

Local Non-Property Taxes - Franchise Fees & Miscellaneous	FY 04 Actual	FY 05 Actual	FY 06 Actual	FY 07 Adopted	FY 08 Adopted
Cable TV license tax	\$1,060,662	\$1,126,858	\$1,539,971	\$1,226,000	\$1,226,000
Open video systems	0	16,432	0	100,000	100,000
Program access taxes	0	0	5,874	0	0
Motor vehicle licenses	4,277,412	4,624,522	4,895,525	4,800,000	5,000,000
Temporary motor vehicle licenses	1,184	1,521	1,534	1,000	1,000
Bank franchise taxes	335,675	563,757	530,806	600,000	550,000
Recordation taxes	8,434,634	15,733,899	17,952,438	18,000,000	10,771,000
Taxes on wills	30,428	24,658	27,972	26,000	26,000
Hotel & motel room taxes	1,194,536	1,804,397	2,125,483	1,640,000	2,231,000
Subtotal - Franchise Fees & Misc.	\$15,334,531	\$23,896,044	\$27,079,604	\$26,393,000	\$19,906,000



Loudoun County Government
FY 2008 Adopted Fiscal Plan

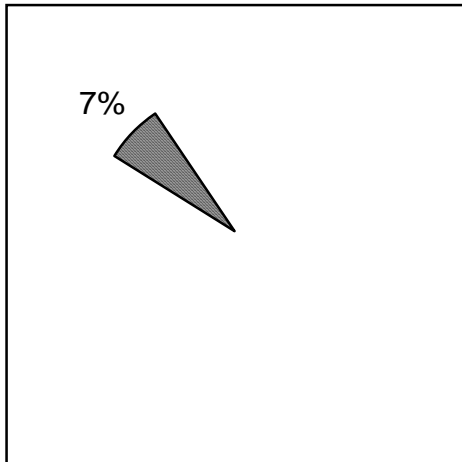


Local Non-Property Taxes - Total	FY 04 Actual	FY 05 Actual	FY 06 Actual	FY 07 Adopted	FY 08 Adopted
Sales & Utilities	\$46,188,187	\$49,157,453	\$53,968,596	\$53,730,000	\$57,372,000
BPOL	18,078,837	21,230,878	26,042,285	23,467,000	25,103,000
Franchise Fees & Miscellaneous	<u>15,334,531</u>	<u>23,896,044</u>	<u>27,079,604</u>	<u>26,393,000</u>	<u>19,906,000</u>
Total - Local Non-Prop. Taxes	\$79,601,555	\$94,284,376	\$107,090,484	\$103,590,000	\$102,380,000



**Loudoun County Government
FY 2008 Adopted Fiscal Plan**

Other Local Sources of Revenue



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

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 08, revenue from this fee is forecasted to total \$100,000.

An internal staff analysis is currently underway to update land development fees. Legislative and zoning verification fees will be first for consideration by the Transportation/Land Use Committee, with additional fees to come. Revenues are expected to be significantly lower than the FY 07 Adopted Budget due to the recent decline in land development activity.

	FY 04 Actual	FY 05 Actual	FY 06 Actual	FY 07 Adopted	FY 08 Adopted
Permits & Privilege Fees					
Dog licenses	\$72,538	\$80,971	\$81,318	\$75,000	\$81,000
Kennel application fees	300	100	200	300	300
Vicious and dangerous dog licenses	2,250	1,750	2,470	2,000	2,000
Hydrogeologic reviews	0	871	0	0	0
Plan review fees	0	0	0	25,000	25,000
Site plan revision fees	18,640	45,600	84,800	60,000	62,000
Rural site plan fees	4,600	11,500	9,200	10,000	15,000
As-built submission fees	9,000	22,800	49,800	40,000	65,000
Soils map reviews/mapping fees	128,412	233,517	169,583	150,000	174,000
Remote access fees	0	0	0	200,000	200,000
Final development plan fees	15,730	11,333	37,661	40,000	28,000
Weekender jail fees	722	235	89	1,000	100
Land use tax application fees	65,945	51,657	54,855	65,000	42,000
Transfer fees	16,015	17,513	15,467	17,000	13,000
Zoning permits	586,630	660,670	538,975	537,000	424,000
Zoning conversions	2,880	0	0	0	0
Commission permits	1,540	770	3,080	7,000	5,000
Building permits	11,323,595	14,918,403	11,653,138	14,364,000	10,631,000
Electrical permits	337,464	513,625	606,991	480,000	607,000
Plumbing permits	337,131	492,935	521,915	470,000	459,000
Mechanical fees	143,161	220,525	280,185	220,000	257,000
Septic tank permits	127,552	135,488	98,868	89,000	100,000



**Loudoun County Government
FY 2008 Adopted Fiscal Plan**

Permits & Privilege Fees, continued...	FY 04 Actual	FY 05 Actual	FY 06 Actual	FY 07 Adopted	FY 08 Adopted
Occupancy permits	\$178,385	\$203,675	\$133,350	\$125,000	\$125,000
Erosion & sediment control permits	820,417	726,894	673,446	690,000	517,000
Solicitor permits	1,880	1,570	1,590	2,000	2,000
Weapons permits	12,659	13,256	12,142	15,000	15,000
Biosolids application permits	0	0	0	3,000	0
Fire permits	169,924	255,233	298,679	340,000	251,000
Refuse vehicle hauling licenses	11,310	12,020	13,900	11,000	12,000
Sanitation & water permits & fees	162,533	197,570	291,162	148,000	200,000
Swimming pool permits	35,590	35,040	41,420	30,000	45,000
Mixed beverage licenses	28,205	32,302	36,660	34,000	38,000
Sanitation licenses	13,643	15,336	15,762	15,000	15,000
Water supply licenses	4,779	4,932	4,498	4,000	5,000
Going out of sale permits	0	0	130	0	100
Bond reduction processing fees	91,630	112,885	115,020	115,000	163,000
Construction plan review fees	518,219	555,550	618,149	610,000	660,000
Healthland sites evaluation	4,067	19,607	130,074	35,000	20,000
Road dedication plats	0	0	14,992	0	21,000
Solid waste facility permits	22,812	21,114	19,000	19,000	19,000
Comprehensive plan amendments	23,521	88,313	0	11,000	0
Massage parlor fees	4,350	4,200	4,800	5,000	5,000
Rezoning	159,830	645,104	862,982	684,000	281,000
Rezoning modifications	39,325	31,460	110,615	65,000	93,000
Zoning concept plan amendments	27,618	51,429	105,008	238,000	94,000
Special exceptions	63,940	125,512	117,530	306,000	87,000
Floodplain alterations	24,741	31,584	37,078	41,000	72,000
Variances	3,150	100	1,050	1,000	1,000
Appeals	5,150	4,900	4,640	6,000	6,000
Preliminary subdivisions	145,090	301,964	527,969	300,000	300,000
Preliminary record subdivisions	88,780	89,548	65,388	70,000	53,000
Record subdivisions	315,899	301,461	312,631	240,000	150,000
Family subdivisions	732	0	204,818	50,000	38,000
Subdivision waivers	17,440	36,750	140,828	40,000	30,000
Subdivision exceptions	58	3,636	(1,800)	1,000	1,000
Boundary line adjustments	27,840	40,465	58,290	45,000	50,000
Final site plans	416,014	400,130	447,274	399,000	418,000
Site plan amendments	120,930	129,400	134,400	134,000	215,000
Certificates of appropriateness	1,260	1,395	1,800	1,000	1,000
False alarm fee	0	0	0	100,000	100,000
Floodplain study fees	26,400	38,750	63,300	49,000	49,000
Replacement well fees	700	500	700	1,000	1,000
Well & septic reinspection fees	2,365	2,475	3,375	2,000	3,000
Boca clearance fees	16,850	18,300	20,775	15,000	20,000
Technical sewage plan review fees	0	900	600	2,000	50,000
Percolation test monitoring fees	2,500	1,800	7,650	4,000	2,000
Bond final release fees	171,607	186,927	209,585	240,000	240,000
Bond final release fees	0	0	0	2,000	2,000
Bond extension fees	148,835	195,300	307,650	310,000	250,000
FSM waiver fees	37,500	40,750	43,750	30,000	45,000
Overlot grading fees	617,400	702,000	463,900	475,000	300,000
Total - Permits & Privilege Fees	\$ 17,779,983	\$ 23,102,301	\$ 20,885,155	\$22,917,000	\$18,254,000



**Loudoun County Government
FY 2008 Adopted Fiscal Plan**

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.

	FY 04 Actual	FY 05 Actual	FY 06 Actual	FY 07 Adopted	FY 08 Adopted
Fines & Forfeitures					
Court fines & forfeitures	\$1,243,637	\$1,525,002	\$1,475,575	\$1,436,000	\$1,560,000
Fire lane violation fines	125,595	150,676	165,583	151,000	160,000
Fire fines	0	0	1,250	0	0
Dulles airport pkg. & traffic fines	171,269	154,237	139,860	170,000	140,000
Parking fines	117,967	116,441	183,131	80,000	40,000
Animal law violation fines	39	199	883	3,000	3,000
Zoning violations	18,035	13,513	19,707	23,000	15,000
DUI incidents	11,590	63,292	66,539	225,000	0
Interest (late payments on tickets)	0	0	3,499	0	6,000
Total - Fines & Forfeitures	\$1,688,132	\$2,023,360	\$2,056,027	\$2,088,000	\$1,924,000

Use of Money and Property

This category includes revenue received from the investment of General Fund balances. In addition, revenue is received from the rental of County facilities for public use and from the sale of concessions at various events. Interest income in FY 08 is expected to be less than in FY 07 given expected interest rates.

	FY 04 Actual	FY 05 Actual	FY 06 Actual	FY 07 Adopted	FY 08 Adopted
Use of Money & Property					
Interest on investments	\$1,808,812	\$4,663,608	\$10,832,098	\$8,000,000	\$7,000,000
Interest on loans	6,762	6,355	4,737	9,000	9,000
Rental of general & school prop.	43,646	50,970	60,131	45,000	60,000
Rental of recreational property	364,174	365,449	388,473	650,000	650,000
Concession rentals/commissions	3,155	8,207	11,827	14,000	24,000
Sales of materials and supplies	22,070	31,928	35,441	73,000	73,000
Sale of salvage & surplus	481	0	0	0	0
Sales of meals to non-prisoners	191	272	617	300	300
Total - Use of Money & Property	\$2,249,291	\$5,126,790	\$11,333,324	\$8,791,000	\$7,816,000

Charges for Services

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

Revenue posted to this category is administered by a cross section of the County government. Fees associated with serving notice of court appearances are posted by the Office of the Sheriff. Health programs are administered by the Department of Family Services and 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. In all cases, revenue estimates for this category incorporate a combination of historical trends analysis and projected increases in the agencies' client base.



**Loudoun County Government
FY 2008 Adopted Fiscal Plan**

Charges for Services	FY 04 Actual	FY 05 Actual	FY 06 Actual	FY 07 Adopted	FY 08 Adopted
Photographic fees	\$0	\$0	\$5	\$100	\$100
Freedom of information fees	0	0	528	1,000	100
Loss of summons copy	0	0	10	100	100
ATF form	0	0	800	100	1,000
Good conduct letter	0	0	400	100	400
Incident reports	0	0	2,274	100	2,000
Excess of court officers	3,025,325	3,303,080	3,661,033	3,500,000	2,197,000
Sheriff's fees	8,012	9,592	15	9,000	8,000
Costs collected in court cases	211,884	196,403	219,488	171,000	171,000
Commonwealth's Attorney fees	3,085	3,442	3,864	0	0
Background investigation charges	25	130	0	0	0
Street light charges	2,591	2,609	2,435	5,000	3,000
Courthouse security fees	212,156	113,692	203,679	175,000	175,000
Well & septic evaluation charges	10,365	9,570	24,750	12,000	10,000
Residential service fees	206,526	217,650	273,835	245,000	244,000
Outpatient clinic fees	114,222	152,680	162,194	175,000	180,000
Day treatment clinic fees	5,394	6,763	7,587	7,000	7,000
Parent-infant development fees	58,038	47,748	55,655	50,000	55,000
Sale of medication, drugs, etc.	11,405	13,848	19,455	18,000	14,000
Aftercare service fees	4,584	5,562	5,190	7,000	7,000
Court evaluation charges	43,265	62,676	49,486	65,000	50,000
Substance abuse counselor fees	69,121	93,847	116,857	90,000	90,000
Emergency service fees	13,445	13,511	13,474	15,000	15,000
Cafeteria sales	23,589	16,099	59,584	23,000	23,000
Recreation fees	238,628	346,800	719,189	458,000	506,000
Community center fees	560,681	574,285	625,169	885,000	897,000
Swimming pool fees	292,816	314,007	287,682	300,000	300,000
League sports fees	215,729	236,175	233,150	236,000	336,000
Group events fees	309,043	371,870	444,769	245,000	245,000
Transportation fees for group events	35,089	38,665	47,751	46,000	46,000
After school activity fees	3,223,378	3,265,859	3,472,112	4,113,000	4,537,000
Summer camp fees	1,240,263	1,553,839	1,429,027	1,715,000	2,034,000
Admission charges	75,546	80,913	79,425	1,421,000	1,569,000
Library fees & fines	20,897	22,412	11,586	24,000	24,000
Sales of maps, surveys, plats, etc.	3,407	4,077	2,949	2,000	2,000
Sales of publications	125,212	172,157	130,932	128,000	131,000
Sales of cartographic maps	3,827	4,512	6,093	6,000	6,000
Sales of digital data	13,921	22,510	26,536	16,000	16,000
Sales of special cartographic maps	8,056	6,254	4,035	5,000	5,000
Animal protection charges	13,540	13,125	12,055	15,000	15,000
Board of Animals	12,125	11,173	11,044	11,000	11,000
Animal adoption fees	14,701	15,077	14,935	12,000	14,000
Animal neuter & spaying fees	27,358	24,200	19,996	25,000	25,000
Tournament fees	0	0	17,401	0	57,000
Record check charges	5,851	6,265	6,733	7,000	7,000
Accident report charges	26,758	29,217	28,014	30,000	30,000
Fingerprinting charges	2,839	3,520	3,012	4,000	4,000
Clerk of Court copy fees	0	9,582	37,455	45,000	45,000
Sheriff processing fees	13,496	19,924	34,245	20,000	30,000
DNA sample of felons fees	501	757	1,015	1,000	1,000
Respite care fees	89,359	116,198	96,780	120,000	120,000
Hydrogeologic fees	1,742	4,518	27,872	10,000	5,000
House arrest fees	4,140	2,626	6,030	5,000	5,000
Daycare fees	632,760	821,857	951,778	1,004,000	1,028,000
Information service fees	422	231	210	0	0
PB FI & N water sample fees	50	25	50	0	0
Preschool fees	1,114,362	1,474,368	1,529,037	1,449,000	1,642,000
Sale of medication	3	0	0	0	0
Commuter bus	1,626,303	1,861,611	2,273,040	3,370,000	3,410,000
Sales of recyclable waste	48,811	32,039	33,294	0	33,000
Landfill fees - construction waste	421,626	1,030,250	0	0	665,000



**Loudoun County Government
FY 2008 Adopted Fiscal Plan**

Charges for Services, continued...	FY 04 Actual	FY 05 Actual	FY 06 Actual	FY 07 Adopted	FY 08 Adopted
Landfill fees - construction waste type 2	\$81,184	\$86,358	\$0	\$0	\$0
Landfill fees - municipal waste	647,858	1,288,210	33	0	0
Landfill fees - mixed waste	212,022	332,403	306	0	0
Landfill fees - yard waste	93,292	95,661	0	0	0
Landfill fees - tires	15,079	19,152	5	0	0
Landfill fees - appliances	9,639	10,388	0	0	0
Rebate - recycle paper	8,140	29,592	17,742	0	18,000
Discharge assistance program (DAD)	115,500	26,036	56,844	115,000	116,000
Joblink fees	405	0	760	1,000	1,000
Case management fees	479	11,443	23,529	54,000	54,000
Landfill - pit retrieval fees	0	300	2,525	0	0
Landfill - contracted municipal solid waste	<u>1,270,386</u>	<u>896,149</u>	<u>1,664,016</u>	<u>2,232,000</u>	<u>1,791,000</u>
Total - Charges for Services	\$16,900,254	\$19,555,492	\$19,272,752	\$22,694,000	\$23,029,000



**Loudoun County Government
FY 2008 Adopted Fiscal Plan**

Miscellaneous Revenue

Revenues allocated to this category are those that do not belong in any other 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.

	FY 04 Actual	FY 05 Actual	FY 06 Actual	FY 07 Adopted	FY 08 Adopted
Miscellaneous Revenue					
Miscellaneous revenues	\$211,707	\$167,187	\$165,991	\$141,000	\$139,000
Primary fees	0	2,124	0	0	0
Gifts & donations from private sources	460,609	349,922	519,568	253,000	78,000
Sale of property & non fixed assets	18,694	2,997	5,300	5,000	34,000
Returned check fees	12,796	16,379	15,381	12,000	12,000
Payments for damage to books	20,294	25,913	38,450	21,000	21,000
Court collection	18	123	0	0	0
DMV collection fees	49,758	6,540	455	2,000	1,000
Contributions - Government entity	0	1,507	3,060	0	0
Total - Miscellaneous Revenue	\$773,876	\$572,691	\$748,204	\$434,000	\$285,000

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.

	FY 04 Actual	FY 05 Actual	FY 06 Actual	FY 07 Adopted	FY 08 Adopted
Recovered Costs					
Housing prisoners - State	\$469,723	\$546,620	\$512,668	\$525,000	\$525,000
Housing prisoners - other	423,842	105,504	109,825	0	100,000
Costs for town elections	13,573	0	21,838	13,000	13,000
Extraditions	34,690	25,322	4,376	45,000	30,000
Charges by insurance	210,343	224,963	254,428	223,000	253,000
Soil Water Conservation District personnel	257,158	298,374	340,609	250,000	341,000
Juvenile detention contracts	102,200	110,230	80,000	80,000	98,000
Juvenile detention per diem payments	52,050	87,720	136,853	40,000	60,000
Central MH/MR services	45,168	28,360	19,947	25,000	25,000
Costs for protective services	257,370	196,192	314,204	125,000	276,000
Rents for Virginia agencies	11,227	3,884	0	4,000	0
Comprehensive Services Act	32,530	35,068	41,024	62,000	69,000
United States Tennis Association	0	2,494	0	0	0
Medicaid cost recoveries	2,833,498	2,898,618	3,132,605	4,172,000	4,444,000
Loudoun Hospital	14,775	8,825	10,104	9,000	9,000
Risk & insurance	47,012	0	0	0	0
HIDTA substance abuse prevention	85,028	72,867	78,673	81,000	81,000
Rec/fraud/section 8	0	0	50	0	0
Miscellaneous recoveries	649,983	549,410	481,126	508,000	514,000
Total - Recovered Costs	\$5,540,171	\$5,194,452	\$5,538,330	\$6,161,000	\$6,839,000



**Loudoun County Government
FY 2008 Adopted Fiscal Plan**

Other Financing Sources

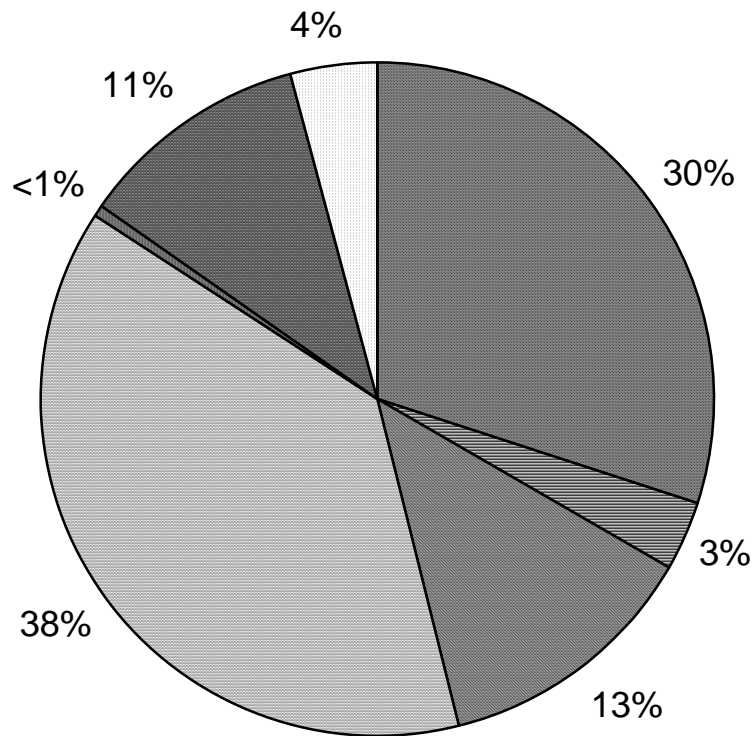
The County receives revenue from the sale of assets and issuance of bonds and leases for capital and facilities improvements. This category also includes transfers from various other funds. For FY 08, transfers are proposed from the Comprehensive Services for At-Risk Youth and Families (CSA) Fund for program management, the Affordable Housing Fund, and from the Local Gasoline Tax Fund to support County transportation and transit-related services.

Other Financing Sources/Non-Revenue Receipts	FY 04 Actual	FY 05 Actual	FY 06 Actual	FY 07 Adopted	FY 08 Adopted
Sale of buses, police cars, govt. vehicles	\$0	\$35,000	\$0	\$0	\$0
Sale of machinery & equipment	120,622	41,949	19,968	0	0
Repayment of loans/principal only	1,010,074	199,195	0	0	0
Capital leases	0	0	0	1,000,000	0
Transfers from School Fund	348,875	335,120	352,455	0	0
Transfers from Broad Run Farms Fund	0	0	355,861	0	0
Transfers from CSA fund	0	0	183,000	183,000	183,000
Transfers from TOT fund	80,112	93,561	104,889	0	0
Transfers from Public Safety Comm. Fund	0	1,300,000	0	0	0
Transfers from Capital Projects Fund	0	29,000	0	0	0
Transfers from Animal Trust Fund	0	7,000	27,047	0	0
Transfers from Affordable Housing Fund	0	0	0	0	76,000
Transfers from Local Gasoline Tax Fund	869,013	783,646	688,500	1,734,000	2,194,000
Total - Other Financing Sources	\$2,428,696	\$2,824,471	\$1,731,720	\$2,917,000	\$2,452,000

Other Local Sources of Revenue - Total	FY 04 Actual	FY 05 Actual	FY 06 Actual	FY 07 Adopted	FY 08 Adopted
Permits & Privilege Fees	\$17,779,983	\$23,102,301	\$20,885,155	\$22,917,000	\$18,254,000
Fines & Forfeitures	1,688,132	2,023,360	2,056,027	2,088,000	1,924,000
Use of Money & Property	2,249,291	5,126,790	11,333,324	8,791,000	7,816,000
Charges for Services	16,900,254	19,555,492	19,272,752	22,694,000	23,029,000
Miscellaneous Revenue	773,876	572,691	748,204	434,000	285,000
Recovered Costs	5,540,171	5,194,452	5,538,330	6,161,000	6,839,000
Other Financing Sources	2,428,696	2,824,471	1,731,720	2,917,000	2,452,000
Total - Other Local Revenue	\$47,360,403	\$58,399,556	\$61,565,512	\$66,002,000	\$60,599,000



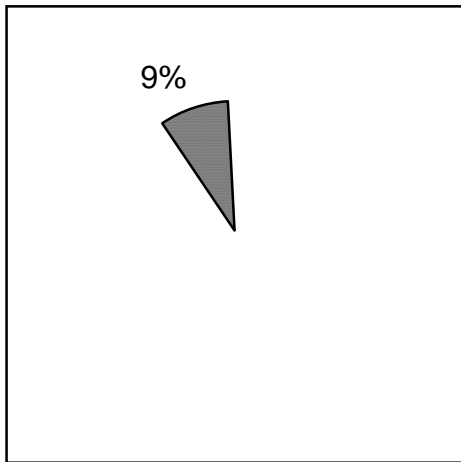
FY 08 Adopted Fiscal Plan Other Local Sources of Revenue



- | | | |
|----------------------------|-------------------------|---------------------------|
| ■ 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 is 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 FY 07 Adopted Budget is slightly higher, based on forecasts available at the time of the FY 07 Proposed Budget. FY 07 actuals will be \$48.1 million, with an offsetting increase in current personal property taxes.

	FY 04 Actual	FY 05 Actual	FY 06 Actual	FY 07 Adopted	FY 08 Adopted
State Non-Categorical Aid					
ABC profits	\$205,970	\$79,178	\$79,160	\$80,000	\$79,000
Wine taxes	127,672	82,994	82,975	80,000	83,000
Motor vehicle carriers taxes	4,046	7,011	3,165	5,000	4,000
Mobil home titling taxes	6,754	4,587	(306)	7,000	0
Taxes on deeds	3,112,047	4,170,886	4,654,843	5,200,000	2,793,000
Daily vehicle rental tax	5,317,779	5,946,311	5,275,567	5,900,000	5,300,000
State property tax reimbursement	42,733,105	45,661,371	49,323,108	50,944,000	48,071,000
Total - State Non-Categorical	\$51,507,374	\$55,952,338	\$59,418,512	\$62,216,000	\$56,330,000



**Loudoun County Government
FY 2008 Adopted Fiscal Plan**

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. FY 08 projections reflect the Compensation Board's FY 08 allocations. The Compensation Board generally adopts its official allocation budget following the adoption of the County budget.

	FY 04 Actual	FY 05 Actual	FY 06 Actual	FY 07 Adopted	FY 08 Adopted
State Shared Expenses					
Commonwealth's Attorney	\$563,165	\$603,155	\$628,465	\$532,000	\$553,000
Sheriff	6,549,297	7,144,467	7,797,738	7,205,000	8,117,000
Commissioner of Revenue	244,265	269,190	276,234	272,000	281,000
Treasurer	306,788	319,592	329,703	313,000	371,000
Medical Examiner	2,220	1,860	1,410	2,000	2,000
Registrar	53,452	77,377	86,979	86,000	86,000
Electoral Board	11,844	55,645	17,481	12,000	12,000
Clerk of Circuit Court	593,249	616,616	656,151	621,000	898,000
Total - State Shared Expenses	\$8,324,280	\$9,087,902	\$9,794,162	\$9,044,000	\$10,320,000

State Categorical Aid

The County receives a variety of grants and other revenues that have been designated for specific purposes. Annual revenue estimates are developed by the administering departments based on the latest information available.

		FY 04 Actual	FY 05 Actual	FY 06 Actual	FY 07 Adopted	FY 08 Adopted
State Categorical Aid	Department					
Social services state & local hospital	Fam. Serv.	\$4,951	\$5,403	\$5,141	\$5,000	\$5,000
Social services general relief	Fam. Serv.	88,476	78,351	78,349	74,000	75,000
Social services ADC foster care	Fam. Serv.	45,379	47,216	47,100	67,000	67,000
Fam. svcs. aged/blind/disabled	Fam. Serv.	115,463	103,348	107,525	104,000	103,000
Aging services special transportation	PRCS	8,045	8,045	8,045	8,000	8,000
Aging svcs. community based svcs.	PRCS	29,108	29,108	29,108	29,000	37,000
Aging svcs. home delivered meals	PRCS	3,761	10,037	10,874	10,000	19,000
Aging services Title III match	PRCS	4,331	4,331	4,331	4,000	5,000
Aging services FAN care	PRCS	241	0	456	0	0
Aging services/ VICAP	PRCS	1,000	4,000	2,000	2,000	2,000
Fuel assistance	Fam. Serv.	0	51	3,824	100	4,000
Juvenile accountability incentive	Fam. Serv.	0	0	19,907	0	0
Food stamp program	Fam. Serv.	167,217	162,863	159,302	163,000	148,000
Family support payments	Fam. Serv.	21,464	24,095	26,720	24,000	25,000
Low-income energy assistance	Fam. Serv.	115,084	239,399	254,001	245,000	268,000
Child care assistance	Fam. Serv.	0	178,149	176,799	212,000	241,000
Child care and development	Fam. Serv.	471,514	263,245	396,693	316,000	360,000
Family preservation support	Fam. Serv.	76,481	72,969	56,467	92,000	92,000
Title IVE foster care	Fam. Serv.	6,496	7,607	6,039	8,000	6,000
Adoption assistance	Fam. Serv.	61,961	64,854	66,210	69,000	69,000
Child care & development	Fam. Serv.	179,735	151,101	126,314	126,000	126,000
Medicaid assistance	Fam. Serv.	103,735	113,881	112,604	114,000	106,000
View transitional	Fam. Serv.	114,372	164,275	191,056	209,000	208,000
Energy assistance	Fam. Serv.	0	0	2,500	0	0



**Loudoun County Government
FY 2008 Adopted Fiscal Plan**

State Categorical Aid, continued...	Department	FY 04 Actual	FY 05 Actual	FY 06 Actual	FY 07 Adopted	FY 08 Adopted
Respite care for foster fam.	Fam. Serv.	\$240	\$639	\$647	\$1,000	\$1,000
State housing rehabilitation program	Fam. Serv.	0	0	13,514	0	0
Outdoor recreation	Reg. Org.	5,000	0	10,000	0	0
Lottery proceeds for schools	Non. Dept	2,806,144	2,831,309	3,092,522	4,008,000	3,991,000
Highway safety	Transport.	0	161,499	204,804	34,000	38,000
Rehabilitative service	MHMRSA	46,479	43,632	49,572	66,000	76,000
VA domestic violence victim fund	Comm. Atty.	0	0	37,653	0	0
EMS motor vehicle registration	Fire & Resc.	89,751	101,867	0	66,000	0
JDC block grant	Fam. Serv.	631,706	643,000	628,100	630,000	654,000
VJCCCA juv. detention reimbursement	Fam. Serv./ PRCS	203,625	203,625	203,625	204,000	204,000
Fire service insurance fee	Fire & Resc.	0	403,721	484,035	100,000	0
DBH reimbursement	MHMRSA	5,146	2,417	619	2,000	2,000
Litter control	Solid Waste	39,066	18,615	45,653	30,000	33,000
Libraries	Libraries	218,635	216,025	222,559	216,000	236,000
Pre-trial program	Comm. Corr.	414,218	416,275	481,718	419,000	419,000
Circuit Ct records preservation	Clerk Circ. Ct.	0	0	957	0	0
Aging srvcs. care coordination program	PRCS	50,000	50,000	50,000	50,000	50,000
School resource officer	Sheriff	0	13,900	27,800	0	0
Homeless intervention program	Fam. Serv.	137,000	137,000	147,600	137,000	236,000
State transit formula assistance	Transport.	344,181	479,536	655,442	700,000	700,000
MH/MR alcohol abuse services	MHMRSA	447,709	465,626	482,385	451,000	451,000
Mental health services	MHMRSA	876,814	880,910	930,683	896,000	896,000
MH/MR mental retardation srvcs.	MHMRSA	342,525	353,886	275,250	277,000	283,000
MH transformation	MHMRSA	0	0	0	0	66,000
MR family support	MHMRSA	57,281	48,324	60,557	57,000	61,000
NGRI mental health	MHMRSA	1,000	8,000	18,000	0	0
Discharge assistance	MHMRSA	253,039	253,039	253,039	253,000	253,000
Emergency shelter grant	Fam. Serv.	14,142	14,821	15,266	14,000	19,000
Early intervention	MHMRSA	3,125	0	163,825	89,000	193,000
Children and adolescents w/SED	MHMRSA	67,044	139,441	173,160	135,000	135,000
MR non-waiver	MHMRSA	0	0	15,000	0	0
Triad crime prevention for seniors	PRCS	0	0	2,500	0	0
MR OBRA continuing care	MHMRSA	13,380	13,258	14,692	14,000	15,000
Virginia tobacco settlement program	PRCS/ MHMRSA	63,350	131,385	57,693	68,000	68,000
Civil war cavalry battles	Board/Comm.	0	2,336	4,815	0	0
Virginia fire program mini-grant	Fire & Resc.	1,580	5,677	9,888	0	0
Substance abuse prim. treat block grant	MHMRSA	11,286	0	0	0	0
MH state childrens services	MHMRSA	0	25,000	25,000	0	0
MH aftercare	MHMRSA	0	115,500	115,500	0	0
State capital lease assistance	Sheriff/ Transport.	0	244,823	333,174	165,000	95,000
Resident education on erosion & sediment	Bldg & Dev	0	0	2,877	0	0
Virginia water quality improvement	Bldg & Dev	15,000	0	0	0	0
Public emergency assistance	General Serv./ Fire & Rescue/ Sheriff/ Solid Waste/	12,046	0	0	0	0



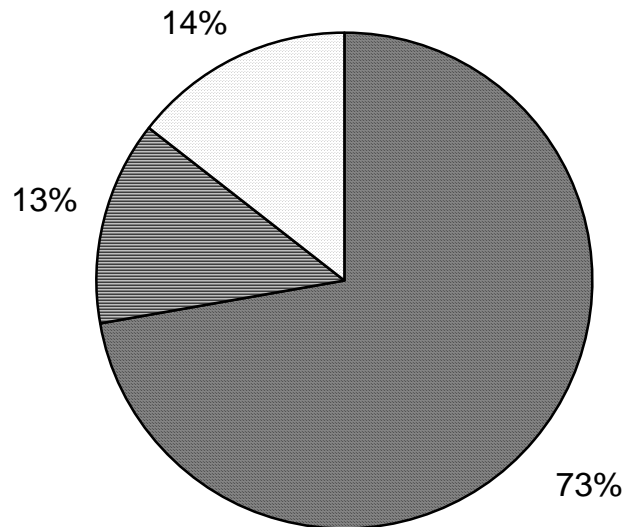
**Loudoun County Government
FY 2008 Adopted Fiscal Plan**

PRCS						
State Categorical Aid, continued...	Department	FY 04 Actual	FY 05 Actual	FY 06 Actual	FY 07 Adopted	FY 08 Adopted
Comprehensive transit awareness	Transport.	\$12,433	\$16,518	\$0	\$0	\$0
Spanish speaking probation officer	Comm. Corr.	0	31,875	0	43,000	0
Regional discharge assistance	MHMRSA	0	45,334	0	0	0
Processing chancery papers	Clerk Cir. Ct.	10,214	10,357	20,108	35,000	35,000
Item conservation-chancery papers	Clerk Cir. Ct.	7,440	0	0	0	0
Virginia respite care	Fam. Serv.	0	72,106	0	0	0
Security sys-historical records	Clerk Cir. Ct.	0	0	11,657	0	0
CDBG state match	Fam. Serv.	0	0	16,435	0	27,000
Home safe home Virginia	Fam. Serv.	11,825	0	0	0	0
Item conservation - library of VA	Clerk Cir. Ct.	0	7,470	8,400	0	0
OEMS consolidated grants program(RSAF)	Fire & Rescue	0	0	25,542	0	0
Fraud free program	Fam. Serv.	989	4,201	0	0	16,000
Total - State Categorical Aid		\$8,832,227	\$10,345,274	\$11,283,628	\$11,040,000	\$11,228,000



Loudoun County Government
FY 2008 Adopted Fiscal Plan

**FY 08 Adopted Fiscal Plan
Commonwealth Aid**



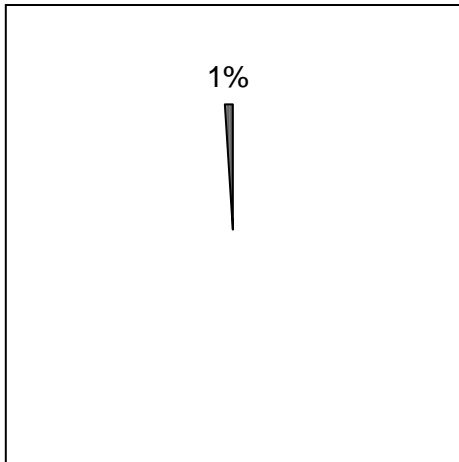
■ Non-Categorical Aid ■ Shared Expenses □ Categorical Aid

	FY 04 Actual	FY 05 Actual	FY 06 Actual	FY 07 Adopted	FY 08 Adopted
Commonwealth Aid - Total					
State Non-Categorical Aid	\$51,507,374	\$55,952,338	\$59,418,512	\$62,216,000	\$56,330,000
State Shared Expenses	8,324,280	9,087,902	9,794,162	9,044,000	10,320,000
State Categorical Aid	<u>8,832,227</u>	<u>10,345,274</u>	<u>11,283,628</u>	<u>11,040,000</u>	<u>11,228,000</u>
Total - Commonwealth Aid	\$68,663,881	\$75,385,515	\$80,496,301	\$82,300,000	\$77,877,000



**Loudoun County Government
FY 2008 Adopted Fiscal Plan**

Federal Payments



Payments by 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 04 Actual	FY 05 Actual	FY 06 Actual	FY 07 Adopted	FY 08 Adopted
Payments in Lieu of Taxes					
Fed owned entitlement land	<u>\$0</u>	<u>\$1,784</u>	<u>\$1,769</u>	<u>\$3,000</u>	<u>\$2,000</u>
Total - In Lieu of Taxes	\$0	\$1,784	\$1,769	\$3,000	\$2,000

Federal Categorical Aid

Federal aid received by the County is principally of the categorical type. Examples of programs receiving Federal assistance include foster care, refugee assistance, drug and alcohol abuse programs, low income housing assistance, employment assistance, Medicaid and Aid to Families with Dependent Children. The majority of these grants are administered by the Department of Family Services. In addition, the Department of Family Services and Parks, Recreation and Community Services administer significant proportions of this category.



**Loudoun County Government
FY 2008 Adopted Fiscal Plan**

Federal Categorical Aid	Department	FY 04 Actual	FY 05 Actual	FY 06 Actual	FY 07 Adopted	FY 08 Adopted
Aging services Title IIIF	PRCS	\$5,672	\$5,635	\$5,672	\$5,000	\$6,000
Title XX staff development	Fam. Serv.	762	0	24,572	100	0
Aging services Title IIIC	PRCS	23,322	23,560	23,968	24,000	32,000
Aging services Title IIIB	PRCS	57,420	51,812	54,626	52,000	58,000
Aging services health & human svcs.	PRCS	5,322	8,100	22,940	9,000	16,000
Aging svcs. Title IIIC (home delivery)	PRCS	29,641	29,030	31,161	29,000	40,000
Aging services senior employment	PRCS	7,001	8,204	13,788	13,000	14,000
Aging services RSVP	PRCS	29,405	29,405	29,405	29,000	29,000
Fuel assistance	Fam. Serv.	0	117	12,656	100	13,000
Aging services Title IIIG/outreach	PRCS	651	653	667	1,000	1,000
Title IV (passengers)	Fam. Serv.	205,690	0	0	0	0
State children's insurance	Fam. Serv.	0	0	406	0	500
Juvenile accountability incentive	Fam. Serv.	24,096	16,994	13,060	0	0
Child care for homeless children	Fam. Serv.	14,562	25,228	0	25,000	8,000
Food stamp program	Fam. Serv.	685,921	773,232	747,876	726,000	889,000
Temp. assistance to needy family	Fam. Serv.	162,514	242,656	217,576	235,000	222,000
Refugee & entrant assistance	Fam. Serv.	6,466	12,253	11,296	10,000	13,000
Low-income home energy assist.	Fam. Serv.	123,803	239,925	257,596	245,000	274,000
Child care assistance	Fam. Serv.	827,460	1,257,815	872,137	1,177,000	1,207,000
Discretionary grants	Fam. Serv.	51,949	51,145	104,906	63,000	63,000
Child care & development	Fam. Serv.	774,536	389,158	775,761	342,000	367,000
Family preservation support	Fam. Serv.	129,716	33,405	36,056	44,000	44,000
Title IVE foster care	Fam. Serv.	421,488	952,768	1,156,544	901,000	1,156,000
Adoption assistance	Fam. Serv.	107,417	119,174	96,098	113,000	103,000
Child care block grants	Fam. Serv.	448,854	530,633	504,013	494,000	430,000
Independent living	Fam. Serv.	1,579	3,454	4,468	5,000	6,000
Medical assistance	Fam. Serv.	367,729	452,500	555,833	342,000	611,000
View transitional	Fam. Serv.	197,316	244,341	344,529	218,000	216,000
Block grant	Fam. Serv.	340,621	386,363	356,181	379,000	281,000
Emergency assistance	Fam. Serv.	8,197	3,388	3,028	0	0
Adoption incentive payment	Fam. Serv.	10,153	2,500	1,078	0	0
Respite care for foster families	Fam. Serv.	433	1,155	1,168	1,000	1,000
Katrina disaster (KD HAP)	Fam. Serv.	0	0	11,402	0	0
Voucher disaster program	Fam. Serv.	0	0	18,449	0	49,000
Rural adoption initiative	Fam. Serv.	0	0	0	0	32,000
USDA meal reimbursements (NSIP)	Fam. Serv.	40,022	36,423	25,532	27,000	27,000
Community Development Block Grant	Fam. Serv./ Man. Fin.	0	111,074	777,069	880,000	880,000
Mental health terrorism related SAMHSA	MHMRSA	7,361	3,900	3,667	0	0
One-time prevention grant	MHMRSA	0	0	0	126,000	126,000
Housing-14.235/support housing	Fam. Serv.	106,429	106,429	106,429	106,000	106,000
HOPWA AIDS housing	Fam. Serv.	66,388	65,197	69,289	85,000	0
Drug control & sys. improvement	Sheriff	38,227	37,500	37,500	0	0
LLE block-grant	Sheriff	26,971	23,814	10,303	0	0
HUD Section 8 assistance	Fam. Serv.	5,659	3,913	0	0	0
Violence against women act	Comm. Atty.	37,374	26,470	32,697	29,000	29,000
DOT highway safety	Transport./ Sheriff	150,930	8,649	13,460	173,000	198,000
Emergency operations assistance	Fire & Rescue	14,759	11,188	18,208	20,000	0
Highway safety	Sheriff	7,731	0	0	0	0
Aging services Title IIIE - caregivers	PRCS	16,171	18,842	18,528	19,000	24,000
ISTEA grant	PRCS/ Gen. Svcs.	1,962,753	659,719	534,750	0	0



**Loudoun County Government
FY 2008 Adopted Fiscal Plan**

Federal Categorical Aid, continued...	Department	FY 04 Actual	FY 05 Actual	FY 06 Actual	FY 07 Adopted	FY 08 Adopted
Youth services Title II weekenders	PRCS/ MHMRSA/ JCSU/ Fam. Serv.	\$109,443	\$83,194	\$89,712	\$8,000	\$49,000
Project Childsafe	Sheriff	1,500	7,776	4,629	0	0
Alcohol abuse	MHMRSA	126,216	124,067	126,216	25,000	25,000
Early intervention	MHMRSA	295,678	166,070	108,176	234,000	297,000
Youth Services Girls, Inc.	PRCS	58,936	57,384	0	0	0
Alcohol and drug prevention	MHMRSA	96,700	96,700	96,383	97,000	97,000
PATH case management	MHMRSA	30,033	35,128	38,275	6,000	6,000
SARPOS substance abuse residential	MHMRSA	10,860	25,408	22,038	20,000	20,000
Promotion of the humanities	Library	700	1,220	0	0	0
Life and times of John Steinbeck	Library	0	100	0	0	0
CMAQ funding	Transport.	73,586	56,240	66,400	0	0
HUD supportive housing	Fam. Serv.	50,518	28,392	90,692	118,000	62,000
Emergency shelter grant	Fam. Serv.	25,640	13,320	12,374	12,000	24,000
Alcohol - women's set aside	MHMRSA	134,080	134,080	135,080	0	0
Drug - women's set aside	MHMRSA	0	0	0	134,000	134,000
Public library construction	Libraries	900	325	0	0	0
SA prevention	MHMRSA	1,000	0	0	0	0
Cops universal hiring	Sheriff	344,094	247,214	256,272	0	0
One-time substance abuse prevention	MHMRSA	4,000	0	0	0	0
FBG/substance abuse	MHMRSA	24,532	16,532	14,429	15,000	15,000
Criminal justice planning	Comm. Corr.	38,480	42,770	46,393	0	0
FEMA crisis counseling	MHMRSA	192,773	0	0	0	0
VDEM-US DOJ equipment	Fire & Rescue	3,778	25,714	0	0	0
FEMA assistance to fire fighters	Fire & Rescue	140,000	0	65,484	0	0
NSIP AAA	PRCS	37,516	40,366	48,077	40,000	47,000
Recreation Trails Program	PRCS	0	0	506	0	0
Wetlands mapping and inventory	B&D	22,368	11,315	14,977	0	0
VA state incentive project	MHMRSA	70,493	41,053	(6,440)	0	0
State criminal alien assistance	Sheriff	10,608	36,530	6,922	0	0
MH child development	MHMRSA	2,642	0	0	0	0
Hazards emergency planning	Fire & Rescue	36,615	0	0	0	0
Special purpose grants	B&D	0	0	228,086	0	0
Economic development	Ec. Dev.	24,498	45,414	0	0	0
Public emergency assistance	Gen. Svcs./ Fire & Rescue/ Solid Waste/ PRCS/ Sheriff	93,957	0	0	0	0
Improvement of education	Sheriff	0	84,874	105,026	0	0
DCJS/domestic preparedness	Fire & Rescue/ Sheriff	0	662,525	667,323	0	0
State homeland security BZPP	Sheriff	0	0	95,526	0	0
Homeland Security grant program	Fire & Rescue	0	0	38,220	0	0
Gang-free schools & community	Sheriff	454,525	894,197	1,883,604	0	0
Alcohol traffic safety	Sheriff	10,527	371	15,000	0	0
Safety incentives to prevent DUI	Sheriff	2,340	10,031	0	0	0
Emergency arrest and enforcement	Comm. Corr./ JCSU/ Sheriff	0	123,207	243,358	183,000	217,000
SA FBG HPR II	MHMRSA	0	37,300	22,700	0	40,000
CSBG	Fam. Serv.	0	0	11,589	0	22,000
SAMHSA Drug Free Communities	MHMRSA	0	0	0	0	25,000



**Loudoun County Government
FY 2008 Adopted Fiscal Plan**

Federal Categorical Aid, continued...	Department	FY 04 Actual	FY 05 Actual	FY 06 Actual	FY 07 Adopted	FY 08 Adopted
Housing counseling assistance	Fam. Serv.	\$0	\$1,560	\$4,099	\$2,000	\$3,000
SAMSHA subst. abuse mental health	MHMRSA	16,735	0	0	0	0
Fraud free program	Fam. Serv.	989	4,201	0	0	8,000
JJDP detention alternatives	JCSU	0	22,032	67,549	52,000	35,000
UASI equipment	Fire & Rescue	0	0	3,108,791	0	0
Total - Federal Categorical Aid		\$10,097,729	\$10,184,329	\$15,683,817	\$7,889,000	\$8,695,000

	FY 04 Actual	FY 05 Actual	FY 06 Actual	FY 07 Adopted	FY 08 Adopted
Federal Payments – Total					
Payments in lieu of taxes	\$0	\$1,784	\$1,769	\$3,000	\$2,000
Federal categorical aid	<u>10,097,729</u>	<u>10,184,329</u>	<u>15,683,817</u>	<u>7,889,000</u>	<u>8,695,000</u>
Total - Federal Payments	\$10,097,729	\$10,186,113	\$15,685,586	\$7,892,000	\$8,697,000



**Loudoun County Government
FY 2008 Adopted Fiscal Plan**

A 2002 amendment to the State 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 07) Revenue Exempted
	CY 07 Assessment	Revenue Exempted	CY 07 Assessment	Revenue Exempted	
Air Force Retired Officers Community	\$73,659,800	\$707,134	\$1,274,485	\$53,528	\$760,662
Friends of Homeless Animals, Inc	1,266,000	12,154	5,777	243	12,397
Evelyn Alexander Home for Animals Foundation, Inc.			122,502	5,145	5,145
Howard Hughes Medical Research Institute	375,000,000	3,600,000	12,259,563	514,902	4,114,902
Jack Kent Cooke Foundation	8,481,900	81,426	249,346	10,473	91,899
Life Line, Inc.	647,400	6,215	28,322	1,190	7,405
Prison Fellowship Ministries Foundation	22,800,100	218,881			218,881
Prison Fellowship Ministries International			1,488,343	62,511	62,511
Virginia Regional Transportation Association	4,484,500	43,051	2,343,217	98,415	141,466
Total	\$486,339,700	\$4,668,861	\$17,771,555	\$746,407	\$5,415,268



**Loudoun County Government
FY 2008 Adopted Fiscal Plan**

Notes



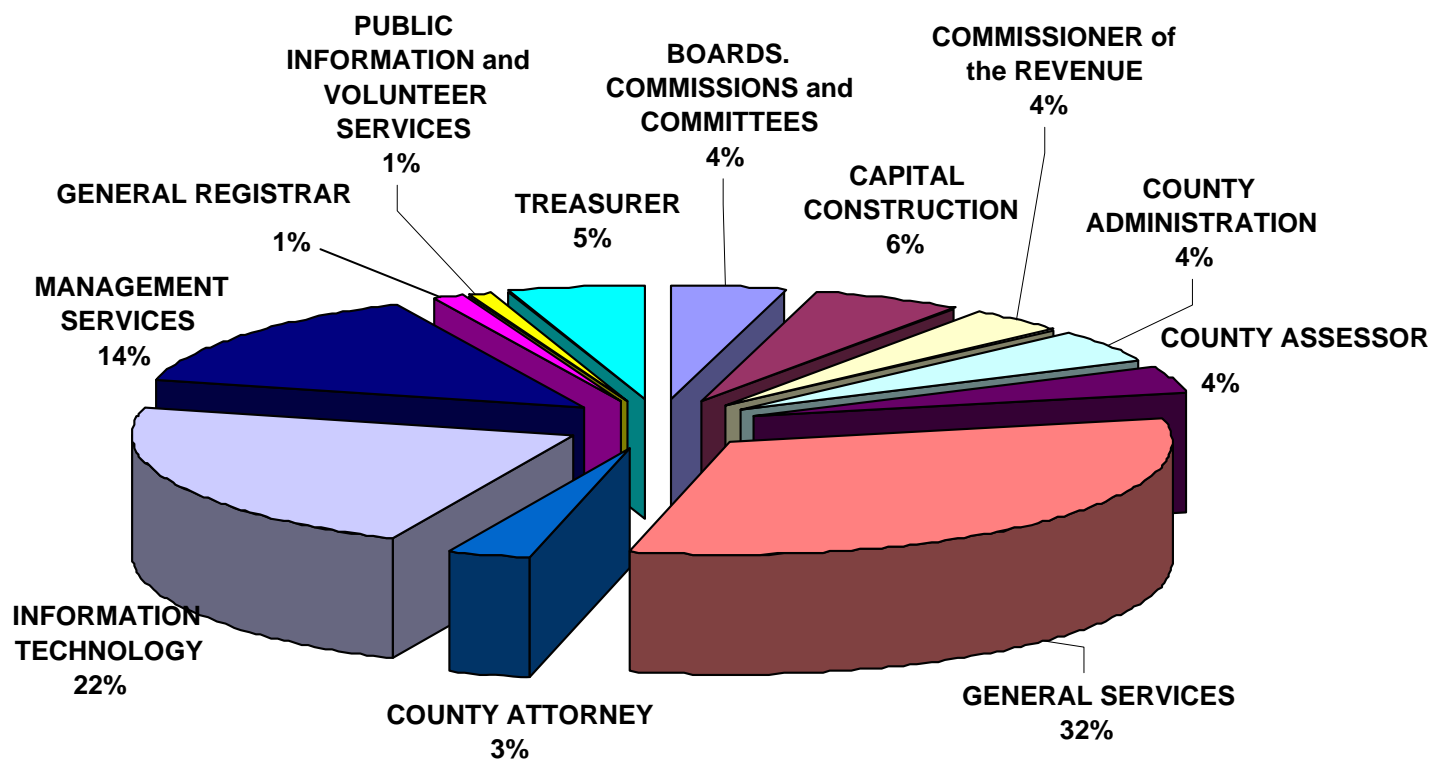
General Government Administration

GENERAL GOVERNMENT ADMINISTRATION SUMMARY

.....	
Boards, Commissions & Committees	Page 3
.....	
Capital Construction	Page 11
.....	
Commissioner of the Revenue	Page 15
.....	
County Administrator	Page 30
.....	
County Assessor	Page 42
.....	
County Attorney	Page 46
.....	
General Registrar	Page 51
.....	
General Services	Page 55
.....	
Information Technology	Page 69
.....	
Management & Financial Services	Page 87
.....	
Public Information	Page 101
.....	
Treasurer	Page 109
.....	



GENERAL GOVERNMENT FY 2008 ADOPTED EXPENDITURES





**Loudoun County Government
FY 2008 Adopted Fiscal Plan**

General Government Administration

	FY 2004 ACTUAL	FY 2005 ACTUAL	FY 2006 ACTUAL	FY 2007 ADOPTED	FY 2008 ADOPTED
BOARDS, COMMISSIONS AND COMMITTEES	\$2,135,894	\$2,404,671	\$2,620,902	\$2,619,000	\$3,199,000
CAPITAL CONSTRUCTION	0	0	0	2,806,000	4,195,000
COMMISSIONER OF THE REVENUE	1,876,026	1,841,247	1,794,308	2,368,000	2,695,000
COUNTY ADMINISTRATION	2,008,628	2,178,178	2,673,942	3,105,000	3,274,000
COUNTY ASSESSOR	1,842,463	2,021,538	2,045,254	2,526,000	2,950,000
COUNTY ATTORNEY	3,460,465	2,175,617	2,264,125	2,214,000	2,251,000
GENERAL REGISTRAR	306,414	380,910	333,186	546,000	647,000
GENERAL SERVICES	21,333,668	19,360,778	21,890,386	22,807,000	23,849,000
INFORMATION TECHNOLOGY	13,805,858	13,580,808	16,563,122	16,539,000	16,679,000
MANAGEMENT & FINANCIAL SERVICES	7,433,943	8,666,231	9,902,285	10,439,000	10,977,000
PUBLIC INFORMATION & VOLUNTEER SERVICES	674,606	637,462	801,911	606,000	644,000
TREASURER	<u>2,872,205</u>	<u>2,993,689</u>	<u>3,120,106</u>	<u>3,608,000</u>	<u>3,814,000</u>
TOTAL GOVERNMENT ADMINISTRATION	\$57,750,169	\$56,241,126	\$64,009,527	\$70,183,000	\$75,174,000



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 while Federal law requires others. 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 provides a vehicle for policy discussion and 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 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 ten (10) 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 five-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 15.1-494.497 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, coincident 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.

Commuter Bus Advisory Board

This Board provides service and schedule advice related to the County's commuter bus service. This includes recommendations to staff on planning of expansion routes, and on route and schedule modifications. This Board also serves as a conduit of rider input and feedback on service issues to staff.



Boards, Commissions and Committees

Community Criminal Justice Board

The Community Criminal Justice Board (CCJB) is the policy-making board for the Community Corrections Program. This Board is State mandated under the Code of Virginia, 1950, as amended, Section 53.1-183. The CCJB consists of the following members: (1) Circuit Court Judge, (2) General District Court Judge, (3) Juvenile and Domestic Relations Court Judge, (4) Chief Magistrate, (5) Sheriff to represent law enforcement, (6) an attorney for the Commonwealth, (7) a public defender or an attorney who is experienced in the defense of criminal matters, (8) a representative of local education, and (9) a representative of the community services boards. The Board of Supervisors appoints six additional members. Each appointed member serves a four-year term concurrent with the term of the Board of Supervisors, with the exception of Constitutional Officers and other judicial officials who will serve their elected or appointed terms.

Community Services Board

This panel consists of 15 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 10, Title 37.1, 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 term.

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 supervises all elections and referenda conducted in Loudoun County. It 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 terms by the Circuit Court Judge.

Fire and Rescue Commission

The Board of Supervisors revamped the Fire and Rescue Commission in late FY 02. The reconstituted body 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. One member of the Board of Supervisors serves as an ex-officio member. 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 nine-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, to determine library policies, to 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.

Northern Virginia Transportation Commission

This organization receives, invests, and disburses Loudoun County's local gasoline tax funds. The County pays administrative fees to cover the cost of service from the Local Gasoline Tax Fund. For further information see the Local Gasoline Tax fund section of this document (see page 658 – Volume 2).

Open Space Advisory Committee

The Open Space Advisory Committee is a nine-member body appointed by the Board of Supervisors for a four-year term, to run concurrently with Board of Supervisors as per the Board policy. The committee was established in 1972 to provide information to the Board of Supervisors and coordinate and sponsor research activities on current issues and alternatives regarding open space and land use in Loudoun County.

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 Improvements Program for the County. 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.

Social Services Board

This board is responsible for determining department policy, services, and administrative oversight. By authority of the Code of Virginia (Title 63.1-38 through 63.1-58.1), 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 (63.1-40, Code of Virginia).

Telecommunications Committee

This committee is composed of seven members who are appointed by the Board of Supervisors to periodically review County policies and ordinances regarding telecommunications and advise the Board of Supervisors on recommended updates. The committee conducts research, analyzes County telecommunications strategy related to land use planning, and provides general guidance and recommendations to the Board of Supervisors. The committee also responds to specific land use applications related to telecommunications as requested by the Board of Supervisors.



**Loudoun County Government
FY 2008 Adopted Fiscal Plan**

Boards, Commissions and Committees

Department Financial Summary

Departmental Financial Summary	FY 2004 Actual	FY 2005 Actual	FY 2006 Actual	FY 2007 Adopted	FY 2008 Adopted
Expenditures					
Personnel	\$1,252,203	\$1,435,579	\$1,225,633	\$1,756,000	\$1,822,000
Operations & Maintenance	883,691	958,881	1,393,409	844,000	1,294,000
Capital Outlay	0	10,211	1,860	19,000	83,000
Total Expenditures:	\$2,135,894	\$2,404,671	\$2,620,902	\$2,619,000	\$3,199,000
Revenue					
Local Fees, Charges, Etc.	\$280,585	\$308,500	\$369,568	\$264,000	\$355,000
Commonwealth	11,844	57,981	17,481	12,000	12,000
Total Revenues:	\$292,429	\$366,481	\$387,049	\$276,000	\$367,000
Local Tax Funding:	\$1,843,465	\$2,038,190	\$2,233,853	\$2,343,000	\$2,832,000
FTE Summary*:	0.75	0.75	0.75	0.75	1.75

FY 08 Board Action: The FY 08 Adopted Fiscal Plan for the Boards, Commissions, and Committees includes enhancements totaling 1.00 FTE and \$42,000 in additional local tax funding for one position (0.75 FTE) to support the Secretary of the Electoral Board, increase (0.25 FTE) hours for the part-time administrative assistant to full-time in the Board of Equalization, and salary increases for the Board of Supervisors, Board of Equalization, Board of Zoning Appeals, Planning Commission, Social Services Board, and the Community Services Board, as well as additional funding for compensation increases and increased benefits costs effective September 2007.

** Prior versions of the budget document failed to include 0.75 FTE associated with the Board of Equalizations. FY 04 – 07 information has been revised to include the position.*



**Loudoun County Government
FY 2008 Adopted Fiscal Plan**

Boards, Commissions and Committees

BOARD OF SUPERVISORS:

Program Expenditure Summary	FY 2004 Actual	FY 2005 Actual	FY 2006 Actual	FY 2007 Adopted	FY 2008 Adopted
Program Expenditures					
Personnel	\$650,471	\$792,445	\$802,598	\$1,185,000	\$1,289,000
Operations & Maintenance	<u>544,340</u>	<u>577,774</u>	<u>623,865</u>	<u>426,000</u>	<u>465,000</u>
Total Expenditures:	\$1,194,811	\$1,370,219	\$1,426,463	\$1,611,000	\$1,754,000
Program Revenues					
Local Fees, Charges, Etc.	<u>\$0</u>	<u>\$256</u>	<u>\$50</u>	<u>\$0</u>	<u>\$0</u>
Total Revenues:	\$0	\$256	\$50	\$0	\$0
Local Tax Funding:	\$1,194,811	\$1,369,963	\$1,426,413	\$1,611,000	\$1,754,000

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

BOARD OF EQUALIZATION:

Program Financial Summary	FY 2004 Actual	FY 2005 Actual	FY 2006 Actual	FY 2007 Adopted	FY 2008 Adopted
Expenditures					
Personnel	\$35,072	\$37,066	\$25,648	\$60,000	\$105,000
Operations & Maintenance	2,301	2,669	2,570	2,000	10,000
Capital	<u>0</u>	<u>0</u>	<u>0</u>	<u>1,000</u>	<u>0</u>
Total Expenditures:	\$37,373	\$39,735	\$28,218	\$63,000	\$115,000
Total Revenue:	\$0	\$0	\$0	\$0	\$0
Local Tax Funding:	\$37,373	\$39,735	\$28,218	\$63,000	\$115,000
FTE Summary:	0.75	0.75	0.75	0.75	1.00

FY 08 includes enhancement totaling 0.25 FTE and \$11,000 in additional local tax funding to increase a part-time administrative assistant to a full-time and operating expenditures associated with 3,000 certified mailings with delivery confirmations to residents who are appealing assessments. The Board of Supervisors increased Board compensation effective January 1, 2008.

BOARD OF SOCIAL SERVICES:

Program Financial Summary	FY 2004 Actual	FY 2005 Actual	FY 2006 Actual	FY 2007 Adopted	FY 2008 Adopted
Expenditures					
Personnel	\$0	\$0	\$0	\$0	\$3,000
Operations & Maintenance	<u>1,227</u>	<u>2,294</u>	<u>1,245</u>	<u>2,000</u>	<u>2,000</u>
Total Expenditures:			\$1,245	\$2,000	\$5,000
Total Revenue:	\$0	\$0	\$0	\$0	\$0
Local Tax Funding:	\$1,227	\$2,294	\$1,245	\$2,000	\$5,000

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



**Loudoun County Government
FY 2008 Adopted Fiscal Plan**

Boards, Commissions and Committees

BOARD OF ZONING APPEALS:

Program Financial Summary	FY 2004 Actual	FY 2005 Actual	FY 2006 Actual	FY 2007 Adopted	FY 2008 Adopted
Expenditures					
Personnel	\$11,796	\$11,751	\$13,962	\$17,000	\$24,000
Operations & Maintenance	3,415	7,596	7,581	6,000	6,000
Total Expenditures:	\$15,211	\$19,347	\$21,543	\$23,000	\$30,000
Total Revenue:	\$0	\$0	\$0	\$0	\$0
Local Tax Funding:	\$15,211	\$19,347	\$21,543	\$23,000	\$30,000

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

COMMUNITY SERVICES BOARD:

Program Financial Summary	FY 2004 Actual	FY 2005 Actual	FY 2006 Actual	FY 2007 Adopted	FY 2008 Adopted
Expenditures					
Personnel	\$0	\$0	\$0	\$0	\$6,000
Operations & Maintenance	10,354	7,913	14,792	12,000	12,000
Total Expenditures:	\$10,354	\$7,913	\$14,792	\$12,000	\$18,000
Total Revenue:	\$0	\$0	\$0	\$0	\$0
Local Tax Funding:	\$10,354	\$7,913	\$14,792	\$12,000	\$18,000

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

ELECTORAL BOARD:

Program Financial Summary	FY 2004 Actual	FY 2005 Actual	FY 2006 Actual	FY 2007 Adopted	FY 2008 Adopted
Expenditure					
Personnel	\$149,898	\$150,438	\$242,006	\$169,000	\$215,000
Operations & Maintenance	63,074	81,182	105,911	111,000	172,000
Capital Outlay	0	10,211	1,860	18,000	83,000
Total Expenditures:	\$212,972	\$241,831	\$349,777	\$298,000	\$470,000
Revenue:					
Recovered Costs	\$15,677	\$2,424	\$22,114	\$13,000	\$13,000
State Shared Expenses	11,844	55,645	17,481	12,000	12,000
Total Revenue:	\$27,521	\$58,069	\$39,595	\$25,000	\$25,000
Local Tax Funding:	\$185,451	\$183,762	\$310,182	\$273,000	\$445,000

FY 08 includes enhancement totaling 0.75 FTE and \$31,000 in additional local tax funding to support the Secretary of the Electoral Board, \$65,000 for touch screen election equipment for 10 new precincts to comply with the Help America Vote Act (HAVA) legislation, and operating expenditures associated with adding 10 new precincts.



Loudoun County Government
FY 2008 Adopted Fiscal Plan

Boards, Commissions and Committees

PLANNING COMMISSION:

Program Financial Summary	FY 2004 Actual	FY 2005 Actual	FY 2006 Actual	FY 2007 Adopted	FY 2008 Adopted
Expenditures					
Personnel	\$141,732	\$141,780	\$141,419	\$141,000	\$180,000
Operations & Maintenance	<u>18,746</u>	<u>19,442</u>	<u>23,005</u>	<u>35,000</u>	<u>35,000</u>
Total Expenditures:	\$160,478	\$161,222	\$164,424	\$176,000	\$215,000
Total Revenue:	\$0	\$0	\$0	\$0	\$0
Local Tax Funding:	\$160,478	\$161,222	\$164,424	\$176,000	\$215,000

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

SOIL & WATER CONSERVATION BOARD:

Program Financial Summary	FY 2004 Actual	FY 2005 Actual	FY 2006 Actual	FY 2007 Adopted	FY 2008 Adopted
Expenditures					
Operations & Maintenance	\$507,299	\$514,671	\$563,729	\$406,000	\$564,000
Total Expenditures:	\$507,299	\$514,671	\$563,729	\$406,000	\$564,000
Total Revenue:	\$257,158	\$298,374	\$340,609	\$250,000	\$341,000
Local Tax Funding:	\$250,141	\$216,297	\$223,120	\$156,000	\$223,000

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.



**Loudoun County Government
FY 2008 Adopted Fiscal Plan**

Boards, Commissions and Committees

Funding History

Program Financial Summary	FY 2004 Actual	FY 2005 Actual	FY 2006 Actual	FY 2007 Adopted	FY 2008 Adopted
Affordable Dwelling Unit Board	\$755	\$1,464	\$1,400	\$2,000	\$2,000
Civil War Cavalry Battles	0	2,336	4,815	0	0
Commission on Aging	874	429	2,134	2,000	2,000
Commission on Women	6,046	5,105	3,709	9,000	9,000
Disability Services Board	7,750	5,912	0	0	0
Economic Development Commission	39,130	29,466	25,705	3,000	3,000
Fire and Rescue Commission	60	316	11,136	6,000	6,000
Fiscal Impact Committee	0	130	13	2,000	2,000
Library Board of Trustees	1,004	2,222	674	1,000	1,000
Open Space Advisory Committee	0	0	0	1,000	1,000
Rural Economic Development Counsel	0	0	1,109	2,000	2,000
Telecommunications Committee	54	59	16	0	0
TOTAL	\$55,673	\$47,439	\$50,711	\$28,000	\$28,000

Program Revenue Summary	FY 2004 Actual	FY 2005 Actual	FY 2006 Actual	FY 2007 Adopted	FY 2008 Adopted
Affordable Dwelling Unit Board	\$0	\$	\$200	\$0	\$0
Civil War Cavalry Battles	0	2,336	4,815	0	0
Commission on Women	0	1,551	1,780	1,000	1,000
Disability Services Board	7,750	5,895	0	0	0
TOTAL	\$7,750	\$9,782	\$6,795	\$1,000	\$1,000

Local Tax Funding	FY 2004 Actual	FY 2005 Actual	FY 2006 Actual	FY 2007 Adopted	FY 2008 Adopted
Affordable Dwelling Unit Board	\$755	\$1,464	\$1,200	\$2,000	\$2,000
Civil War Cavalry Battles	0	0	0	0	0
Commission on Aging	874	429	2,134	2,000	2,000
Commission on Women	6,046	3,554	1,929	8,000	8,000
Disability Services Board	0	17	0	0	0
Economic Development Commission	39,130	29,466	25,705	3,000	3,000
Fire and Rescue Commission	60	316	11,136	6,000	6,000
Fiscal Impact Committee	0	130	13	2,000	2,000
Library Board of Trustees	1,004	2,222	674	1,000	2,000
Open Space Advisory Committee	0	0	0	1,000	1,000
Rural Economic Development Counsel	0	0	1,109	2,000	2,000
Telecommunications Committee	54	59	16	0	0
TOTAL	\$47,923	\$37,657	\$43,916	\$27,000	\$27,000



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 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 design and engineering, construction management and project support.

The Office has developed new processes and procedures and examined the levels of resources needed to support the capital project workload compared to typical benchmark staffing levels. Resources were evaluated for their ability to support the planning, land acquisition, design and construction phases of the County's Capital Improvement Program. The current staffing level is sufficient to support the approximately 50 active projects in FY 08 with the addition in FY 08 of three engineers: civil, mechanical and electrical. These engineers will form an additional design team and manage the large number of design contracts.

Budget Overview

FY 2008 Issues, Challenges & Trends

- 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. The County's land acquisition process has been spread across different agencies which adversely impacts project timelines and delays the delivery of capital projects. Land acquisition is now being centrally managed in the OCC.
- State and local legislation, practices and policies limit opportunities to reduce project timelines.
- Finding qualified contractors at a reasonable cost has become increasingly difficult.
- 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 2008 Major Goals

- Develop agency management and professional staff.
- Create standardized procedures for capital project processes such as land acquisition, design, permitting, construction and closeout.
- 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.
- Improve project close-outs using the newly developed capital project standard procedures.
- Streamline the land acquisition process to create efficiencies and reduce unnecessary steps.
- Develop a resource plan for executing transportation projects.
- Continue to work with Federal, State and Local programs to develop standards for more energy efficient, environmentally friendly sustainable building designs.

FY 2007 Major Achievements

- Formed the new Office of Capital Construction in a timely manner, at the beginning of the fiscal year.
- Completed the construction of \$60 million of new facilities: a new Adult Detention Center, the County's first Public Safety Center (South Riding), the Expansion of the Fire and Rescue Training Center, the Group Home at Mirror Ridge, the County's first Recreation Center (Claude Moore), the renovation of Carver Center, and the construction of a new Landfill cell.
- Successfully managed over \$ 7 million in design contracts to the next milestone.
- Implemented an internet based project status system to improve feedback to our customers.



Loudoun County Government
FY 2008 Adopted Fiscal Plan

Capital Construction

Departmental Financial Summary	FY 2004 Actual	FY 2005 Actual	FY 2006 Actual	FY 2007 Adopted	FY 2008 Adopted
Expenditures					
Personnel	\$0	\$0	\$0	\$1,552,000	\$2,935,000
Operations & Maintenance	0	0	0	998,000	1,052,000
Capital Outlay & Capital Acquisitions	0	0	0	256,000	208,000
Total Expenditures	\$0	\$0	\$0	\$2,806,000	\$4,195,000
 Local Tax Funding	 \$0	 \$0	 \$0	 \$2,806,000	 \$4,195,000
 FTE Summary	 0.00	 0.00	 0.00	 25.00	 31.00

FY 2008 Board Action

The FY 08 Adopted Fiscal Plan for the Office of Capital Construction includes enhancements totaling 3.00 FTE and \$369,000 in additional local tax funding for three engineers to manage the design contracts for County capital projects. Local tax funding also increases due to increased compensation and benefits costs effective September 2007 and the annualized personnel costs for FY 07 part-year positions.

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.



Loudoun County Government
FY 2008 Adopted Fiscal Plan

Capital Construction

Expenditures by Program	FY 2004 Actual	FY 2005 Actual	FY 2006 Actual	FY 2007 Adopted	FY 2008 Adopted
Capital Construction	\$0	\$0	\$0	\$2,806,000	\$4,195,000
Total Expenditures	\$0	\$0	\$0	\$2,806,000	\$4,195,000

Local Tax Funding by Program	FY 2004 Actual	FY 2005 Actual	FY 2006 Actual	FY 2007 Adopted	FY 2008 Adopted
Capital Construction	\$0	\$0	\$0	\$2,806,000	\$4,195,000
Total Local Tax Funding	\$0	\$0	\$0	\$2,806,000	\$4,195,000

Staffing Summary by Program	FY 2004 Actual	FY 2005 Actual	FY 2006 Actual	FY 2007 Adopted	FY 2008 Adopted
Capital Construction	0.00	0.00	0.00	25.00	31.00
Total FTE	0.00	0.00	0.00	25.00	31.00



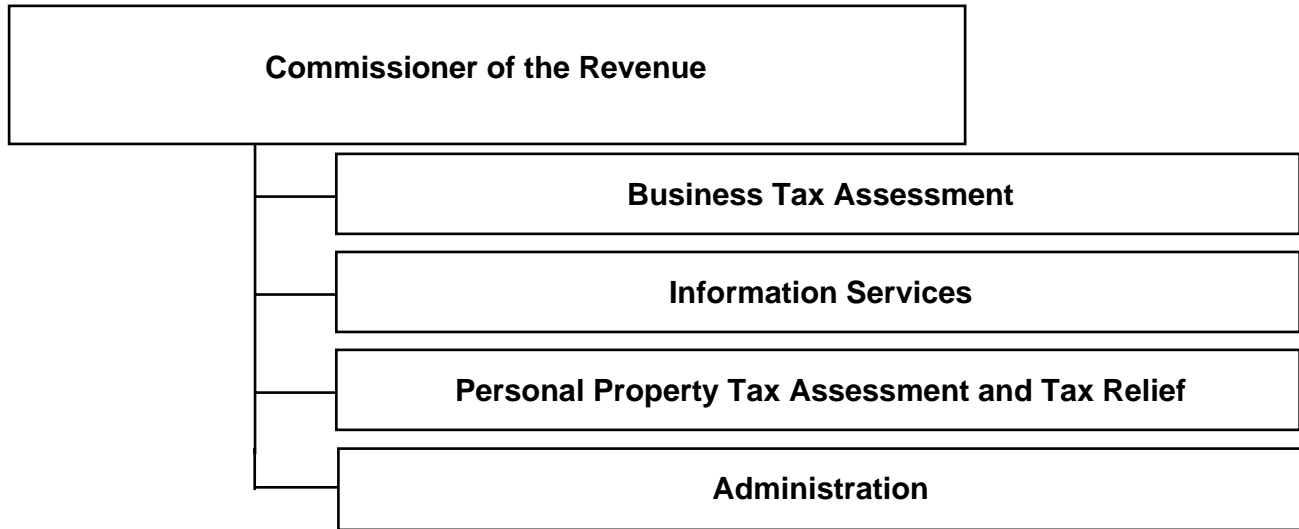
Loudoun County Government
FY 2008 Adopted Fiscal Plan

Capital Construction

Performance Measures	FY 2005 Actual	FY 2006 Actual	FY 2007 Estimated	FY 2008 Projected
Goal: Deliver approved capital projects within budget.				
Objective: Incur less than 5 percent change order rate.				
• Change order rate for capital projects	9%	7%	5%	5%
Goal: Deliver quality capital projects that meet or exceed the needs of County residents and staff.				
Objective: Maintain a customer satisfaction rating of 90% or above.				
• Customer Satisfaction Rating	85%	85%	90%	90%
Goal: Deliver approved capital projects in accordance with the Capital Improvement Plan schedule.				
Objective: Successfully advance currently funded capital projects to the next milestone of planning, design, or construction.				
• Change order rate for capital projects	n/a	n/a	n/a	n/a
• Number of funded active capital projects	21	24	47	50
• Projects meeting milestone dates	62%	79%	72%	84%



Commissioner of the Revenue





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 an 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 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. In May 2006, the State Compensation Board increased the FY 07 funding for the Commonwealth's share of office expenses, salaries and benefits from \$277,613 (FY 06) to \$311,906, including funding for four additional positions and 95% 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 estate. The 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, administers the local tax relief program for the elderly and disabled and provides state income tax filing assistance. The Commissioner of the Revenue also established a Department of Motor Vehicles (DMV) Select Agency in FY 07 to make supplementary vehicle licensing services available to citizens in both the Leesburg and Sterling offices. 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 2008 Issues, Challenges & Trends

The office's challenge is to effectively serve Loudoun's steadily growing citizen and business population 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 incorporated towns with personal and business property assessment and tax relief applicant data for use in administering their tax programs.

Growth

- Increasing number of residents and businesses in the County adds to the volume of work.
- 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.
- 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

- The Board increased the qualifying net worth threshold for Tax Relief for the Elderly and Disabled that will result in additional revenue loss and administrative expenses. The amount of foregone tax revenue in CY 06 exceeded \$5.0 million.



**Loudoun County Government
FY 2008 Adopted Fiscal Plan**

Commissioner of the Revenue

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

Technology

- 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 2008 Major Goals

- Further enhance online services by providing residents with the ability to register a business in Loudoun County, apply for and obtain a business license and register for Business Tangible Personal Property (BPPT) via the County's website.

FY 2007 Major Achievements

- Contracted with the Virginia Department of Motor Vehicles (DMV) to become a license agent and provide select vehicle transactions.
- Provided residents with the ability to report address changes and the move or sale of a vehicle on line via the internet.
- Provided businesses with the ability to file Business, Professional, and Occupation License (BPOL) and Business Tangible Personal Property (BPPT) renewals online via the County's website.



**Loudoun County Government
FY 2008 Adopted Fiscal Plan**

Commissioner of the Revenue

Departmental Financial Summary	FY 2004 Actual	FY 2005 Actual	FY 2006 Actual	FY 2007 Adopted	FY 2008 Adopted
Expenditures					
Personnel	\$1,675,070	\$1,640,787	\$1,577,784	\$2,118,000	\$2,401,000
Operations & Maintenance	200,956	200,460	216,524	250,000	294,000
Total Expenditures	\$1,876,026	\$1,841,247	\$1,794,308	\$2,368,000	\$2,695,000
Revenues					
Other Local Taxes	\$18,171,298	\$21,521,083	\$26,291,838	\$23,777,000	\$25,363,000
Permits Privilege Fees & Reg Licenses	28,205	32,302	36,790	34,000	38,000
State Shared Expenses	244,265	269,190	276,234	272,000	281,000
Total Revenues	\$18,443,768	\$21,822,575	\$26,604,862	\$24,083,000	\$25,681,000
Local Tax Funding	\$(16,567,742)	\$(19,981,327)	\$(24,810,554)	\$(21,715,000)	\$(22,987,000)
FTE Summary	32.55	32.55	32.55	32.55	34.55

FY 2008 Board Action

The FY 08 Adopted Fiscal Plan for the Commissioner of the Revenue includes funding for compensation increases and increased benefits costs effective September 2007. Local tax funding also increases by \$13,000 for laptop computers, \$7,000 for capital vehicle replacement, \$7,000 for mobile cellphones and \$5,000 for compliance system licensing.

Budget History

FY 07 Mid-year: The Board added 1.00 FTE for a tax information specialist position partially funded by the 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 2008 Adopted Fiscal Plan

Commissioner of the Revenue

Expenditures by Program	FY 2004 Actual	FY 2005 Actual	FY 2006 Actual	FY 2007 Adopted	FY 2008 Adopted
Business Tax Assessment	\$837,454	\$660,225	\$571,280	\$979,000	\$935,000
Information Services	413,814	422,874	391,213	514,000	566,000
Personal Property Tax Assessment and Tax Administration	457,643 167,115	475,407 282,742	507,762 324,053	544,000 331,000	747,000 446,000
Total Expenditures	\$1,876,026	\$1,841,247	\$1,794,308	\$2,368,000	\$2,695,000
Revenues by Program	FY 2004 Actual	FY 2005 Actual	FY 2006 Actual	FY 2007 Adopted	FY 2008 Adopted
Business Tax Assessment	\$17,903,059	\$21,046,823	\$25,853,570	\$23,268,000	\$24,916,000
Personal Property Tax Assessment and Tax	540,709	775,752	751,292	815,000	765,000
Total Revenues	\$18,443,768	\$21,822,575	\$26,604,862	\$24,083,000	\$25,681,000
Local Tax Funding by Program	FY 2004 Actual	FY 2005 Actual	FY 2006 Actual	FY 2007 Adopted	FY 2008 Adopted
Business Tax Assessment	\$(17,065,605)	\$(20,386,598)	\$(25,282,290)	\$(22,289,000)	\$(23,981,000)
Information Services	413,814	422,874	391,213	514,000	566,000
Personal Property Tax Assessment and Tax Administration	(83,066) 167,115	(300,345) 282,742	(243,530) 324,053	(271,000) 331,000	(18,000) 446,000
Total Local Tax Funding	\$(16,567,742)	\$(19,981,327)	\$(24,810,554)	\$(21,715,000)	\$(22,987,000)
Staffing Summary by Program	FY 2004 Actual	FY 2005 Actual	FY 2006 Actual	FY 2007 Adopted	FY 2008 Adopted
Business Tax Assessment	14.00	14.00	14.00	14.00	12.00
Information Services	8.53	9.53	9.53	9.53	9.55
Personal Property Tax Assessment and Tax Administration	7.01 3.01	6.01 3.01	6.01 3.01	6.01 3.01	9.00 4.00
Total FTE	32.55	32.55	32.55	32.55	34.55



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, excluding real estate. Business Tax assessors 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 localities, accountants and attorneys.

In addition to the assessment of business tangible personal property and business professional and occupational license tax, division staff provides input, 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 identify 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 2008 Issues

- Multiple tax accounts for each taxpayer result in redundant account maintenance and additional postage and mailing costs.
- Outdated assessment system complicates tasks and reduces efficiency.

FY 2008 Challenges

- The volume of new construction and increases in the number of commercial centers requires substantial discovery work to ensure compliance with local tax regulations.
- Consolidations in the information technology and telecommunications sectors and instability in the airline industry continue to result in assessment appeals, litigation and bankruptcies.
- Virginia's legislature annually considers changes to the business, professional and occupational license tax. Such proposals could potentially impact the underlying processes and applications used to manage the business tax programs.



Loudoun County Government
FY 2008 Adopted Fiscal Plan

Commissioner of the Revenue
Business Tax Assessment

Program Financial Summary	FY 2004 Actual	FY 2005 Actual	FY 2006 Actual	FY 2007 Adopted	FY 2008 Adopted
Expenditures					
Personnel	\$785,375	\$605,692	\$520,641	\$902,000	\$837,000
Operations & Maintenance	52,079	54,532	50,639	77,000	98,000
Total Expenditures	\$837,454	\$660,225	\$571,280	\$979,000	\$935,000
Revenues					
Other Local Taxes	\$17,835,622	\$20,957,326	\$25,761,032	\$23,177,000	\$24,813,000
Permits Privilege Fees & Reg Licenses	28,205	32,302	36,790	34,000	38,000
State Shared Expenses	39,232	57,195	55,749	57,000	65,000
Total Revenues	\$17,903,059	\$21,046,823	\$25,853,570	\$23,268,000	\$24,916,000
Total Local Tax Funding	\$(17,065,605)	\$(20,386,598)	\$(25,282,290)	\$(22,289,000)	\$(23,981,000)
FTE Summary	14.00	14.00	14.00	14.00	12.00



Loudoun County Government
FY 2008 Adopted Fiscal Plan

Commissioner of the Revenue
Business Tax Assessment

Performance Measures	FY 2005 Actual	FY 2006 Actual	FY 2007 Estimated	FY 2008 Projected
Goal: Assess business, professional and occupational license and business tangible personal property tax books by prescribed deadlines.				
Objective: Accommodate timely semiannual and supplemental billing by the Treasurer.				
• Business License Desk Audits*	3,292	1,646	2,500	3,000
• Business License Field Audits*	497	390	400	450
• Business Licenses Issued*	14,081	13,969	14,250	14,500
• Business Personal Property Desk Audits*	1,325	904	900	950
• Business Personal Property Field Audits*	1,006	518	500	550

** Performance measures are on a calendar year basis.*



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 office's front counters. Staff 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 began providing DMV Select (e.g., titling, vehicle registration, etc.) services as a DMV agent in 2006.

Budget Overview

FY 2008 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 for distribution thus increasing service demands on staff.
- Long wait times at DMV's regular customer service centers offices in Leesburg and Sterling will generate additional walk-in traffic.

FY 2008 Challenges

- 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.

Program Financial Summary	FY 2004 Actual	FY 2005 Actual	FY 2006 Actual	FY 2007 Adopted	FY 2008 Adopted
Expenditures					
Personnel	\$403,177	\$412,708	\$378,319	\$502,000	\$547,000
Operations & Maintenance	10,637	10,166	12,894	12,000	19,000
Total Expenditures	\$413,814	\$422,874	\$391,213	\$514,000	\$566,000
 Total Local Tax Funding	 \$413,814	 \$422,874	 \$391,213	 \$514,000	 \$566,000
 FTE Summary	 8.53	 9.53	 9.53	 9.53	 9.55



Loudoun County Government
FY 2008 Adopted Fiscal Plan

Commissioner of the Revenue
Information Services

Performance Measures	FY 2005 Actual	FY 2006 Actual	FY 2007 Estimated	FY 2008 Projected
Goal: Effectively administer the DMV license agent program.				
Objective: Provide timely vehicle licensing services to citizens.				
• DMV Licensing Agency Transactions*	0	91	2,000	3,000

* Performance measures are on a calendar year basis.



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. The number of accounts increases each year along with Loudoun's population. Accounts are established and 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 2008 Issues

- Multiple tax accounts for each taxpayer results in redundant account maintenance and additional postage and mailing costs.
- Outdated assessment system complicates tasks and reduces efficiency.
- Beginning in tax year 2005, the Office of the Assessor assigned separate parcel identification numbers and separately assessed many garage units or assigned parking spaces associated with condominiums. Since the current Tax Relief for the Elderly and Disabled system requires a separate account for each tax map number, multiple accounts must be maintained for an individual applicant.
- Foregone tax revenue resulting from changes to the tax relief program will be monitored to determine the average decrease in available revenue to the County.

FY 2008 Challenges

- Loudoun's Board of Supervisors increased the qualifying net worth threshold for Tax Relief for the Elderly and Disabled based upon legislation passed during Virginia's 2006 General Assembly session. The amount of forgone tax revenue in FY 07 was \$4.8 million.
- Applicants of 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. Considerable staff time is devoted to analyzing the specific language contained in each bill and arriving at a potential fiscal impact.



Loudoun County Government
FY 2008 Adopted Fiscal Plan

Commissioner of the Revenue
Personal Property Tax Assessment and Tax Relief

Program Financial Summary	FY 2004 Actual	FY 2005 Actual	FY 2006 Actual	FY 2007 Adopted	FY 2008 Adopted
Expenditures					
Personnel	\$324,194	\$346,722	\$367,255	\$397,000	\$593,000
Operations & Maintenance	133,449	128,685	140,508	147,000	155,000
Total Expenditures	\$457,643	\$475,407	\$507,762	\$544,000	\$747,000
Revenues					
Other Local Taxes	\$335,675	\$563,757	\$530,806	\$600,000	\$550,000
State Shared Expenses	205,033	211,995	220,486	215,000	215,000
Total Revenues	\$540,709	\$775,752	\$751,292	\$815,000	\$765,000
Total Local Tax Funding	\$(83,066)	\$(300,345)	\$(243,530)	\$(271,000)	\$(18,000)
FTE Summary	7.01	6.01	6.01	6.01	9.00



Loudoun County Government
FY 2008 Adopted Fiscal Plan

Commissioner of the Revenue
Personal Property Tax Assessment and Tax Relief

Performance Measures	FY 2005 Actual	FY 2006 Actual	FY 2007 Estimated	FY 2008 Projected
Goal: Effectively administer the County's tax relief program for the elderly and disabled.				
Objective: Complete tax relief application review process by established deadlines.				
• Tax Relief Applications Received*	1,607	1,775	1,800	1,900
Goal: Prepare personal property assessment books by prescribed deadlines.				
Objective: Accommodate timely semiannual and supplemental billing by the Treasurer.				
• Personal Property Assessments*	298,430	307,432	300,000	310,000

** Performance measures are on a calendar year basis.*



Loudoun County Government
FY 2008 Adopted Fiscal Plan

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. In addition to daily management activities, This program is responsible for all human resources administrative functions including: defining the organizational structure, developing the office's 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. Administration also works with the Department of Information Technology to develop and implement automated assessment system and Internet upgrades. The Commissioner and Chief Deputy respond to assessment appeals, defend legal challenges and prepare the departmental budget. 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 2008 Issues

- The current county wide 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 staffing levels.
- In-house business tax and 14-year old personal property tax assessment systems are obsolete.
- The office's ability to implement technology initiatives is dependent upon the Department of Information Technology.

FY 2008 Challenges

- The office is continuously challenged by ever-increasing demands concerning legal issues and increasingly frequent requests for statistical and other tax data.

Program Financial Summary	FY 2004 Actual	FY 2005 Actual	FY 2006 Actual	FY 2007 Adopted	FY 2008 Adopted
Expenditures					
Personnel	\$162,324	\$275,665	\$311,570	\$317,000	\$424,000
Operations & Maintenance	4,792	7,077	12,484	13,000	22,000
Total Expenditures	\$167,115	\$282,742	\$324,053	\$331,000	\$446,000
 Total Local Tax Funding	 \$167,115	 \$282,742	 \$324,053	 \$331,000	 \$446,000
 FTE Summary	 3.01	 3.01	 3.01	 3.01	 4.00



Loudoun County Government
FY 2008 Adopted Fiscal Plan

Commissioner of the Revenue
Administration

Performance Measures	FY 2005 Actual	FY 2006 Actual	FY 2007 Estimated	FY 2008 Projected
Goal: Complete assessment processes by prescribed deadlines.				
Objective: Ensure the balanced application of the local taxes.				
• Countywide personal property assessments per FTE*	\$109,000,000	\$120,000,000	\$116,000,000	\$120,000,000

** Performance measures are on a calendar year basis.*



Office of the County Administrator

Office of the County Administrator

Executive Management

Support To The Board

Youth Initiative



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, resolutions, 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. This office also provides oversight of the Youth Initiative Program which was adopted as a new initiative by the Board of Supervisors in FY 06.

Budget Overview

FY 2008 Issues, Challenges & Trends

- Loudoun continues to be the fastest growing county in the Commonwealth and one of the fastest growing in the country increasing at an average annual rate of 7%.
- The regional economy remains strong and Loudoun continues to be highly attractive to employers and employees and ranks first with the highest median income in the nation.
- Though revenue trends will continue to be favorable, the value of real property increases may not increase as they have in previous years, a lower increase prior to FY 07.
- Balancing fiscal management with growing demands for service delivery and proportionately less funding from the State for many services will continue to be a challenge.
- The County's combined fire and rescue system continues to evolve with the placement of career staff in volunteer companies. A strategy to address the complete transition of certain volunteer companies to legacy companies will also be underway.
- Several county facilities are scheduled to open in FY 08 requiring maintenance and operational funding.
- The County's water and wastewater collection and treatment infrastructure is fragile in many areas of the County. A strategy to address individual and communal water and wastewater treatment problems will continue as a public policy issue.

FY 2008 Major Goals

- Initiate a comprehensive workforce development program to address issues related to succession planning and retention.
- Continue to provide effective leadership that develops a clear sense of mission, purpose and task among employees.
- Maintain the County's AAA bond rating.
- Complete performance measurement audits on four departments.
- Provide Loudoun County youth with additional safe, recreational teen-centered spaces.
- Reach 20% participation in the telework program.
- Continue completing implementation of the County's Pandemic Influenza Plan, Continuity of Operations Plan, and development of a disaster recovery plan.

FY 2007 Major Achievements

- The Office of Capital Construction was created to manage county government construction projects.
- The Loudoun Youth Initiative, in partnership with AOL and George Mason University, held Step Up with 220 youth to develop an action plan for the future.



**Loudoun County Government
FY 2008 Adopted Fiscal Plan**

Office of the County Administrator

- Significant policy amendments improving development patterns along the Route 50 corridor were completed by the Board of Supervisors in October 2006.
- A major land remapping initiative in the County Rural Policy area which included amendments to the Zoning Ordinance and Subdivision standards was completed in December 2006.
- The Board of Supervisors approved the creation of the Countywide Fire, Rescue & Emergency Services Special Tax District.
- Webcasting of Board meetings, public hearings and special worksessions went live in March 2006.
- Thirteen percent of the County Government workforce is teleworking with 23 departments participating.
- Resolved public health safety issues by funding and constructing Willisville On-site wastewater treatment system.



**Loudoun County Government
FY 2008 Adopted Fiscal Plan**

Office of the County Administrator

Departmental Financial Summary	FY 2004 Actual	FY 2005 Actual	FY 2006 Actual	FY 2007 Adopted	FY 2008 Adopted
Expenditures					
Personnel	\$1,858,893	\$1,915,348	\$2,369,010	\$2,700,000	\$2,820,000
Operations & Maintenance	149,735	197,976	293,848	404,000	454,000
Capital Outlay & Capital Acquisitions	0	64,853	11,084	0	0
Total Expenditures	\$2,008,627	\$2,178,177	\$2,673,942	\$3,105,000	\$3,274,000
Revenues					
Permits Privilege Fees & Reg Licenses	\$0	\$111,000	\$0	\$111,000	\$111,000
Use Of Money & Property	239	1,487	3,044	0	0
Charges For Services	0	0	528	0	0
Miscellaneous Revenue	4,526	2,997	3,100	5,000	5,000
Recovered Costs	0	0	41	0	0
Federal Categorical Aid	0	0	0	0	25,000
Total Revenues	\$4,765	\$115,484	\$6,713	\$116,000	\$141,000
Local Tax Funding	\$2,003,862	\$2,062,693	\$2,667,229	\$2,989,000	\$3,133,000
FTE Summary	19.80	19.80	21.53	24.53	24.80

FY 2008 Board Action

The FY 08 Adopted Fiscal Plan for County Administration includes funding for compensation increases and increased benefits costs effective September 2007.

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 MHMRSA 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.

Additional information on this department's Capital Improvement Program projects can be found on pages 475 and 488 in Volume 2.



Loudoun County Government
FY 2008 Adopted Fiscal Plan

Office of the County Administrator

Expenditures by Program	FY 2004 Actual	FY 2005 Actual	FY 2006 Actual	FY 2007 Adopted	FY 2008 Adopted
Executive Management	\$1,164,929	\$1,244,236	\$1,465,445	\$1,655,000	\$1,794,000
Support To The Board	843,699	906,832	934,737	984,000	975,000
Youth Initiative	0	27,109	273,760	465,000	505,000
Total Expenditures	\$2,008,627	\$2,178,177	\$2,673,942	\$3,105,000	\$3,274,000
Revenues by Program	FY 2004 Actual	FY 2005 Actual	FY 2006 Actual	FY 2007 Adopted	FY 2008 Adopted
Executive Management	\$4,526	\$113,997	\$3,100	\$116,000	\$116,000
Support To The Board	239	1,487	3,613	0	0
Youth Initiative	0	0	0	0	25,000
Total Revenues	\$4,765	\$115,484	\$6,713	\$116,000	\$141,000
Local Tax Funding by Program	FY 2004 Actual	FY 2005 Actual	FY 2006 Actual	FY 2007 Adopted	FY 2008 Adopted
Executive Management	\$1,160,403	\$1,130,239	\$1,462,345	\$1,539,000	\$1,678,000
Support To The Board	843,460	905,345	931,124	984,000	975,000
Youth Initiative	0	27,109	273,760	465,000	480,000
Total Local Tax Funding	\$2,003,862	\$2,062,693	\$2,667,229	\$2,989,000	\$3,133,000
Staffing Summary by Program	FY 2004 Actual	FY 2005 Actual	FY 2006 Actual	FY 2007 Adopted	FY 2008 Adopted
Executive Management	10.00	10.00	10.00	12.00	11.50
Support To The Board	9.80	9.80	9.53	9.53	9.30
Youth Initiative	0.00	0.00	2.00	3.00	4.00
Total FTE	19.80	19.80	21.53	24.53	24.80



**Loudoun County Government
FY 2008 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 to Management and Financial Services.

Budget Overview

FY 2008 Issues

- Continue its support of professional development and employee recognition among the County's employees and strive to enhance and sustain a high performance organization by attracting, retaining and rewarding the workforce.
- Continue implementation of an enhanced training program using a core competency model for the County's workforce.
- Continue to promote excellent front-line customer service in all County agencies seeking a 96% "good to excellent" satisfaction rating for county services.
- Continue telework coordination assistance for all County departments/agencies.
- Provide executive oversight on the proposed RFPP (Request for Public Private Education Facilities and Infrastructure) for a Government Administrative Center which will be in process through FY 07 and FY 08.

FY 2008 Challenges

- Initiate a comprehensive workforce development program to address issues related to succession planning, training and retention.
- Maintain high credit ratings to ensure fiscal efficiency for Loudoun's citizens.
- Implement a new customer response management system.
- Provide executive oversight on the update to the Countywide Transportation Plan and transportation related initiatives as approved by the Board of Supervisors.
- Continue efforts in teleworking as appropriate throughout the County organization with a goal of 20% participation in FY 08.
- Continue efforts to provide capital improvement projects on time and within budget.

Program Financial Summary	FY 2004 Actual	FY 2005 Actual	FY 2006 Actual	FY 2007 Adopted	FY 2008 Adopted
Expenditures					
Personnel	\$1,059,664	\$1,056,852	\$1,323,234	\$1,535,000	\$1,627,000
Operations & Maintenance	105,264	122,531	131,127	120,000	167,000
Capital Outlay & Capital Acquisitions	0	64,853	11,084	0	0
Total Expenditures	\$1,164,929	\$1,244,236	\$1,465,445	\$1,655,000	\$1,794,000
Revenues					
Permits Privilege Fees & Reg Licenses	\$0	\$111,000	\$0	\$111,000	\$111,000
Miscellaneous Revenue	4,526	2,997	3,100	5,000	5,000
Total Revenues	\$4,526	\$113,997	\$3,100	\$116,000	\$116,000
Total Local Tax Funding	\$1,160,403	\$1,130,239	\$1,462,345	\$1,539,000	\$1,678,000
FTE Summary	10.00	10.00	10.00	12.00	11.50



Loudoun County Government
FY 2008 Adopted Fiscal Plan

Office of the County Administrator
Executive Management

Performance Measures	FY 2005 Actual	FY 2006 Actual	FY 2007 Estimated	FY 2008 Projected
Goal: Maintain the County's credibility in the municipal finance markets with continued strong bond ratings.				
Objective: Maintain Triple-A bond rating with Moody's, Fitch and Standard & Poor's rating agencies.				
• Fitch	AAA	AAA	AAA	AAA
• Moody's	Aaa	Aaa	Aaa	Aaa
• Standard & Poor's	AA+	AAA	AAA	AAA
Goal: Quality assurance of all program performance information.				
Objective: Develop guidelines for program performance measurement audits for various County departments and agencies.				
• Performance Measurement audits	n/a	1	4	4
Goal: Attract and retain a high quality workforce.				
Objective: Reduction of County workforce turnover rate to 12% or lower and a 75% or higher employee satisfaction rating from the County's biennial survey.				
• County workforce turnover rate	12.8%	12.5%	11.5%	11.5%
• Employee's satisfaction	77%	n/a	n/a	76%



Loudoun County Government
FY 2008 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 2008 Issues

- During the first half of FY 08, the current Board will continue using its five standing committee structure: Finance/Government Services, Land Use/Transportation, Public Safety, Human Services and Economic Development Committees. Staff from the Office of the County Administrator support the Board's committees by assisting the respective chairs of the committees in establishing the agendas, coordinating the meeting materials and providing followup as needed. It is projected that 60 or more meetings will be held throughout the fiscal year.
- Additional administrative staff support and executive oversight will be provided to Board-appointed advisory committees and task force groups (such as the Fiscal Impact Committee and Financial Performance Audit Committee).
- Staff will begin preparing orientation activities for a new Board of Supervisors who will take office in January 2008.

FY 2008 Challenges

- The legislative liaison will be preparing the Board's legislative package for the 2008 General Assembly. Staff estimates that 3,700 legislative bills will be introduced for this session with approximately 1,000 legislative bills requiring staff review.
- Pending the outcome of the 2007 election and for a new Board of Supervisors' term of office, staff will be prepared to coordinate and assist the Board with the Board's standing committee process.

Program Financial Summary	FY 2004 Actual	FY 2005 Actual	FY 2006 Actual	FY 2007 Adopted	FY 2008 Adopted
Expenditures					
Personnel	\$799,229	\$858,467	\$884,778	\$920,000	\$913,000
Operations & Maintenance	44,470	48,366	49,959	64,000	62,000
Total Expenditures	\$843,699	\$906,832	\$934,737	\$984,000	\$975,000
Revenues					
Use Of Money & Property	\$239	\$1,487	\$3,044	\$0	\$0
Charges For Services	0	0	528	0	0
Recovered Costs	0	0	41	0	0
Total Revenues	\$239	\$1,487	\$3,613	\$0	\$0
Total Local Tax Funding	\$843,460	\$905,345	\$931,124	\$984,000	\$975,000
FTE Summary	9.80	9.80	9.53	9.53	9.30



Loudoun County Government
FY 2008 Adopted Fiscal Plan

Office of the County Administrator
Support To The Board

Performance Measures	FY 2005 Actual	FY 2006 Actual	FY 2007 Estimated	FY 2008 Projected
----------------------	-------------------	-------------------	----------------------	----------------------

Goal: Develop and support the Board of Supervisors' legislative package for the General Assembly Session.

Objective: Receive and consolidate staff comments on pending legislation before the 2007 General Assembly to enable the Board's legislative liaison to provide timely influence in support of the Board of Supervisors' adopted positions.

• Legislative Bills introduced	2,950	3,678	3,100	3,700
• Legislative Bills reviewed	755	997	947	1,000

Goal: Providing information concerning County issues to the public in a timely manner.

Objective: Provide meeting summaries to Board, staff and the public reflecting actions and background information.

• Action summaries not completed within one day of meeting	6	5	6	5
• Minutes completed	44	57	60	50
• Minutes revised	n/a	1	1	1



Office of the County Administrator Youth Initiative

Description

The Loudoun Youth Initiative (LYI) in accord with the Loudoun County Advisory Commission on Youth, 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 2008 Issues

- The initial Strategic Plan was presented to and ratified by the Board of Supervisors in February 2005. The second iteration will be 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.
- Additional 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; 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 have a variety of ways to connect with their peers and adults other than their parents.
- FY 08 expenditures and revenue includes funding for the Substance Abuse & Mental Health Service Administration (SAMHSA) grant, which was transferred from the school system during mid FY 07.

FY 2008 Challenges

- The most pressing challenge facing the Loudoun Youth Initiative continues to be the strengthening and 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. Greater support is needed in the form of recruitment, developing and fostering relationships, monitoring activities and progress, leading and guiding the ongoing development of youth.



Loudoun County Government
FY 2008 Adopted Fiscal Plan

Office of the County Administrator
Youth Initiative

Program Financial Summary	FY 2004 Actual	FY 2005 Actual	FY 2006 Actual	FY 2007 Adopted	FY 2008 Adopted
Expenditures					
Personnel	\$0	\$29	\$160,998	\$245,000	\$280,000
Operations & Maintenance	0	27,080	112,762	221,000	225,000
Total Expenditures	\$0	\$27,109	\$273,760	\$465,000	\$505,000
Revenues					
Federal Categorical Aid	\$0	\$0	\$0	\$0	\$25,000
Total Revenues	\$0	\$0	\$0	\$0	\$25,000
Total Local Tax Funding	\$0	\$27,109	\$273,760	\$465,000	\$480,000
FTE Summary	0.00	0.00	2.00	3.00	4.00



Loudoun County Government
FY 2008 Adopted Fiscal Plan

Office of the County Administrator
Youth Initiative

Performance Measures	FY 2005 Actual	FY 2006 Actual	FY 2007 Estimated	FY 2008 Projected
Goal: Provide Loudoun County youth with additional safe, recreational, teen centered spaces, working with local businesses, community organizations, HOAs, towns, etc.				
Objective: Increase the number of public teen destination programs/centers annually.				
• Teen destinations/centers supported by LYI	1	3	4	5
Goal: Assist parents and youth in supporting teens in practicing healthy lifestyles through making informed decisions and practices.				
Objective: Expand youth-oriented educational forums related to bullying/peer intimidation and the abuse of alcohol, tobacco and other drugs.				
• Participants in "Friends of Rachel" prevention programs	n/a	n/a	100	150
• Schools and community facilities hosting prevention forums	n/a	n/a	8	10
• Youth and family members attending "Youth Fest"	n/a	1,500	1,000	2,000
• Youth attending prevention forums	n/a	200	9,000	12,000
Goal: Improve the provision of youth-oriented information.				
Objective: Create and maintain a teen-based website and use the site to provide youth-oriented information.				
• Page visits on the youth website home page annually	n/a	29,907	35,000	40,000
• Percent satisfaction with design and content on website	n/a	63%	65%	67%
Goal: Provide a program and event-based transportation service for Loudoun youth.				
Objective: Increase the number of teens riding the "Teen Machine".				
• Events using Teen Machine as a transportation system	5	8	12	15
• Riders on the Teen Machine	125	1,637	2,000	2,500



**Loudoun County Government
FY 2008 Adopted Fiscal Plan**

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 are the requirements governing the value standard set by State Code and County Ordinance. These standards regulate the level of assessment and the frequency related to the valuation process otherwise 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 2008 Issues, Challenges & Trends

- Loudoun County continues to be a principal growth area for Northern Virginia. Population and real estate values will continue to accelerate over time.
- 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 2008 Major Goals

- Accurately assess all real property in accordance with State Code and 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, State Code, and County Ordinance.
- Produce the annual Land Book in accordance with State Code.

FY 2007 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%.
- The Office of the County Assessor was created via reorganization and the hiring of a new County Assessor.



Loudoun County Government
FY 2008 Adopted Fiscal Plan

Office of the County Assessor*

Departmental Financial Summary	FY 2004 Actual	FY 2005 Actual	FY 2006 Actual	FY 2007 Adopted	FY 2008 Adopted
Expenditures					
Personnel	\$1,654,151	\$1,841,308	\$1,814,081	\$2,216,000	\$2,627,000
Operations & Maintenance	188,312	175,042	199,179	270,000	323,000
Capital Outlay & Capital Acquisitions	0	5,187	0	40,000	0
Other	0	0	31,994	0	0
Total Expenditures	\$1,842,463	\$2,021,538	\$2,045,254	\$2,526,000	\$2,950,000
Revenues					
Permits Privilege Fees & Reg Licenses	\$65,945	\$51,657	\$54,855	\$65,000	\$42,000
Charges For Services	1,164	1,277	893	3,000	3,000
Total Revenues	\$67,109	\$52,934	\$55,748	\$68,000	\$45,000
Local Tax Funding	\$1,775,353	\$1,968,604	\$1,989,506	\$2,457,000	\$2,905,000
FTE Summary	26.00	27.00	29.00	29.00	30.00

FY 2008 Board Action

The FY 08 Adopted Fiscal Plan for the Office of the Assessor includes funding for compensation increases and increased benefits costs effective September 2007. Local tax funding also increases by \$188,000.

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.

** The County Assessor was established as a separate agency from the Department of Management and Financial Services in mid-FY 07. Expenditures for the Assessor's Division are shown in prior years for comparative purposes.*



Loudoun County Government
FY 2008 Adopted Fiscal Plan

Office of the County Assessor

Expenditures by Program	FY 2004 Actual	FY 2005 Actual	FY 2006 Actual	FY 2007 Adopted	FY 2008 Adopted
Real Estate Assessments	\$1,842,463	\$2,021,538	\$2,045,254	\$2,526,000	\$2,950,000
Total Expenditures	\$1,842,463	\$2,021,538	\$2,045,254	\$2,526,000	\$2,950,000
Revenues by Program	FY 2004 Actual	FY 2005 Actual	FY 2006 Actual	FY 2007 Adopted	FY 2008 Adopted
Real Estate Assessments	\$67,109	\$52,934	\$55,748	\$68,000	\$45,000
Total Revenues	\$67,109	\$52,934	\$55,748	\$68,000	\$45,000
Local Tax Funding by Program	FY 2004 Actual	FY 2005 Actual	FY 2006 Actual	FY 2007 Adopted	FY 2008 Adopted
Real Estate Assessments	\$1,775,353	\$1,968,604	\$1,989,506	\$2,457,000	\$2,905,000
Total Local Tax Funding	\$1,775,353	\$1,968,604	\$1,989,506	\$2,457,000	\$2,905,000
Staffing Summary by Program	FY 2004 Actual	FY 2005 Actual	FY 2006 Actual	FY 2007 Adopted	FY 2008 Adopted
Real Estate Assessments	26.00	27.00	29.00	29.00	30.00
Total FTE	26.00	27.00	29.00	29.00	30.00



Loudoun County Government
FY 2008 Adopted Fiscal Plan

Office of the County Assessor

Performance Measures	FY 2005 Actual	FY 2006 Actual	FY 2007 Estimated	FY 2008 Projected
Goal: Assess construction of new structures according to State Code and County Ordinance.				
Objective: Accurately collect all data relative to new construction in order to add supplemental value by number of months to the County Land Book.				
• Number of New Structures	3,592	3,903	3,512	3,500
• Percentage of New Structures Assessed	100%	100%	100%	100%
Goal: Revalue all legal parcels in order to create the County Land Book.				
Objective: Annually assess all real property at 100% of Fair Market Value per State Code and County Ordinances.				
• Countywide Assessment to Market Value Ratio	72.1%	96.7%	98.9%	95.1%
• Number of Parcels	99,728	105,103	110,000	114,750
• Parcels valued	100%	100%	100%	100%
Goal: Update real estate records to prepare the County Land Book.				
Objective: Process new deeds, subdivisions and related records to insure accurate records as they pertain to the production of the County Land Book.				
• Percentage of completed changes to Land Book	100%	100%	100%	100%
• Required changes to the Land Book	58,181	51,295	56,000	58,000



County Attorney

Mission Statement

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

Description

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

Budget Overview

FY 2008 Issues, Challenges & Trends

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. Throughout the 1990's the office has seen a substantial workload increase in the review of proffers, deeds, performance bonds and other legal documents associated with land development approvals. 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 or will increase 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, however, the County now 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 activities, 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. With respect to other litigation involving damage claims, these are generally handled by insurance counsel.



County Attorney

FY 2008 Major Goals

- Manage County legal risks through timely, sound advice and strong advocacy.
- Provide sound and effective advice in support of Board priorities and initiatives.
- Provide ongoing, timely legal support to county officials and departments in the following line of business: Transactions, Land Development, Public Safety, Employment Law, Land Development, Regulatory Enforcement, Family Services, and other general government activities.

FY 2007 Major Achievements

- Managed increasing demands for legal services with constrained resources.
- Improved turnaround times for review of land development applications (multi-year).
- Increased the regulatory enforcement efforts continuing.
- Increased support of tax collection efforts including monitoring bankruptcy filing for tax officials (multi-year).



Loudoun County Government
FY 2008 Adopted Fiscal Plan

County Attorney

Departmental Financial Summary	FY 2004 Actual	FY 2005 Actual	FY 2006 Actual	FY 2007 Adopted	FY 2008 Adopted
Expenditures					
Personnel	\$1,428,535	\$1,536,017	\$1,635,048	\$2,069,000	\$2,111,000
Operations & Maintenance	2,031,930	639,600	629,077	145,000	140,000
Total Expenditures	\$3,460,465	\$2,175,616	\$2,264,125	\$2,214,000	\$2,251,000
Revenues					
Permits Privilege Fees & Reg Licenses	\$59,451	\$146,232	\$188,193	\$172,000	\$122,000
Charges For Services	2,075	1,650	1,325	1,000	1,000
Total Revenues	\$61,526	\$147,882	\$189,518	\$172,000	\$123,000
Local Tax Funding	\$3,398,939	\$2,027,734	\$2,074,606	\$2,042,000	\$2,128,000
FTE Summary	19.00	17.00	19.00	20.00	20.00

FY 2008 Board Action

The FY 08 Adopted Fiscal Plan for County Attorney includes funding for compensation increases and increased benefits costs effective September 2007. The decline in FY 08 revenue is due to the general reduction in peak activity as the current rezoning & development cycle enters a slower period.

Budget History

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

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



Loudoun County Government
FY 2008 Adopted Fiscal Plan

County Attorney

Expenditures by Program	FY 2004 Actual	FY 2005 Actual	FY 2006 Actual	FY 2007 Adopted	FY 2008 Adopted
Legal Counsel	\$3,460,465	\$2,175,616	\$2,264,125	\$2,214,000	\$2,251,000
Total Expenditures	\$3,460,465	\$2,175,616	\$2,264,125	\$2,214,000	\$2,251,000
Revenues by Program	FY 2004 Actual	FY 2005 Actual	FY 2006 Actual	FY 2007 Adopted	FY 2008 Adopted
Legal Counsel	\$61,526	\$147,882	\$189,518	\$172,000	\$123,000
Total Revenues	\$61,526	\$147,882	\$189,518	\$172,000	\$123,000
Local Tax Funding by Program	FY 2004 Actual	FY 2005 Actual	FY 2006 Actual	FY 2007 Adopted	FY 2008 Adopted
Legal Counsel	\$3,398,939	\$2,027,734	\$2,074,606	\$2,042,000	\$2,128,000
Total Local Tax Funding	\$3,398,939	\$2,027,734	\$2,074,606	\$2,042,000	\$2,128,000
Staffing Summary by Program	FY 2004 Actual	FY 2005 Actual	FY 2006 Actual	FY 2007 Adopted	FY 2008 Adopted
Legal Counsel	19.00	17.00	19.00	20.00	20.00
Total FTE	19.00	17.00	19.00	20.00	20.00



Loudoun County Government
FY 2008 Adopted Fiscal Plan

County Attorney

Performance Measures	FY 2005 Actual	FY 2006 Actual	FY 2007 Estimated	FY 2008 Projected
Goal: Provide legal services in support of the general county government.				
Objective: Deliver effective and timely advice or representation based on established priorities.				
• Land Development (Submissions Received)	n/a	1,806	1,828	1,840
• Land Development (Submissions Reviewed)	n/a	1,776	1,900	1,925
• Land Development (Turnaround within 10 days)	51%	51%	53%	55%
• Land Development (Turnaround within 20 days)	80%	76%	77%	78%
• Land Development (Turnaround within 30 days)	92%	91%	92%	93%
• Litigation (non-tax)	150	144	150	160
• New files opened, written request for opinions/advice	439	599	612	620
• Tax Collection Cases	26	35	45	55



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 2008 Issues, Challenges & Trends

- The office will face the challenge of splitting 10 voting precincts prior to the November 2007 election in preparation of the Presidential Election. Reducing the size of a precinct will make it more manageable.
- The office will look into using innovative technologies to communicate important information to the public.
- The office will adjust to a new office location and a new State Voter Registration System.
- The office will prepare for up to 4 elections – 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 – 7 incorporated towns – Hamilton, Hillsboro, Leesburg, Lovettsville, Middleburg, Purcellville & Round Hill) and June 2008 (Primary, if held).

FY 2008 Major Goals

- Continue to maintain the current level of service as the workload increases due to growth.
- Begin preparation for the 2008 presidential election.
- Continue training of new employees.
- Relocate the office and notify voters.

FY 2007 Major Achievements

- Created 3 new precincts and notified voters (if changed) prior to the November 2006 election.
- Maintained current level of service and met deadlines while providing training to new employees.
- Successfully used Palm Pilots at polling places to help direct voters to the proper polling place.
- Implemented new State Voter Registration System



Loudoun County Government
FY 2008 Adopted Fiscal Plan

General Registrar

Departmental Financial Summary	FY 2004 Actual	FY 2005 Actual	FY 2006 Actual	FY 2007 Adopted	FY 2008 Adopted
Expenditures					
Personnel	\$275,290	\$321,671	\$289,335	\$451,000	\$518,000
Operations & Maintenance	31,124	59,239	43,851	74,000	109,000
Capital Outlay & Capital Acquisitions	0	0	0	20,000	20,000
Total Expenditures	\$306,414	\$380,910	\$333,186	\$546,000	\$647,000
Revenues					
Recovered Costs	\$0	\$0	\$625	\$0	\$0
State Shared Expenses	53,452	77,377	86,979	86,000	86,000
Total Revenues	\$53,452	\$77,377	\$87,604	\$86,000	\$86,000
Local Tax Funding	\$252,962	\$303,533	\$245,582	\$460,000	\$561,000
FTE Summary	6.77	6.77	7.77	7.77	8.77

FY 2008 Board Action

The FY 08 Adopted Fiscal Plan for General Registrar includes enhancements totaling 1.00 FTE and \$56,000 in additional local tax funding for an administrative assistant. Local tax funding also increases by \$35,000 for operational costs to notify voters of splitting 10 precincts, as well as increased compensation and benefits costs effective September 2007.

Budget History

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



Loudoun County Government
FY 2008 Adopted Fiscal Plan

General Registrar

Expenditures by Program	FY 2004 Actual	FY 2005 Actual	FY 2006 Actual	FY 2007 Adopted	FY 2008 Adopted
Voter Registration	\$306,414	\$380,910	\$333,186	\$546,000	\$647,000
Total Expenditures	\$306,414	\$380,910	\$333,186	\$546,000	\$647,000
Revenues by Program	FY 2004 Actual	FY 2005 Actual	FY 2006 Actual	FY 2007 Adopted	FY 2008 Adopted
Voter Registration	\$53,452	\$77,377	\$87,604	\$86,000	\$86,000
Total Revenues	\$53,452	\$77,377	\$87,604	\$86,000	\$86,000
Local Tax Funding by Program	FY 2004 Actual	FY 2005 Actual	FY 2006 Actual	FY 2007 Adopted	FY 2008 Adopted
Voter Registration	\$252,962	\$303,533	\$245,582	\$460,000	\$561,000
Total Local Tax Funding	\$252,962	\$303,533	\$245,582	\$460,000	\$561,000
Staffing Summary by Program	FY 2004 Actual	FY 2005 Actual	FY 2006 Actual	FY 2007 Adopted	FY 2008 Adopted
Voter Registration	6.77	6.77	7.77	7.77	8.77
Total FTE	6.77	6.77	7.77	7.77	8.77



Loudoun County Government
FY 2008 Adopted Fiscal Plan

General Registrar

Performance Measures	FY 2005 Actual	FY 2006 Actual	FY 2007 Estimated	FY 2008 Projected
----------------------	-------------------	-------------------	----------------------	----------------------

Goal: Provide each resident of Loudoun County with the opportunity to exercise his or her right to vote in an efficient and equitable manner.

Objective: Process and provide voter registration applications, absentee voting, and voting information to all libraries and community centers throughout Loudoun County.

• Absentee Ballot applications processed	10,293	4,374	5,475	3,880
• Applications processed in Leesburg DMV	11,058	6,038	6,200	6,600
• Duplicate applications received	7,747	7,672	7,500	8,000
• Elections held	2	4	2	4
• Incomplete applications received	1,230	706	785	800
• Regeistered voters	141,720	150,781	156,321	159,000
• Transactions processed	32,758	39,181	42,325	45,000



General Services

General Services

	Public Works
--	---------------------

	Facilities Support
--	---------------------------

	Fleet Management
--	-------------------------

	Administrative 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, and street sign support to the public; 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 and street sign programs. 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 Administrative Services.

Budget Overview

FY 2008 Issues, Challenges & Trends

- 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 Virginia Pollutant Discharge Elimination System (VPDES) 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.
 - County Capital Improvement Projects coming online in FY 08 include Courtroom additions, Phase II of the Stormwater Infrastructure study, Leesburg Park-and-Ride, the Adult Detention Center Phase II, and two Mental Health Group Homes.
- Additional funding for utility costs, building maintenance and housekeeping are included in the FY 08 budget for General Services.

FY 2008 Major Goals

- Complete detailed property condition surveys for County-owned facilities and implement a five-year assessment-based major maintenance and repair program.
- Complete the comprehensive strategic range planning study to identify programmatic needs and potential long term capital improvements for stormwater infrastructure.
- 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.

FY 2007 Major Achievements

- Assumed responsibility for support of emergency operations under the County's Emergency Operations Plan: Emergency Support Function 3.
- 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 computerized, web-based work management system in facilities and public works programs.
- Integrated fire apparatus and specialized public safety vehicles into the County's 1,100 vehicle fleet.
- Integrated the County's central records and surplus property programs into General Services.



**Loudoun County Government
FY 2008 Adopted Fiscal Plan**

General Services

Departmental Financial Summary	FY 2004 Actual	FY 2005 Actual	FY 2006 Actual	FY 2007 Adopted	FY 2008 Adopted
Expenditures					
Personnel	\$4,594,181	\$4,974,346	\$5,794,940	\$5,211,000	\$6,046,000
Operations & Maintenance	16,069,634	13,322,598	15,504,111	16,960,000	17,795,000
Capital Outlay & Capital Acquisitions	665,578	450,870	468,225	636,000	8,000
Other	4,275	12,963	103,111	0	0
Total Expenditures	\$21,333,668	\$18,760,778	\$21,870,386	\$22,807,000	\$23,849,000
Revenues					
Use Of Money & Property	\$37,462	\$42,460	\$53,058	\$38,000	\$53,000
Charges For Services	2,614	2,609	2,435	5,000	3,000
Miscellaneous Revenue	57,862	561	0	0	29,000
Recovered Costs	120,049	128,288	129,106	133,000	129,000
State Categorical Aid	6,487	0	0	0	0
Federal Categorical Aid	1,773,369	(561)	0	0	0
Other Financing Sources	0	26,401	762	0	0
Total Revenues	\$1,997,843	\$199,758	\$185,361	\$176,000	\$214,000
Public Safety Communications Fund	\$0	\$0	\$344,092	\$350,000	\$0
Local Tax Funding	\$19,335,825	\$18,561,019	\$21,340,934	\$22,281,000	\$23,635,000
FTE Summary	85.18	84.00	94.00	80.00	81.48

FY 2008 Board Action

The FY 08 Adopted Fiscal Plan for General Services includes funding for compensation increases and increased benefits costs effective September 2007. Local tax funding also increases by \$835,000 due to facility lease payments, utility costs, fuel, and contractual cost increases.

For more information on the Central Services Fund see Volume 2 on page 624.

Additional information on this department's Capital Improvement Program projects can be found in Volume 2 on pages 481, 482, 483, 484, 485, 486, 487, 488, and 489. Information on scheduled projects for the Capital Asset Preservation Program can be found in Volume 2 on tables beginning on page 614.

** 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 2008 Adopted Fiscal Plan**

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.



Loudoun County Government
FY 2008 Adopted Fiscal Plan

General Services

Expenditures by Program	FY 2004 Actual	FY 2005 Actual	FY 2006 Actual	FY 2007 Adopted	FY 2008 Adopted
Project Management	\$1,578,131	\$1,338,684	\$1,543,270	\$42,000	\$0
Public Works	4,689,857	2,442,830	2,346,872	2,234,000	2,598,000
Facilities Support	13,845,932	13,716,848	16,196,648	18,822,000	19,290,000
Fleet Management	489,381	560,749	894,051	814,000	823,000
Administrative Services	730,367	701,666	889,544	895,000	1,137,000
Total Expenditures	\$21,333,668	\$18,760,778	\$21,870,386	\$22,807,000	\$23,849,000

Revenues by Program	FY 2004 Actual	FY 2005 Actual	FY 2006 Actual	FY 2007 Adopted	FY 2008 Adopted
Project Management	\$0	\$1,401	\$0	\$0	\$0
Public Works	1,815,766	1,049	1,102	1,000	0
Facilities Support	149,126	155,452	474,373	476,000	131,000
Fleet Management	32,951	41,856	53,978	50,000	54,000
Administrative Services	0	0	0	0	29,000
Total Revenues	\$1,997,843	\$199,758	\$529,453	\$526,000	\$214,000

Local Tax Funding by Program	FY 2004 Actual	FY 2005 Actual	FY 2006 Actual	FY 2007 Adopted	FY 2008 Adopted
Project Management	\$1,578,131	\$1,337,283	\$1,543,270	\$42,000	\$0
Public Works	2,874,091	2,441,781	2,345,771	2,234,000	2,598,000
Facilities Support	13,696,807	13,561,396	15,722,275	18,346,000	19,160,000
Fleet Management	456,430	518,893	840,073	764,000	769,000
Administrative Services	730,367	701,666	889,544	895,000	1,108,000
Total Local Tax Funding	\$19,335,825	\$18,561,019	\$21,340,934	\$22,281,000	\$23,635,000

Staffing Summary by Program	FY 2004 Actual	FY 2005 Actual	FY 2006 Actual	FY 2007 Adopted	FY 2008 Adopted
Project Management	14.00	13.00	16.00	0.00	0.00
Public Works	18.99	19.00	24.00	26.00	19.00
Facilities Support	37.19	34.00	35.00	35.00	42.00
Fleet Management	6.00	8.00	8.00	8.00	8.48
Administrative Services	9.00	10.00	11.00	11.00	12.00
Total FTE	85.18	84.00	94.00	80.00	81.48



**Loudoun County Government
FY 2008 Adopted Fiscal Plan**

**General Services
Public Works**

Description

This program provides for selected Public Works activities countywide. These activities include emergency response to natural and man-made disasters; developing and implementing the County's stormwater management program; selective maintenance and repair of stormwater infrastructure; designing and constructing major facility repair and maintenance projects; 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 2008 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 2008 Challenges

- Provide training and equipment to the Public Works force critical to the emergency response mission.
- Identify programmatic needs and potential long term capital improvements for stormwater infrastructure.
- Develop and implement strategies to adequately fund major public works initiatives in emergency response, stormwater repair and maintenance.

Program Financial Summary	FY 2004 Actual	FY 2005 Actual	FY 2006 Actual	FY 2007 Adopted	FY 2008 Adopted
Expenditures					
Personnel	\$1,058,930	\$1,068,331	\$1,184,609	\$1,436,000	\$1,477,000
Operations & Maintenance	3,559,930	1,342,165	1,134,505	798,000	1,122,000
Capital Outlay & Capital Acquisitions	66,722	32,334	27,758	0	0
Other	4,275	0	0	0	0
Total Expenditures	\$4,689,857	\$2,442,830	\$2,346,872	\$2,234,000	\$2,598,000
Revenues					
Charges For Services	\$298	\$0	\$0	\$0	\$0
Miscellaneous Revenue	57,862	561	0	0	0
Recovered Costs	0	1,049	340	1,000	0
State Categorical Aid	3,959	0	0	0	0
Federal Categorical Aid	1,753,647	(561)	0	0	0
Other Financing Sources	0	0	762	0	0
Total Revenues	\$1,815,766	\$1,049	\$1,102	\$1,000	\$0
Total Local Tax Funding	\$2,874,091	\$2,441,781	\$2,345,771	\$2,234,000	\$2,598,000
FTE Summary	18.99	19.00	24.00	26.00	19.00



Loudoun County Government
FY 2008 Adopted Fiscal Plan

General Services
Public Works

Performance Measures	FY 2005 Actual	FY 2006 Actual	FY 2007 Estimated	FY 2008 Projected
Goal: Train and equip Public Works personnel to support the County's Emergency Response Plan.				
Objective: Acquire tools and equipment to enable emergency response.				
• Assigned response personnel are equipped with gear	50%	60%	100%	100%
• Major emergency response equipment identified & acquired	75%	90%	100%	100%
• Required tools are stocked and available for response	75%	90%	100%	100%
Goal: Train and equip Public Works personnel to support the County's Emergency Response Plan.				
Objective: Provide awareness and emergency response training to 100% of assigned personnel.				
• Awareness training completed for public works personnel	25%	60%	100%	100%
• Emergency management training for management	60%	80%	100%	100%
Goal: Repair/maintain stormwater infrastructure to restore system to its original design capability.				
Objective: Develop and execute comprehensive stormwater infrastructure repair, maintenance and construction plan.				
• Capital stormwater repair & maintenance funds obligated	96%	100%	100%	100%
• Essential/routine repair & maint. requirements identified	50%	80%	90%	100%
• Major maint./capital construction requirements identified	n/a	60%	100%	100%



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, as well as the 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, annual facility condition inspections, and construction management of selected major maintenance and repair projects. 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 2008 Issues

- Current staffing and funding resources will be unable to effectively operate and maintain the public facilities to be opened by the County in the next three years.
- 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 a 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.

FY 2008 Challenges

- Locate, modify and operate sufficient leased space to accommodate new County workspace requirements.
- Continue to operate expanding programs and activities in existing owned and leased space that has been reorganized for maximum utilization.
- Satisfy unique programmatic requirements cost-effectively.
- Develop strategies to adequately fund major maintenance and repair of County facilities.



Loudoun County Government
FY 2008 Adopted Fiscal Plan

**General Services
Facilities Support**

Program Financial Summary	FY 2004 Actual	FY 2005 Actual	FY 2006 Actual	FY 2007 Adopted	FY 2008 Adopted
Expenditures					
Personnel	\$1,737,280	\$1,911,914	\$2,102,520	\$2,331,000	\$2,918,000
Operations & Maintenance	11,681,787	11,452,923	13,667,165	15,855,000	16,364,000
Capital Outlay & Capital Acquisitions	426,865	339,048	366,173	636,000	8,000
Other	0	12,963	60,791	0	0
Total Expenditures	\$13,845,932	\$13,716,848	\$16,196,648	\$18,822,000	\$19,290,000
Revenues					
Use Of Money & Property	\$37,462	\$42,460	\$53,058	\$38,000	\$53,000
Charges For Services	2,316	2,609	2,435	5,000	3,000
Recovered Costs	87,098	85,383	74,788	82,000	75,000
State Categorical Aid	2,528	0	0	0	0
Federal Categorical Aid	19,722	0	0	0	0
Other Financing Sources	0	25,000	0	0	0
Total Revenues	\$149,126	\$155,452	\$130,281	\$126,000	\$131,000
Public Safety Communications Fund*	\$0	\$0	\$344,092	\$350,000	\$0
Total Local Tax Funding	\$13,696,807	\$13,561,396	\$15,722,275	\$18,346,000	\$19,160,000
FTE Summary	37.19	34.00	35.00	35.00	42.00

* 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 2008 Adopted Fiscal Plan

General Services
Facilities Support

Performance Measures	FY 2005 Actual	FY 2006 Actual	FY 2007 Estimated	FY 2008 Projected
Goal: Acquire adequate leased space to support essential County programs and activities.				
Objective: Acquire and manage leased space to meet user needs and schedules.				
• Acquire, build out, & occupy leased space w/out interruption	100%	100%	100%	100%
• Average cost per square foot of leased space	\$18.1	\$19.93	\$21.88	\$22.25
• Notify landlords of essential facility issues w/in 24 hours	97%	100%	100%	100%
• Notify landlords of facilities emergencies within 1 hour	97%	100%	100%	100%
• Square feet of space leased by the County	255,000	312,456	351,325	375,000
Goal: Repair/maintain County-owned facilities to support County programs and activities.				
Objective: Develop and execute major maintenance & repair programs for County owned facilities.				
• Assessment-based 5 year major maintenance/repair	50%	80%	90%	95%
• Execute 75% of identified maintenance & repair projects	n/a	80%	90%	100%
• Facility assessments completed for County-owned facilities	50%	80%	90%	100%
Goal: Operate and maintain County facilities to provide a safe, healthy and functional work environment.				
Objective: Respond to work requests in a timely manner to minimize impact on occupants.				
• Respond to emergency work requests within one hour	97%	99%	100%	100%
• Respond to routine/essential work requests within 48 hours	92%	96%	100%	100%
• Square feet of owned space	958,000	1,138,422	1,164,050	1,264,050



Loudoun County Government
FY 2008 Adopted Fiscal Plan

General Services Fleet Management

Description

The Fleet Management Program provides for the acquisition, outfitting, licensing, assignment, maintenance, replacement and disposition of County vehicles. The County's inventory includes general-purpose vehicles, special-use vehicles, public safety vehicles, fire apparatus, buses and heavy equipment. This program also manages the County's vehicle operating and replacement funds, and co-manages the Vehicle Maintenance Facility with the Loudoun County Public School System.

Budget Overview

FY 2008 Issues

- Current staffing resources are unable to keep pace with the combined fleet maintenance and public safety vehicle management workloads in the County.
- Increases in the cost of fuel escalated the cost of operating vehicles by approximately 30% during FY 06. The fluctuation in fuel prices is expected to continue through FY 07 and into FY 08.
- The growth in the combined County and School fleet (1,947 vehicles in FY 06) has surpassed the current Vehicle Maintenance Facility's maintenance bay and parking capacity. Completion of additional service bays at the Leesburg site and establishing satellite facilities are critical to providing an adequate level of service to the fleet.
- The continued addition of specialized fire and rescue apparatus to the fleet will require the addition of dedicated, specially-trained mechanics to the Vehicle Maintenance Facility's staff prior to FY 09, and the future construction of a fire apparatus-focused maintenance facility.

FY 2008 Challenges

- Maintain current customer service levels for an expanding fleet with constrained staffing levels.
- Restrain vehicle operating cost increases in a climate of volatile fuel prices.
- Ensure appropriate non-public safety fleet vehicles are efficiently allocated across County organizations for maximum use.
- Contain capital replacement costs by extending vehicle life beyond expected replacement thresholds.
- Develop comprehensive technical specifications for various classes of fire apparatus: meet programmatic needs, ensure timely acquisition and provide cost-effective, maintainable public safety vehicles.

Program Financial Summary	FY 2004 Actual	FY 2005 Actual	FY 2006 Actual	FY 2007 Adopted	FY 2008 Adopted
Expenditures					
Personnel	\$352,808	\$457,192	\$529,250	\$555,000	\$622,000
Operations & Maintenance	132,241	103,557	364,802	259,000	201,000
Capital Outlay & Capital Acquisitions	4,331	0	0	0	0
Total Expenditures	\$489,381	\$560,749	\$894,051	\$814,000	\$823,000
Revenues					
Recovered Costs	\$32,951	\$41,856	\$53,978	\$50,000	\$54,000
Total Revenues	\$32,951	\$41,856	\$53,978	\$50,000	\$54,000
Total Local Tax Funding	\$456,430	\$518,893	\$840,073	\$764,000	\$769,000
FTE Summary	6.00	8.00	8.00	8.00	8.48



Loudoun County Government
FY 2008 Adopted Fiscal Plan

General Services
Fleet Management

Performance Measures	FY 2005 Actual	FY 2006 Actual	FY 2007 Estimated	FY 2008 Projected
Goal: Maximize the availability of the County's non-public safety vehicles.				
Objective: Fleet vehicles are available for use at least 98% of the time.				
• Annual Average Vehicle Availability	97.5%	97.8%	98.1%	98.4%
Goal: Maximize the usage of the County's non-public safety vehicles.				
Objective: Fleet vehicles are operated an average of 10,000 miles annually.				
• Annual average mileage per vehicle	9,967	10,324	10,737	11,166
Goal: Repair/maintain County vehicles to provide safe and cost effective transportation.				
Objective: Operate and maintain County vehicles at a cost per mile of less than the reimbursement rate of \$0.445 for use of private vehicle.				
• Total net number County vehicles maintained and serviced	992	1,075	1,164	1,261
• Vehicle operations and maintenance cost per mile	\$0.29	\$0.32	\$0.35	\$0.38
Goal: Repair/maintain County vehicles to provide safe and cost effective transportation.				
Objective: Vehicles remain serviceable to/beyond the expected minimum replacement limits of 6 years/100,000 miles.				
• Average salvage value of vehicles sold	\$2,396	\$2,350	\$2,373	\$2,393
• Number of vehicles meeting replacement criteria	256	302	353	412
• Number of vehicles replaced by sale	78	87	97	107



Loudoun County Government
FY 2008 Adopted Fiscal Plan

General Services
Administrative Services

Description

This program area provides: selected energy management activities for County-wide administrative, fiscal and supply management support, County-wide management of central records and surplus property as well as leadership and guidance to the department's three programs: Fleet Management, Facilities Support and Public Works. Energy management includes 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 2008 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 2008 Challenges

- 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.

Program Financial Summary	FY 2004 Actual	FY 2005 Actual	FY 2006 Actual	FY 2007 Adopted	FY 2008 Adopted
Expenditures					
Personnel	\$625,346	\$668,506	\$821,271	\$847,000	\$1,029,000
Operations & Maintenance	50,868	33,160	68,273	48,000	108,000
Capital Outlay & Capital Acquisitions	54,153	0	0	0	0
Total Expenditures	\$730,367	\$701,666	\$889,544	\$895,000	\$1,137,000
Revenues					
Miscellaneous Revenue	\$0	\$0	\$0	\$0	\$29,000
Total Revenues	\$0	\$0	\$0	\$0	\$29,000
Total Local Tax Funding	\$730,367	\$701,666	\$889,544	\$895,000	\$1,108,000
FTE Summary	9.00	10.00	11.00	11.00	12.00



Loudoun County Government
FY 2008 Adopted Fiscal Plan

General Services
Administrative Services

Performance Measures	FY 2005 Actual	FY 2006 Actual	FY 2007 Estimated	FY 2008 Projected
Goal: Minimize the annual energy cost increases for County-occupied facilities.				
Objective: Total energy cost per square foot for County-owned space increases by less than 20% annually.				
• % Increase in energy cost per square foot*	4%	-5%	60%	-6%
• Energy cost per sq. ft. of owned space	1.87	1.78	2.84	2.67
• Square feet of owned space	958,000	1,138,422	1,164,050	1,364,050
• Total Energy Costs	\$2,010,527	\$2,296,021	\$3,687,386	\$3,759,386
• Total Energy Costs - owned space	\$1,788,091	\$2,030,802	\$3,308,005	\$3,373,005
Goal : Limit departmental growth by maximizing use of technology and contractual services.				
Objective: Department personnel total remains less than 0.4 employees per 1,000 County residents.				
• Department FTE personnel total per 1,000 residents	0.347	0.365	0.289	0.276

* Utility costs vary due to mild weather conditions.



Information Technology

Information Technology

	Computer Operations
--	----------------------------

	Technology Services
--	----------------------------

	Systems Development & Support Services
--	---

	Communications Services
--	--------------------------------

	Internet/Intranet Services
--	-----------------------------------

	Broadband Services
--	---------------------------

	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 public schools.

Description

The Department of Information Technology provides information and office automation systems and services to the departments of the County government and public school system and radio communications and video services to the County's public safety agencies and volunteers. In addition, assistance and services are provided to the County's incorporated towns and County staff who use State-provided equipment and networks. The department provides services on a 24-hour per day, 7 day per week basis. County information systems manage data and provide management information for County and School functions including tax administration, public safety dispatching, school administration, land development, and fiscal management. Services provided to County and School staffs cover a range of activities including training, problem solving, hardware maintenance, systems development, network management, video services, radio communications, voice and data communications, copying services, 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 2008 Issues, Challenges & Trends

- Develop and administer countywide information technology budgets that accurately and effectively address the service delivery needs of County agencies and departments.
- Identify, plan, and implement prudently selected new technologies that improve countywide service delivery, minimize requirements for scarce public resources, and enable an increasing mobile and virtual workforce.
- Manage multiple and concurrent information systems projects resulting in on-time/within budget implementation.
- Facilitate improvements to countywide broadband communications services.
- Develop and maintain effective IT disaster recovery plans that compliment countywide continuity of operations planning.

FY 2008 Major Goals

- Complete 20 new or enhanced information systems and technology initiatives for county government departments and the public schools.
- Expand the wide area communications network to include eight additional public school and county government facilities.
- Develop a strategy to implement an updated IT disaster recovery plan.
- Develop a plan to establish a fiber optic government/school institutional network.
- Plan for implementation of viable tax, finance, and personnel administration systems to address the long-term requirements of a growing county.
- Facilitate the County's telework program through assessment, selection, and implementation of supporting technologies.
- Begin implementation of imaging/document management technologies as a strategic countywide efficiency initiative.

FY 2007 Major Achievements

- Developed and implemented an updated process for IT project initiation and management.
- Implemented 25 new and replacement technology systems.
- 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.
- Performed a formal risk assessment of IT services required to support countywide continuity of operations planning.
- Implemented a customized technology package to work-enable mobile workers and teleworkers.



**Loudoun County Government
FY 2008 Adopted Fiscal Plan**

Information Technology

Departmental Financial Summary	FY 2004 Actual	FY 2005 Actual	FY 2006 Actual	FY 2007 Adopted	FY 2008 Adopted
Expenditures					
Personnel	\$6,324,580	\$6,714,609	\$7,570,696	\$8,274,000	\$9,330,000
Operations & Maintenance	5,928,754	6,129,745	8,424,385	6,935,000	7,097,000
Capital Outlay & Capital Acquisitions	1,552,532	736,957	568,048	1,331,000	252,000
Total Expenditures	\$13,805,866	\$13,581,311	\$16,563,129	\$16,539,000	\$16,679,000
Revenues					
Other Local Taxes	\$0	\$0	\$0	\$154,000	\$2,396,000
Other Financing Sources	0	0	500	0	0
Total Revenues	\$0	\$0	\$500	\$154,000	\$2,396,000
Public Safety Communications Fund	\$2,344,993	\$2,445,948	\$3,106,339	\$2,652,000	\$0
Local Tax Funding*	\$11,460,873	\$11,135,363	\$13,456,290	\$13,734,000	\$14,283,000
FTE Summary	76.39	74.39	78.39	81.39	84.39

FY 2008 Board Action

The FY 08 Adopted Fiscal Plan for the Department of Information Technology includes funding for compensation increases and increased benefits costs effective September 2007. Local tax funding also increases \$340,000 for maintenance and upgrades to countywide systems.

Budget History

FY 04 Mid-Year: The department eliminated two program specialist positions (2.00 FTE) and one program manager position (1.00 FTE).

FY 05: 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: 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.

For more information on the Central Services Fund see Volume 2 on page 624.

Information on scheduled projects on the Capital Asset Preservation Program can be found in Volume 2 in tables beginning on page 614.

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



Loudoun County Government
FY 2008 Adopted Fiscal Plan

Information Technology

Expenditures by Program	FY 2004 Actual	FY 2005 Actual	FY 2006 Actual	FY 2007 Adopted	FY 2008 Adopted
Computer Operations	\$3,488,789	\$2,909,964	\$3,181,570	\$3,391,000	\$4,554,000
Technology Services	3,405,805	3,618,411	4,198,982	3,655,000	3,515,000
Systems Development & Support Services	3,906,573	4,000,443	4,356,695	5,012,000	5,629,000
Communications Services	2,254,577	2,221,518	3,639,226	3,401,000	1,647,000
Internet/Intranet Services	416,403	432,114	469,698	521,000	732,000
Broadband Services	0	46,191	156,872	154,000	214,000
Administration	333,719	352,670	560,086	404,000	388,000
Total Expenditures	\$13,805,866	\$13,581,311	\$16,563,129	\$16,539,000	\$16,679,000

Revenues by Program	FY 2004 Actual	FY 2005 Actual	FY 2006 Actual	FY 2007 Adopted	FY 2008 Adopted
Computer Operations	\$0	\$0	\$500	\$0	\$0
Communications Services	2,344,993	2,445,948	3,106,339	2,652,000	2,242,000
Broadband Services	0	0	0	154,000	154,000
Total Revenues	\$2,344,993	\$2,445,948	\$3,106,839	\$2,806,000	\$2,396,000

Local Tax Funding by Program	FY 2004 Actual	FY 2005 Actual	FY 2006 Actual	FY 2007 Adopted	FY 2008 Adopted
Computer Operations	\$3,488,789	\$2,909,964	\$3,181,070	\$3,391,000	\$4,554,000
Technology Services	3,405,805	3,618,411	4,198,982	3,655,000	3,515,000
Systems Development & Support Services	3,906,573	4,000,443	4,356,695	5,012,000	5,629,000
Communications Services	(90,416)	(224,430)	532,887	750,000	(595,000)
Internet/Intranet Services	416,403	432,114	469,698	521,000	732,000
Broadband Services	0	46,191	156,872	1,000	60,000
Administration	333,719	352,670	560,086	404,000	388,000
Total Local Tax Funding	\$11,460,873	\$11,135,363	\$13,456,290	\$13,734,000	\$14,283,000

Staffing Summary by Program	FY 2004 Actual	FY 2005 Actual	FY 2006 Actual	FY 2007 Adopted	FY 2008 Adopted
Computer Operations	13.53	13.53	14.53	14.53	18.53
Technology Services	20.00	18.00	18.00	18.00	17.38
Systems Development & Support Services	32.86	31.86	33.86	34.86	36.86
Communications Services	2.00	3.00	3.00	5.00	2.00
Internet/Intranet Services	4.00	4.00	4.00	4.00	5.00
Broadband Services	0.00	0.00	1.00	1.00	1.00
Administration	4.00	4.00	4.00	4.00	3.62
Total FTE	76.39	74.39	78.39	81.39	84.39



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 backup the major computers and 150+ 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 the County government and public school information networks and over 157 information systems.

Budget Overview

FY 2008 Issues

- Maintain the operational status of the County data center. The aging infrastructure in the Information Technology Center building presents almost daily challenges.
- Work to establish a more robust disaster recovery plan is underway and will provide a more comprehensive risk assessment for consideration during future budget deliberations.
- Develop plans that are consistent with the Public Safety Master Plan for the long term use of the Information Technology Center.
- Consolidate the management of all Windows servers within the Computer Operations Division to improve efficiency and to insure that operating system security initiatives are addressed.
- Maintain an effective and timely computer room equipment replacement cycle.

FY 2008 Challenges

- Continuing to implement Regional Department of Homeland Security initiatives and projects related to Federal Urban Area Security Initiative (UASI) grants with limited personnel resources.
- Maintaining a secure and reliable IT environment for use by mobile workers and teleworkers.
- Reducing email SPAM that overwhelms County and School servers and directly effects staff time productivity to review.

Program Financial Summary	FY 2004 Actual	FY 2005 Actual	FY 2006 Actual	FY 2007 Adopted	FY 2008 Adopted
Expenditures					
Personnel	\$1,125,038	\$1,161,551	\$1,234,434	\$1,302,000	\$1,951,000
Operations & Maintenance	1,490,134	1,528,754	1,814,472	1,898,000	2,417,000
Capital Outlay & Capital Acquisitions	873,617	219,659	132,664	191,000	186,000
Total Expenditures	\$3,488,789	\$2,909,964	\$3,181,570	\$3,391,000	\$4,554,000
Revenues					
Other Financing Sources	\$0	\$0	\$500	\$0	\$0
Total Revenues	\$0	\$0	\$500	\$0	\$0
Total Local Tax Funding	\$3,488,789	\$2,909,964	\$3,181,070	\$3,391,000	\$4,554,000
FTE Summary	13.53	13.53	14.53	14.53	18.53



Loudoun County Government
FY 2008 Adopted Fiscal Plan

Information Technology
Computer Operations

Performance Measures	FY 2005 Actual	FY 2006 Actual	FY 2007 Estimated	FY 2008 Projected
Goal: Migrate the County government network to mainstream network directory services technologies.				
Objective: Implement Microsoft's Directory Services and Exchange Email Services.				
• Develop a Plan to Mainstream Network Directory Services	n/a	n/a	90%	100%
• Implement Network Directory Services	n/a	n/a	n/a	5%
Goal: Provide adequate computing availability for the on-time delivery of Countywide services.				
Objective: Maintain operational availability of all major computer systems at 99% or better.				
• Major Computer Availability	99.3%	99.7%	99.4%	99.4%
• Replace Computer Room High Capacity Laser Printing	n/a	n/a	n/a	100%
Goal: Comply with County financial auditor's recommendations related to disaster recovery.				
Objective: Update disaster recovery plans, procedures and equipment.				
• Implement Backup Servers at School Admin Facility	n/a	n/a	n/a	15%
• Replace Primary Tape Backup System for Enterprise Server	n/a	n/a	25%	100%



Information Technology Technology Services

Description

This program provides technical support services to County Government offices, community centers, libraries, public school 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. On-going PC software training is provided to county government and public school staff. Support and problem solving assistance is provided to departments and agencies equipped with State-owned and operated hardware, software, and networks.

Budget Overview

FY 2008 Issues

- Provide timely response to requests for assistance and support under an environment of heightened expectations, rapid change, and finite resources.
- Maintain modern and cost effective technological infrastructure that maximizes the options for automated delivery of County services.
- Integrate disparate technologies that result in intuitive, efficient, and cost effective technological systems and services.
- Expand the County network to include new county government and public school facilities as they become operational.

FY 2008 Challenges

- Maintaining and retaining a technologically skilled staff by providing ongoing training and investment in education.
- Replacing antiquated infrastructure components with contemporary, proven, and affordable technologies.
- Merging the county government's data and voice communications services onto one network.
- Expanding the County network to eight new county government and public school facilities.
- Migrating to mainstream network directory services technologies.
- Integrating Voice Over IP (VOIP) telephone technologies into the County telephone system.

Program Financial Summary	FY 2004 Actual	FY 2005 Actual	FY 2006 Actual	FY 2007 Adopted	FY 2008 Adopted
Expenditures					
Personnel	\$1,473,382	\$1,409,654	\$1,544,045	\$1,732,000	\$1,742,000
Operations & Maintenance	1,716,381	1,903,748	2,510,306	1,883,000	1,733,000
Capital Outlay & Capital Acquisitions	216,042	305,009	144,631	40,000	40,000
Total Expenditures	\$3,405,805	\$3,618,411	\$4,198,982	\$3,655,000	\$3,515,000
 Total Local Tax Funding	 \$3,405,805	 \$3,618,411	 \$4,198,982	 \$3,655,000	 \$3,515,000
 FTE Summary	 20.00	 18.00	 18.00	 18.00	 17.38



Loudoun County Government
FY 2008 Adopted Fiscal Plan

**Information Technology
Technology Services**

Performance Measures	FY 2005 Actual	FY 2006 Actual	FY 2007 Estimated	FY 2008 Projected
Goal: Maintain a County staff customer satisfaction rating of 95% for office automation and network services.				
Objective: Close 90% of service call requests within 48 hours.				
• Calls Closed within 48 Hours	91%	72%	70%	70%
• User Satisfaction Rating for PC & Network Support Services	94%	91%	92%	90%
Goal: Provide Personal Computer Training to an increasing county and public school staff and maintain a staff satisfaction rating of 95%.				
Objective: Improve countywide knowledge.				
• Overall Employee Satisfaction with PC Training	95%	94%	95%	95%
• Percent increase of Confidence Level after Class	88%	87%	90%	90%
• Percent of Confidence Level before Class	67%	36%	34%	34%
Goal: Connect new schools and County facilities to County network.				
Objective: Add new county government and public school facilities to County Network				
• Number of planned new networked facilities	3/100%	9/89%	8/100%	8/100%
Goal: Provide reliable automation infrastructure through replacement and upgrade of existing technologies.				
Objective: Upgrade networks.				
• Planned upgrades accomplished	n/a	5/90%	5/100%	4/100%



Information Technology

Systems Development & Support Services

Description

The Systems Development and Support program provides services for support of existing information systems and the development and implementation of new systems. Systems analysis and design, computer programming, database administration, and system implementation services are provided to 32 county government departments, the offices of the County Administrator, County Attorney, and the Board of Supervisors and the public school system. 157 major information systems and subsystems are utilized by the County government and public schools and are maintained and supported by this program. Services are provided through five teams of programmer/analysts and systems analysts assigned to two of the department operating divisions.

Budget Overview

FY 2008 Issues

- Continued receipt of significant requests for new information systems and enhancements to existing systems from both County government and the public school departments exceeds resource availability. Smaller system development projects required for minor enhancements and changes to existing information systems must be supported at the same time.
- Continue to improve the development practices and procedures to maintain compliance with the financial auditor's management letter recommendations.
- Develop strategy for replacement of the County's legacy applications (Tax Administration, Finance, Human Resources/Payroll).

FY 2008 Challenges

- Balancing the requirement to constrain costs and staffing levels against the requirements to simultaneously implement multiple new systems on time and within budget and to provide timely enhancement services to existing systems remains a challenge.
- Modifying processes related to the County financial auditor's request to enhance the internal change control processes without incurring additional costs and staffing requirements will continue to be difficult.

Program Financial Summary	FY 2004 Actual	FY 2005 Actual	FY 2006 Actual	FY 2007 Adopted	FY 2008 Adopted
Expenditures					
Personnel	\$2,877,850	\$3,107,266	\$3,500,815	\$3,719,000	\$4,304,000
Operations & Maintenance	981,868	824,293	800,121	1,293,000	1,324,000
Capital Outlay & Capital Acquisitions	46,855	68,884	55,759	0	0
Total Expenditures	\$3,906,573	\$4,000,443	\$4,356,695	\$5,012,000	\$5,629,000
 Total Local Tax Funding	 \$3,906,573	 \$4,000,443	 \$4,356,695	 \$5,012,000	 \$5,629,000
 FTE Summary	 32.86	 31.86	 33.86	 34.86	 36.86



**Loudoun County Government
FY 2008 Adopted Fiscal Plan**

Information Technology

Systems Development & Support Services

Performance Measures	FY 2005 Actual	FY 2006 Actual	FY 2007 Estimated	FY 2008 Projected
----------------------	-------------------	-------------------	----------------------	----------------------

Goal: Provide timely systems development implementation services to County and public school departments.

Objective: Complete 90% of systems development projects on time within timeframes.

• Project Requests Pending for Finance	46	53	45	45
• Project Requests Pending for Human Services	18	7	10	10
• Project Requests Pending for Land Records	8	8	12	12
• Project Requests Pending for LCPS	58	67	60	60
• Projects completed on time for Finance	84%	83%	85%	85%
• Projects completed on time for Human Services	90%	97%	95%	95%
• Projects completed on time for Land Records	95%	95%	90%	90%
• Projects completed on time for Tax Administration	95%	95%	95%	95%
• Projects completed on time for the LCPS	94%	93%	92%	92%
• Projects Requests Pending for Tax Administration	13	17	20	20

Goal: Improve and enhance service delivery of County and public school departments through implementation of major enhancements to information systems.

Objective: Develop and implement major enhancements for information systems.

• B&D - Mobilize the Inspectors	n/a	n/a	5%	100%
• Family Servs - Juvenile Detention System (32	n/a	n/a	75%	100%
• Family Servs - Harmony System Implementation	n/a	n/a	50%	100%
• LCPS - Implement 3 iForms	n/a	n/a	n/a	25%
• LCPS - Online Purchasing Requisitions & PO's	n/a	50%	75%	100%
• LCPS - System upgrade & convert to DB2	n/a	50%	100%	100%
• Mgt & Fin Servs - Develop GUI for Financial Systems	n/a	n/a	10%	50%
• Mgt & Fin Servs - Procurement Portal & Contract Mgmt	n/a	n/a	50%	100%
• Treasury - Establish Misc Receivables System	n/a	n/a	n/a	100%
• Treasury - Web Enable Personal Property Acct History	n/a	n/a	n/a	100%

Goal: Improve and enhance service delivery to County and public school departments through implementation of new information systems.

Objective: Implement eight new information systems.

• Family Services - Information Mgmt System (Harmony),	10%	35%	90%	100%
• Fire & Rescue - Records Management System	n/a	20%	50%	100%
• LCPS - Employee Self Service Benefits	n/a	25%	90%	100%
• LCPS - Special Education IEP System	10%	50%	90%	100%
• Mgt & Fin Servs - Real Estate Assessment System	10%	10%	80%	100%
• Mgt & Fin Servs - Time & Attendance	n/a	n/a	50%	100%
• MH/MR/SA - Community Services Board's Client System	n/a	n/a	75%	100%
• Planning for Legacy Applications Replacements	n/a	n/a	10%	100%



**Loudoun County Government
FY 2008 Adopted Fiscal Plan**

Information Technology Communications Services

Description

This program is responsible for ensuring the working order and performance of the County government's radio communications systems 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, 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 Attorney, Juvenile Probation, 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 2008 Issues

- Comply with the Federal Communications Commission's ruling to relocate 800MHz public safety radio systems to other frequencies in the 800MHz radio spectrum. The purpose of this ruling is to reduce interference to public safety 800MHz radio systems caused by 800MHz cellular carriers. The cost of the project is borne by cellular carriers, however, the County must perform the work through its contractors and staff. Regional planning initiatives for this project began in FY 05 and contracts to assess the engineering scope of this initiative will be completed during FY 07. The project will continue through FY 11.
- Install mobile data computers in frontline Fire and Rescue apparatus, the final phase of an initiative to deploy mobile data communications services to Fire and Rescue staff and volunteers. Equipment availability and software changes have extended this initiative.
- Ensure that critical power and HVAC systems in the Information Technology Center are maintained at the level required to provide 24x7 Information Technology services throughout the County. Monitoring and managing the aging facility infrastructure at the County data center is consuming increasing IT staff and effort levels.
- Contract a radio engineering firm to perform a needs and requirements assessment required to produce a RFP to replace the county's public safety radio system electronics beginning in FY 09.

FY 2008 Challenges

- Maintaining 99.99% public safety radio system availability while working with regional public safety radio governance organizations and contractors to relocate the public safety radio system to other 800MHz frequencies to avoid interference from 800MHz cellular carriers.
- Maintaining adequate funding for the E-911 system with elimination of dedicated revenue through the Public Safety Communication fund.

Program Financial Summary	FY 2004 Actual	FY 2005 Actual	FY 2006 Actual	FY 2007 Adopted	FY 2008 Adopted
Expenditures					
Personnel	\$172,048	\$282,608	\$387,963	\$587,000	\$210,000
Operations & Maintenance	1,693,398	1,801,481	3,169,019	1,741,000	1,427,000
Capital Outlay & Capital Acquisitions	389,131	137,429	82,244	1,074,000	9,000
Total Expenditures	\$2,254,577	\$2,221,518	\$3,639,226	\$3,401,000	\$1,647,000
Revenues					
Other Local Taxes	\$0	\$0	\$0	\$0	\$2,242,000
Total Revenues	\$0	\$0	\$0	\$0	\$2,242,000
Public Safety Communications Fund	\$2,344,993	\$2,445,948	\$3,106,339	\$2,652,000	\$0
Total Local Tax Funding	\$(90,416)	\$(224,430)	\$532,887	\$750,000	\$(595,000)
FTE Summary	2.00	3.00	3.00	5.00	2.00



Loudoun County Government
FY 2008 Adopted Fiscal Plan

**Information Technology
Communications Services**

Performance Measures	FY 2005 Actual	FY 2006 Actual	FY 2007 Estimated	FY 2008 Projected
Goal: Maintain network reliability and enhance disaster recovery capabilities.				
Objective: Maintain the high speed data microwave system that connects DIT to County Government backbone and school backup facility at the highest level of system availability.				
• Establish IT Disaster Recovery Site (percent completion)	n/a	n/a	5%	5%
• Percent of High Speed Microwave Availability	n/a	100%	99.7%	99.7%
Goal: Maintain reliability of public safety communications systems.				
Objective: Ensure reliable 7x24 operation of the public safety communications systems and facilities.				
• 800 MHz System Availability	100%	100%	100%	100%
Goal: Comply with FCC ruling requiring rebanding of 800 MHz public safety radio system.				
Objective: Reband the Public Safety Radio system.				
• Negotiate rebanding contract of system with Nextel	n/a	n/a	n/a	50%



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 division of Internet/Intranet is also responsible for the enterprise imaging/document management system as well as its integration with major county applications.

Budget Overview

FY 2008 Issues

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

FY 2008 Challenges

- 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 7x24 operation of an increasing number of existing systems yet continue to develop and implement new systems with finite resources.

Program Financial Summary	FY 2004 Actual	FY 2005 Actual	FY 2006 Actual	FY 2007 Adopted	FY 2008 Adopted
Expenditures					
Personnel	\$358,196	\$390,616	\$432,916	\$434,000	\$613,000
Operations & Maintenance	31,320	35,522	36,782	62,000	102,000
Capital Outlay & Capital Acquisitions	26,887	5,976	0	26,000	16,000
Total Expenditures	\$416,403	\$432,114	\$469,698	\$521,000	\$732,000
 Total Local Tax Funding	 \$416,403	 \$432,114	 \$469,698	 \$521,000	 \$732,000
 FTE Summary	 4.00	 4.00	 4.00	 4.00	 5.00



Loudoun County Government
FY 2008 Adopted Fiscal Plan

Information Technology
Internet/Intranet Services

Performance Measures	FY 2005 Actual	FY 2006 Actual	FY 2007 Estimated	FY 2008 Projected
Goal: Improve effectiveness and efficiency for managing Internet/Intranet websites to reach ADA compliance.				
Objective: Implement content management systems for the Internet and Intranet.				
• Implement Content Management System for Internet	n/a	n/a	75%	100%
Goal: Implementation of new technologies.				
Objective: Implement web-casting of public meetings and an Enterprise Document Management and Imaging System.				
• Number of Applications Implemented on Document Mgmt	n/a	n/a	1	5
• Number of Departments Utilizing Document Mgmt System	n/a	n/a	1	3
• Number of Public Meeting types being Web-Cast	n/a	1	3	5
• Replace Legacy System in Mgmt Servs, Accounting Div	n/a	n/a	50%	100%
Goal: Provide quality Internet and Intranet services and web applications to residents and County employees.				
Objective: Increase/enhance services for residents and County employees using web technology.				
• Monthly Internet User Sessions on County Website	267,000	281,203	235,000	320,000
• Monthly Staff User Sessions of the County Intranet	62,000	84,000	90,000	100,000
• Web (Internet/Intranet) Applications Developed & Implemented	8	9	7	7



Information Technology Broadband Services

Description

This program was established by the Board of Supervisors in 2005 to investigate and propose initiatives that the Board of Supervisors 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 the commercial broadband services in the County and assistance is provided to residents and businesses with specific broadband related service delivery issues. This program is also responsible for expansion of the county government private institutional network that serves the County government and public schools. During FY 07, the program was made permanent and expanded to include strategic information technology initiatives with a focus on continuity of County operations planning and IT disaster recovery planning and initiatives.

Budget Overview

FY 2008 Issues

- Develop a disaster recovery plan for the department and lead the IT effort as it relates to continuity of operations.
- Improve broadband service delivery to the community including residents, businesses, and government entities, and to develop strategies for improving access to residential and business broadband, and the countywide internal network called iNet.

FY 2008 Challenges

- Implement an IT disaster recovery strategy and plan using limited departmental resources.
- Develop alternative visions and action plans for the expansion of countywide broadband services that are cost effective and give consideration to the financial impacts on the County and its taxpayers.
- Construct and develop institutional network resources for the County government and public schools within budget constrictions.

Program Financial Summary	FY 2004 Actual	FY 2005 Actual	FY 2006 Actual	FY 2007 Adopted	FY 2008 Adopted
Expenditures					
Personnel	\$0	\$25,476	\$114,975	\$116,000	\$143,000
Operations & Maintenance	0	20,715	41,897	38,000	71,000
Total Expenditures	\$0	\$46,191	\$156,872	\$154,000	\$214,000
Revenues					
Other Local Taxes	\$0	\$0	\$0	\$154,000	\$154,000
Total Revenues	\$0	\$0	\$0	\$154,000	\$154,000
Total Local Tax Funding	\$0	\$46,191	\$156,872	\$1,000	\$60,000
FTE Summary	0.00	0.00	1.00	1.00	1.00



Loudoun County Government
FY 2008 Adopted Fiscal Plan

Information Technology
Broadband Services

Performance Measures	FY 2005 Actual	FY 2006 Actual	FY 2007 Estimated	FY 2008 Projected
Goal: Enhance County government capability to continue operations during emergency conditions.				
Objective: Develop and practice IT continuity of operations plans.				
• Develop an IT Disaster Recovery Plan & Implementation Plan	n/a	n/a	80%	100%
• Develop IT Service Priorities	n/a	n/a	90%	100%
• Develop Options for Minimizing IT Service Delivery Risks	n/a	n/a	50%	75%
• Implement IT Disaster Recovery Plan	n/a	n/a	10%	20%
Goal: Promote the availability of residential broadband services.				
Objective: Increase broadband availability to residents.				
• Conduct HOA/Homeowner Meetings to Facilitate Broadband	22	55	67	80
• Gather and Publish Wireline and Wireless Provider Info.	n/a	90%	90%	90%
• Streamline Wireless Provider Service Expansion Processes	n/a	50%	90%	90%
Goal: Promote the availability of business broadband services.				
Objective: Increase broadband availability to businesses.				
• Conduct Meetings to Access Business Broadband Needs	75	75	100	100
• Develop Database of Buildings with Fiber Connectivity	5%	50%	80%	90%
• Develop Database of Commercial Fiber Paths	5%	80%	90%	90%
• Streamline Wireless Provider Service Expansion Processes	n/a	50%	50%	50%



**Loudoun County Government
FY 2008 Adopted Fiscal Plan**

Information Technology Administration

Description

The services provided by this program include the overall general management of the Department of Information Technology, administrative and clerical support to the department, administration of countywide office automation equipment and software replacements, and countywide 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 Countywide information system budget, the Central Services Fund budget and chargebacks; and the general management of the department. Administrative services include processing the departmental payroll, registration of County and school system employees into PC software training classes, preparation of purchase orders and payment of bills, front counter services, and general clerical support for the department. The department purchases or approves the purchase of all computer hardware, software, copiers, printers, and telephone equipment used in county departments and agencies. Participation in management studies and participation in general management functions of the county government are also included in this program.

Budget Overview

FY 2008 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 2008 Challenges

- 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 yet 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 in an environment where countywide continuity of operations plans are invoked.

Program Financial Summary	FY 2004 Actual	FY 2005 Actual	FY 2006 Actual	FY 2007 Adopted	FY 2008 Adopted
Expenditures					
Personnel	\$318,066	\$337,438	\$355,548	\$384,000	\$366,000
Operations & Maintenance	15,653	15,232	51,788	20,000	22,000
Capital Outlay & Capital Acquisitions	0	0	152,750	0	0
Total Expenditures	\$333,719	\$352,670	\$560,086	\$404,000	\$388,000
 Total Local Tax Funding	 \$333,719	 \$352,670	 \$560,086	 \$404,000	 \$388,000
 FTE Summary	 4.00	 4.00	 4.00	 4.00	 3.62



Loudoun County Government
FY 2008 Adopted Fiscal Plan

**Information Technology
Administration**

Performance Measures	FY 2005 Actual	FY 2006 Actual	FY 2007 Estimated	FY 2008 Projected
Goal: Enhance Countywide service delivery through the timely acquisition of appropriate information technology products, software, and services for all County departments.				
Objective: Coordinate and conduct County government-wide purchasing of information technology products, software and services.				
• IT Purchase Orders Processed	1,258	1,401	1,192	1,500
• IT Request for Proposals Prepared and Processed	3	5	4	4
Goal: Provide administrative support to department programs to ensure efficient operations.				
Objective: Perform departmental administrative processing tasks.				
• DIT Programs Supported	8	8	8	8
• Personal Computer Training Programs Scheduled	43	45	41	45



Management & Financial Services

Management & Financial Services
--

	Human Resources Management
--	-----------------------------------

	Accounting & Financial Analysis
--	--

	Human Resources Training
--	---------------------------------

	Budget Analysis & Research
--	---------------------------------------

	Procurement
--	--------------------



Management & 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.

Budget Overview

FY 2008 Issues, Challenges & Trends

- 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 2008 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.

FY 2007 Major Achievements

- Earned Achievement of Excellence in Procurement Award for 2006 from National Procurement Institute.
- Implementation of new health plan provider and plan redesign options including a health savings account.
- Successfully recruited and filled nearly 500 vacant positions in order to provide service delivery to residents.
- Received 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.



**Loudoun County Government
FY 2008 Adopted Fiscal Plan**

Management & Financial Services

Departmental Financial Summary	FY 2004 Actual	FY 2005 Actual	FY 2006 Actual	FY 2007 Adopted	FY 2008 Adopted
Expenditures					
Personnel	\$5,331,347	\$5,646,296	\$6,339,751	\$7,204,000	\$7,207,000
Operations & Maintenance	2,090,635	3,008,787	3,452,244	3,235,000	3,770,000
Capital Outlay & Capital Acquisitions	11,960	11,147	110,289	0	0
Total Expenditures	\$7,433,943	\$8,666,231	\$9,902,285	\$10,439,000	\$10,977,000
Revenues					
Use Of Money & Property	\$28,025	\$117,011	\$124,750	\$0	\$0
Charges For Services	277	251	189	0	0
Miscellaneous Revenue	26,221	10,480	26,024	100,000	100,000
Recovered Costs	15,266	8,053	13,070	10,000	10,000
Federal Categorical Aid	0	55,365	18,226	0	0
Other Financing Sources	622	2,298	0	0	0
Total Revenues	\$70,410	\$193,458	\$182,259	\$110,000	\$110,000
Foster Care Reimbursement Fund	\$82,474	\$87,319	\$11,484	\$0	\$0
Local Tax Funding	\$7,281,058	\$8,385,455	\$9,708,542	\$10,329,000	\$10,867,000
FTE Summary	69.44	63.44	72.64	73.64	75.64

FY 2008 Board Action

The FY 08 Adopted Fiscal Plan for the Department of Management & Financial Services includes funding for compensation increases and increased benefits costs effective September 2007. Local tax funding also increases by \$400,000 for public safety medical exams.

Budget History

FY 04 Mid-Year: 2.00 FTE for the Internal Audit Program were transferred from Financial Services to County Administration.

FY 05: Three positions (3.00 FTE) were eliminated from the Human Resources Division. The Department of Management Services was combined with the Department of Financial Services to form the new Department of Management and Financial Services.

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.



Loudoun County Government
FY 2008 Adopted Fiscal Plan

Management & Financial Services

Expenditures by Program	FY 2004 Actual	FY 2005 Actual	FY 2006 Actual	FY 2007 Adopted	FY 2008 Adopted
Human Resources Management	\$2,560,407	\$3,189,610	\$3,921,073	\$3,927,000	\$3,754,000
Accounting & Financial Analysis	2,743,917	3,196,883	3,039,235	3,180,000	3,462,000
Human Resources Training	530,097	482,165	579,617	697,000	783,000
Budget Analysis & Research	956,095	1,091,046	1,326,103	1,465,000	1,741,000
Procurement	643,428	706,527	1,036,256	1,169,000	1,237,000
Total Expenditures	\$7,433,943	\$8,666,231	\$9,902,285	\$10,439,000	\$10,977,000
Revenues by Program	FY 2004 Actual	FY 2005 Actual	FY 2006 Actual	FY 2007 Adopted	FY 2008 Adopted
Human Resources Management	\$9,122	\$1,657	\$11,789	\$0	\$0
Accounting & Financial Analysis	120,101	272,891	172,602	101,000	101,000
Procurement	23,662	6,228	9,352	9,000	9,000
Total Revenues	\$152,885	\$280,776	\$193,743	\$110,000	\$110,000
Local Tax Funding by Program	FY 2004 Actual	FY 2005 Actual	FY 2006 Actual	FY 2007 Adopted	FY 2008 Adopted
Human Resources Management	\$2,551,284	\$3,187,953	\$3,909,284	\$3,927,000	\$3,754,000
Accounting & Financial Analysis	2,623,816	2,923,992	2,866,633	3,079,000	3,360,000
Assessor's Office	0	0	0	0	0
Human Resources Training	530,097	482,165	579,617	697,000	783,000
Budget Analysis & Research	956,095	1,091,046	1,326,103	1,465,000	1,741,000
Procurement	619,766	700,298	1,026,905	1,160,000	1,229,000
Total Local Tax Funding	\$7,281,058	\$8,385,455	\$9,708,542	\$10,329,000	\$10,867,000
Staffing Summary by Program	FY 2004 Actual	FY 2005 Actual	FY 2006 Actual	FY 2007 Adopted	FY 2008 Adopted
Human Resources Management	21.99	19.99	21.99	21.99	22.81
Accounting & Financial Analysis	24.00	20.00	20.00	20.00	22.80
Human Resources Training	3.81	3.81	3.81	3.81	3.80
Budget Analysis & Research	10.10	10.10	14.30	14.30	13.20
Procurement	9.54	9.54	12.54	13.54	13.03
Total FTE	69.44	63.44	72.64	73.64	75.64



Loudoun County Government
FY 2008 Adopted Fiscal Plan

Management & 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 2008 Issues

- Continued rapid 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 07. In addition, continued turnover of about 12.5% will result in a total recruitment of about 600 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.
- The management of benefit programs will continue to be a challenge, especially given increased health care cost trends. Continue evaluation 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 2008 Challenges

- 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.
- Manage the cost of the health care plan in an inflationary cost environment and design plans to create incentives for cost reductions.
- Educate the workforce and public in the use of an automated online application system and process.

Program Financial Summary	FY 2004 Actual	FY 2005 Actual	FY 2006 Actual	FY 2007 Adopted	FY 2008 Adopted
Expenditures					
Personnel	\$2,067,081	\$2,242,037	\$2,574,748	\$2,622,000	\$2,058,000
Operations & Maintenance	493,325	947,573	1,346,326	1,305,000	1,696,000
Total Expenditures	\$2,560,407	\$3,189,610	\$3,921,073	\$3,927,000	\$3,754,000
Revenues					
Recovered Costs	\$9,122	\$1,657	\$11,789	\$0	\$0
Total Revenues	\$9,122	\$1,657	\$11,789	\$0	\$0
Total Local Tax Funding	\$2,551,284	\$3,187,953	\$3,909,284	\$3,927,000	\$3,754,000
FTE Summary	21.99	19.99	21.99	21.99	22.81



Loudoun County Government
FY 2008 Adopted Fiscal Plan

Management & Financial Services
Human Resources Management

Performance Measures	FY 2005 Actual	FY 2006 Actual	FY 2007 Estimated	FY 2008 Projected
Goal: To attract and retain a quality workforce in order to deliver high quality County services to citizens.				
Objective: Attract qualified applicants and fill 100 new positions and an estimated 350+ vacant positions as a result of turnover.				
• Number of Recruitments conducted	505	501	600	500
• Total number of job applications received	17,690	17,716	25,000	40,000
Goal: Deliver excellent customer service to departments for HR programs.				
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.				
• Customer service satisfaction rating	n/a	n/a	n/a	4
Goal: Manage health care cost increases.				
Objective: Maximize benefits for employees while minimizing cost increases.				
• County health insurance program cost trend	9.6%	19%	13%	13%
• Market-wide health insurance cost trend	9.2%	13%	14%	14%
Goal: Provide employee programs to promote wellness.				
Objective: Maximize employee participation in wellness programs and employees receiving the wellness incentive.				
• Number of employee participants	n/a	n/a	180	200
Goal: Recommend, develop and implement pay strategies to attract and retain a highly qualified workforce.				
Objective: To be at 95% of the competitive market relative to payband mid-point.				
• Mid-point of payband compared to market average	97%	95%	96%	95%



**Loudoun County Government
FY 2008 Adopted Fiscal Plan**

Management & 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 2008 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 2008 Challenges

- 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.

Program Financial Summary	FY 2004 Actual	FY 2005 Actual	FY 2006 Actual	FY 2007 Adopted	FY 2008 Adopted
Expenditures					
Personnel	\$1,509,185	\$1,529,603	\$1,535,481	\$1,834,000	\$2,014,000
Operations & Maintenance	1,234,732	1,662,159	1,503,754	1,346,000	1,447,000
Capital Outlay & Capital Acquisitions	0	5,122	0	0	0
Total Expenditures	\$2,743,917	\$3,196,883	\$3,039,235	\$3,180,000	\$3,462,000
Revenues					
Use Of Money & Property	\$27,423	\$117,011	\$124,750	\$0	\$0
Charges For Services	277	251	189	0	0
Miscellaneous Revenue	3,782	4,299	16,672	91,000	91,000
Recovered Costs	6,144	6,396	1,281	10,000	10,000
Federal Categorical Aid	0	55,365	18,226	0	0
Other Financing Sources	0	2,250	0	0	0
Total Revenues	\$37,626	\$185,573	\$161,118	\$101,000	\$101,000
Foster Care Reimbursement Fund	\$82,474	\$87,319	\$11,484	\$0	\$0
Total Local Tax Funding	\$2,623,816	\$2,923,992	\$2,866,633	\$3,079,000	\$3,360,000
FTE Summary	24.00	20.00	20.00	20.00	22.80



Loudoun County Government
FY 2008 Adopted Fiscal Plan

Management & Financial Services
Accounting & Financial Analysis

Performance Measures	FY 2005 Actual	FY 2006 Actual	FY 2007 Estimated	FY 2008 Projected
Goal: Maintain the County's credibility in the municipal finance markets with continued strong bond ratings.				
Objective: Maintain Aaa bond rating with Moody's, Standard and Poor's and Fitch rating agencies.				
• County's Bond Rating - Fitch	Aaa	Aaa	Aaa	Aaa
• County's Bond Rating - Moody's	AA+	AAA	AAA	AAA
• County's Bond Rating - Standard & Poor's	AAA	AAA	AAA	AAA
Goal: Maintain prompt payment of vendors, Schools and employees.				
Objective: Meet all financial obligations and maintain compliance with the Virginia Prompt Payment Act.				
• Maintain compliance with Prompt Payment Act	100%	100%	100%	100%
• Number of employee payments made	77,000	80,188	82,500	84,000
• Number of Operating Checks	94,000	95,292	98,750	100,000
Goal: Issue, as needed, General Obligation Bonds, Capital Leases and Other Financings.				
Objective: Minimize the cost of borrowing to the County.				
• Net Debt issuance per year	\$193,730,000	\$142,401,000	\$187,031,000	\$197,075,000
• Number of debt issues	3	4	5	5



Management & 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 training 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 two to four years.

Budget Overview

FY 2008 Issues

- Economic growth, the increased demand for service delivery and newly hired staff has resulted in a larger more diverse workforce. These demands have resulted in a greater need to ensure staff is appropriately oriented and trained.
- Employee expectations for professional development will place greater demand on training program offerings in order to attract and retain a highly skilled workforce.
- A training needs assessment of County staff in 2005 resulted in specific training program development over the next several years. Training programs will be focused 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 communications. Additionally, evaluation of programs and measuring outcomes will be a focus.
- As a result of growth and turnover, employees will require training and professional development.

FY 2008 Challenges

- Development of a training curriculum based on the Countywide core competency model, identify needed programs, and develop curriculum to begin delivering competency training.
- Evaluate the County's orientation programs to improve their applicability to the needs of 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 position.

Program Financial Summary	FY 2004 Actual	FY 2005 Actual	FY 2006 Actual	FY 2007 Adopted	FY 2008 Adopted
Expenditures					
Personnel	\$328,214	\$278,158	\$341,901	\$435,000	\$519,000
Operations & Maintenance	189,923	197,982	176,427	262,000	264,000
Capital Outlay & Capital Acquisitions	11,960	6,025	61,289	0	0
Total Expenditures	\$530,097	\$482,165	\$579,617	\$697,000	\$783,000
 Total Local Tax Funding	 \$530,097	 \$482,165	 \$579,617	 \$697,000	 \$783,000
 FTE Summary	 3.81	 3.81	 3.81	 3.81	 3.80



Loudoun County Government
FY 2008 Adopted Fiscal Plan

Management & Financial Services
Human Resources Training

Performance Measures	FY 2005 Actual	FY 2006 Actual	FY 2007 Estimated	FY 2008 Projected
Goal: Continue to deliver supervisory training to develop supervisory skills.				
Objective: Enhance supervisors' skills in order to create a work environment that retains and develops staff.				
• Number of supervisors trained	556	537	700	750
Goal: Deliver New Employee Orientation program.				
Objective: Provide new employees with Human Resources and Benefits information to immediately engage them in the County workforce.				
• Number of participants in New Employee Orientation	433	405	550	450
Goal: Introduce greater measurement of training programs and training for impact programs.				
Objective: Engage supervisors in the development and progress of staff.				
• Number of participants in supervisor follow up program	n/a	13	30	30



Management & 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 2008 Issues

- This division directs the development and implementation of the County budget, an increasingly complex task given the continuing changes to the size and complexity of the County government. Program staff works with agency managers to provide resource planning services and management of budgets and expenditures so that service delivery concepts can be developed and implemented in a realistic manner.
- The County government has responded to continuing population growth and changing demographics by approving ambitious enhancements to County services and a substantial capital improvement program. Proliferation in the number of programs and capital projects places a growing demand on division staff.
- The Board of Supervisors approved a grants initiative as part of the FY 06 budget. The grants program has successfully procured \$1 million in outside grant funding in FY 06 for the County government and community organizations and provides oversight, consultation and assistance for grant proposal development and management compliance efforts.
- 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. FY 05 marked the inaugural year of a Countywide performance measurement initiative. Beginning with quarterly reports on program activities in FY 06 and the implementation of an online performance measurement tracking system as part of the County's new budget system, this program continues to become more effective at providing information for managers and policymakers to manage service delivery and resource allocation.

FY 2008 Challenges

- Continue development of the countywide grant initiative through training programs and process implementation that encourages 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 08 budget and develop an FY 09 budget that incorporates management direction regarding service delivery and the implementation of new facilities within the fiscal guidelines established by the Board of Supervisors.
- Continue to implement the County's new budget system, placing an emphasis on utilizing the system's capabilities as a management and performance measurement tool.
- Earn recognition from the Government Finance Officers Association for the annual budget document.

Program Financial Summary	FY 2004 Actual	FY 2005 Actual	FY 2006 Actual	FY 2007 Adopted	FY 2008 Adopted
Expenditures					
Personnel	\$839,939	\$935,500	\$1,061,013	\$1,264,000	\$1,502,000
Operations & Maintenance	116,156	155,546	216,090	201,000	239,000
Capital Outlay & Capital Acquisitions	0	0	49,000	0	0
Total Expenditures	\$956,095	\$1,091,046	\$1,326,103	\$1,465,000	\$1,741,000
 Total Local Tax Funding	 \$956,095	 \$1,091,046	 \$1,326,103	 \$1,465,000	 \$1,741,000
 FTE Summary	 10.10	 10.10	 14.30	 14.30	 13.20



Loudoun County Government
FY 2008 Adopted Fiscal Plan

Management & Financial Services
Budget Analysis & Research

Performance Measures	FY 2005 Actual	FY 2006 Actual	FY 2007 Estimated	FY 2008 Projected
----------------------	-------------------	-------------------	----------------------	----------------------

Goal: Maintain growth strategies through the development of the Capital Improvement Program.

Objective: Monitor all capital project accounts and provide management assistance with development of the six-year CIP.

• Capital Project Requests Reviewed during Budget Process	59	60	75	95
• Total Value of Six-Year CIP	\$790	\$1,020	\$1,354	\$1,718

Goal: Successfully implement the Board of Supervisor's grant initiative.

Objective: Develop internal advisory bodies, grants application procedures and information on current grant-funded activities. Identify new outside grant opportunities to help defray and augment County services by at least \$1,000,000.

• New Grant Opportunities	n/a	\$1,000,000	\$2,400,000	\$3,200,000
• Number of Employees Participating in Grant Training	n/a	37	48	64

Goal: Maintain the highest levels of customer service.

Objective: Deliver timely and effective services for division clients based on management direction and established priorities.

• Internal Clients' Satisfaction Rating	n/a	n/a	n/a	95%
---	-----	-----	-----	-----

Goal: Provide timely and accurate revenue and expenditure analysis to County departments and management and maintain a positive fiscal environment.

Objective: Provide quarterly revenue, expenditures analysis to County departments and management , and maintain a positive fiscal environment.

• Budget Adjustments Processed	3,278	3,496	3,500	3,600
• Finance/Government Services Committee Updates	3	3	3	3
• General Fund Performance - Expenditures	98%	99%	95%	95%
• General Fund Performance - Revenue	106%	108%	105%	105%



Loudoun County Government
FY 2008 Adopted Fiscal Plan

Management & 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 2008 Issues

- After many years of stability, Procurement is experiencing annual vacancies, 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 2008 Challenges

- 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 mainframe training.
- Earn the Achievement of Excellence in Procurement award again for 2007 from the National Purchasing Institute.

Program Financial Summary	FY 2004 Actual	FY 2005 Actual	FY 2006 Actual	FY 2007 Adopted	FY 2008 Adopted
Expenditures					
Personnel	\$586,929	\$660,998	\$826,608	\$1,049,000	\$1,114,000
Operations & Maintenance	56,499	45,528	209,648	120,000	123,000
Total Expenditures	\$643,428	\$706,527	\$1,036,256	\$1,169,000	\$1,237,000
Revenues					
Use Of Money & Property	\$601	\$0	\$0	\$0	\$0
Miscellaneous Revenue	22,439	6,181	9,352	9,000	9,000
Other Financing Sources	622	48	0	0	0
Total Revenues	\$23,662	\$6,228	\$9,352	\$9,000	\$9,000
Total Local Tax Funding	\$619,766	\$700,298	\$1,026,905	\$1,160,000	\$1,229,000
FTE Summary	9.54	9.54	12.54	13.54	13.03



Loudoun County Government
FY 2008 Adopted Fiscal Plan

Management & Financial Services
Procurement

Performance Measures	FY 2005 Actual	FY 2006 Actual	FY 2007 Estimated	FY 2008 Projected
Goal: Ensure operational excellence in the procurement of goods, services and construction.				
Objective: Provide continuous innovation and improvements in efficiency and effectiveness. Achieve and maintain benchmark standards for purchases by departments under delegated authority.				
• Cost per Dollar purchased	\$0.014	\$0.011	\$0.01	\$0.012
• External Customer Satisfaction	4.8%	4.8%	4.8%	4.8%
• Internal Customer Satisfaction	92%	96%	95%	95%
• New Term Contracts	5	8	2	4
• Number of IFBs/RFPs Issued	86	82	84	82
• Number of Purchases by Departments via Delegated	80%	62%	80%	75%
• Time to process IFBs/RFPs	13%	10.8%	14%	14%
• Value of Purchases by Departments via Delegated Authority	14%	11%	14%	12%



Public Information

Public Information

Community Relations

Public Information/Cable TV



Loudoun County Government FY 2008 Adopted Fiscal Plan

Public Information

Mission Statement

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

Description

The Office of Public Information coordinates a broad range of public information and community outreach activities for the County Government, including programs to promote effective communication with the public through the news media, County website, publications, and cable television, and responds to requests for information from the public. The Public Information Office plays a core role in disseminating information to the public to help ensure the safety of the public during actual and potential emergencies. The office coordinates internal communications activities to ensure effective communication 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 administration of cable television and open video system (OVS) franchises.

Budget Overview

FY 2008 Issues, Challenges & Trends

- The Public Information Office will face the challenge of meeting the demands of a growing population for timely, accurate, complete information about County issues and programs with a staff that has been reduced by 20% since FY 04.
- 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.
- In light of the high rate of population growth, efforts to communicate effectively with new residents and developing neighborhoods will be especially important.

FY 2008 Major Goals

- Increase the value of volunteer work in the community by 5% over FY06.
- Continue to enhance the quality of the 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 \$150,000.
- Respond to 98% 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 2007 Major Achievements

- Usage of Loudoun's online volunteer database continued to expand, greatly increasing the number of volunteer placements.
- The value of student volunteer scholarships donated by local businesses continued to increase.
- The office coordinated logistical and promotional support for community outreach efforts of the Loudoun Youth Initiative.
- The office received three national awards for the County website and annual report.
- Usage of the Loudoun County website continued to grow significantly and more features were added.
- The office coordinated negotiations on two cable television franchise agreements as well as the transfer of the existing franchise from Adelphia to Comcast.



Loudoun County Government
FY 2008 Adopted Fiscal Plan

Public Information

Departmental Financial Summary	FY 2004 Actual	FY 2005 Actual	FY 2006 Actual	FY 2007 Adopted	FY 2008 Adopted
Expenditures					
Personnel	\$378,856	\$352,120	\$368,484	\$396,000	\$407,000
Operations & Maintenance	293,250	282,842	433,427	211,000	237,000
Capital Outlay & Capital Acquisitions	2,500	2,500	0	0	0
Total Expenditures	\$674,606	\$637,461	\$801,911	\$606,000	\$644,000
Revenues					
Other Local Taxes	\$155,060	\$200,844	\$26,821	\$184,000	\$184,000
Miscellaneous Revenue	0	0	100,000	0	0
Total Revenues	\$155,060	\$200,844	\$126,821	\$184,000	\$184,000
Local Tax Funding	\$519,546	\$436,618	\$675,091	\$422,000	\$460,000
FTE Summary	6.00	5.00	4.80	4.80	4.80

FY 2008 Board Action

The FY 08 Adopted Fiscal Plan for Public Information Office includes funding for compensation increases and increased benefits costs effective September 2007. Local tax funding also increases by \$20,000 for the biennial countywide survey.

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.



Loudoun County Government
FY 2008 Adopted Fiscal Plan

Public Information

Expenditures by Program	FY 2004 Actual	FY 2005 Actual	FY 2006 Actual	FY 2007 Adopted	FY 2008 Adopted
Community Relations	\$241,276	\$212,468	\$201,198	\$186,000	\$186,000
Public Information/Cable TV	433,330	424,994	600,713	420,000	457,000
Total Expenditures	\$674,606	\$637,461	\$801,911	\$606,000	\$644,000
Revenues by Program	FY 2004 Actual	FY 2005 Actual	FY 2006 Actual	FY 2007 Adopted	FY 2008 Adopted
Public Information/Cable TV	\$155,060	\$200,844	\$126,821	\$184,000	\$184,000
Total Revenues	\$155,060	\$200,844	\$126,821	\$184,000	\$184,000
Local Tax Funding by Program	FY 2004 Actual	FY 2005 Actual	FY 2006 Actual	FY 2007 Adopted	FY 2008 Adopted
Community Relations	\$241,276	\$212,468	\$201,198	\$186,000	\$186,000
Public Information/Cable TV	278,270	224,150	473,893	237,000	273,000
Total Local Tax Funding	\$519,546	\$436,618	\$675,091	\$422,000	\$460,000
Staffing Summary by Program	FY 2004 Actual	FY 2005 Actual	FY 2006 Actual	FY 2007 Adopted	FY 2008 Adopted
Community Relations	3.00	2.00	2.00	2.00	2.00
Public Information/Cable TV	3.00	3.00	2.80	2.80	2.80
Total FTE	6.00	5.00	4.80	4.80	4.80



Public Information Community Relations

Description

This program oversees community relations programs to foster effective two-way communication between residents and the County Government, engage Loudoun County citizens in the governmental process, 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 also coordinates community meetings and forums, and supports special initiatives such as the Loudoun Youth Initiative.

Budget Overview

FY 2008 Issues

- The Community Relations program will continue to coordinate the Volunteer Services and Leadership Loudoun programs, and will continue to support 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.
- The program is responsible for coordination the County's participation in special activities to commemorate and celebrate Loudoun's 250th anniversary in calendar year 2007.

FY 2008 Challenges

- The Community Relations staff is increasingly involved with local and regional emergency preparedness efforts and planning for the coordination of volunteers in emergency situations.
- Funding for the community outreach consultant was reduced significantly in FY 06, which will limit the number of hours the consultant can be used to plan and facilitate public forums.
- 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.

Program Financial Summary	FY 2004 Actual	FY 2005 Actual	FY 2006 Actual	FY 2007 Adopted	FY 2008 Adopted
Expenditures					
Personnel	\$151,730	\$124,665	\$134,774	\$146,000	\$144,000
Operations & Maintenance	87,046	85,303	66,424	40,000	42,000
Capital Outlay & Capital Acquisitions	2,500	2,500	0	0	0
Total Expenditures	\$241,276	\$212,468	\$201,198	\$186,000	\$186,000
 Total Local Tax Funding	 \$241,276	 \$212,468	 \$201,198	 \$186,000	 \$186,000
 FTE Summary	 3.00	 2.00	 2.00	 2.00	 2.00



Loudoun County Government
FY 2008 Adopted Fiscal Plan

Public Information
Community Relations

Performance Measures	FY 2005 Actual	FY 2006 Actual	FY 2007 Estimated	FY 2008 Projected
Goal: Continue to enhance Leadership Loudoun as a program for citizen education and engagement.				
Objective: Achieve 95% favorable rating by program participants.				
• Leadership Loudoun percentage of favorable rating	100%	95%	95%	95%
• Number of participants and satisfaction ratings	22	20	30	25
Goal: Provide outreach activities and materials to inform and engage residents.				
Objective: Respond to 98% of inquiries within 24 hours.				
• Inquires responded to within 24 hours by percent	93%	93%	98%	98%
• Number of participants in community forums	1,117*	277	250	250
• Number of service guides distributed	0	14,090	14,500	15,000
Goal: Increase the number of volunteer referrals and connections.				
Objective: Increase value of volunteer placements by 5% annually.				
• Number and value of volunteer placements	2,488	2,131	2,238	2,349
• Volunteer estimated value (in millions of dollars)	\$37.3	\$31.6	\$33.2	\$34.8

* A one-year increase in the measure in FY 05 is attributable to several community forums that kicked off the Loudoun Youth Initiative.



**Loudoun County Government
FY 2008 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 the safety of the public 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 2), and posts announcements on the channel's Bulletin Board.

Budget Overview

FY 2008 Issues

- As the County population continues to grow, the demand for information is likely 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.
- Negotiations on a renewal of a franchise with Comcast are expected to be complete in FY 07. The Public Information Office will be responsible for administering the new cable television franchises with Comcast and Verizon.
- 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 2008 Challenges

- The public increasingly expects that timely information will be available 24/7 on the County website. Expectations of the public increase the need to quickly process and disseminate a large amount of information in a short period of time.
- 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 likely be increasing need for the publication of materials in Spanish as well as English, which would impact staff time and translation and printing costs.

Program Financial Summary	FY 2004 Actual	FY 2005 Actual	FY 2006 Actual	FY 2007 Adopted	FY 2008 Adopted
Expenditures					
Personnel	\$227,126	\$227,455	\$233,710	\$250,000	\$263,000
Operations & Maintenance	206,204	197,539	367,003	170,000	195,000
Total Expenditures	\$433,330	\$424,994	\$600,713	\$420,000	\$457,000
Revenues					
Other Local Taxes	\$155,060	\$200,844	\$26,821	\$184,000	\$184,000
Miscellaneous Revenue	0	0	100,000	0	0
Total Revenues	\$155,060	\$200,844	\$126,821	\$184,000	\$184,000
Total Local Tax Funding	\$278,270	\$224,150	\$473,893	\$237,000	\$273,000
FTE Summary	3.00	3.00	2.80	2.80	2.80



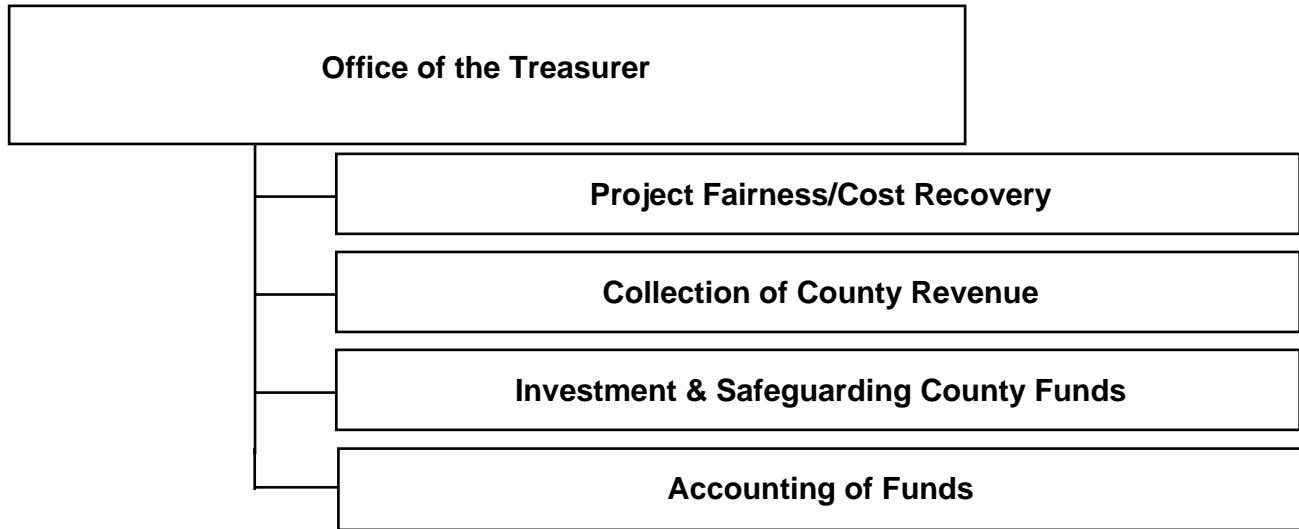
Loudoun County Government
FY 2008 Adopted Fiscal Plan

Public Information
Public Information/Cable TV

Performance Measures	FY 2005 Actual	FY 2006 Actual	FY 2007 Estimated	FY 2008 Projected
Goal: Continue to build on the County website to make it a primary source of information for residents.				
Objective: Increase the number of website page views by 10% annually.				
• Number of web pages posted	3,015	2,968	3,000	3,000
• Number of website, page views in millions	22.2	26.6	29.6	32.5
Goal: Increase use of government access channel to inform residents through video programming and bulletin board announcements.				
Objective: Increase number of announcements on the Government Access bulletin board by 10% annually.				
• Announcements on Government Access bulletin board	108	116	122	128
• Hours of cable programming produced	5	5	5	5
Goal: Increase the number of press releases written, distributed, and placed in the media.				
Objective: Increase value of press releases placed in the media by 5% annually.				
• Estimated value of media placement	109,501	140,694	147,729	155,115
• Number of media placements of press releases	1,267	1,104	1,131	1,160
• Number of press releases	299	296	303	310



Office of the Treasurer





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 State Code; 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 2008 Issues, Challenges & Trends

- As the population of the County continues to increase, the Treasurer's Office faces the major challenge of responding to over 93,000 telephone calls and processing over 700,000 payments per year. The collections group targets over 72,000 delinquent accounts and accounting processes 80,000 transactions and refunds.
- 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.
- The department is sensitive to changes in the tax code. The office educates the public about such changes and makes the necessary system enhancements within the tax system. Starting on July 1, 2007, the office will need to have processes and procedures, including a new billing system, in place to handle new legislation regarding dog licenses.

FY 2008 Major Goals

- Implement changes to the personal property tax bill to consolidate all taxes associated with a specific property onto one bill, instead of the multiple bills the department needs to currently print.
- Consolidate Project Fairness and parking tickets into one database for easy access and administration.
- Complete RFP process for banking services and, if necessary, convert all accounts and systems related to County banking.
- Implement 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.
- Purchase and implement a bar coding system for taxbills which would potentially save approximately \$10,000 in postage per billing.
- Institute an Electronic Bill Presentment and Payment, in which taxpayers will get an emailed tax bill and be able to both review and pay online.
- Bill semiannual real estate, prorated personal property, and annual business license taxes at least 30 days prior to the due date.

FY 2007 Major Achievements

- Implemented accounting portion of cashiering system, eliminating steps and additional time needed to process accounting transactions, and providing electronic images for ease of research.
- Implemented changes to the personal property database to accommodate changes and amounts being paid by the State for PPTRA.
- Implemented a web-based Treasurer's Collection System, eliminating administrative steps in the collections process.
- Set up payment coupons and began taking payments on behalf of the false alarm reduction unit within the Office of the Sheriff.
- Automated returned mail procedures, eliminating a large amount of manual data entry and postage expense.
- Implemented Final Notice program for collection of delinquent taxes.



**Loudoun County Government
FY 2008 Adopted Fiscal Plan**

Office of the Treasurer

Departmental Financial Summary	FY 2004 Actual	FY 2005 Actual	FY 2006 Actual	FY 2007 Adopted	FY 2008 Adopted
Expenditures					
Personnel	\$2,072,346	\$2,190,278	\$2,389,177	\$2,667,000	\$2,811,000
Operations & Maintenance	786,864	600,704	688,429	906,000	968,000
Capital Outlay & Capital Acquisitions	12,995	202,708	42,500	34,000	35,000
Total Expenditures	\$2,872,205	\$2,993,689	\$3,120,106	\$3,608,000	\$3,814,000
Revenues					
General Property Taxes	\$371,013	\$324,068	\$426,331	\$325,000	\$350,000
Other Local Taxes	4,278,596	4,626,043	4,900,542	4,801,000	5,001,000
Fines & Forfeitures	129,557	156,104	218,657	125,000	40,000
Use Of Money & Property	1,776,678	4,546,797	10,703,429	8,000,000	7,000,000
Charges For Services	211,884	196,403	219,488	171,000	171,000
Miscellaneous Revenue	181,761	34,419	36,967	19,000	18,000
Recovered Costs	5,927	12,729	5,178	1,000	1,000
State Non-categorical Aid	577,452	508,359	564,030	500,000	500,000
State Shared Expenses	306,788	319,592	329,703	313,000	371,000
Other Financing Sources	0	10,000	0	0	0
Total Revenues	\$7,839,656	\$10,734,513	\$17,404,325	\$14,254,000	\$13,451,000
Local Tax Funding	\$(4,967,452)	\$(7,740,824)	\$(14,284,219)	\$(10,646,000)	\$(9,637,000)
FTE Summary	37.34	38.34	39.34	40.34	40.34

FY 2008 Board Action

The FY 08 Adopted Fiscal Plan for the Office of the Treasurer includes funding for compensation increases and increased benefits costs effective September 2007. Local tax funding also increases by \$59,000 for postage, contracts and equipment.

Budget History

FY 04 Mid -Year: The Board added 1.00 FTE to support the Cost Recovery Program, which assesses a \$100 fine against individuals found guilty of driving under the influence (DUI), reckless driving, license violations or hit and run traffic incidents.

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

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



Loudoun County Government
FY 2008 Adopted Fiscal Plan

Office of the Treasurer

Expenditures by Program	FY 2004 Actual	FY 2005 Actual	FY 2006 Actual	FY 2007 Adopted	FY 2008 Adopted
Project Fairness/Cost Recovery	\$82,801	\$113,206	\$115,055	\$153,000	\$211,000
Collection of County Revenue	2,259,295	2,306,289	2,385,415	2,795,000	2,842,000
Investment & Safeguarding County Funds	239,511	238,027	226,645	276,000	298,000
Accounting of Funds	290,598	336,168	392,990	384,000	463,000
Total Expenditures	\$2,872,205	\$2,993,689	\$3,120,106	\$3,608,000	\$3,814,000
Revenues by Program	FY 2004 Actual	FY 2005 Actual	FY 2006 Actual	FY 2007 Adopted	FY 2008 Adopted
Project Fairness/Cost Recovery	\$1,194,464	\$1,106,640	\$1,359,744	\$1,050,000	\$990,000
Collection of County Revenue	4,868,514	5,081,276	5,341,278	5,204,000	5,461,000
Investment & Safeguarding County Funds	1,776,678	4,546,597	10,703,304	8,000,000	7,000,000
Total Revenues	\$7,839,656	\$10,734,513	\$17,404,325	\$14,254,000	\$13,451,000
Local Tax Funding by Program	FY 2004 Actual	FY 2005 Actual	FY 2006 Actual	FY 2007 Adopted	FY 2008 Adopted
Project Fairness/Cost Recovery	\$(1,111,663)	\$(993,435)	\$(1,244,688)	\$(897,000)	\$(779,000)
Collection of County Revenue	(2,609,218)	(2,774,987)	(2,955,863)	(2,409,000)	(2,619,000)
Investment & Safeguarding County Funds	(1,537,167)	(4,308,571)	(10,476,659)	(7,724,000)	(6,702,000)
Accounting of Funds	290,598	336,168	392,990	384,000	463,000
Total Local Tax Funding	\$(4,967,452)	\$(7,740,824)	\$(14,284,219)	\$(10,646,000)	\$(9,637,000)
Staffing Summary by Program	FY 2004 Actual	FY 2005 Actual	FY 2006 Actual	FY 2007 Adopted	FY 2008 Adopted
Project Fairness/Cost Recovery	0.90	1.76	1.76	1.76	2.90
Collection of County Revenue	29.39	29.75	30.75	31.75	29.89
Investment & Safeguarding County Funds	1.95	1.94	1.94	1.94	1.95
Accounting of Funds	5.10	4.89	4.89	4.89	5.60
Total FTE	37.34	38.34	39.34	40.34	40.34



Loudoun County Government
FY 2008 Adopted Fiscal Plan

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 the citizenry. 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 2008 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 2008 Challenges

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

Program Financial Summary	FY 2004 Actual	FY 2005 Actual	FY 2006 Actual	FY 2007 Adopted	FY 2008 Adopted
Expenditures					
Personnel	\$61,401	\$83,780	\$86,836	\$100,000	\$155,000
Operations & Maintenance	21,400	29,426	28,219	29,000	31,000
Capital Outlay & Capital Acquisitions	0	0	0	24,000	25,000
Total Expenditures	\$82,801	\$113,206	\$115,055	\$153,000	\$211,000
Revenues					
General Property Taxes	\$371,013	\$324,068	\$426,331	\$325,000	\$350,000
Other Local Taxes	116,443	118,110	150,725	100,000	100,000
Fines & Forfeitures	129,557	156,104	218,657	125,000	40,000
State Non-categorical Aid	577,452	508,359	564,030	500,000	500,000
Total Revenues	\$1,194,464	\$1,106,640	\$1,359,744	\$1,050,000	\$990,000
Total Local Tax Funding	\$(1,111,663)	\$(993,435)	\$(1,244,688)	\$(897,000)	\$(779,000)
FTE Summary	0.90	1.76	1.76	1.76	2.90



Loudoun County Government
FY 2008 Adopted Fiscal Plan

Office of the Treasurer
Project Fairness/Cost Recovery

Performance Measures	FY 2005 Actual	FY 2006 Actual	FY 2007 Estimated	FY 2008 Projected
Goal: Identify and enforce compliance with County personal property registration.				
Objective: Issue warning notices and notices of violations to vehicles with expired, improper or missing County decals.				
• Number of new accounts established on discovered vehicles	8,984	11,005	12,700	13,000
• Number of violation notices issued	2,399	3,070	3,200	3,200
• Number of warning notices issued	11,629	14,816	12,500	15,000



**Loudoun County Government
FY 2008 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. The comprehensive 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 2008 Issues

- As the County grows, 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 residents.
- Future initiatives will include implementing an automated attendant system designed to accept payments from taxpayers telephone. This will not only be a convenient method of payment, it will also free up staff resources to handle other tax payer requests.
- The Treasurer's Office is in the process of researching an online billing process in which residents will be able to receive and pay their bills through their personal email. This system will not only add convenience but will give the taxpayers another option for payment of their taxes.

FY 2008 Challenges

- 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.
- As the County grows, more accounts are created, which increases delinquent accounts. As a result, the collections division continues to find new and creative ways of collecting delinquent taxes. The staff utilizes online system access to the Department of Motor Vehicles (DMV) and Virginia Employment Commission (VEC) to research and identify delinquent taxpayers. The staff also utilizes all available collection tools, such as State set-off debt, tax liens, warrants, payment plans and DMV stops.

Program Financial Summary	FY 2004 Actual	FY 2005 Actual	FY 2006 Actual	FY 2007 Adopted	FY 2008 Adopted
Expenditures					
Personnel	\$1,537,976	\$1,590,563	\$1,718,942	\$1,989,000	\$1,978,000
Operations & Maintenance	708,324	513,018	623,973	796,000	854,000
Capital Outlay & Capital Acquisitions	12,995	202,708	42,500	10,000	10,000
Total Expenditures	\$2,259,295	\$2,306,289	\$2,385,415	\$2,795,000	\$2,842,000
Revenues					
Other Local Taxes	\$4,162,153	\$4,507,934	\$4,749,817	\$4,701,000	\$4,901,000
Use Of Money & Property	0	200	125	0	0
Charges For Services	211,884	196,403	219,488	171,000	171,000
Miscellaneous Revenue	181,761	34,419	36,967	19,000	18,000
Recovered Costs	5,927	12,729	5,178	1,000	1,000
State Shared Expenses	306,788	319,592	329,703	313,000	371,000
Other Financing Sources	0	10,000	0	0	0
Total Revenues	\$4,868,514	\$5,081,276	\$5,341,278	\$5,204,000	\$5,461,000
Total Local Tax Funding	\$(2,609,218)	\$(2,774,987)	\$(2,955,863)	\$(2,409,000)	\$(2,619,000)
FTE Summary	29.39	29.75	30.75	31.75	29.89



Loudoun County Government
FY 2008 Adopted Fiscal Plan

Office of the Treasurer
Collection of County Revenue

Performance Measures	FY 2005 Actual	FY 2006 Actual	FY 2007 Estimated	FY 2008 Projected
Goal: Collect all County and School revenue, including real and tangible personal property taxes, and serve as the depository of all cash receipts.				
Objectives: Bill and collect 95% of semi-annual real estate, semi-annual prorated personal property, and annual business licence taxes by the mandated dates.				
• Dollar Values Levied (current)	\$515,000,000	\$653,000,000	\$568,000,000	\$705,000,000
• Number of Accounts Levied	717,308	751,668	790,832	812,000
• Tax Value Collected in Dollars (current and delinquent)	\$528,000,000	\$608,000,000	\$582,000,000	\$700,000,000
• Tax Value Collected Online in Dollars	\$14,000,000	\$21,000,000	\$17,000,000	\$21,000,000



Loudoun County Government
FY 2008 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 2008 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 US Treasury Bill, as its benchmark. The benchmark identifies efficiencies, or inefficiencies, in the County's investment practices. The County continues to exceed its benchmarks by maximizing the use of available investment tools.

FY 2008 Challenges

- 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.

Program Financial Summary	FY 2004 Actual	FY 2005 Actual	FY 2006 Actual	FY 2007 Adopted	FY 2008 Adopted
Expenditures					
Personnel	\$187,459	\$184,550	\$196,147	\$205,000	\$223,000
Operations & Maintenance	52,052	53,476	30,499	71,000	74,000
Total Expenditures	\$239,511	\$238,027	\$226,645	\$276,000	\$298,000
Revenues					
Use Of Money & Property	\$1,776,678	\$4,546,597	\$10,703,304	\$8,000,000	\$7,000,000
Total Revenues	\$1,776,678	\$4,546,597	\$10,703,304	\$8,000,000	\$7,000,000
Total Local Tax Funding	\$(1,537,167)	\$(4,308,571)	\$(10,476,659)	\$(7,724,000)	\$(6,702,000)
FTE Summary	1.95	1.94	1.94	1.94	1.95



Loudoun County Government
FY 2008 Adopted Fiscal Plan

Office of the Treasurer
Investment & Safeguarding County Funds

Performance Measures	FY 2005 Actual	FY 2006 Actual	FY 2007 Estimated	FY 2008 Projected
Goal: Deposit funds within 24 hours of receipt in the office.				
Objective: Analyze and determine cash flows to ensure adequate funding is available to meet County's daily needs.				
• Average percent of available funds maintained for liquidity	27%	35%	30%	30%
Goal: Maintain 100% compliance with the County's Investment Policy.				
Objective: Meet and exceed established monthly benchmark in relation to the County's portfolio rate of return.				
• Average Benchmark	2.28%	4.11%	4.5%	4.25%
• Average dollar value of investment portfolio	\$164,000,000	\$267,000,000	\$170,000,000	\$267,000,000
• Average rate of return	2.6%	4.09%	4.75%	4.5%



Loudoun County Government
FY 2008 Adopted Fiscal Plan

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 2008 Issues

- The Treasurer's Office is always looking for ways to automate systems and technology to manage County growth more efficiently. With the assistance of the Department of Information Technology, the Treasurer intends to maximize technology by upgrading existing systems, developing new automated systems and expanding e-commerce. The goal of these new systems is to enhance customer service by minimizing labor intensive processing by staff.
- The Treasurer's Office will continue to maintain a 100% reconciliation of all bank accounts within County government and Schools.

FY 2008 Challenges

- Continue to notify vendors of uncashed County checks as outstanding checks increase due to an increase in volume of monthly accounts payable.
- Reconcile the County's 33 bank statements within 60 days of month's end.

Program Financial Summary	FY 2004 Actual	FY 2005 Actual	FY 2006 Actual	FY 2007 Adopted	FY 2008 Adopted
Expenditures					
Personnel	\$285,509	\$331,385	\$387,252	\$373,000	\$455,000
Operations & Maintenance	5,088	4,783	5,738	11,000	8,000
Total Expenditures	\$290,598	\$336,168	\$392,990	\$384,000	\$463,000
 Total Local Tax Funding	 \$290,598	 \$336,168	 \$392,990	 \$384,000	 \$463,000
 FTE Summary	 5.10	 4.89	 4.89	 4.89	 5.60



Loudoun County Government
FY 2008 Adopted Fiscal Plan

Office of the Treasurer
Accounting of Funds

Performance Measures	FY 2005 Actual	FY 2006 Actual	FY 2007 Estimated	FY 2008 Projected
Goal: Account for the application of real property, personal property and business license tax payments.				
Objective: Research and process payment re-application or authorize real property, personal property and business.				
• Average number of outstanding checks per month	4,872	7,265	5,500	7,500
• Number of accounting entries	31,815	35,773	33,400	37,500
• Number of tax refunds authorized	44,660	42,902	46,900	44,000
Goal: Monitor and verify all County disbursements and receipts.				
Objective: Reconcile the County's 42+ bank statements within 60 days of month end.				
• Percentage of bank reconciliations completed in 60 days	100%	100%	99%	100%



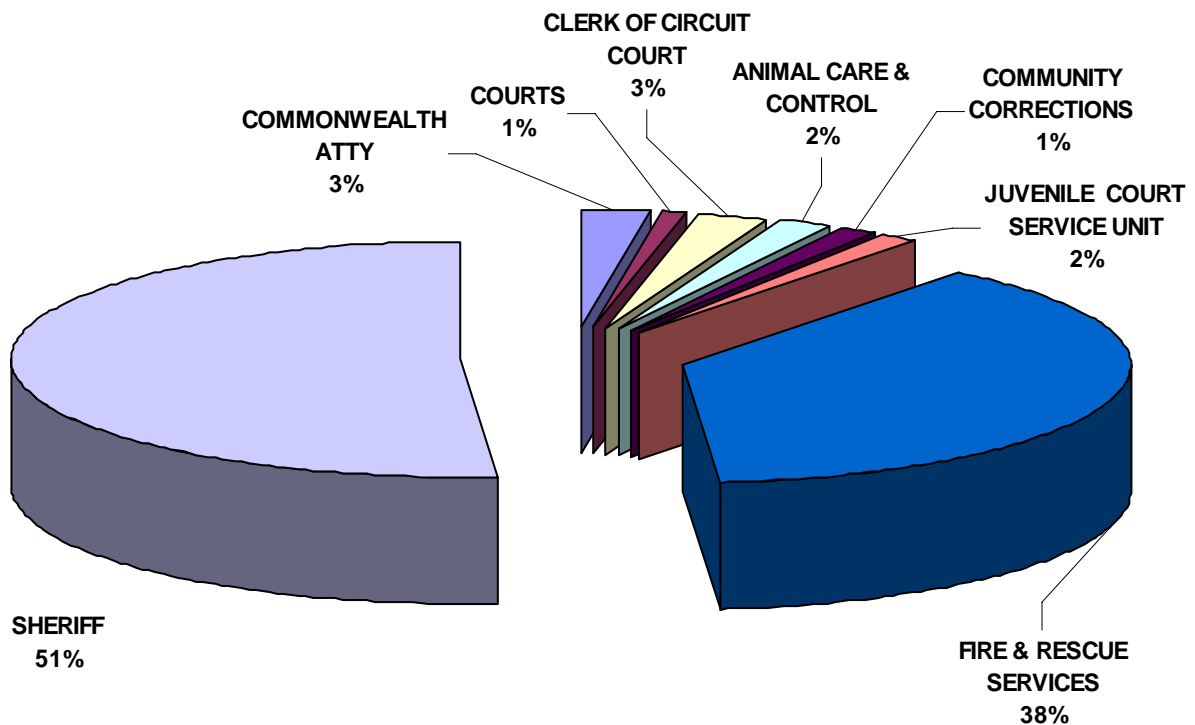
Public Safety and Judicial Administration

PUBLIC SAFETY AND JUDICIAL ADMINISTRATION SUMMARY

Animal Care and Control	Page 123
Clerk of the Circuit Court	Page 133
Commonwealth's Attorney	Page 137
Community Corrections	Page 141
Courts	Page 145
Fire and Rescue Services	Page 157
Juvenile Court Service Unit	Page 181
Sheriff's Office	Page 185



PUBLIC SAFETY & JUDICIAL ADMINISTRATION FY 2008 ADOPTED EXPENDITURES





**Loudoun County Government
FY 2008 Adopted Fiscal Plan**

Public Safety and Judicial Administration

	FY 2004 ACTUAL	FY 2005 ACTUAL	FY 2006 ACTUAL	FY 2007 ADOPTED	FY 2008 ADOPTED
ANIMAL CARE AND CONTROL	\$1,565,736	\$1,764,153	\$2,063,288	\$2,174,000	\$2,419,000
CLERK OF CIRCUIT COURT	2,361,736	2,539,038	2,851,725	3,038,000	3,391,000
COMMONWEALTH'S ATTORNEY	2,327,173	2,305,681	2,536,930	2,790,000	3,074,000
COMMUNITY CORRECTIONS	848,572	971,325	1,129,282	1,405,000	1,523,000
COURTS	803,349	772,819	828,630	955,000	1,091,000
FIRE AND RESCUE SERVICES	27,007,764	29,571,822	38,454,743	40,256,000	47,899,000
JUVENILE COURT SERVICE UNIT	1,057,461	1,206,159	1,648,636	1,900,000	2,019,000
SHERIFF	<u>35,235,859</u>	<u>42,292,246</u>	<u>49,066,927</u>	<u>58,499,000</u>	<u>65,153,000</u>
TOTAL PUBLIC SAFETY	\$71,207,650	\$81,423,243	\$98,580,161	\$111,017,000	\$126,569,000



Animal Care & Control

Animal Care & Control

Animal Shelter

Animal Control



Animal Care & 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 365 days a year 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 2008 Issues, Challenges & Trends

- Manage growing demands for service as a result of population increases and expanding residential development.
- Maintain levels of service to the community while providing a safe and humane living environment for the animals housed at the Animal Shelter.
- Continue efforts 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.
- Manage limited staffing to enhance response efficiency, customer relations, community outreach and enforcement.
- Continue Community Outreach/Volunteer programs to inform and educate the public and enhance accessibility to department programs and activities.
- Manage greater number of complex enforcement activities resulting in more investigations and court-related actions.
- 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.

FY 2008 Major Goals

- Improve customer relations and service to the residents of Loudoun County.
- Lower euthanasia rates by expanding on animal enrichment and rehabilitation, breed rescue, alternative placement, micro-chipping and pet identification programs.
- Expand public outreach and education and develop stronger contacts and partnerships with County community service and public safety agencies.
- Partner with area veterinarians to increase free and low-cost spay and neuter programs for dogs and cats.
- Improve response times and provide greater area coverage and service for animal control operations.
- Establish closer relationships and greater communication with breed rescue groups and other organizations who can assist with transfer and adoption opportunities.
- Work with area vets and Treasurer to manage new laws regarding rabies certificates and dog licenses.
- Partner with area veterinarians to increase clinics that serve the community's animal welfare needs.

FY 2007 Major Achievements

- Continued enhancement of new Feline Enrichment program designed to improve the quality of life for cats at the shelter and help reduce the need for euthanasia due to illness.
- Continued enhancement of new Canine Companion Readiness Program designed to better assess the adoptability of dogs and provide them with enrichment and training opportunities
- Hosted and participated in several training and conference opportunities.
- Increased Animal Control productivity and reduced response times through use of technical advancements and effective deployment of staff.
- Participated in the Holiday Coalition providing pet food to the less fortunate through the C.A.R.E. program.
- Increased volunteer participation and support activities.



**Loudoun County Government
FY 2008 Adopted Fiscal Plan**

Animal Care & Control

Departmental Financial Summary	FY 2004 Actual	FY 2005 Actual	FY 2006 Actual	FY 2007 Adopted	FY 2008 Adopted
Expenditures					
Personnel	\$1,290,446	\$1,384,647	\$1,618,571	\$1,783,000	\$1,962,000
Operations & Maintenance	275,290	369,706	408,625	391,000	458,000
Capital Outlay & Capital Acquisitions	0	9,800	0	0	0
Other	0	0	36,092	0	0
Total Expenditures	\$1,565,736	\$1,764,153	\$2,063,288	\$2,174,000	\$2,419,000
Revenues					
Permits Privilege Fees & Reg Licenses	\$75,088	\$82,821	\$83,988	\$77,000	\$84,000
Fines & Forfeitures	39	199	883	3,000	3,000
Charges For Services	67,724	63,575	58,029	62,000	65,000
Miscellaneous Revenue	0	18,365	5,846	0	0
Recovered Costs	0	0	462	0	0
Other Financing Sources	0	7,000	27,047	0	0
Total Revenues	\$142,851	\$171,960	\$176,255	\$142,000	\$151,000
Local Tax Funding	\$1,422,884	\$1,592,193	\$1,887,033	\$2,032,000	\$2,268,000
FTE Summary	31.22	31.89	32.89	32.89	32.89

FY 2008 Board Action

The FY 08 Adopted Fiscal Plan for Animal Care and Control includes funding for compensation increases and increased benefits costs effective September 2007. Local tax funding also increases by \$50,000 due to rising vehicle maintenance costs and contractual costs with local veterinarians for the spay/neuter program.

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 521 in Volume 2. Information on scheduled projects for the Capital Asset Preservation Program can be found in tables beginning on pages 617 in Volume 2.



Loudoun County Government
FY 2008 Adopted Fiscal Plan

Animal Care & Control

Expenditures by Program	FY 2004 Actual	FY 2005 Actual	FY 2006 Actual	FY 2007 Adopted	FY 2008 Adopted
Animal Shelter	\$972,223	\$1,034,947	\$1,134,206	\$1,243,000	\$1,383,000
Animal Control	593,513	729,206	929,082	931,000	1,036,000
Total Expenditures	\$1,565,736	\$1,764,153	\$2,063,288	\$2,174,000	\$2,419,000
Revenues by Program	FY 2004 Actual	FY 2005 Actual	FY 2006 Actual	FY 2007 Adopted	FY 2008 Adopted
Animal Shelter	\$54,184	\$75,815	\$71,467	\$48,000	\$50,000
Animal Control	88,667	96,145	104,788	95,000	101,000
Total Revenues	\$142,851	\$171,960	\$176,255	\$142,000	\$151,000
Local Tax Funding by Program	FY 2004 Actual	FY 2005 Actual	FY 2006 Actual	FY 2007 Adopted	FY 2008 Adopted
Animal Shelter	\$918,039	\$959,132	\$1,062,739	\$1,196,000	\$1,333,000
Animal Control	504,845	633,061	824,294	836,000	935,000
Total Local Tax Funding	\$1,422,884	\$1,592,193	\$1,887,033	\$2,032,000	\$2,268,000
Staffing Summary by Program	FY 2004 Actual	FY 2005 Actual	FY 2006 Actual	FY 2007 Adopted	FY 2008 Adopted
Animal Shelter	21.09	21.76	21.76	21.76	21.19
Animal Control	10.13	10.13	11.13	11.13	11.70
Total FTE	31.22	31.89	32.89	32.89	32.89



Animal Care & 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 2008 Issues

- Manage an aging facility with limited access and infrastructure issues will pose an increasing burden as intake of animals continues at high levels.
- Secure rescue partners and other alternative adoption resources and then place and/or transfer animals under an agreement or contract acceptable to all parties.
- Manage increased intake of dangerous and aggressive dogs.
- Direct resources toward public education to help with the prevention of animal cruelty and neglect, increasing adoptions and decreasing stray or surrendered animals and disease prevention and control.
- Continue to cultivate and grow the volunteer workforce as well as expand their expertise in the field.
- Expand community outreach efforts through local media and electronic based communication tools.
- Increase adoption efforts in the eastern and southern parts of the County.

FY 2008 Challenges

- Recognizing that the shelter location west of Leesburg makes accessibility from most of the County difficult, due to increasing traffic and congestion.
- Dealing with the variety of animals which come into the Shelter requires staff to respond to unusual situations.
- Continuing efforts to reduce the return of pets after adoption and to rehabilitate minor behavioral concerns whenever possible have been and will continue to help in resolving this issue.
- Staffing, available resources and facility issues 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.
- Increasing partnerships with businesses and other organizations in the communities to serve as hosts for shelter events/adoption programs.



Loudoun County Government
FY 2008 Adopted Fiscal Plan

Animal Care & Control
Animal Shelter

Program Financial Summary	FY 2004 Actual	FY 2005 Actual	FY 2006 Actual	FY 2007 Adopted	FY 2008 Adopted
Expenditures					
Personnel	\$764,580	\$822,827	\$900,046	\$1,013,000	\$1,133,000
Operations & Maintenance	207,643	212,120	234,160	230,000	250,000
Total Expenditures	\$972,223	\$1,034,947	\$1,134,206	\$1,243,000	\$1,383,000
Revenues					
Permits Privilege Fees & Reg Licenses	\$0	\$0	\$(80)	\$0	\$0
Charges For Services	54,184	50,450	45,944	48,000	50,000
Miscellaneous Revenue	0	18,365	5,846	0	0
Recovered Costs	0	0	462	0	0
Other Financing Sources	0	7,000	19,295	0	0
Total Revenues	\$54,184	\$75,815	\$71,467	\$48,000	\$50,000
Total Local Tax Funding	\$918,039	\$959,132	\$1,062,739	\$1,196,000	\$1,333,000
FTE Summary	21.09	21.76	21.76	21.76	21.19



Loudoun County Government
FY 2008 Adopted Fiscal Plan

Animal Care & Control

Animal Shelter

Performance Measures	FY 2005 Actual	FY 2006 Actual	FY 2007 Estimated	FY 2008 Projected
Goal: Increase alternatives to adoption by expanding the number of animal assistance programs, partnerships and foster care providers.				
Objective: Expand animal assistance programs and increase partnerships that provide adoption alternatives by 30%. Increase number of foster care providers by 40% and number of fostered animals by 40%.				
• % increase in breed rescue and other partnerships	n/a	24%	30%	30%
• % increase in foster care providers	n/a	n/a	40%	40%
• % increase in number of animals fostered	n/a	n/a	40%	40%
Goal: Increase the long term success of adoptions and reduce the overall number of dogs and cats surrendered.				
Objective: Decrease the number of adopted dogs and cats returned within one year of adoption by implementing positive matching programs and educational information. Provide the public with tools and information that will assist in keeping pets successfully in their homes.				
• Number of cats received in the shelter	1,705	1,609	1,750	1,800
• Number of cats returned within one year	47	61	55	50
• Number of cats surrendered	855	842	900	800
• Number of dogs received in the Shelter	1,046	1,233	1,077	1,050
• Number of dogs returned within one year	51	45	45	43
• Number of dogs surrendered	269	495	400	380
• Number of other animals received in the Shelter	312	352	360	350
Goal: Increase the number of live animal placements from the shelter.				
Objective: Increase by 3% the number of animals placed through adoption programs.				
• Cats placed through adoption/total received	37%	34%	40%	42%
• Dogs placed through adoption/total received	53%	56%	60%	63%
• Number of dogs and cats placed through adoption	867	822	920	1,068
• Number of dogs and cats placed through rescue	31	14	16	18
• Number of pets returned to owner	602	643	700	735
Goal: Enhance website and email communications to the public by providing information on community events, department activities, and educational resources on various animal related topics.				
Objective: Increase email subscriptions and website activity by 10%.				
• % increase in number of email subscribers	66%	67%	10%	10%
• % increase in number of visits to the website	19%	7%	10%	10%
Goal: Expand total number of volunteers and increase donated time.				
Objective: Maintain a minimum of 50 volunteers completing at least 3,000 volunteer hours. Develop and maintain youth initiatives.				
• Average number of active volunteers	44	52	57	57
• Total number of volunteer hours	3,369	3,572	3,900	4,300
• Value of volunteer hours	\$67,447	\$71,516	\$78,000	\$86,000



Animal Care & 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 companion 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 2008 Issues

- The consistent increase in residents and the pet population continues to place additional workload on a program whose staffing level has not increased proportionately with service demand.
- 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 sprawl has resulted in an increase in wildlife contact. Animal Control will have to increase efforts to respond and educate the public on wildlife issues.
- Recruitment and retention of qualified and trained staff is an ongoing effort.

FY 2008 Challenges

- The Animal Control operation will continue to face an increase in demand for service and a greater need for community outreach programs.
- With new residents entering the County, demands and expectations for service will continue to evolve to a higher level of need with a greater sense of urgency.
- Increases in residents' contacts with wildlife and dangerous dogs will also place a greater demand on the animal control officers.
- Providing adequate resources to properly investigate and followup 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.
- Resolving communications issues among the public safety agencies and enhancing Animal Control's communications systems will improve response times, increase area coverage and provide additional safety measures for staff.



Loudoun County Government
FY 2008 Adopted Fiscal Plan

Animal Care & Control
Animal Control

Program Financial Summary	FY 2004 Actual	FY 2005 Actual	FY 2006 Actual	FY 2007 Adopted	FY 2008 Adopted
Expenditures					
Personnel	\$525,866	\$561,819	\$718,525	\$770,000	\$829,000
Operations & Maintenance	67,647	157,587	174,465	161,000	208,000
Capital Outlay & Capital Acquisitions	0	9,800	0	0	0
Other	0	0	36,092	0	0
Total Expenditures	\$593,513	\$729,206	\$929,082	\$931,000	\$1,036,000
Revenues					
Permits Privilege Fees & Reg Licenses	\$75,088	\$82,821	\$84,068	\$77,000	\$84,000
Fines & Forfeitures	39	199	883	3,000	3,000
Charges For Services	13,540	13,125	12,085	15,000	15,000
Other Financing Sources	0	0	7,752	0	0
Total Revenues	\$88,667	\$96,145	\$104,788	\$95,000	\$101,000
Total Local Tax Funding	\$504,845	\$633,061	\$824,294	\$836,000	\$935,000
FTE Summary	10.13	10.13	11.13	11.13	11.70



Loudoun County Government
FY 2008 Adopted Fiscal Plan

Animal Care & Control

Animal Control

Performance Measures	FY 2005 Actual	FY 2006 Actual	FY 2007 Estimated	FY 2008 Projected
Goal: Improve rescue capabilities by expanding training and partnerships.				
Objective: Increase the number of partnerships to other Public Safety Agencies, animal oriented professionals and animal rescue organizations by 20%.				
• % growth of partnerships with external organizations	n/a	n/a	20%	20%
• Number of community outreach efforts	3	28	12	30
• Number of events at local schools	6	11	13	15
• Number of joint agency animal rescue operations	3	10	10	15
Goal: Increase identification efforts to minimize number of animals taken to the Shelter.				
Objective: Expand the number of pets registered in the County through micro-chipping and pet identification and registration by 10%.				
• Dogs licensed/total dogs in County	22%	20%	22%	24%
• Number of dogs estimated in Loudoun County	56,975	60,066	62,879	66,248
• Number of dogs licensed	12,738	12,156	13,375	14,715
• Number of pets registered	1,008	926	1,110	1,225
• Number of pets returned to owner	602	643	700	735
Goal: Improve service delivery to all communities located in the Eastern part of the County.				
Objective: Increase the number of Animal Control Officer hours in Eastern Loudoun in order to decrease response times to 30 minutes (average).				
• Average response time in Eastern Loudoun	50	20	22	25
• Average response time in Western Loudoun	30	25	27	29
• Number of Animal Control Officer hours in Eastern Loudoun	3,820	8,738	8,900	9,000
• Number of Animal Control Officer hours in Western Loudoun	3,820	7,924	8,800	8,900
Goal: Maintain the current level of successful resolution of complaints while managing the increased demand for service and enforcing local and State ordinances and/or laws.				
Objective: Continue to work directly with citizens to obtain compliance and increase the number of cases resolved outside of court, while improving investigations and case preparation to assist in ensuring the successful conviction of unresolved cases by the courts.				
• Number of complaint follow-up responses	12,060	7,280	12,750	8,026
• Number of convictions/Court dispositions	183	141	180	189
• Number of court cases	191	172	200	210
• Number of court cases resolved outside of court	3,998	4,322	4,820	5,061
• Total number of animal control complaints	4,189	4,494	5,000	5,250



**Loudoun County Government
FY 2008 Adopted Fiscal Plan**

Clerk of the Circuit Court

Mission Statement

The mission of the Clerk of the Circuit Court's Office is to facilitate the orderly conduct of governmental, judicial, commercial and legal affairs for the citizens of Loudoun County by collecting the appropriate taxes and fees, processing legal documents, retaining permanent court records, land records, judgment records, and legal documents, providing public inspection of permanent records, and providing efficient administration of court cases and Clerk's Office services.

Description

The Clerk of the Circuit Court is organized into six functional divisions: Land Records – recordation, indexing and retention of land records and related documents; Probate – probating of wills and estates and preparation of legal documents; Court Services – filing and retention of court records, public inspection of court files, and the administration of services to support the Judges of Circuit Court; Jury Management – issuance of juror questionnaires, juror summonses and other legal documents and the coordination of jury trials and grand jury; Public Services – issuance of marriage licenses, notary commissions, filing concealed weapon permits, subpoenas, and the collection of court fines and costs assessed by the court, and Administration – management of office operations, budget and finance, payroll, human resources and other related administrative/managerial functions. The Clerk's Office also provides oversight for the Law Library and collects fines and fees for other County departments such as the Office of the Sheriff and the Commonwealth's Attorney.

Budget Overview

FY 2008 Issues, Challenges & Trends

- The Clerk's office will face many challenges in FY 08 as population growth increases demands for services and stresses existing facilities. Felony criminal, misdemeanor criminal appeal and civil cases will also increase proportional to growth.
- The establishment of the offsite storage and records facility will present new challenges and opportunities for service delivery to the residents of Loudoun County.
- The growing immigrant population will continue to challenge service staff to effectively communicate policies and procedures of the Clerk's office.
- New trends in technology: document reproduction and tracking, case management, court recording and e-filing will challenge the Clerk's office to use these technologies to improve service for residents and users of the Circuit Court.

FY 2008 Major Goals

- Establish criminal and civil divisions to accept both criminal and civil filings, new cases and provide file inspection in one location.
- Study the feasibility of creating an offsite satellite office at the new offsite records and storage facility.
- Acquire computer terminals to provide law library users with direct access to online legal research tools.
- Acquire library management software to inventory collection, track procurement and control serials.
- Expand and improve the public services division's self-service kiosk to provide additional do-it-yourself forms and applications available to the public.
- Create an interface with the Commissioner of Revenue for business name applications to improve service and coordination between County agencies.
- Study and investigate technology enhancements for the Court Case Management System.
- Plan seminars to educate the public about the function and significance of the Clerk's Office in the county government.
- Obtain additional State and Federal grant funding for technology enhancements.

FY 2007 Major Achievements

- Completed the successful move of the archives department and certain older court records to the new archival records center and records storage facility.
- Established a 250th Anniversary steering committee and planned and convened multiple events including a historic meeting of past and present Clerks on May 19th at the old courthouse.
- The law librarian became full time which allowed the law library to be open five days a week, providing users with improved access to legal research tools. Developed and implemented plan for integrating large numbers of stored volumes into the law library collection.
- Implemented a pilot e-filing program in the land records.
- Implemented a new cooperative evidence review program with the Chief Judge, the Sheriff and the Commonwealth's Attorney and identified evidence that may be returned to the Sheriff for retention and destruction.
- Installed kiosks in the public services division to provide information and procedures for submitting some forms and applications.



**Loudoun County Government
FY 2008 Adopted Fiscal Plan**

Clerk of the Circuit Court

Departmental Financial Summary	FY 2004 Actual	FY 2005 Actual	FY 2006 Actual	FY 2007 Adopted	FY 2008 Adopted
Expenditures					
Personnel	\$2,072,605	\$2,229,381	\$2,515,843	\$2,777,000	\$3,127,000
Operations & Maintenance	253,153	229,840	262,646	231,000	234,000
Capital Outlay & Capital Acquisitions	35,978	79,817	73,237	31,000	31,000
Total Expenditures	\$2,361,737	\$2,539,038	\$2,851,725	\$3,038,000	\$3,391,000
Revenues					
Other Local Taxes	\$8,465,062	\$15,758,557	\$17,979,805	\$18,026,000	\$10,797,000
Permits Privilege Fees & Reg Licenses	16,015	17,513	15,467	217,000	213,000
Charges For Services	3,025,325	3,312,661	3,698,488	3,545,000	2,242,000
State Non-categorical Aid	3,112,047	4,170,886	4,654,843	5,200,000	2,793,000
State Shared Expenses	593,249	616,616	656,151	621,000	898,000
State Categorical Aid	17,654	17,827	41,122	35,000	35,000
Other Financing Sources	0	0	10,000	0	0
Total Revenues	\$15,229,352	\$23,894,061	\$27,055,876	\$27,644,000	\$16,978,000
Local Tax Funding	\$(12,867,616)	\$(21,355,023)	\$(24,204,151)	\$(24,606,000)	\$(13,586,000)
FTE Summary	37.00	38.00	40.00	41.00	43.53

FY 2008 Board Action

The FY 08 Adopted Fiscal Plan for the Clerk of Circuit Court includes funding for compensation increases and increased benefits costs effective September 2007. Reductions in revenue are reflective of reduced recordation tax and other property taxation related revenue.

Budget History

FY 04 Mid-Year: The Board added 1.00 FTE for an archival records manager.

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, one systems administrator. Each position was partially funded by the State Compensation Board.



Loudoun County Government
FY 2008 Adopted Fiscal Plan

Clerk of the Circuit Court

Expenditures by Program	FY 2004 Actual	FY 2005 Actual	FY 2006 Actual	FY 2007 Adopted	FY 2008 Adopted
Clerk of the Circuit Court	\$2,361,737	\$2,539,038	\$2,851,725	\$3,038,000	\$3,391,000
Total Expenditures	\$2,361,737	\$2,539,038	\$2,851,725	\$3,038,000	\$3,391,000
Revenues by Program	FY 2004 Actual	FY 2005 Actual	FY 2006 Actual	FY 2007 Adopted	FY 2008 Adopted
Clerk of the Circuit Court	\$15,229,352	\$23,894,061	\$27,055,876	\$27,644,000	\$16,978,000
Total Revenues	\$15,229,352	\$23,894,061	\$27,055,876	\$27,644,000	\$16,978,000
Local Tax Funding by Program	FY 2004 Actual	FY 2005 Actual	FY 2006 Actual	FY 2007 Adopted	FY 2008 Adopted
Clerk of the Circuit Court	\$(12,867,616)	\$(21,355,023)	\$(24,204,151)	\$(24,606,000)	\$(13,586,000)
Total Local Tax Funding	\$(12,867,616)	\$(21,355,023)	\$(24,204,151)	\$(24,606,000)	\$(13,586,000)
Staffing Summary by Program	FY 2004 Actual	FY 2005 Actual	FY 2006 Actual	FY 2007 Adopted	FY 2008 Adopted
Clerk of the Circuit Court	37.00	38.00	40.00	41.00	43.53
Total FTE	37.00	38.00	40.00	41.00	43.53



Loudoun County Government
FY 2008 Adopted Fiscal Plan

Clerk of the Circuit Court

Performance Measures	FY 2005 Actual	FY 2006 Actual	FY 2007 Estimated	FY 2008 Projected
Goal: 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.				
Objective: Index all court cases and update the case management system.				
• Court cases entered into database within required standards	100%	100%	100%	100%
• Number of Indexed Court Cases	5,546	5,468	5,500	7,283
Goal: Process all criminal fund court payments within 30 days as required by the Virginia Supreme Court annually.				
Objective: Process and deliver 100% of applicable criminal fund payments to the Virginia Supreme Court.				
• Court payments processed within 30 days	100%	100%	100%	100%
• Number of Criminal Fund Payments	761	775	800	800
Goal: Provide public access to all deed recordings within 30 days per code of Virginia.				
Objective: Process and scan all recordings into land records system within 30 days.				
• Number of Deed Recordings	1,084,547	854,707	1,324,297	1,324,297
• Records available within 30 days	100%	100%	100%	100%
Goal: Ensure that a sufficient pool of jurors is provided for criminal and civil jury trials as required by the Code of Virginia.				
Objective: Issue requisite number of jury summons to provide adequate numbers of jurors.				
• Number of Jury Summons issued	15,500	36,500	36,500	36,500
• Successful jury pools provided to complete jury trials	100%	100%	100%	100%
Goal: Probate all wills and estates as required by the Code of Virginia annually.				
Objective: Enhance website and public information kiosk to improve the efficiency of the probate division.				
• Number of Wills Probate	620	792	775	825
• Wills probated within the guidelines of the Code of Virginia	100	100	100	100
Goal: Annually issue Concealed Weapon Permits within 45 days per the Code of Virginia.				
Objective: Process and issue 100% of Concealed Weapon Permits applications within 45 days.				
• Number of Concealed Weapon Permits issued	554	513	566	640
• Permits issued within Code of Virginia guidelines	100%	100%	100%	100%



Commonwealth's Attorney

Mission Statement

Investigate and prosecute felony, misdemeanor, traffic and juvenile criminal cases. 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 (NVRGTF) 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 essential.

The Victim Witness program provides twenty-four hour crisis intervention. Advising victims of their rights (as provided under the Virginia Code) 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 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 (DART) and the Child Protective Committee.

Budget Overview

FY 2008 Issues, Challenges & Trends

- Strong residential and commercial development makes the County an attractive target for criminal activity and gang-related crimes; as such, it is difficult to predict the criminal caseload.
- The office will 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 a large volume of cases. Crimes against persons, including but not limited to child abuse, sexual assault, domestic violence, homicide and identity theft, are time intensive and require specialized services.

FY 2008 Major Goals

- Develop cases with regional gang prosecutors through the efforts of the multi-jurisdictional grand jury and the NVRGTF.
- 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.

FY 2007 Major Achievements

- The office received a State grant for a Domestic Violence prosecutor which was supplemented by local funds.
- 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 initiated a law enforcement training program to keep officers updated on current legal issues, evidence collection and updates to the Virginia Code.



**Loudoun County Government
FY 2008 Adopted Fiscal Plan**

Commonwealth's Attorney

Departmental Financial Summary	FY 2004 Actual	FY 2005 Actual	FY 2006 Actual	FY 2007 Adopted	FY 2008 Adopted
Expenditures					
Personnel	\$2,194,486	\$2,174,117	\$2,380,259	\$2,641,000	\$2,916,000
Operations & Maintenance	123,387	122,264	147,371	150,000	158,000
Capital Outlay & Capital Acquisitions	9,300	9,300	9,300	0	0
Total Expenditures	\$2,327,173	\$2,305,681	\$2,536,930	\$2,790,000	\$3,074,000
Revenues					
Charges For Services	\$3,085	\$3,892	\$3,864	\$0	\$0
Recovered Costs	0	182	0	0	0
State Shared Expenses	563,165	603,155	628,465	532,000	553,000
State Categorical Aid	0	0	37,653	0	0
Federal Categorical Aid	37,374	26,470	32,697	29,000	29,000
Total Revenues	\$603,623	\$633,699	\$702,679	\$560,000	\$582,000
Local Tax Funding	\$1,723,550	\$1,671,982	\$1,834,251	\$2,230,000	\$2,492,000
FTE Summary	32.00	31.00	32.00	33.00	34.00

FY 2008 Board Action

The FY 08 Adopted Fiscal Plan for the Commonwealth Attorney includes funding for compensation increases and increased benefits costs effective September 2007.

Budget History

FY 05: 1.00 FTE was eliminated upon the recommendation of the Commonwealth's Attorney during the FY 05 Proposed Budget process.

FY 05 Mid-Year: The Board approved the addition of 1.00 FTE to the Commonwealth's Attorney for a Gang Task Force Prosecutor. This position was partially funded through a grant from the State Compensation Board.

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 2008 Adopted Fiscal Plan

Commonwealth's Attorney

Expenditures by Program	FY 2004 Actual	FY 2005 Actual	FY 2006 Actual	FY 2007 Adopted	FY 2008 Adopted
Prosecutions	\$2,327,173	\$2,305,681	\$2,536,930	\$2,790,000	\$3,074,000
Total Expenditures	\$2,327,173	\$2,305,681	\$2,536,930	\$2,790,000	\$3,074,000
Revenues by Program	FY 2004 Actual	FY 2005 Actual	FY 2006 Actual	FY 2007 Adopted	FY 2008 Adopted
Prosecutions	\$603,623	\$633,699	\$702,679	\$560,000	\$582,000
Total Revenues	\$603,623	\$633,699	\$702,679	\$560,000	\$582,000
Local Tax Funding by Program	FY 2004 Actual	FY 2005 Actual	FY 2006 Actual	FY 2007 Adopted	FY 2008 Adopted
Prosecutions	\$1,723,550	\$1,671,982	\$1,834,251	\$2,230,000	\$2,492,000
Total Local Tax Funding	\$1,723,550	\$1,671,982	\$1,834,251	\$2,230,000	\$2,492,000
Staffing Summary by Program	FY 2004 Actual	FY 2005 Actual	FY 2006 Actual	FY 2007 Adopted	FY 2008 Adopted
Prosecutions	32.00	31.00	32.00	33.00	34.00
Total FTE	32.00	31.00	32.00	33.00	34.00



Loudoun County Government
FY 2008 Adopted Fiscal Plan

Commonwealth's Attorney

Performance Measures	FY 2005 Actual	FY 2006 Actual	FY 2007 Estimated	FY 2008 Projected
Goal: Support the fair and efficient administration of justice.				
Objective: To prosecute criminal cases, review criminal investigations, and render legal opinions and advice, all within the guidelines of the State Supreme Court.				
• Forfeiture action initiated	12	22	25	25
• Law Enforcement Officer training sessions and	6	12	20	30
• Number of Circuit Court Cases	2,200	2,310	2,310	2,500
• Number of General District Court Cases	81,000	85,050	85,100	85,100
• Number of Jury Trials	31	30	35	40
• Number of Juvenile & Domestic Relations Court Cases	34,000	35,700	37,000	37,000
• Probation violation hearings	251	285	300	300
Goal: Support victims and witnesses of crimes				
Objective: Provide support, guidance and information regarding the criminal justice system.				
• Local brochures distributed	4,700	4,700	4,700	5,200
• Number of Criminal Injuries Compensation Fund claims	40	42	42	50
• Number of referrals to LAWS and other agencies	1,100	1,155	1,155	1,500
• Number of victims impact statements issued	147	150	154	158
• Number of victims provided services	2,900	3,000	3,045	3,545
• Percent of Victims/Witnesses provided with services	90%	92%	92%	95%
• Reporting of violent crimes against women	675	709	709	750



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 court concerning defendants' suitability for supervised release and supervises those placed with the program by the Court. The posttrial division utilizes probation officers to complete pre-sentence investigation reports ordered by the Courts and to supervise offenders placed on probation for whom Loudoun County is responsible. The posttrial 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 2008 Issues, Challenges & Trends

- 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 the workload of staff. For example, the number of pretrial investigations has doubled since 2003. The FY 08 budget includes 2.53 FTE for two probation officers and a pretrial evaluator.
- 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 Attorney's Office and the Juvenile Court Service Unit.

FY 2008 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.

Drug Court

- Serve the Loudoun Judiciary by enforcing all general and special conditions of the drug court.
- Save jail beds in the local detention center.

FY 2007 Major Achievements

- The Drug Court Program successful graduated three participants.
- 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 \$45,080 in restitution and \$59,135 in fines and county costs.



Loudoun County Government
FY 2008 Adopted Fiscal Plan

Community Corrections

Departmental Financial Summary	FY 2004 Actual	FY 2005 Actual	FY 2006 Actual	FY 2007 Adopted	FY 2008 Adopted
Expenditures					
Personnel	\$777,265	\$878,233	\$973,994	\$1,224,000	\$1,342,000
Operations & Maintenance	71,307	93,092	155,288	180,000	181,000
Total Expenditures	\$848,572	\$971,325	\$1,129,282	\$1,404,000	\$1,523,000
Revenues					
Other Local Taxes	\$0	\$0	\$605	\$0	\$0
Charges For Services	0	11,240	23,412	54,000	54,000
Recovered Costs	4,222	8,790	6,580	19,000	19,000
State Categorical Aid	414,218	448,150	481,718	461,000	419,000
Federal Categorical Aid	38,480	92,371	140,412	85,000	85,000
Total Revenues	\$456,920	\$560,550	\$652,727	\$619,000	\$576,000
Local Tax Funding	\$391,652	\$410,775	\$476,555	\$785,000	\$946,000
FTE Summary	13.06	15.06	16.33	17.33	18.86

FY 2008 Board Action

The FY 08 Adopted Fiscal Plan for Community Corrections includes enhancements totaling 2.53 FTE and \$162,000 in additional local tax funding for two probation officers and one part-time pretrial evaluator, as well as additional funding for compensation increases and increased benefits costs effective September 2007.

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.



Loudoun County Government
FY 2008 Adopted Fiscal Plan

Community Corrections

Expenditures by Program	FY 2004 Actual	FY 2005 Actual	FY 2006 Actual	FY 2007 Adopted	FY 2008 Adopted
Community Corrections	\$848,572	\$971,325	\$1,129,282	\$1,404,000	\$1,523,000
Total Expenditures	\$848,572	\$971,325	\$1,129,282	\$1,404,000	\$1,523,000
Revenues by Program	FY 2004 Actual	FY 2005 Actual	FY 2006 Actual	FY 2007 Adopted	FY 2008 Adopted
Community Corrections	\$456,920	\$560,550	\$652,727	\$619,000	\$576,000
Total Revenues	\$456,920	\$560,550	\$652,727	\$619,000	\$576,000
Local Tax Funding by Program	FY 2004 Actual	FY 2005 Actual	FY 2006 Actual	FY 2007 Adopted	FY 2008 Adopted
Community Corrections	\$391,652	\$410,775	\$476,555	\$785,000	\$946,000
Total Local Tax Funding	\$391,652	\$410,775	\$476,555	\$785,000	\$946,000
Staffing Summary by Program	FY 2004 Actual	FY 2005 Actual	FY 2006 Actual	FY 2007 Adopted	FY 2008 Adopted
Community Corrections	13.06	15.06	16.33	17.33	18.86
Total FTE	13.06	15.06	16.33	17.33	18.86



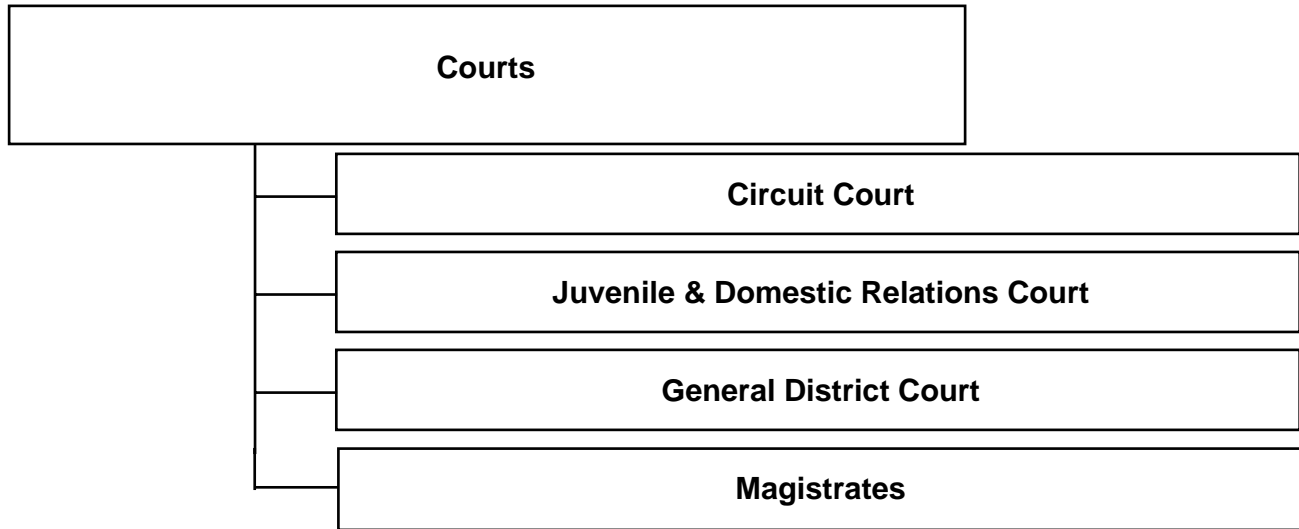
Loudoun County Government
FY 2008 Adopted Fiscal Plan

Community Corrections

Performance Measures	FY 2005 Actual	FY 2006 Actual	FY 2007 Estimated	FY 2008 Projected
Goal: Provide an array of alternatives to detention to reduce space issues in the local Adult Detention Center				
Objective: Manage cases referred to the program by diverting offenders from jail.				
• Local Probation: Average County \$ saved annually	\$1,937,420	\$2,031,225	\$2,146,930	\$2,263,000
• Local Probation: Average number of beds saved annually	22,630	23,725	24,820	25,915
• Pretrial: Average County \$ saved annually	\$1,781,200	\$2,031,225	\$2,031,225	\$2,190,000
• Pretrial: Average number of beds saved annually	20,805	23,725	23,725	24,820
Goal: Provide alternatives to detention through community service work.				
Objective: Insure that 86% of offenders perform community service work as directed by the Court.				
• Number of Community Service hours worked	24,352	26,000	27,000	28,000
• Percent of offenders performing community services work	43%	39%	38%	40%
• Value (\$) of Community Service hours worked	\$146,112	\$156,000	\$162,000	\$168,000
Goal: Serve the Loudoun judiciary by enforcing all general and special conditions of Pretrial and Probation.				
Objective: Manage the average annual growth of 10% in new cases referred by the court.				
• Local Probation: Average daily case load	1,234	1,300	1,350	1,420
• Local Probation: New cases opened	1,679	1,760	1,825	1,900



Courts





**Loudoun County Government
FY 2008 Adopted Fiscal Plan**

Courts

Mission Statement

The mission of the Courts is to serve the public through support of the judicial system of Loudoun County in providing an independent, accessible, responsive forum for the just resolution of disputes. Both the State Constitution and the Code of Virginia require the County to provide suitable facilities for the Courts and Magistrates, although the County is not required to provide any personnel or related expenses.

Description

The court system in Loudoun County is composed of the Circuit, Juvenile and Domestic Relations, General District Courts, and the Magistrates. The Circuit Court, the only trial court of record in the County, is the court of original and appellate jurisdiction and has three sitting judges. The Circuit Court is the only court exercising general jurisdiction over all matters both criminal and civil, including appeals from the district courts. The Juvenile and Domestic Relations (JDR) District Court provides the citizens of the community access to the legal system to resolve domestic disputes and adjudicate delinquent offenses. Its goal is to provide youth and families with the services needed to rehabilitate and 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. 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 2008 Issues, Challenges & Trends

- The Courts have experienced significant increases in caseload statistics and community demand for services.
- Increased need for Spanish and other language interpreters are needed in the courts.

FY 2008 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 2007 Major Achievements

- The Magistrates moved to the new Adult Detention Center and implemented video conferencing with the Sheriff's Office.
- A second full time judge has been approved effective July 1, 2005 and a 20 hour part-time clerical support also has been provided.
- Bring requested cases and manage dockets to the Courts in a timely and efficient manner.
- Implement and oversee the interagency drug court program.



Loudoun County Government
FY 2008 Adopted Fiscal Plan

Courts

Departmental Financial Summary	FY 2004 Actual	FY 2005 Actual	FY 2006 Actual	FY 2007 Adopted	FY 2008 Adopted
Expenditures					
Personnel	\$539,670	\$533,793	\$563,488	\$643,000	\$750,000
Operations & Maintenance	223,389	239,027	262,237	297,000	324,000
Capital Outlay & Capital Acquisitions	40,290	0	2,905	16,000	17,000
Total Expenditures	\$803,350	\$772,820	\$828,630	\$955,000	\$1,091,000
Revenues					
Recovered Costs	\$3,552	\$24,439	\$21,296	\$0	\$0
Total Revenues	\$3,552	\$24,439	\$21,296	\$0	\$0
Local Tax Funding	\$799,797	\$748,381	\$807,334	\$955,000	\$1,091,000
FTE Summary	6.00	6.00	6.00	6.00	7.00

FY 2008 Board Action

The FY 08 Adopted Fiscal Plan for the Courts includes funding for compensation increases and increased benefits costs effective September 2007.

Budget History

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

Additional information on this department's Capital Improvement Program projects can be found in Volume 2 on pages 482, 483, and 484. Information on scheduled projects for the Capital Asset Preservation Program can be found in tables beginning on page 614 in Volume 2.



Loudoun County Government
FY 2008 Adopted Fiscal Plan

Courts

Expenditures by Program	FY 2004 Actual	FY 2005 Actual	FY 2006 Actual	FY 2007 Adopted	FY 2008 Adopted
Circuit Court	\$520,243	\$496,788	\$531,165	\$587,000	\$694,000
Juvenile & Domestic Relations Court	39,152	45,233	48,989	66,000	66,000
General District Court	108,826	99,382	106,844	121,000	149,000
Magistrates	135,129	131,416	141,632	180,000	181,000
Total Expenditures	\$803,350	\$772,820	\$828,630	\$955,000	\$1,091,000

Revenues by Program	FY 2004 Actual	FY 2005 Actual	FY 2006 Actual	FY 2007 Adopted	FY 2008 Adopted
General District Court	\$3,552	\$24,439	\$21,296	\$0	\$0
Total Revenues	\$3,552	\$24,439	\$21,296	\$0	\$0

Local Tax Funding by Program	FY 2004 Actual	FY 2005 Actual	FY 2006 Actual	FY 2007 Adopted	FY 2008 Adopted
Circuit Court	\$520,243	\$496,788	\$531,165	\$587,000	\$694,000
Juvenile & Domestic Relations Court	39,152	45,233	48,989	66,000	66,000
General District Court	105,274	74,943	85,547	121,000	149,000
Magistrates	135,129	131,416	141,632	180,000	181,000
Total Local Tax Funding	\$799,797	\$748,381	\$807,334	\$955,000	\$1,091,000

Staffing Summary by Program	FY 2004 Actual	FY 2005 Actual	FY 2006 Actual	FY 2007 Adopted	FY 2008 Adopted
Circuit Court	6.00	6.00	6.00	6.00	7.00
Total FTE	6.00	6.00	6.00	6.00	7.00



Loudoun County Government
FY 2008 Adopted Fiscal Plan

Courts
Circuit Court

Description

The Circuit Court has original and general jurisdiction of most civil cases; all cases, civil or criminal, in which appeal may be made to the Supreme Court of Virginia; and of all indictments for felonies and of presentments, informations and indictments for misdemeanors. The Circuit Court has appellate jurisdiction of all cases, civil and criminal, in which an appeal, or writ of error may be taken from or to the judgement 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 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 2008 Issues

- Manage and coordinate the Drug Court Program that was transferred from Community Corrections.
- The nature of cases has become more complex.
- Population growth has resulted in an increased of civil and criminal case load.

FY 2008 Challenges

- 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 staff.

Program Financial Summary	FY 2004 Actual	FY 2005 Actual	FY 2006 Actual	FY 2007 Adopted	FY 2008 Adopted
Expenditures					
Personnel	\$422,631	\$414,778	\$437,052	\$488,000	\$595,000
Operations & Maintenance	97,611	82,010	94,113	99,000	99,000
Total Expenditures	\$520,243	\$496,788	\$531,165	\$587,000	\$694,000
 Total Local Tax Funding	 \$520,243	 \$496,788	 \$531,165	 \$587,000	 \$694,000
 FTE Summary	 6.00	 6.00	 6.00	 6.00	 7.00



Loudoun County Government
FY 2008 Adopted Fiscal Plan

Courts
Circuit Court

Performance Measures*	FY 2005 Actual	FY 2006 Actual	FY 2007 Estimated	FY 2008 Projected
Goal: Maintain judicious, prompt, and efficient handling of cases.				
Objective: Conclude all civil and criminal cases in a same judicious, prompt, and efficient manner.				
• Number of commenced civil cases	2,718	3,036	3,187	3,347
• Number of commenced criminal cases	1,652	1,764	1,852	1,945

* Performance measures are on a calendar year basis.



Loudoun County Government
FY 2008 Adopted Fiscal Plan

Courts

Juvenile & Domestic Relations Court

Description

The Juvenile & Domestic Relations Court's jurisdiction includes all juvenile traffic/delinquent offenses, adult criminal offenses committed against minors, and domestic relations cases (both criminal and civil matters). Civil cases are processed through the Court Services Unit; attorneys may file civil pleadings concerning child custody, visitation, support and adoption directly with the Clerk's Office. Motions to amend or review existing Court Orders may also be filed by pro se litigants directly with the Office of the Clerk. It is the responsibility of the Clerk's Office to index, docket and prepare service of process for all cases filed with the Court.

Budget Overview

FY 2008 Issues

- The Court continues to experience increased service demand.
- Providing services to clients for whom English is a second or non-existent language.

FY 2008 Challenges

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

Program Financial Summary	FY 2004 Actual	FY 2005 Actual	FY 2006 Actual	FY 2007 Adopted	FY 2008 Adopted
Expenditures					
Personnel	\$179	\$0	\$0	\$0	\$0
Operations & Maintenance	38,972	45,233	48,989	60,000	60,000
Capital Outlay & Capital Acquisitions	0	0	0	6,000	6,000
Total Expenditures	\$39,152	\$45,233	\$48,989	\$66,000	\$66,000
 Total Local Tax Funding	 \$39,152	 \$45,233	 \$48,989	 \$66,000	 \$66,000



Loudoun County Government
FY 2008 Adopted Fiscal Plan

Courts
Juvenile & Domestic Relations Court

Performance Measures*	FY 2005 Actual	FY 2006 Actual	FY 2007 Estimated	FY 2008 Projected
Goal: Provide equitable access to the judicial system for Loudoun County residents.				
Objective: Provide service to Loudoun County families.				
• Number of Juvenile & Domestic Relations hearings	118,669	21,401	22,471	23,595
• Number of new Domestic Relations cases	3,531	3,531	3,708	3,893
• Number of new Juvenile cases	4,380	4,492	4,717	4,952
• Number of spouse abuse cases	700	780	819	860
Goal: Provide information to the Loudoun County residents.				
Objective: Assist the public with questions.				
• Number of questions answered by phone calls	37,800	33,136	34,793	36,533

** Performance measures are on a calendar year basis.*



Loudoun County Government
FY 2008 Adopted Fiscal Plan

Courts
General District Court

Description

General District Courts are courts of limited jurisdiction. In addition to limited civil controversies designated by statute, the General District Court has jurisdiction to hear and decide civil cases where the amount of the controversy does not exceed \$15,000. Included are criminal, civil, traffic and mental hearings, arrests, community relations, community service programs, court dates, and general information in regard to each of these types of cases. Additionally, the General District Court processes all paperwork filed for service, courtroom paperwork, updates and issues many court processes required by law. Support staff is provided by the State. The staff of the General District Court is employed by the State, while the County funds the office's operating expenses.

Budget Overview

FY 2008 Issues

- The addition of a judge has allowed the court to accommodate more cases daily and has allowed for speedier trials for individuals. The backlog has decreased for trial dates.
- Population increases have an effect on the General District Court with more traffic tickets, more civil and criminal cases, and residents seeking information.
- Cases are becoming more complex.
- Demographics of immigration are shifting the County towards more non-native speaking of English.
- Misdemeanor crimes such as traffic result in massive paperwork.

FY 2008 Challenges

- Meet the increasing needs of services and handle more complex cases with current staff.
- More qualified foreign language interpreters are required for court hearings.

Program Financial Summary	FY 2004 Actual	FY 2005 Actual	FY 2006 Actual	FY 2007 Adopted	FY 2008 Adopted
Expenditures					
Operations & Maintenance	\$68,536	\$99,382	\$103,939	\$111,000	\$138,000
Capital Outlay & Capital Acquisitions	40,290	0	2,905	10,000	11,000
Total Expenditures	\$108,826	\$99,382	\$106,844	\$121,000	\$149,000
Revenues					
Recovered Costs	\$3,552	\$24,439	\$21,296	\$0	\$0
Total Revenues	\$3,552	\$24,439	\$21,296	\$0	\$0
Total Local Tax Funding	\$105,274	\$74,943	\$85,547	\$121,000	\$149,000



Loudoun County Government
FY 2008 Adopted Fiscal Plan

Courts
General District Court

Performance Measures*	FY 2005 Actual	FY 2006 Actual	FY 2007 Estimated	FY 2008 Projected
Goal: Ensure all court cases are resolved promptly and efficiently.				
Objective: Process all court cases filed by attorneys, police agencies and the public.				
• Number of civil cases concluded	14,343	14,765	15,000	15,500
• Number of criminal cases concluded	6,800	7,124	7,300	8,500
• Number of traffic cases concluded	53,128	54,109	56,200	58,580
Goal: Provide information to members of the public.				
Objective: Assist the public with questions by phone and in person.				
• Number of information packets distributed	80,001	97,962	105,000	106,500
• Number of questions answered by phone calls per deputy	61,206	64,502	68,000	68,500
• Number of questions answered in person per deputy clerk	75,886	79,216	83,500	84,000

* Performance measures are on a calendar year basis.



Loudoun County Government
FY 2008 Adopted Fiscal Plan

Courts Magistrates

Description

The Magistrate's Office is a point of entry for the County's court system. Magistrates conduct probable cause hearings, issue warrants, conduct bail hearings, commit offenders to jail and release prisoners from jail, issue emergency custody orders, temporary detention orders, medical emergency detention orders as well as emergency protective orders in domestic abuse and stalking cases. The Office operates 24 hours a day. The County funds the office's operating expenditures and pays the Magistrates a 50% match of 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 2008 Issues

- 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 covers Fauquier and Rappahannock County. During FY 06 a part-time position was converted to full time.

FY 2008 Challenges

- 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.
- 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.
- Securing additional staffing from the Commonwealth of Virginia for the Magistrate's Office in Loudoun County.

Program Financial Summary	FY 2004 Actual	FY 2005 Actual	FY 2006 Actual	FY 2007 Adopted	FY 2008 Adopted
Expenditures					
Personnel	\$116,860	\$119,015	\$126,436	\$154,000	\$155,000
Operations & Maintenance	18,269	12,401	15,196	26,000	26,000
Total Expenditures	\$135,129	\$131,416	\$141,632	\$180,000	\$181,000
 Total Local Tax Funding	 \$135,129	 \$131,416	 \$141,632	 \$180,000	 \$181,000



Loudoun County Government
FY 2008 Adopted Fiscal Plan

Courts
Magistrates

Performance Measures*	FY 2005 Actual	FY 2006 Actual	FY 2007 Estimated	FY 2008 Projected
Goal: Provide judicial services and accomplish statutory responsibilities on a twenty-four hour per day, 365 days per year basis.				
Objective: Process transactions within twenty-four hours.				
• Duty hours	10,372	10,595	10,595	10,595
• Processes administered per Magistrate	3,616	3,620	3,801	3,980
• Processes issued	18,080	18,100	19,005	19,900
• Processes issued per duty hours	1.74	2.05	1.79	1.88
• Transactions requested	22,086	21,738	24,000	24,000

* Performance measures are on a calendar year basis.



Fire & Rescue Services

Fire & Rescue Services

	Emergency Medical Services & Public Education
--	--

	Operations
--	-------------------

	Communications & Support Services
--	--

	Volunteer Coordination
--	-------------------------------

	Fire-Rescue Training
--	-----------------------------

	Fire Marshal's Office
--	------------------------------

	Office of Emergency Management
--	---------------------------------------

	Administration, Planning & Human Resources
--	---



Fire & Rescue Services

Mission Statement

The Loudoun County Department of Fire and Rescue Services is dedicated to the well-being of the citizens, visitors and members. The department will provide essential emergency and non-emergency programs through teamwork, integrity, professionalism and service.

Description

Fire and Rescue Services is organized into eight programs: EMS Public Education and Training, Operations, Communications and Support Services, Volunteer Coordination, Fire-Rescue Training, Fire Marshal's Office, Office of Emergency Management and Administration, Planning and Human Resources. 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 2008 Issues, Challenges & Trends

Volunteer Demographics

- Changing demographics, population growth, and personal commitments have challenged the availability of volunteers that has resulted in an increased use of career staff.
- As additional career staff is deployed to support the volunteer system, a clearly developed operational chain of command has been implemented to ensure uniform service delivery and proper organizational management within Loudoun's combined career and volunteer system.

New Service Demands

- Demands on the County's combined fire and rescue system increase as the population grows. Services such as ladder companies, heavy rescue, advanced life support and basic life support, water tankers, new stations, 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 new 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 2008 Major Goals

- Continue to implement the Board's adopted Fire and Rescue Service Plan, which will guide future budget development and service goals for the combination system.
- Update the department's Strategic Plan, originally adopted in FY 06, which links the combined fire and rescue system service plan and the budgetary process, and provides measurable goals for program development and implementation.
- Continue to develop and grow the newly-implemented Emergency Medical Services (EMS) Battalion Chief program which provides day and night career and volunteer personnel for the provision of EMS field supervision.
- Implement 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 150 fire and rescue training classes and programs; convene two recruit academies and graduate an estimated 50 recruits.
- Relocate the Emergency Operations Center to a full time facility.
- Implement County of Loudoun Evacuation Assistance Registry (CLEAR) to quickly identify those requiring assistance who are living in evacuation zones.
- Implement an enhanced special events planning process to assist organizers and venue directors in conducting safe events.
- Gather additional GIS data layers such as road class and speed limits for automated dispatch of responders to incidents.
- Integrate the Commission of Fire Accreditation International (CFAI) standards into department planning.



Fire & Rescue Services

FY 2007 Major Achievements

- Awarded \$500,000 in U.S. Department of Homeland Security Urban Area Security initiative grant funds for bomb squad equipment in fall 2006. As fiscal administrator, Loudoun is responsible with Arlington and Fairfax counties and the State Bomb Squad to oversee and coordinate the purchase of equipment to enhance bomb squad response capabilities in the National Capital Region.
- Department is compliant with the National Incident Management System training requirements in having all field personnel trained at IC 100, 200, 700, and 800 levels.
- In conjunction with the Department of Information Technology, staff assisted with system requirements for the development of a comprehensive telephone and voice recording upgrade proposal to the Emergency Communications Center E911 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 CIP.



**Loudoun County Government
FY 2008 Adopted Fiscal Plan**

Fire & Rescue Services

Departmental Financial Summary	FY 2004 Actual	FY 2005 Actual	FY 2006 Actual	FY 2007 Adopted	FY 2008 Adopted
Expenditures					
Personnel	\$16,884,911	\$18,811,383	\$23,114,739	\$30,237,000	\$35,453,000
Operations & Maintenance	8,437,087	9,401,496	13,401,306	9,848,000	11,912,000
Capital Outlay & Capital Acquisitions	1,131,852	1,036,793	939,576	170,000	533,000
Other	553,915	333,259	999,119	0	0
Total Expenditures	\$27,007,765	\$29,582,931	\$38,454,740	\$40,256,000	\$47,899,000
Revenues					
Other Local Taxes	\$0	\$0	\$0	\$0	\$4,484,000
Permits Privilege Fees & Reg Licenses	80,805	88,155	93,290	163,000	88,000
Fines & Forfeitures	2,730	4,420	5,140	7,000	7,000
Use Of Money & Property	0	0	4,044	0	0
Miscellaneous Revenue	528	63,523	731	0	0
Recovered Costs	0	2,927	974	0	0
State Categorical Aid	95,105	511,265	519,464	166,000	436,000
Federal Categorical Aid	224,569	404,116	3,792,397	20,000	20,000
Other Financing Sources	0	0	58	0	0
Total Revenues	\$403,737	\$1,074,406	\$4,416,098	\$355,000	\$5,035,000
Public Safety Communications Fund¹	\$2,298,085	\$2,908,903	\$2,593,795	\$2,786,000	\$0
Local Tax Funding²	\$24,305,943	\$25,599,622	\$31,444,847	\$37,115,000	\$42,864,000
FTE Summary	285.62	333.45	378.69	445.77	492.81

FY 2008 Board Action

The Adopted FY 08 Fiscal Plan for Fire & Rescue Services includes enhancements totaling 35.84 FTE and \$1,400,000 in additional local tax funding for one station commander, three lieutenants, eight technicians and twenty fire fighter/EMTs. Local tax funding also increases by \$700,000 for overtime compensation, \$400,000 to the volunteer fire-rescue companies, and \$250,000 for capital facility outfitting and contractual costs for the Lansdowne Fire and Rescue Station and other facility openings. Funding is also included for new field equipment, forensics and polygraphs in the amount of \$100,000, as well as compensation increases and increased benefits that become effective September 2007.

Additional information on this department's Capital Improvements Program projects can be found in Volume 2 on pages 505, 506, 508, 509, 510, 511, 512, 513, 514 and 515. Information on scheduled projects for the Capital Asset Preservation Fund can be found in tables beginning on page 614 in Volume 2.

¹Effective January 1, 2007, the General Assembly eliminated the E911 Fee and Consumer's Utility Tax on telephones replacing it with a uniform State communications tax. Expenditures previously associated with the Public Safety Communications Funds are now included in the General Fund and/or the Fire/Emergency Medical Services Tax District.

²The FY 08 Adopted Fiscal Plan establishes a Fire/Emergency Medical Services Tax District to provide a dedicated funding system of County fire and rescue services and the volunteer companies. Information on the Fire/Emergency Medical Services Tax District can be found on page 630 in Volume 2.



Fire & Rescue Services

Budget History

FY 04: The Board of Supervisors added 29.12 FTE for 25 firefighter/EMT positions and an operations officer for the Emergency Communications Center.

FY 05: The Board of Supervisors added 47.83 FTE for enhanced fire/rescue coverage, administrative support and staff in the department's Training and Fire Marshal's programs, and for additional staffing in the Emergency Communications Center.

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.



**Loudoun County Government
FY 2008 Adopted Fiscal Plan**

Fire & Rescue Services

Expenditures by Program	FY 2004 Actual	FY 2005 Actual	FY 2006 Actual	FY 2007 Adopted	FY 2008 Adopted
Emergency Medical Services & Public Operations	\$1,376,849	\$1,216,850	\$1,150,433	\$1,376,000	\$567,000
Communications & Support Services	13,265,269	15,207,188	21,986,461	23,432,000	29,145,000
Volunteer Coordination	1,776,571	2,844,027	2,423,891	2,786,000	3,080,000
Fire-Rescue Training	5,986,501	6,486,558	6,860,723	5,180,000	6,520,000
Fire Marshal's Office	2,064,679	1,409,629	2,189,153	2,905,000	3,387,000
Office of Emergency Management	1,254,945	1,388,144	1,551,081	2,085,000	1,905,000
Administration, Planning & Human	52,043	11,457	574,111	329,000	640,000
	1,230,908	1,019,078	1,718,887	2,164,000	2,656,000
Total Expenditures	\$27,007,765	\$29,582,931	\$38,454,740	\$40,256,000	\$47,899,000

Revenues by Program	FY 2004 Actual	FY 2005 Actual	FY 2006 Actual	FY 2007 Adopted	FY 2008 Adopted
Emergency Medical Services & Public Operations	\$528	\$11,523	\$26,273	\$0	\$0
Communications & Support Services	172,519	2,250	3,207,886	0	0
Volunteer Coordination	2,301,863	3,301,831	2,757,588	2,786,000	4,484,000
Fire-Rescue Training	89,751	505,588	484,034	166,000	436,000
Fire Marshal's Office	1,580	57,677	9,917	0	0
Office of Emergency Management	83,535	93,252	87,905	157,000	89,000
Administration, Planning & Human	52,046	11,188	425,765	20,000	20,000
	0	0	10,525	13,000	6,000
Total Revenues	\$2,701,822	\$3,983,309	\$7,009,893	\$3,141,000	\$5,035,000

Local Tax Funding by Program	FY 2004 Actual	FY 2005 Actual	FY 2006 Actual	FY 2007 Adopted	FY 2008 Adopted
Emergency Medical Services & Public Operations	\$1,376,321	\$1,205,327	\$1,124,160	\$1,376,000	\$567,000
Communications & Support Services	13,092,750	15,204,938	18,778,575	23,432,000	29,145,000
Volunteer Coordination	(525,292)	(457,804)	(333,697)	0	(1,405,000)
Fire-Rescue Training	5,896,750	5,980,970	6,376,689	5,014,000	6,084,000
Fire Marshal's Office	2,063,099	1,351,952	2,179,236	2,905,000	3,387,000
Office of Emergency Management	1,171,410	1,294,892	1,463,176	1,928,000	1,816,000
Administration, Planning & Human	(3)	269	148,346	309,000	620,000
	1,230,908	1,019,078	1,708,362	2,152,000	2,650,000
Total Local Tax Funding	\$24,305,943	\$25,599,622	\$31,444,847	\$37,115,000	\$42,864,000

Staffing Summary by Program	FY 2004 Actual	FY 2005 Actual	FY 2006 Actual	FY 2007 Adopted	FY 2008 Adopted
Emergency Medical Services & Public Operations	2.07	2.07	2.07	2.07	2.07
Communications & Support Services	210.99	248.08	292.54	341.55	387.52
Volunteer Coordination	34.50	35.57	37.69	36.96	41.27
Fire-Rescue Training	1.07	3.14	3.14	2.07	3.07
Fire Marshal's Office	8.87	13.35	12.23	17.88	17.76
Office of Emergency Management	14.45	15.57	15.57	16.57	16.57
Administration, Planning & Human	0.00	0.00	0.00	4.21	4.21
	13.67	15.67	15.45	24.46	20.34
Total FTE	285.62	333.45	378.69	445.77	492.81



Fire & Rescue Services

Emergency Medical Services & Public Education

Description

This program consists of Emergency Medical Services (EMS) and public education deliverables. EMS provides professional and technical oversight for Emergency Medical Services in conjunction with the Office of the Medical Director (OMD). This program also 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 bloodborne pathogen/infection control program to ensure compliance with occupational safety regulations. 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 2008 Issues

- Ensure the system provides effective and efficient service delivery of basic and advanced life support as outlined in the Board's adopted Fire and Rescue Service Plan.
- Continue to develop and grow the Emergency Medical Services (EMS) Battalion Chief program which provides 24/7 staffing to provide system-critical EMS field supervision.
- Identify means in which to continue to meet the need for fire and life safety public education, community-based safety education, citizen CPR and child safety seat installations and inspections with a single-staff person and limited funding.

FY 2008 Challenges

- Complete implementation of the American Heart Association's 2007 CPR and Advanced Cardiac Life Support (ACLS) guidelines. This requires upgrading, replacing and/or reprogramming all defibrillators owned and operated by the Fire-Rescue system, and the provision of system-wide update and recertification training.
- Develop public education programs that meet the needs of a growing population of technology-dependent, disabled and at-risk persons.
- Continue public education outreach programs such as "After the Fire," public access defibrillation, after school programs, child safety seat trainers, safe sitter and escape schools.
- Continuing Advanced Life Support (ALS) service for Loudoun County citizens and visitors requires continual recruitment and training of incumbent personnel. Challenges include developing training programs that reduce costs and maintaining minimum staffing levels.

Program Financial Summary	FY 2004 Actual	FY 2005 Actual	FY 2006 Actual	FY 2007 Adopted	FY 2008 Adopted
Expenditures					
Personnel	\$1,031,957	\$951,574	\$882,220	\$1,037,000	\$227,000
Operations & Maintenance	201,369	147,731	188,550	330,000	332,000
Capital Outlay & Capital Acquisitions	143,523	117,545	79,663	9,000	9,000
Total Expenditures	\$1,376,849	\$1,216,850	\$1,150,433	\$1,376,000	\$567,000
Revenues					
Miscellaneous Revenue	\$528	\$11,523	\$731	\$0	\$0
State Categorical Aid	0	0	25,542	0	0
Total Revenues	\$528	\$11,523	\$26,273	\$0	\$0
Total Local Tax Funding	\$1,376,321	\$1,205,327	\$1,124,160	\$1,376,000	\$567,000
FTE Summary	2.07	2.07	2.07	2.07	2.07



Loudoun County Government
FY 2008 Adopted Fiscal Plan

Fire & Rescue Services
Emergency Medical Services & Public Education

Performance Measures	FY 2005 Actual	FY 2006 Actual	FY 2007 Estimated	FY 2008 Projected
Goal: Provide a successful delivery of Emergency Medical Services to the community.				
Objective: Respond to all emergency incidents within the response criteria established in the Board adopted Fire and Rescue Service Plan, and ensure quality pre-hospital patient care in a timely fashion.				
• Emergency Medical Service delivery	14,367	14,328	15,318	15,945
Goal: Educate babysitters, caregivers, parents and legal guardians of children, and aging adults to recognize, mitigate and/or prevent life threatening situations.				
Objective: Minimize preventable child and elderly injuries/deaths due to ill prepared babysitter, caregiver, parent or legal guardian.				
• Number of public education interactions	n/a	n/a	106	123
Goal: Provide a public education program that emphasizes community outreach and delivery of public education programs targeting County residents.				
Objective: Minimize fire related deaths that could have been prevented with a properly functioning and installed smoke detector(s).				
• Smoke Detector Program - Number of detectors installed	n/a	n/a	n/a	200



**Loudoun County Government
FY 2008 Adopted Fiscal Plan**

Fire & Rescue Services 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 and swiftwater rescue.

Budget Overview

FY 2008 Issues

- The operations program is challenged with the critical task as outlined in the Board's adopted Fire and Rescue Service Plan of providing an adequate level of fire-rescue and EMS service to the County by following established response goals and maintaining a constant number of personnel to provide constant and reliable service on a daily basis. As a result, the number of career fire/rescue personnel has increased from 13 in FY 89 to 346 for FY 08.

FY 2008 Challenges

- Ensure delivery of the Board of Supervisors' adopted Fire and Rescue 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 Region Hazardous Materials/Weapons of Mass Destruction program and protocols.
- 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.

Program Financial Summary	FY 2004 Actual	FY 2005 Actual	FY 2006 Actual	FY 2007 Adopted	FY 2008 Adopted
Expenditures					
Personnel	\$11,797,230	\$13,409,396	\$16,052,446	\$21,293,000	\$26,251,000
Operations & Maintenance	1,078,926	1,176,621	4,537,256	2,080,000	2,682,000
Capital Outlay & Capital Acquisitions	385,729	621,171	643,437	59,000	211,000
Other	3,384	0	753,322	0	0
Total Expenditures	\$13,265,269	\$15,207,188	\$21,986,461	\$23,432,000	\$29,145,000
Revenues					
Recovered Costs	\$0	\$2,250	\$974	\$0	\$0
State Categorical Aid	3,698	0	0	0	0
Federal Categorical Aid	168,821	0	3,206,883	0	0
Other Financing Sources	0	0	29	0	0
Total Revenues	\$172,519	\$2,250	\$3,207,886	\$0	\$0
Total Local Tax Funding	\$13,092,750	\$15,204,938	\$18,778,575	\$23,432,000	\$29,145,000
FTE Summary	210.99	248.08	292.54	341.55	387.52



Loudoun County Government
FY 2008 Adopted Fiscal Plan

Fire & Rescue Services Operations

Performance Measures	FY 2005 Actual	FY 2006 Actual	FY 2007 Estimated	FY 2008 Projected
Goal: Complete assigned building fire prevention inspections and pre-fire plans at the company level.				
Objectives: Achieve 100% building inspections and pre-fire plan assignments.				
• Percent of assigned fire preventions completed	n/a	n/a	100%	100%
• Percent of assigned pre-fire plans completed	n/a	n/a	100%	100%
Goal: To ensure adequate water supply in all rural water supply geographical areas.				
Objective: Deliver an adequate water supply (4,000 gallon minimum) in rural response zones for fire suppression purposes within twelve minutes (total response time) 80% of the time.				
• 4,000 gal. of water delivered in 12 minutes 80% of the time	n/a	n/a	55%	75%
Goal: Deliver operational personnel to the scene in a timely manner to safely mitigate emergencies.				
Objective: Ensure that turnout and response times identified in the Board adopted Fire and Rescue Service Plan and levels are met.				
• Number of Fire/EMS responses	5,736/14,367	6,990/14,328	6,527/15,318	6,846/15,945
• Percent 10 minute ALS Response Goal met in suburban	n/a	n/a	88%	91%
• Percent 10 minute BLS Response Goal met in suburban	n/a	n/a	84	87
• Percent 10 minute Fire Response Goal met in suburban	n/a	n/a	80%	82%
• Percent 14 minute BLS Response Goal met in rural areas	n/a	n/a	87%	90%
• Percent 14 minute Fire Response Goal met in rural areas	n/a	n/a	81%	83%
• Percent 15 minute ALS Response Goal met in rural areas	n/a	n/a	85%	88%
Goal: Increase Battalion and Company productivity.				
Objective: Standardize measure of station productivity for each battalion.				
• Battalion 1: Number of nonemergency productive hours	n/a	38,548	43,790	50,359
• Battalion 2: Number of nonemergency productive hours	n/a	92,353	184,706	212,412
• Battalion 3: Number of nonemergency productive hours	n/a	45,572	65,700	75,555
Goal: Increase training hours per incumbent operational firefighter and officer.				
Objective: Provide fire-rescue industry training to incumbent operational personnel.				
• Battalion 1: Number of incumbent training hours	n/a	7,091	7,960	9,154
• Battalion 2: Number of incumbent training hours	n/a	18,392	19,980	22,977
• Battalion 3: Number of incumbent training hours	n/a	9,902	13,096	15,060



Fire & Rescue Services

Communications & Support Services

Description

This program serves as the County's public safety answering point 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 2008 Issues

- Conduct training and implement a new E911 system and voice-recording capabilities.
- Continue to provide the most current GIS and CAD information to all public safety first responders while beginning to explore interoperability with remote data systems from other jurisdictions to give user information.
- Install and train response personnel to utilize the mobile data computers in response vehicles.
- Provide regular and required reprogramming of mobile radios to maintain interoperability in the National Capital Region.
- The Emergency Communications Center (ECC) will incorporate call-taker positions as the first point of contact for E911 calls in FY 07 as an additional resource to answer calls during peak call volumes.

FY 2008 Challenges

- Manage available personnel resources to lead or provide secondary support for the ever-increasing 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.
- Provide efficient dispatching through the implementation of 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.



Loudoun County Government
FY 2008 Adopted Fiscal Plan

Fire & Rescue Services
Communications & Support Services

Program Financial Summary	FY 2004 Actual	FY 2005 Actual	FY 2006 Actual	FY 2007 Adopted	FY 2008 Adopted
Expenditures					
Personnel	\$1,446,697	\$1,795,482	\$2,002,010	\$2,482,000	\$2,750,000
Operations & Maintenance	188,720	583,966	319,491	303,000	330,000
Capital Outlay & Capital Acquisitions	114,146	159,348	87,843	0	0
Other	27,008	305,231	14,547	0	0
Total Expenditures	\$1,776,571	\$2,844,027	\$2,423,891	\$2,786,000	\$3,080,000
Revenues					
Other Local Taxes	\$0	\$0	\$0	\$0	\$4,484,000
Use Of Money & Property	0	0	4,044	0	0
Federal Categorical Aid	3,778	392,928	159,749	0	0
Total Revenues	\$3,778	\$392,928	\$163,793	\$0	\$4,484,000
Public Safety Communications Fund	\$2,298,085	\$2,908,903	\$2,593,795	\$2,786,000	\$0
Total Local Tax Funding	\$(525,292)	\$(457,804)	\$(333,697)	\$0	\$(1,405,000)
FTE Summary	34.50	35.57	37.69	36.96	41.27



Loudoun County Government
FY 2008 Adopted Fiscal Plan

Fire & Rescue Services
Communications & Support Services

Performance Measures	FY 2005 Actual	FY 2006 Actual	FY 2007 Estimated	FY 2008 Projected
Goal: Provide for the prompt and efficient processing of requests for emergency fire and rescue services through the E911 system.				
Objective: Process and dispatch emergency incidents as outlined in the NFPA 1221 Standard in an average of 60 seconds or less, 95% of the time.				
• Average EMS call processing Time	n/a	n/a	n/a	n/a
• Average Fire call processing time	n/a	n/a	n/a	n/a
• Percentage of calls dispatched in 60 Seconds or less	37.4%	33.1%	34.1%	42.1%
• Percentage of emergency landline calls	22.4%	20.3%	18.3%	16.2%
• Percentage of emergency wireless calls	24.3%	25%	25.8%	26.5%
• Percentage of non-emergency calls	53.4%	54.6%	55.9%	57.1%
Goal: Continuous maintenance of public safety GIS data and the delivery of requested information to all users in a timely manner.				
Objective: Provide GIS information properly formatted in graphical form within 16 "working" hours of the request and the number of total outputs requested.				
• Time to process specialized maps in minutes	n/a	n/a	16%	16%
• Total number of specialized maps	261	265	269	273
Goal: To provide support services to the fire-rescue and emergency management community in order to maintain essential and non-essential services at optimum performance.				
Objective: To achieve and maintain a 95% or greater satisfaction rate from the fire-rescue and emergency management community.				
• Number of repair calls	48	48	50	50
• Support services satisfaction rating	n/a	n/a	95%	95%



Loudoun County Government
FY 2008 Adopted Fiscal Plan

Fire & Rescue Services Volunteer Coordination

Description

This program supports fire and rescue volunteers 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 2008 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.
- Monitor volunteer membership trends in stations as well as countywide.
- Develop guidelines to enhance volunteer participation and growth within the system.
- Monitor the effective and efficient service delivery of the volunteer component of the combination system.

FY 2008 Challenges

- Identify and pursue new 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 volunteer to career positions within the combination system.
- Transition the volunteer personnel in the utilization of the newly acquired Records Management System.
- Identify and enhance or implement volunteer benefits to recruit and retain members or as a part of the recognition program.

Program Financial Summary	FY 2004 Actual	FY 2005 Actual	FY 2006 Actual	FY 2007 Adopted	FY 2008 Adopted
Expenditures					
Personnel	\$(1,665)	\$34,787	\$0	\$0	\$877,000
Operations & Maintenance	5,988,166	6,451,771	6,828,501	5,180,000	5,642,000
Capital Outlay & Capital Acquisitions	0	0	32,222	0	0
Total Expenditures	\$5,986,501	\$6,486,558	\$6,860,723	\$5,180,000	\$6,520,000
Revenues					
State Categorical Aid	\$89,751	\$505,588	\$484,034	\$166,000	\$436,000
Total Revenues	\$89,751	\$505,588	\$484,034	\$166,000	\$436,000
Total Local Tax Funding	\$5,896,750	\$5,980,970	\$6,376,689	\$5,014,000	\$6,084,000
FTE Summary	1.07	3.14	3.14	2.07	3.07



Loudoun County Government
FY 2008 Adopted Fiscal Plan

Fire & Rescue Services
Volunteer Coordination

Performance Measures	FY 2005 Actual	FY 2006 Actual	FY 2007 Estimated	FY 2008 Projected
Goal: Maximize volunteer recruitment and respond to inquiries for fire and rescue services to the community.				
Objective: Increase the recruitment of volunteer personnel in the fire and rescue system.				
• Marketing at community recruitment events	n/a	n/a	20	25
• Prospective volunteer inquiries	n/a	115	250	300
Goal: Reduce the fiscal impact of maintaining fire and rescue services to the community.				
Objective: Increase the recruitment and enhance the retention of volunteer personnel in the fire and rescue system.				
• Net volunteer members	1,364	1,379	1,403	1,431
• New volunteer members	201	200	125	150
• Terminated or deceased volunteer members	208	201	150	125
• Total volunteer membership	n/a	n/a	1,428	1,476



**Loudoun County Government
FY 2008 Adopted Fiscal Plan**

Fire & Rescue Services Fire-Rescue Training

Description

Program provides comprehensive training in multiple disciplines for the combined system that includes: fire, rescue, hazardous materials, emergency medicine, special operations, leadership, management and the facilitation of system wide quality assurance and quality improvement. All such disciplines are designed to serve the dynamic organizational structure of the department and the volunteer fire-rescue community. Training offers the combined system the ability to meet the service delivery needs of the community while also meeting the criteria of local, state and national standards as they pertain to service delivery. This program also provides liaisons to various local, regional, state and national work groups and committees, and coordinates special service-related programs.

Budget Overview

FY 2008 Issues

- The program will conduct training programs for combined system members to include basic and advanced certification training. Active volunteer and career service providers must be provided continuing education, advanced training and recertification. The training program is projected to conduct 150 certification and recertification programs in FY 08.
- The training program is continually tasked with teaching students to develop their learning and studying skills.
- Given the ongoing shortage of certified advanced life support personnel, advanced medical courses will be conducted more frequently. The department has earned a national accreditation as an EMT-Paramedic teaching institution.
- Conduct the officer training program to meet requirements of the combined Fire-Rescue System. The program's focus is to ensure that system (volunteer and career) officers are equally prepared to perform incident management, and lead their staff.

FY 2008 Challenges

- The department must balance the requirement of scheduling and conducting a comprehensive training program that ensures seamless operational capability among both career and volunteer personnel. This has necessitated training 7 days a week with weekday training running from 6 am -11 pm, and weekend training being provided from 7 am - 5 pm.
- The program coordinates in-station and distant learning initiatives, including the development of new curriculum and trainee records.
- Staff must overcome challenges presented by tight deadlines, full training programs, limited classroom space and adjusting program delivery to meet the changing needs of the student population.

Program Financial Summary	FY 2004 Actual	FY 2005 Actual	FY 2006 Actual	FY 2007 Adopted	FY 2008 Adopted
Expenditures					
Personnel	\$576,252	\$650,723	\$1,347,047	\$1,597,000	\$1,599,000
Operations & Maintenance	664,054	682,870	825,427	1,289,000	1,731,000
Capital Outlay & Capital Acquisitions	338,738	76,036	16,679	19,000	57,000
Other	485,635	0	0	0	0
Total Expenditures	\$2,064,679	\$1,409,629	\$2,189,153	\$2,905,000	\$3,387,000
Revenues					
Miscellaneous Revenue	\$0	\$52,000	\$0	\$0	\$0
State Categorical Aid	1,580	5,677	9,888	0	0
Other Financing Sources	0	0	29	0	0
Total Revenues	\$1,580	\$57,677	\$9,917	\$0	\$0
Total Local Tax Funding	\$2,063,099	\$1,351,952	\$2,179,236	\$2,905,000	\$3,387,000
FTE Summary	8.87	13.35	12.23	17.88	17.76



Loudoun County Government
FY 2008 Adopted Fiscal Plan

Fire & Rescue Services
Fire-Rescue Training

Performance Measures	FY 2005 Actual	FY 2006 Actual	FY 2007 Estimated	FY 2008 Projected
Goal: Provide a learning environment that promotes sound tactics in a comfortable, safe, and hostile free education and training atmosphere.				
Objective: Apply local, state, and federal government and department requirements to training programs and receive a good rating of 90% or better from participants.				
• Educational service quality rating	n/a	n/a	n/a	90%
• Service Quality of Training Programs (scale 1-5)	n/a	n/a	4	4
Goal: Provide comprehensive training in multiple disciplines that include: fire, rescue, hazardous materials, emergency medical rescue, special operations, leadership, and management.				
Objective: Allow the combined Fire-Rescue system to meet the service delivery needs of the community, local, state, and national government standards related to service deliverables.				
• Number of comprehensive classes taught	n/a	84	85	85
• Number of students attending comprehensive training	n/a	3,561	3,600	3,600
Goal: Provide the fire-rescue system with the ability to comply with the federal mandated NIMS training.				
Objective: Teach National Incident Management System (NIMS) compliant command courses and provide options for non-classroom environments.				
• Number of NIMS certified system members trained	75	223	432	472



**Loudoun County Government
FY 2008 Adopted Fiscal Plan**

Fire & Rescue Services 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, primarily for 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 plans reviews and Freedom of Information (FOIA) requests (due diligence and Phase I environmental surveys) for 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.

Budget Overview

FY 2008 Issues

- The conversion of fire safety inspections to an automated scheduling system will be completed in FY 08.
- Multifamily dwelling common areas inspections were completed by fire companies for 1,168 known buildings in FY 07.
- For every 10,000 new residents, 5.7 million square feet of new commercial space will require routine fire and life safety inspections. Currently, 62 million square feet of commercial and business property is available for annual inspections.
- The division is presently averaging one investigation per day for fires, explosions and hazardous materials incidents. Each of the five (5) 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.

FY 2008 Challenges

- The Board of Supervisors has mandated that fees for required permits represent the actual staff costs. The Department of Management & Financial Services is currently reviewing the existing permit fee revenue structure as allowed by the Statewide Fire Prevention Code.
- Create a database of all properties subject to annual and more frequent fire safety inspections.
- Manage the National Capital Region Urban Area Security Initiative bomb squad upgrade project for the region. The Fire Marshall's office is responsible for administering the specifications, procurement, distribution and overall accountability of the multi million dollar national grant.

Program Financial Summary	FY 2004 Actual	FY 2005 Actual	FY 2006 Actual	FY 2007 Adopted	FY 2008 Adopted
Expenditures					
Personnel	\$1,073,062	\$1,128,380	\$1,317,074	\$1,639,000	\$1,537,000
Operations & Maintenance	173,083	225,136	234,007	381,000	367,000
Capital Outlay & Capital Acquisitions	8,800	6,600	0	65,000	0
Other	0	28,028	0	0	0
Total Expenditures	\$1,254,945	\$1,388,144	\$1,551,081	\$2,085,000	\$1,905,000
Revenues					
Permits Privilege Fees & Reg Licenses	\$80,805	\$88,155	\$82,765	\$150,000	\$82,000
Fines & Forfeitures	2,730	4,420	5,140	7,000	7,000
Recovered Costs	0	677	0	0	0
Total Revenues	\$83,535	\$93,252	\$87,905	\$157,000	\$89,000
Total Local Tax Funding	\$1,171,410	\$1,294,892	\$1,463,176	\$1,928,000	\$1,816,000
FTE Summary	14.45	15.57	15.57	16.57	16.57



Loudoun County Government
FY 2008 Adopted Fiscal Plan

Fire & Rescue Services
Fire Marshal's Office

Performance Measures	FY 2005 Actual	FY 2006 Actual	FY 2007 Estimated	FY 2008 Projected
Goal: Mitigate emergency incidents which may or may not involve Improvised Explosive Devices (IEDs).				
Objective: To provide rapid and effective response to emergency incidents involving possible or actual IED's or other explosive incidents and to mitigate all associated hazards.				
• Number of canine responses	3	10	10	15
• Number of devices rendered safe	n/a	6	6	10
• Number of emergency bomb squad responses	n/a	21	36	45
• Number of required training hours	696	1,160	1,160	1,160
• Number of threat responses	n/a	5	8	12
Goal: To investigate all reported fires and catalogue loss according to occupancy type.				
Objective: To investigate all reported fires, explosions and hazardous materials incidents, provide cause determination and pursue the identity, prosecution and conviction of persons responsible for any criminal actions.				
• Number of closed cases	117	94	155	156
• Number of investigations	200	221	360	365
• Number of open/active cases	29	46	72	74
• Number of open/inactive cases	54	81	133	135
Goal: Prevention of loss of life and property from fire.				
Objective: To conduct annual fire safety inspections for all known schools, public assembly buildings, night clubs and extremely hazardous substance (EHS) facilities.				
• EHS properties to be inspected	23	23	23	23
• Night club inspections performed	160	266	300	350
• Number of EHS properties	23	23	23	23
• Number of night clubs to be inspected	15	18	19	25
• Number of public assemblies to be inspected	n/a	n/a	700	800
• Number of schools to be inspected	64	68	68	74
• Public Assemblies inspected	n/a	n/a	700	800
• School properties inspected	64	68	68	74
Goal: Reduction of development design features detrimental to fire safety.				
Objective: To review all submitted development plans for compliance with fire safety regulations.				
• Hours required	323	456	480	510
• Number of annual plan reviews	269	380	400	425
• Number of comments documented	2,690	3,800	4,000	4,250



**Loudoun County Government
FY 2008 Adopted Fiscal Plan**

Fire & Rescue Services 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 department oversees the Community Emergency Response Team (CERT) program and coordinates countywide special events.

Budget Overview

FY 2008 Issues

- 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 plan the relocation of the EOC from shared space at the Fire and Rescue Training Center to a dedicated facility.
- Develop a significant incidents training program to train fire and rescue responders for large scale emergencies.
- Continue to work with event organizers and venue directors to ensure the safety of participants at special events in Loudoun County.

FY 2008 Challenges

- Rapid 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.
- Monitor changes to legislation in emergency management to formulate responses to large-scale emergencies and disasters.

Program Financial Summary	FY 2004 Actual	FY 2005 Actual	FY 2006 Actual	FY 2007 Adopted	FY 2008 Adopted
Expenditures					
Personnel	\$24,458	\$2,000	\$82,949	\$299,000	\$337,000
Operations & Maintenance	27,585	9,457	186,480	30,000	180,000
Capital Outlay & Capital Acquisitions	0	0	73,432	0	124,000
Other	0	0	231,250	0	0
Total Expenditures	\$52,043	\$11,457	\$574,111	\$329,000	\$640,000
Revenues					
State Categorical Aid	\$76	\$0	\$0	\$0	\$0
Federal Categorical Aid	51,970	11,188	425,765	20,000	20,000
Total Revenues	\$52,046	\$11,188	\$425,765	\$20,000	\$20,000
Total Local Tax Funding	\$(3)	\$269	\$148,346	\$309,000	\$620,000
FTE Summary	0.00	0.00	0.00	4.21	4.21



Loudoun County Government
FY 2008 Adopted Fiscal Plan

Fire & Rescue Services
Office of Emergency Management

Performance Measures	FY 2005 Actual	FY 2006 Actual	FY 2007 Estimated	FY 2008 Projected
Goal: Promote citizen emergency preparedness through education and outreach.				
Objective: Conduct emergency preparedness programs and education by training Community Emergency Response Team (CERT) members through instruction and investing in other community outreach programs.				
• Community Emergency Response Team members	16	84	100	75
• Instruction hours	144	261	220	220
• Staff hours	n/a	142	180	180
Goal: Plan a response to large-scale emergencies and disasters in a coordinated and efficient manner.				
Objective: Conduct planning and response activities associated with large-scale emergencies and disasters.				
• Operational hours	494	563	550	550
• Planning hours	n/a	690	850	850
• Training hours	n/a	n/a	100	100
Goal: Conduct a special events program designed to assist organizers with planning for conducting safe and successful special events.				
Objective: Conduct planning and operational activities associated with 150 special events through 1000 staff hours. 90% of customer survey responses receive an above average or better rating.				
• Customer survey favorability ratings	90%	90%	90%	90%
• Number of special events	110	163	150	175
• Number of special events staff hours	136	163	150	150



Fire & Rescue Services

Administration, Planning & Human Resources

Description

The program has four component areas. The Office of the Chief provides overall department leadership, strategic planning and administration on all budgetary matters; the coordination of volunteer support programs, public information; and professional standards. The human resources staff serves as a liaison to the County Human Resources division, counsel to senior staff regarding personnel actions, hiring and promotional processes, career development initiatives, payroll and leave, development and implementation of departmental human resource practices, staffing needs assessment and deployment, and safety program management. Oversight of the respiratory protection program for department and participating volunteer companies is now a responsibility of this program. Planning performs strategic risk and trend analysis, development application referrals and plans review, and management of department capital construction projects, and vehicles. Administrative support provides department procurement, inventory control, supply distribution and administrative support.

Budget Overview

FY 2008 Issues

- Department compliance with occupational safety and other safety-related standards mandates is critical to ensure that practices and work environment safeguards are met for the health and well-being of departmental employees.
- Recruitment outreach strategies must improve diversity within the department to ensure its competitive position.
- Plans review referral activity will continue to increase the amount of staff time allocation to this process.
- Completed CIP projects that will be occupied in FY 08 include the Broadlands Public Safety Center and the Emergency Operations Center. Design and construction activities associated with a number of additional fire and rescue stations will be commenced and include Lansdowne, Brambleton, Route 7/28, Purcellville, and Aldie stations. Renovation design and work on several existing stations will also commence.
- Continue to implement the Federal and State mandated respiratory protection program that must comply with regulations for use, maintenance and testing of self-contained breathing apparatus for the combined fire-rescue system. This effort, supported by a federal grant of \$467,500, will enhance the health and wellness of system-wide responders.

FY 2008 Challenges

- Recruiting quality applicants, particularly those with advanced life support training, and employee retention, given impact of overtime costs to provide minimum operational staffing, will shape on-going priorities. Growth in "frontline" service delivery that requires support areas like procurement, supply distribution, facilities/vehicle maintenance, administrative support, records management, and payroll will continue to be challenging.
- The department will be challenged to develop and maintain a comprehensive health, safety and wellness program that maintains a physically fit & psychologically well-balanced workforce.
- Purchasing activity increases will require a procurement process that is flexible enough to ensure prompt fulfillment and adequate inventory levels.
- Outfit the warehouse and supply distribution center for occupancy and 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.
- Initiate a new automated records management system.



Loudoun County Government
FY 2008 Adopted Fiscal Plan

Fire & Rescue Services
Administration, Planning & Human Resources

Program Financial Summary	FY 2004 Actual	FY 2005 Actual	FY 2006 Actual	FY 2007 Adopted	FY 2008 Adopted
Expenditures					
Personnel	\$936,920	\$839,041	\$1,430,993	\$1,890,000	\$1,875,000
Operations & Maintenance	115,184	123,944	281,594	255,000	648,000
Capital Outlay & Capital Acquisitions	140,916	56,093	6,300	19,000	133,000
Other	37,888	0	0	0	0
Total Expenditures	\$1,230,908	\$1,019,078	\$1,718,887	\$2,164,000	\$2,656,000
Revenues					
Permits Privilege Fees & Reg Licenses	\$0	\$0	\$10,525	\$13,000	\$6,000
Total Revenues	\$0	\$0	\$10,525	\$13,000	\$6,000
Total Local Tax Funding	\$1,230,908	\$1,019,078	\$1,708,362	\$2,152,000	\$2,650,000
FTE Summary	13.67	15.67	15.45	24.46	20.34



Loudoun County Government
FY 2008 Adopted Fiscal Plan

Fire & Rescue Services

Administration, Planning & Human Resources

Performance Measures	FY 2005 Actual	FY 2006 Actual	FY 2007 Estimated	FY 2008 Projected
Goal: Ensure administrative infrastructure support that provides delivery of essential services.				
Objective: Organize administrative reporting duties to maximize allocated personnel and resources with department needs.				
• Admin Support - Average customer satisfaction rating (1-5)	4.3	4.1	4.5	4.5
• Percent of error-free pay records submitted	n/a	n/a	95%	100%
Goal: Provide quality facilities that ensure delivery of department services.				
Objective: Provide facility project management for new construction or leased facility build-out and outfitting.				
• Number of current CIP projects	10	26	32	30
• Percent of CIP project milestones met	n/a	n/a	90%	90%
Goal: Deliver department services following land development and growth trends within the County.				
Objective: Integrate planning data and development application service impacts with Adopted Fire and Rescue Service Plan and Strategic Plan goals to ensure future provision of services.				
• Number of development applications processed	108	199	240	200
• Percent of on-time development referral submissions	92%	95%	80%	90%
Goal: Achieve organizational safety and wellness enabling staff to perform duties in a safe environment.				
Objective: Manage and administer a comprehensive health, wellness, and safety program that maintains a physically and psychologically fit workforce.				
• Number of safety program inspections required	n/a	n/a	375	400
• Number of total on-the-job injuries	n/a	n/a	35	30
• Percent of on-time injury/accident investigations	n/a	n/a	95	100
• Percent of on-time safety program inspections performed	n/a	n/a	95%	95%
• Safety-oriented drill hours	n/a	n/a	1,200	1,200
Goal: Ensure recruitment and retention strategies and practices to limit vacancies and maximize diversity, through understanding of current conditions, trends, needs.				
Objective: Manage a Human Resources system that meets organizational needs and County HR policies.				
• Cost per qualified candidate	n/a	n/a	n/a	\$2,500
• Number of job applicants	n/a	941	1,200	1,320
Goal: Ensure the acquisition of essential department goods and services are efficient.				
Objective: Manage an inventory and supply distribution system that ensures system readiness.				
• Number of warehouse orders received	n/a	n/a	1,250	1,375
• Percent of on-time warehouse deliveries	n/a	n/a	90%	90%
Goal: Ensure procurement infrastructure that provides for the acquisition of essential department goods and services.				
Objective: Ensure that accountable procurement processes are maintained.				
• Number of Procurements	n/a	n/a	1,050	1,155
• Percent of on-time invoiced payments	n/a	n/a	95%	95%
• Percent of procurements executed on-time	n/a	n/a	90%	90%



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-dispositional, prevention, restitution, restorative justice, school probation, and programs for serious offenders.

Budget Overview

FY 2008 Issues, Challenges & Trends

- 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 increase in youth who are already experienced in juvenile court involvement.
- Language and culture 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 expand effective non-judicial alternatives to community conflict.
- A recent increase in both juvenile and domestic relations cases in the last several months has the department on alert. If Loudoun tracks the regional and national trend, it will put a strain on the department's ability to keep up.

FY 2008 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.
- 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.
- Provide professional probationary services for civilly filed domestic violence cases.
- Continue to develop the Loudoun County School Probation project, providing services to eight of the ten high schools.
- Expand alternatives to formal court adjudication using the Restorative Justice models.
- Fully support the interagency balanced approach to gangs, both locally and regionally.
- Institute a dedicated and more accessible intake team approach for after-hours coverage.

FY 2007 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.
- The School Probation Program presented the Loudoun County School Probation model to local government leaders at a national conference in Dayton, Ohio.
- 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 10,000 hours, with a volunteer hour value of \$217,000.



**Loudoun County Government
FY 2008 Adopted Fiscal Plan**

Juvenile Court Service Unit

Departmental Financial Summary	FY 2004 Actual	FY 2005 Actual	FY 2006 Actual	FY 2007 Adopted	FY 2008 Adopted
Expenditures					
Personnel	\$871,563	\$1,055,688	\$1,300,872	\$1,513,000	\$1,578,000
Operations & Maintenance	185,878	271,702	318,312	366,000	440,000
Capital Outlay & Capital Acquisitions	0	0	0	21,000	0
Other	0	37,075	29,452	0	0
Total Expenditures	\$1,057,442	\$1,364,465	\$1,648,636	\$1,900,000	\$2,019,000
Revenues					
Miscellaneous Revenue	\$0	\$206	\$220	\$0	\$0
Recovered Costs	(54)	54	0	0	0
State Categorical Aid	102,294	0	0	0	0
Federal Categorical Aid	246,029	268,867	219,701	90,000	155,000
Total Revenues	\$348,268	\$269,127	\$219,921	\$90,000	\$155,000
Foster Care Reimbursement Fund	\$63,703	\$158,222	\$71,793	\$0	\$0
Local Tax Funding	\$645,470	\$937,115	\$1,356,922	\$1,810,000	\$1,863,000
County FTE	16.58	17.65	19.79	20.86	20.86
State FTE	14.98	14.98	14.98	14.98	14.98
FTE Summary	31.56	32.63	34.77	35.84	35.84

FY 2008 Board Action

The FY 08 Adopted Fiscal Plan for the Juvenile Court Services Unit includes \$17,000 in additional local tax funding for replacement of expiring grant funding and \$63,000 for program activities and safety issues. The FY 08 Adopted Fiscal Plan also includes additional funding for compensation increases and increased benefits costs effective September 2007.

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 pages 520, 534 and 536. Information on scheduled projects for the Capital Asset Preservation Program can be found in tables beginning on page 614 in Volume 2.



Loudoun County Government
FY 2008 Adopted Fiscal Plan

Juvenile Court Service Unit

Expenditures by Program	FY 2004 Actual	FY 2005 Actual	FY 2006 Actual	FY 2007 Adopted	FY 2008 Adopted
Juvenile Court Service Unit	\$1,057,442	\$1,364,465	\$1,648,636	\$1,900,000	\$2,019,000
Total Expenditures	\$1,057,442	\$1,364,465	\$1,648,636	\$1,900,000	\$2,019,000
Revenues by Program	FY 2004 Actual	FY 2005 Actual	FY 2006 Actual	FY 2007 Adopted	FY 2008 Adopted
Juvenile Court Service Unit	\$411,972	\$427,350	\$291,713	\$90,000	\$155,000
Total Revenues	\$411,972	\$427,350	\$291,713	\$90,000	\$155,000
Local Tax Funding by Program	FY 2004 Actual	FY 2005 Actual	FY 2006 Actual	FY 2007 Adopted	FY 2008 Adopted
Juvenile Court Service Unit	\$645,470	\$937,115	\$1,356,922	\$1,810,000	\$1,863,000
Total Local Tax Funding	\$645,470	\$937,115	\$1,356,922	\$1,810,000	\$1,863,000
Staffing Summary by Program	FY 2004 Actual	FY 2005 Actual	FY 2006 Actual	FY 2007 Adopted	FY 2008 Adopted
Juvenile Court Service Unit	31.56	32.63	34.77	35.84	35.84
Total FTE	31.56	32.63	34.77	35.84	35.84



Loudoun County Government
FY 2008 Adopted Fiscal Plan

Juvenile Court Service Unit

Performance Measures	FY 2005 Actual	FY 2006 Actual	FY 2007 Estimated	FY 2008 Projected
Goal: Develop new domestic violence protocol, using a multi-agency approach.				
Objective: Provide professional intake and probation services to the civilly filed domestic violence cases in 85% of new cases.				
• Civil Domestic Violence Complaints Issued	194	170	220	242
• Domestic violence offenders monitored	25%	85%	85%	85%
Goal: Continue full implementation of increased intake services.				
Objective: Manage the continuing growth in complaints and intake by expanding formal after hours coverage for intake.				
• Criminal complaints issued	1,621	1,738	2,000	2,200
• Criminal complaints: number of intakes	1,165	1,216	1,333	1,466
• Domestic relations complaints issued	948	1,205	1,386	1,525
• Domestic Relations: number of intakes	820	760	924	1,016
• Growth in complaints issued	1%	8%	15%	10%
Goal: Expand effective non-judicial alternatives to community conflict.				
Objective: Continue to develop alternatives to formal court adjudication using the Restorative Justice models.				
• Percent of recidivism for Justice cases	3%	4%	4%	4%
• Successful Restorative Justice cases	48	62	73	83
Goal: Continue and expand the Loudoun County School Probation Program.				
Objective: Increase the number of in-school probation officers to one additional Loudoun County high school, (total of eight high schools)				
• Average number absences for court involved youth with PO	8.7	6.5	6	6
• Average number absences for court with no probation officer	21.01	14.5	12.5	12.5
• Number of HS with probation officers within schools	3	7	8	9
• Rate of recidivism within a year of original offense with PO	7.6%	5.5%	3%	3%
• Rate of recidivism without probation officer	24.6%	30%	20%	20%



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
--	------------------------------



**Loudoun County Government
FY 2008 Adopted Fiscal Plan**

Sheriff's Office

Mission Statement

The Sheriff's Office ensures the safety of citizens of Loudoun County by providing the highest quality service. This is achieved by maintaining a high degree of professionalism in all services undertaken 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 2008 Issues, Challenges & Trends

- The 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 needed to reduce response times and caseloads and to expand the use of community policing principles.
- Proposed openings of new community based substations will require additional resources. The FY 08 Adopted Fiscal Plan includes staffing for the Eastern Loudoun Substation, scheduled to open in 2009.
- The increasing number of inmates requires rapid expansion of the Adult Detention Center and its associated staffing.
- Increasing workload is driving the need for additional support staff to handle administrative tasks and to ensure sworn resources are committed to street duties.
- Locating suitable leasable space due to upcoming lease expirations at the offices and facilities in Leesburg pending completion and implementation of the Public Safety Master Plan for the governmental sites near Sycolin Road is critical.
- The Capital Improvement Program includes Phase II of the Adult Detention Center which is expected to be completed in FY 09. The FY 08 budget includes 19.12 FTE to provide staffing for this expansion. Additional utility and maintenance costs are in the General Services budget.

FY 2008 Major Goals

- Continue to decentralize Field Operations with the design and development of the Eastern, Western and the Brambleton substations.
- Identify suitable lease sites for Sheriff's Office Administration and the Special Operations and Criminal Investigations Divisions due to current lease expirations.
- Enhance Adult Detention Center staffing to accommodate Phase II expansion.
- Enhance support staff to ensure administrative tasks are completed promptly and to ensure deputies are not reassigned from street duties for administrative needs.

FY 2007 Major Achievements

- Implemented the False Alarm Ordinance.
- Integrated of the mobile command vehicle into the Emergency Preparedness program.
- Opened the first substation at Dulles South to decentralize field operations and further implement community policing principles.
- Implemented of video conferencing with the Magistrate's Office.



**Loudoun County Government
FY 2008 Adopted Fiscal Plan**

Sheriff's Office

Departmental Financial Summary	FY 2004 Actual	FY 2005 Actual	FY 2006 Actual	FY 2007 Adopted	FY 2008 Adopted
Expenditures					
Personnel	\$29,108,935	\$32,227,903	\$37,483,839	\$46,638,000	\$51,359,000
Operations & Maintenance	5,633,755	8,945,534	10,190,681	10,332,000	13,310,000
Capital Outlay & Capital Acquisitions	175,123	382,703	589,823	1,531,000	484,000
Other	309,588	736,103	802,584	0	0
Total Expenditures	\$35,227,401	\$42,292,243	\$49,066,927	\$58,501,000	\$65,153,000
Revenues					
Other Local Taxes*	\$0	\$0	\$0	\$0	\$4,484,000
Permits Privilege Fees & Reg Licenses	19,611	19,261	18,621	123,000	122,000
Fines & Forfeitures	1,366,502	1,694,888	1,671,779	1,760,000	1,726,000
Use Of Money & Property	191	272	617	0	0
Charges For Services	273,778	185,723	286,231	251,000	262,000
Miscellaneous Revenue	802	150	2	0	0
Recovered Costs	1,207,772	881,941	949,927	695,000	931,000
State Shared Expenses	6,551,517	7,146,327	7,799,148	7,208,000	8,119,000
State Categorical Aid	187	13,900	87,800	0	0
Federal Categorical Aid	674,510	1,513,099	2,618,925	60,000	60,000
Other Financing Sources	0	0	3,220	0	0
Total Revenues	\$10,094,869	\$11,455,561	\$13,436,270	\$10,097,000	\$15,705,000
Public Safety Communications Fund*	\$2,549,743	\$2,397,439	\$2,309,849	\$3,083,000	\$0
Local Tax Funding	\$22,582,789	\$28,439,244	\$33,320,807	\$45,320,000	\$49,448,000
FTE Summary	476.11	520.24	588.72	624.18	663.63

FY 2008 Board Action

The FY 08 Adopted Fiscal Plan for the Sheriff's Office includes enhancements totaling 39.45 FTE and \$2,763,000 in additional local tax funding for the Eastern Loudoun Substation (8.56 FTE), school resource officers (4.28 FTE), criminal investigators (5.35 FTE), a training safety officer (1.07 FTE), a crime scene investigator (1.07 FTE), and staffing for Phase II of the Adult Detention Center (19.12 FTE), as well as additional funding for compensation increases and increased benefits costs effective September 2007.

Additional information on this department's Capital Improvement Program projects can be found in Volume 2 on pages 505, 506, 507, 514, 515, 516, 517, and 518. Information on scheduled projects for the Capital Asset Preservation Program can be found in tables beginning on page 614 in Volume 2.

* 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.



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.



Loudoun County Government
FY 2008 Adopted Fiscal Plan

Sheriff's Office

Expenditures by Program	FY 2004 Actual	FY 2005 Actual	FY 2006 Actual	FY 2007 Adopted	FY 2008 Adopted
Criminal Investigations	\$5,528,862	\$5,517,331	\$5,270,506	\$5,874,000	\$6,693,000
Field Operations	10,963,680	13,915,165	17,242,170	23,421,000	24,510,000
Special Operations	4,245,942	4,798,902	5,543,226	6,177,000	6,958,000
Emergency Communications	1,744,888	2,066,538	2,301,815	3,083,000	3,232,000
Corrections & Detention	6,541,503	7,429,176	8,645,825	10,261,000	13,302,000
Court Services	2,269,015	2,696,342	3,166,267	3,939,000	3,965,000
Administrative & Technical Services	2,552,441	3,060,040	3,261,909	3,796,000	4,310,000
Crime Prevention	0	496,420	235	0	0
Office of the Sheriff	1,381,071	2,312,329	3,634,976	1,949,000	2,183,000
Total Expenditures	\$35,227,401	\$42,292,243	\$49,066,927	\$58,501,000	\$65,153,000
Revenues by Program	FY 2004 Actual	FY 2005 Actual	FY 2006 Actual	FY 2007 Adopted	FY 2008 Adopted
Criminal Investigations	\$881,467	\$1,011,664	\$950,680	\$779,000	\$893,000
Field Operations	3,509,333	4,000,517	5,104,289	4,102,000	4,816,000
Special Operations	1,623,455	1,680,572	1,660,533	1,848,000	1,687,000
Emergency Communications	2,549,743	2,397,439	2,309,849	3,083,000	4,781,000
Corrections & Detention	1,983,108	1,680,948	1,665,059	1,620,000	1,704,000
Court Services	982,527	913,521	1,050,208	863,000	851,000
Administrative & Technical Services	417,098	476,290	527,237	591,000	663,000
Crime Prevention	0	124,801	0	0	0
Office of the Sheriff	697,882	1,567,249	2,478,265	294,000	310,000
Total Revenues	\$12,644,612	\$13,853,000	\$15,746,120	\$13,181,000	\$15,705,000
Local Tax Funding by Program	FY 2004 Actual	FY 2005 Actual	FY 2006 Actual	FY 2007 Adopted	FY 2008 Adopted
Criminal Investigations	\$4,647,395	\$4,505,667	\$4,319,826	\$5,095,000	\$5,800,000
Field Operations	7,454,348	9,914,649	12,137,881	19,319,000	19,694,000
Special Operations	2,622,487	3,118,331	3,882,693	4,329,000	5,271,000
Emergency Communications	(804,854)	(330,901)	(8,035)	0	(1,549,000)
Corrections & Detention	4,558,395	5,748,228	6,980,765	8,642,000	11,598,000
Court Services	1,286,488	1,782,821	2,116,059	3,076,000	3,114,000
Administrative & Technical Services	2,135,343	2,583,750	2,734,672	3,205,000	3,647,000
Crime Prevention	0	371,619	235	0	0
Office of the Sheriff	683,189	745,080	1,156,710	1,654,000	1,873,000
Total Local Tax Funding	\$22,582,789	\$28,439,244	\$33,320,807	\$45,320,000	\$49,448,000
Staffing Summary by Program	FY 2004 Actual	FY 2005 Actual	FY 2006 Actual	FY 2007 Adopted	FY 2008 Adopted
Criminal Investigations	68.27	69.34	73.48	59.57	65.99
Field Operations	159.36	173.27	207.16	247.82	257.45
Special Operations	60.95	61.35	69.85	67.43	69.79
Emergency Communications	40.32	41.32	47.99	51.35	51.06
Corrections & Detention	70.13	96.88	97.81	98.88	119.07
Court Services	39.38	36.17	45.73	52.15	51.08
Administrative & Technical Services	28.49	28.56	32.63	32.63	34.84
Office of the Sheriff	9.21	13.35	14.07	14.35	14.35
Total FTE	476.11	520.24	588.72	624.18	663.63



**Loudoun County Government
FY 2008 Adopted Fiscal Plan**

Sheriff's Office Criminal Investigations

Description

The Criminal Investigations Division (CID) provides for the intensive follow-up investigation of criminal cases referred from the Field Operations Division, as resolved during the initial response by patrol personnel. CID also initiates its own investigations and investigates referrals from other government agencies, including the 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 2008 Issues

- Caseloads and demands for service continue to increase with County population growth.
- 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.
- Maintaining high case closure rates with greater caseloads per current staffing levels.

FY 2008 Challenges

- Filling vacant positions continues to be 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.
- Training investigators to deal with the increasing complexity of investigations continues to be a challenge.
- The growth of gangs continues to be a problem in the region. Existing gangs continue to compete with emerging groups for members.
- Participation on cross-jurisdictional task forces is difficult due to manpower constraints, which causes sharing information to become non-existent or antiquated due to inadequate staffing.
- Obtaining the necessary resources and equipment to allow investigators to professionally and efficiently investigate complex crimes.
- Staff are overburdened with time sensitive investigative leads as well as keeping up with crimes in progress.

Program Financial Summary	FY 2004 Actual	FY 2005 Actual	FY 2006 Actual	FY 2007 Adopted	FY 2008 Adopted
Expenditures					
Personnel	\$4,894,144	\$4,821,524	\$4,469,008	\$5,147,000	\$5,775,000
Operations & Maintenance	514,488	618,459	621,578	726,000	822,000
Capital Outlay & Capital Acquisitions	42,750	25,858	25,054	0	96,000
Other	77,480	51,490	154,866	0	0
Total Expenditures	\$5,528,862	\$5,517,331	\$5,270,506	\$5,874,000	\$6,693,000
Revenues					
Miscellaneous Revenue	\$800	\$0	\$0	\$0	\$0
Recovered Costs	31,120	24,826	6,508	0	0
State Shared Expenses	810,196	935,437	892,771	779,000	893,000
State Categorical Aid	128	13,900	13,900	0	0
Federal Categorical Aid	39,223	37,500	37,500	0	0
Total Revenues	\$881,467	\$1,011,664	\$950,680	\$779,000	\$893,000
Total Local Tax Funding	\$4,647,395	\$4,505,667	\$4,319,826	\$5,095,000	\$5,800,000
FTE Summary	68.27	69.34	73.48	59.57	65.99



Loudoun County Government
FY 2008 Adopted Fiscal Plan

Sheriff's Office Criminal Investigations

Performance Measures*	FY 2005 Actual	FY 2006 Actual	FY 2007 Estimated	FY 2008 Projected
Goal: 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.				
Objective:				
•Identify participating criminal justice, community based agency staff and local residents that are in need of gang awareness training.				
•Conduct seminars on gang activity with identified groups that are in need and/or have requested training.				
•Continue to be a part of the Gang Response and Intervention Team (GRIT) and participate in community awareness presentations.				
• Number attending gang awareness sessions	n/a	n/a	500	500
• Number of gang awareness sessions	24	30	20	23
Goal: Maintain a 100% closure rate of gang-related cases.				
Objective:				
•Identify gang leadership and target areas/hot spots for enforcement tactics.				
•Proactively target, arrest, and incarcerate gang leaders and violent gang offenders; respond to gang-related incidents, and assist with interviews and on-scene investigations.				
•Review gang-related offense reports; and follow-up on selected reports from which gang intelligence information might be gained.				
•Be proactive and reactive in providing case support and gang intelligence information to the rest of the agency.				
•Maintain a productive partnership with the Northern Virginia Gang Task Force and serve as a liaison with the U.S. Department of Justice Immigration and Customs Enforcement agent assigned to the Northern Virginia Gang Task Force to assist with the deportation of criminal illegal aliens.				
• Gang related crime closure rate (minus graffiti)	100%	96%	100%	100%
• Number of gang investigators	5	5	6	7
• Number of gang related cases per investigator	16	30	31	28
• Number of gang related crimes against persons cases	22	38	45	50
• Number of gang related crimes against property cases	6	5	15	17
• Number of gang related graffiti cases	48	104	115	120
• Number of gang related narcotics offenses	6	5	10	12

* All performance measures are based on calendar year due to reporting requirements.



**Loudoun County Government
FY 2008 Adopted Fiscal Plan**

Sheriff's Office Criminal Investigations

Performance Measures*	FY 2005 Actual	FY 2006 Actual	FY 2007 Estimated	FY 2008 Projected
Goal: 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%.				
Objective: • Utilize new technology to enable investigators to be more efficient and effective in investigations. This includes enhanced surveillance equipment; expansion of the Bait Car program; and increased access to electronic databases, such as the Regional Pawn Database. • Work cooperatively with inter-agencies such as Federal and local task forces to effectively investigate criminal offenses. • Disseminate information through the media, the Loudoun County Alert System, and community groups and meetings.				
• Major Crimes closure rate	67%	60%	60%	60%
• Number of crimes against persons cases	686	864	950	1,045
• Number of crimes against persons cases per investigator	69	66	68	70
• Number of crimes against persons investigators	10	13	14	15
• Number of financial crimes cases	917	1,191	1,310	1,441
• Number of financial crimes cases per investigator	153	148	131	131
• Number of financial crimes investigators	6	8	10	11
• Number of property crimes cases	789	549	604	664
• Number of property crimes cases per investigator	132	78	76	60
• Number of property crimes investigators	6	7	8	11

Goal: Achieve 100 % closure rate for narcotics and special investigation cases.

Objective: • Work cooperatively through interagency relationships and the use of Federal and local task forces to effectively investigate these cases. • Use innovative investigative techniques and technology. • Increase staff knowledge of vice and narcotics investigations with regular internal and external training.				
• Narcotics closure rate	90%	89%	100%	100%
• Number of prescription fraud cases	108	128	130	145
• Number of prescription fraud cases per investigator	108	128	65	73
• Number of prescription fraud investigators	1	1	2	2
• Number of street level narcotics cases	263	398	335	350
• Number of street level narcotics cases per investigator	33	50	48	50
• Number of street level narcotics investigators	8	8	7	7

** 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 Town Police Departments, the Virginia State Police, the Department of Animal Care and Control, Loudoun County Public Schools, Virginia Department of Alcohol Beverage Control, and Federal law enforcement agencies.

Budget Overview

FY 2008 Issues

- Fully staff and commence operations at the newly opened Dulles South Public Safety Center.
- Population continues to create significant service demands that tax available resources.
- Staffing levels have not kept pace with the county's growth and continue to be below optimal levels.
- Proposed openings of new community based substations will require additional resources. The FY 08 Adopted Fiscal Plan includes additional staffing for the Eastern Loudoun Substation located in Sterling Park that is scheduled to open in 2009.

FY 2008 Challenges

- Reduce the average response time of 9 minutes and 33 seconds for emergency calls and 11 minutes and 15 seconds for non-emergency calls for service.
- Reduce the average annual calls per deputy per year and increase proactive police work.
- Transition to decentralized community based stations and problem solving police techniques over the next 3-4 years.
- Hiring and training a new deputy is a very complex task that may require nearly 1 1/2 years to complete. Once an individual has applied to work for the Sheriff's Office, a questionnaire is completed by the applicant. Upon application, a successful candidate must pass a polygraph, background investigations, physical and psychological exams. Six months is required to graduate from the academy with four additional months to become fully certified as a field deputy. Once completed, the new deputy is released to patrol on his/her own. This process represents a major challenge to fill all positions as quickly as possible.
- Provide training and implementation of new police techniques and equipment (i.e., active shooter, patrol rifles, and tasers) to deal with law enforcement trends.
- Achieve a staffing ratio that provides for a timely response to calls for service, allows sufficient unobligated time for community policing activities and is consistent with staffing levels of comparable agencies.
- Staffing levels are a constant challenge due to increased competition from other law enforcement agencies for the same qualified applicants.



Loudoun County Government
FY 2008 Adopted Fiscal Plan

**Sheriff's Office
Field Operations**

Program Financial Summary	FY 2004 Actual	FY 2005 Actual	FY 2006 Actual	FY 2007 Adopted	FY 2008 Adopted
Expenditures					
Personnel	\$9,664,457	\$10,554,801	\$13,660,981	\$18,031,000	\$19,914,000
Operations & Maintenance	1,036,960	2,883,635	2,734,895	4,047,000	4,379,000
Capital Outlay & Capital Acquisitions	30,154	73,158	283,500	1,343,000	217,000
Other	232,108	403,571	562,794	0	0
Total Expenditures	\$10,963,680	\$13,915,165	\$17,242,170	\$23,421,000	\$24,510,000
Revenues					
Fines & Forfeitures	\$817,089	\$1,099,044	\$1,363,441	\$956,000	\$1,180,000
Recovered Costs	180,261	121,319	251,573	125,000	220,000
State Shared Expenses	2,511,867	2,711,111	3,145,300	2,962,000	3,356,000
State Categorical Aid	13	0	13,900	0	0
Federal Categorical Aid	102	69,042	330,075	60,000	60,000
Total Revenues	\$3,509,333	\$4,000,517	\$5,104,289	\$4,102,000	\$4,816,000
Total Local Tax Funding	\$7,454,348	\$9,914,649	\$12,137,881	\$19,319,000	\$19,694,000
FTE Summary	159.36	173.27	207.16	247.82	257.45



**Loudoun County Government
FY 2008 Adopted Fiscal Plan**

**Sheriff's Office
Field Operations**

Performance Measures	FY 2005 Actual	FY 2006 Actual	FY 2007 Estimated	FY 2008 Projected
Goal: Maintain a Community Policing presence and program in selected communities throughout Loudoun County.				
Objective: Through community policing and problem solving techniques, increase visibility and presence.				
• Number of communities implemented	5	8	9	9
• Number of community meetings attended	108	163	200	250
• Number of community policing deputies	6	8	9	9
• Number of service incidents	630	1,865	2,000	2,100
Goal: Reduce the number of high risk and repeat domestic violence cases by 33%.				
Objective: Target high-risk and multiple response domestic violence complaints to address underlying issues and eliminate threats of repeated violence.				
• Number of cases generated from the affected residences	414	459	175	200
• Number of residences where multiple cases were reported	166	186	160	160
Goal: Maintain safety and security for Dulles Town Center (DTC) mall employees and patrons.				
Objective: Through proactive and problem solving policing techniques, identify potential problems; and investigate reported crimes occurring at the mall.				
• Total number of calls responded to at the DTC mall	2,100	2,278	2,500	2,600
Goal: Reduce the average number of annual calls for service per deputy per year from 1,125 to 900 calls.				
Objective: Ensure effectiveness and professionalism in the workload of each deputy by maintaining or improving staffing and deployment levels.				
• Annual average calls for service per deputy	1,128	974	907	917
• Patrol - # of calls for service	176,035	171,496	176,000	185,000
Goal: Maintain an average response time of 9 minutes for emergency calls and 11 minutes and 15 seconds for non-emergency calls for service.				
Objective: Respond to calls for service quickly and without incident and maintain response times despite increasing caseload and worsening traffic conditions.				
• Average response time for emergency calls (in mins/secs.)	9:3	8:36	9:15	8:15
• Average response time for non-emergency calls (in mins/secs)	11:09	11:37	11:00	11:20
Goal: Maintain the safety and security of middle and high schools through the School Resource Officer (SRO) program.				
Objective: Maintain staffing levels of one SRO per high school and assigning one SRO to cover 2 middle schools.				
• Number of high schools	6	8	8	8
• Number of middle schools	9	9	9	10
• Number of SRO's in high schools	6	8	8	8
• Number of SRO's in middle schools	6	6	6	10



Loudoun County Government
FY 2008 Adopted Fiscal Plan

Sheriff's Office
Field Operations

Performance Measures	FY 2005 Actual	FY 2006 Actual	FY 2007 Estimated	FY 2008 Projected
Goal: Establish liaison with the Hispanic community through the Spanish interpreter and outreach program.				
Objective: Implement Spanish Interpreter program, increase professionalism in investigations and improve communications with the Spanish-speaking community.				
• Interactions with the hispanic communities to improve	n/a	1	18	20
• Number of contacts/interpretations w/Hispanic community	n/a	132	750	300



Sheriff's Office Special Operations

Description

The Special Operations Division is responsible for supporting the Field Operations and Criminal Investigations divisions through its staff of highly trained personnel in specialized fields. Special Operations is organized around four 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 Bicycle Patrol, Special Event Coordination, Crossing Guards, Project Fairness, Dive, Explosive Ordnance Disposal (EOD), Crises Negotiations, SERT, K-9, Crime Prevention, Command Unit Operations, Unit, Sheriff's Auxiliary, ATV/Search and Rescue, and Honor Guard teams.

Budget Overview

FY 2008 Issues

- Increased demand in the number of motor carrier truck inspections.
- Maintaining effective level of service provided by the K-9 units.
- Maintaining effective level of service for elementary DARE instruction program with the opening of 3 new schools in FY 08.
- Maintain levels of service within the Evidence Collection and Documentation Unit without additional new staff.
- Homeland security training for all first responders in the Incident Command System is now an unfunded Federal mandate. Compliance will be difficult given that the emergency management unit consists of one position.
- Increase the existing level of service regarding response time for a increasing number of traffic accidents.
- Increased requests for off-duty, non-mandatory coverage of special community events.

FY 2008 Challenges

- Meet the increasing calls for K-9 assistance through the effective use of current staffing levels and limited resources in the K-9 section.
- Due to increases in student population, the demand for Crime Prevention and DARE instruction programs will continue to increase.
- Loading old fingerprints onto the new NOVARIS system will be a challenge and will be undertaken as time permits.
- Collecting evidence and documentation is more demanding as new investigative cases increase.
- Ensure that all Sheriff's Office personnel are adequately trained regarding Homeland Security procedures with limited resources.
- The increase in vehicular traffic on congested roadways will result in an increase in the number of accidents requiring investigation by the Traffic Section. This will result in a significant increase in the amount of time the traffic section personnel will spend investigating accidents.



Loudoun County Government
FY 2008 Adopted Fiscal Plan

**Sheriff's Office
Special Operations**

Program Financial Summary	FY 2004 Actual	FY 2005 Actual	FY 2006 Actual	FY 2007 Adopted	FY 2008 Adopted
Expenditures					
Personnel	\$3,666,212	\$3,898,650	\$4,602,322	\$4,972,000	\$5,694,000
Operations & Maintenance	555,131	811,087	871,247	1,073,000	1,117,000
Capital Outlay & Capital Acquisitions	24,599	56,991	27,046	132,000	147,000
Other	0	32,175	42,611	0	0
Total Expenditures	\$4,245,942	\$4,798,902	\$5,543,226	\$6,177,000	\$6,958,000
Revenues					
Fines & Forfeitures	\$549,413	\$595,844	\$308,339	\$805,000	\$546,000
Recovered Costs	55,536	56,546	63,278	0	56,000
State Shared Expenses	848,407	932,537	1,138,749	1,043,000	1,085,000
State Categorical Aid	46	0	0	0	0
Federal Categorical Aid	170,053	95,645	150,168	0	0
Total Revenues	\$1,623,455	\$1,680,572	\$1,660,533	\$1,848,000	\$1,687,000
Total Local Tax Funding	\$2,622,487	\$3,118,331	\$3,882,693	\$4,329,000	\$5,271,000
FTE Summary	60.95	61.35	69.85	67.43	69.79



**Loudoun County Government
FY 2008 Adopted Fiscal Plan**

**Sheriff's Office
Special Operations**

Performance Measures	FY 2005 Actual	FY 2006 Actual	FY 2007 Estimated	FY 2008 Projected
Goal: Support and respond to calls from the Sheriff's' other divisions as requested or needed.				
Objective: Utilize specialized equipment and training provided within each collateral team during calls for service.				
• Calls for service (collateral teams)*	n/a	n/a	n/a	300
Goal: Raise crime prevention awareness to prevent crime through increased information dissemination, home security checks, safety presentations, and improved neighborhood watch involvement.				
Objective: Continue the partnership between law enforcement and the community to communicate problems that can be solved through teamwork.				
• Number of attendees/crime prevention awareness*	n/a	n/a	n/a	1,000
• Number of meetings and presentations*	n/a	n/a	n/a	100
• Rate of increase of meetings and presentations*	n/a	n/a	n/a	0%
Goal: Raise awareness of drug abuse among juveniles.				
Objective: Increase by 15% the number of drug prevention presentations.				
• Number of attendees/drug prevention presentations	3,501	3,916	4,500	4,300
• Number of drug prevention presentations	1,532	1,777	1,780	2,117
• Rate of increase of drug prevention presentations	4%	16%	1%	18%
Goal: Provide greater efficiency in prosecuting criminal cases in Loudoun County.				
Objective: Increase the number of latent fingerprint identifications through AFIS (Automated Fingerprint Identification System) by 60%.				
• Number of fingerprint identifications	139	210	210	350
• Rate of fingerprint identifications	29%	51%	51%	66%
Goal: Decrease the average amount of time required for computer forensic examinations by 30%.				
Objective: By training a new computer forensic examiner, the average turnaround time for a completion of computer examinations should decrease to one to two months.				
• Average amount of wait time for examination (# of days)	90	45	45	30
• Average monthly backlog (# of cases)	136	21	10	11
• Rate of reduction/computer examinations	n/a	50%	0%	33%
Goal: Cover all posts without incident and maintain coverage despite difficulty in maintaining staffing levels in hiring and retaining employees.				
Objective: Provide crossing guard coverage at all posts at designated schools. Post sites are determined in conjunction with the Loudoun County Schools.				
• Number of crossing guard posts	50	52	52	70
• Number of crossing guards	51	57	57	75
• Number of schools requiring guards	26	27	27	33

* New measures to begin in FY 08.



Loudoun County Government
FY 2008 Adopted Fiscal Plan

Sheriff's Office Special Operations

Performance Measures	FY 2005 Actual	FY 2006 Actual	FY 2007 Estimated	FY 2008 Projected
Goal: To ensure that all Sheriff's Office first responders are trained to work within the set Federal Guidelines during a major event.				
Objective: Continual training in the National Incident Management System and the appropriate Incident Command System for all Sheriff's Office first responders.				
• Total first responders*	n/a	n/a	n/a	465
• Total first responders trained*	n/a	n/a	n/a	230
• Total supervisors*	n/a	n/a	n/a	30
• Total supervisors trained*	n/a	n/a	n/a	30
Goal: Support other divisions within the Sheriff's Office as requested and needed.				
Objective: Continue to respond as requested to calls for K-9 assistance.				
• Number of K-9 calls for service	850	1,061	1,050	1,550
• Number of K-9's (Patrol)	4	4	4	4
Goal: Continue enforcement efforts to ensure compliance regarding payment of County taxes.				
Objective: Attain an increase of 10% in the number of violations recorded by members of the Project Fairness Unit.				
• Number of violations recorded	2,399	3,070	3,700	3,684
• Number of warning notices issued	11,629	14,816	14,000	17,779
• Rate of increase of violations recorded	-23%	27%	21%	1%
Goal: Coordinate off duty employment requests for special events.				
Objective: Respond and staff all off-duty employment requests.				
• Number of events attended (worked)	869	1,067	925	1,275
• Number of off-duty working deputies	1,505	1,438	1,500	1,700
Goal: Proactively conduct traffic law enforcement in Loudoun County.				
Objective: Continue to investigate accidents and perform traffic enforcement seeking voluntary compliance to enhance highway safety.				
• Number of accidents investigated	1,578	1,587	1,600	1,700
• Number of traffic summons issued	8,150	10,576	11,000	12,000
Goal: Ensure highway safety by reducing the number of unsafe trucks operating on the highways of Loudoun County.				
Objective: Increase the number of truck inspections performed during FY 08 by 5%.				
• Number of truck safety inspections completed	1,540	1,968	2,000	2,100
• Number of trucks taken out of service	879	1,138	1,100	1,200
• Rate of increase for truck safety inspections	5%	27%	2%	5%

* New measures to begin in FY 08.



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 the 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 2008 Issues

- Mandatory overtime and extended work hours decrease the efficiency and accuracy of the ECC personnel. Retaining experienced staff is difficult due to the high stress, intensity and complexity of the job.
- Continue to deploy and use the mobile data computer system to efficiently and effectively handle communication traffic between deputies in the field and the communications staff.
- Expand the knowledge and professional growth of call takers and dispatchers by exploring new training opportunities.

FY 2008 Challenges

- As a result of the number of calls, combined with the number of vacancies, call takers are forced to place non-emergency calls on hold in order to answer waiting emergency calls, which result in longer times to process information and dispatch needed law enforcement services.
- Due to the increase in radio volume and Mobile Data Computer traffic, there is a need to use multiple channels. Additional dispatchers are needed to staff the additional talk groups that relieve the radio traffic congestion on the primary talk group. Deputies having to wait to get on the air, or for the time it takes for a dispatcher to respond to their request, are officer safety issues.
- Certify additional personnel as VCIN/NCIC instructors in order to comply with mandatory state training.
- Maintain necessary compliance with VCIN/NCIC audits.

Program Financial Summary	FY 2004 Actual	FY 2005 Actual	FY 2006 Actual	FY 2007 Adopted	FY 2008 Adopted
Expenditures					
Personnel	\$1,689,513	\$2,002,272	\$2,223,511	\$2,997,000	\$3,157,000
Operations & Maintenance	55,375	64,266	78,304	86,000	75,000
Total Expenditures	\$1,744,888	\$2,066,538	\$2,301,815	\$3,083,000	\$3,232,000
Revenues					
Other Local Taxes	\$0	\$0	\$0	\$0	\$4,484,000
State Shared Expenses	0	0	0	0	296,000
Total Revenues	\$0	\$0	\$0	\$0	\$4,781,000
Public Safety Communications Fund*	\$2,549,743	\$2,397,439	\$2,309,849	\$3,083,000	\$0
Total Local Tax Funding	\$(804,854)	\$(330,901)	\$(8,035)	\$0	\$(1,549,000)
FTE Summary	40.32	41.32	47.99	51.35	51.06



Loudoun County Government
FY 2008 Adopted Fiscal Plan

Sheriff's Office
Emergency Communications

Performance Measures	FY 2005 Actual	FY 2006 Actual	FY 2007 Estimated	FY 2008 Projected
Goal: Fill vacant positions and train, deploy and maintain 85% of approved call takers and dispatcher positions				
Objective: Maintain trained ECC staff in order to ensure public safety service delivery to ensure public safety.				
• Average number of ECC positions deployed	28	30	35	38
• Average percentage of deployed staff	74%	76%	85%	85%
• Total number of ECC approved positions	38	39	42	41
Goal: Ensure that the average non-emergency call is answered within 5 seconds and that the time a non-emergency call is placed on hold is reduced by an average of 17 %				
Objective: Deploy communication staff in such a way as to ensure that each non-emergency call is answered promptly and efficiently and the time a person is placed on hold is kept to a minimum.				
• Average hold time for non-emergency phone calls (in seconds)	35	34	25	20
• Average ring time for non-emergency phone calls (in seconds)	6	7	5	5
Goal: Reduce the number of false alarm calls by 10 %				
Objective: Implement the False Alarm Reduction Program, which includes a combination of education, fines and fees to reduce the number of false alarms.				
• Rate of reduction for false alarm calls*	0%	10%	11%	10%
• Total number of false alarm calls*	8,931	7,704	7,086	6,412

* 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 2008 Issues

ADC:

- Successfully evaluate and make adjustments during the post-transition phase for the new ADC.
- Inmate populations are beyond the capacity of the new jail, which requires housing at other jurisdictions. Overtime and staffing issues shall continue to be a challenge due to the large transport volume.
- Work through Phase II ADC additions and minimize disruptions of facility operations.
- The high cost of housing inmates increases the upward pressure on local tax funding.

Work Release:

- This section has many new areas of responsibility which will be maintained by work force staff and inmates. This includes facility housekeeping, equipment maintenance, and grounds upkeep.

FY 2008 Challenges

ADC:

- Fill and train all vacant positions which will reduce overtime while still maintaining the high level of service and safety.
- Work to identify and make changes during post-transition.
- Continue to proactively manage inmate populations.
- Work with County staff and contractors to complete the ADC Phase II Addition.
- Provide indepth analysis of potential cost savings.

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 equipment assigned to the ADC and Work Release programs.



Loudoun County Government
FY 2008 Adopted Fiscal Plan

Sheriff's Office
Corrections & Detention

Program Financial Summary	FY 2004 Actual	FY 2005 Actual	FY 2006 Actual	FY 2007 Adopted	FY 2008 Adopted
Expenditures					
Personnel	\$4,461,365	\$5,173,805	\$6,322,243	\$7,400,000	\$8,324,000
Operations & Maintenance	2,051,697	2,111,363	2,322,033	2,836,000	4,978,000
Capital Outlay & Capital Acquisitions	28,441	24,085	0	25,000	0
Other	0	119,923	1,549	0	0
Total Expenditures	\$6,541,503	\$7,429,176	\$8,645,825	\$10,261,000	\$13,302,000
Revenues					
Permits Privilege Fees & Reg Licenses	\$722	\$235	\$89	\$1,000	\$0
Use Of Money & Property	191	272	617	0	0
Charges For Services	15,877	24,435	41,289	26,000	36,000
Recovered Costs	929,566	678,982	628,386	570,000	655,000
State Shared Expenses	1,026,144	940,493	987,756	1,023,000	1,013,000
Federal Categorical Aid	10,608	36,530	6,922	0	0
Total Revenues	\$1,983,108	\$1,680,948	\$1,665,059	\$1,620,000	\$1,704,000
Total Local Tax Funding	\$4,558,395	\$5,748,228	\$6,980,765	\$8,642,000	\$11,598,000
FTE Summary	70.13	96.88	97.81	98.88	119.07



Loudoun County Government
FY 2008 Adopted Fiscal Plan

Sheriff's Office
Corrections & Detention

Performance Measures	FY 2005 Actual	FY 2006 Actual	FY 2007 Estimated	FY 2008 Projected
Goal: Reduce the actual cost per inmate housed in the Loudoun County Adult Detention Center.				
Objective: The new ADC will contain space for bulk storage of cold and dry goods. The facility will utilize this space as designed to make bulk purchases from the State and the other vendors to reduce cost.				
• Average annual cost per inmate housed in Loudoun County*	\$1,531	\$1,479	\$2,078	\$1,933
• Avg daily population of inmates housed in Loudoun County*	142	148	151	175
• Rate of reduction/inmates costs*	0%	4%	40%	8%
• Total amount spent to house inmates in Loudoun County*	\$217,426	\$218,959	\$313,781	\$338,218

* Salaries, utilities and some contractual services not included in costs.



**Loudoun County Government
FY 2008 Adopted Fiscal Plan**

Sheriff's Office Court Services

Description

The Civil Process program serves all legal documents originating from the Loudoun County Circuit Court, General District and Traffic Courts and the Juvenile and Domestic Relations Court. The unit also serves legal processes initiated from outside jurisdictions to persons located within the County, all "five-day notices" including evictions, and all Loudoun County Treasurer 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 2008 Issues

Court Security:

- Hire and train all current vacancies to help reduce overtime.
- Identify and meet increasing security needs in all areas of the Courts Complex.
- Plan for the opening of two new courtrooms.
- Identify, present, and implement changes that address issues resulting from the new ADC location.

Civil Process:

- Identify issues with the quality of documents submitted to Civil Process for service.
- Identify, present, and implement ideas to reduce overtime.

FY 2008 Challenges

Court Security:

- Identify, present, and implement ideas to reduce overtime expenditures once all vacant positions are filled and trained.
- Meet the increasing security needs of the courts complex in the most efficient manner possible.
- Work with County staff to construct the two new courtrooms and develop any needed policies.
- Meet all new challenges and issues with the new ADC location (i.e., transportation, paperwork transfer, releases, and meals).

Civil Process:

- Work with all involved in the locality to improve the quality of documents submitted to Civil Process for service.
- Establish a training packet for draft process documents.
- Find creative ways to complete tasks in the face of population growth and traffic congestion.

Program Financial Summary	FY 2004 Actual	FY 2005 Actual	FY 2006 Actual	FY 2007 Adopted	FY 2008 Adopted
Expenditures					
Personnel	\$2,228,285	\$2,628,460	\$3,069,198	\$3,813,000	\$3,892,000
Operations & Maintenance	40,730	67,883	97,070	126,000	72,000
Total Expenditures	\$2,269,015	\$2,696,342	\$3,166,267	\$3,939,000	\$3,965,000
Revenues					
Charges For Services	\$222,323	\$121,599	\$203,679	\$184,000	\$183,000
State Shared Expenses	760,204	791,922	846,529	679,000	668,000
Total Revenues	\$982,527	\$913,521	\$1,050,208	\$863,000	\$851,000
Total Local Tax Funding	\$1,286,488	\$1,782,821	\$2,116,059	\$3,076,000	\$3,114,000
FTE Summary	39.38	36.17	45.73	52.15	51.08



Loudoun County Government
FY 2008 Adopted Fiscal Plan

**Sheriff's Office
Court Services**

Performance Measures	FY 2005 Actual	FY 2006 Actual	FY 2007 Estimated	FY 2008 Projected
-----------------------------	---------------------------	---------------------------	------------------------------	------------------------------

Goal: To provide a safe, effective and uneventful transfer of inmates and documentation between the courts and the new ADC.

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, and appearing on time for court).

• Number of incidents reported*	n/a	n/a	n/a	300
• Number of transports*	n/a	n/a	n/a	4,205
• Percentage of incidents*	n/a	n/a	n/a	14%

Goal: To provide certifications (i.e., first aid, CPR) and training (i.e., Department of Corrections Minimum Standards) to all sworn Courthouse and Civil Process personnel.

Objective: Review all training and minimum standards needed for work assignments within the Court Security Program. Provide and maintain such training to assist division in meeting departmental goals.

• Number of authorized sworn positions in Civil Process	5	6	6	6
• Number of authorized sworn positions in Court Security	28	33	38	38
• Percentage of certifications completed*	n/a	n/a	n/a	100%
• Percentage of training completed*	n/a	n/a	n/a	100%

* New measures to begin in FY 08.



Sheriff's Office Administrative & Technical Services

Description

The Sheriff's Office Administrative and Technical Services Division provides support functions to the agency and necessary services to the citizens and community. These services consist of seven separate entities within the division which include: the Records Section, Property and Evidence Section, Training Section, Applicant Section; and administrative support, which includes payroll and benefits, reception, management of the agency's accreditation review, and the biennial promotion process. The Administrative and Technical Services Division also serves as the central repository for the review, update and dissemination of Sheriff's Office General Orders and agency wide policies and procedures.

Budget Overview

FY 2008 Issues

- Input a variety of documents and information into the computer aided dispatch system in a timely manner to extract relevant reports and current-day statistics. Work on data input and filing to ensure adequate time for cross-training the Records Clerks on the different duties within the section, which will provide more cohesiveness and less disruption during times of transition.
- Support all other divisions within the agency and manage the training, uniforms and police supply budget accounts.
- Continue to promote and upgrade automation efforts within various sections of the division.
- Maintain the ongoing process of agency accreditation.
- Continue to recruit and hire qualified applicants for all vacant and newly-budgeted positions in addition to developing an applicant pool.
- Build out a new secure evidence storage and archival facility and transport evidence and archived documents to the new location without compromising the chain of custody.
- Continue to manage the support functions with the same number of civilian employees while the number of sworn deputies increases annually.

FY 2008 Challenges

- The number of new residents and Sheriff's Office sworn staff continues to grow, which places a burden on civilian support staff. These support staff are responsible for handling the increasing influx of paperwork and other requests that is related to the daily work load on the job site.
- Continue to develop creative approaches for recruiting qualified applicants to fill vacated sworn and civilian positions, and purchase and develop an inventory/tracking system for agency police supplies and uniforms.
- Continue to support and coordinate a variety of training opportunities for specialized weapons and positions, which further burdens the Training Section.
- Move all evidence not needed for current criminal cases to an off-site secured and armed facility.



Loudoun County Government
FY 2008 Adopted Fiscal Plan

Sheriff's Office
Administrative & Technical Services

Program Financial Summary	FY 2004 Actual	FY 2005 Actual	FY 2006 Actual	FY 2007 Adopted	FY 2008 Adopted
Expenditures					
Personnel	\$1,592,037	\$1,704,604	\$1,931,170	\$2,407,000	\$2,513,000
Operations & Maintenance	922,554	1,255,995	1,231,979	1,360,000	1,773,000
Capital Outlay & Capital Acquisitions	37,850	99,440	78,378	30,000	24,000
Other	0	0	20,382	0	0
Total Expenditures	\$2,552,441	\$3,060,040	\$3,261,909	\$3,796,000	\$4,310,000
Revenues					
Permits Privilege Fees & Reg Licenses	\$18,889	\$19,026	\$18,532	\$122,000	\$122,000
Charges For Services	35,578	39,689	41,263	41,000	44,000
Miscellaneous Revenue	2	150	2	0	0
Recovered Costs	11,288	267	182	0	0
State Shared Expenses	351,341	417,158	464,038	428,000	497,000
Other Financing Sources	0	0	3,220	0	0
Total Revenues	\$417,098	\$476,290	\$527,237	\$591,000	\$663,000
Total Local Tax Funding	\$2,135,343	\$2,583,750	\$2,734,672	\$3,205,000	\$3,647,000
FTE Summary	28.49	28.56	32.63	32.63	34.84



Loudoun County Government
FY 2008 Adopted Fiscal Plan

Sheriff's Office
Administrative & Technical Services

Performance Measures	FY 2005 Actual	FY 2006 Actual	FY 2007 Estimated	FY 2008 Projected
Goal: Fill all vacated positions and 70% of approved enhancements by fiscal year end.				
Objective: Continue to perform comprehensive background investigations and hire quality/qualified individuals for vacant Sheriff's Office patrol, corrections, dispatch, and civilian positions.				
• Number of applicants hired	60	75	80	72
• Number of applicants processed	1,208	1,253	1,500	1,600
• Number of approved enhancements	39	62	33	37
• Number of polygraph exams administered	205	167	170	170
• Number of vacancies - resignation/retirement/discipline	n/a	n/a	25	35
Goal: 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.				
Objective: Pick up all evidence from lockers located at the various substations around the County and deliver to one central location; enter descriptive data into the CAD system; transport evidence to and from the State laboratory and court; process found and seized property, illegal contraband and evidence for criminal cases; and maintain appropriate chain-of-custody and accreditation standards pertaining to evidence.				
• % of pieces of evidence stored within 1 business day	99%	95%	99%	99%
• Pieces of evidence submitted and entered	6,518	5,352	6,600	7,100
Goal: 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.				
Objective: Input data into the agency's CAD system accurately to reflect offense reports, traffic citations, accident reports, warrants, tow sheets, arrest reports, etc. Respond to residents' walk-in request professionally.				
• Number of accident reports entered into CAD	4,430	5,725	4,500	4,884
• Number of arrest reports entered into CAD	5,437	5,725	5,994	6,174
• Number of citations entered into CAD	22,827	22,110	22,110	23,500
• Number of offense reports entered into CAD	20,683	21,484	22,000	23,778
• Number of pieces of mail answered	1,627	2,427	2,400	3,200
• Number of walk-in requests	5,929	6,062	6,500	6,692
• Number of warrants entered into CAD/processed to patrol	7,430	6,944	6,944	7,500
• Percentage of documents processed within time frames	50%	50%	50%	80%



Loudoun County Government
FY 2008 Adopted Fiscal Plan

Sheriff's Office
Administrative & Technical Services

Performance Measures	FY 2005 Actual	FY 2006 Actual	FY 2007 Estimated	FY 2008 Projected
Goal: Ensure that all newly hired employees receive comprehensive agency orientation. Ensure that all sworn staff receive mandated DCJS training and biannual firearms training and that civilian personnel receive training applicable to his/her field. Manage agency budget associated with training functions. Provide support for weapons, defensive tactics, recruit, and EVOT training.				
Objective: Provide General Order review, instruct annual bloodborne pathogen and lead safety training, perform annual fit testing for biohazard gear, and firearms training for all newly hired deputies; register employees for NVCJA and out-of-county training and seminars, conduct biannual firearms training and recertification; provide specialized weapons training for deputies; maintain an adequate pool of agency instructors.				
• Number of instructor man-hours used for weapons training*	n/a	n/a	8,000	10,000
• Number of registrations processed - training/conferences*	n/a	n/a	500	550
• Sworn attending bloodborne pathogen & lead safety classes*	n/a	n/a	538	560
• Sworn fit testing performed*	n/a	n/a	538	560

* New measures to begin in FY 07.



Loudoun County Government
FY 2008 Adopted Fiscal Plan

Sheriff's Office
Office of the Sheriff

Description

The Office of the Sheriff consists of the Sheriff, two Chief Deputies, two internal affairs investigators, a financial budget manager, a financial accountant, a human resources specialist, a buyer, a public information officer, a planner, and two administrative assistants. Most of the program activities within this program, with the exception of the Master Deputy program, are staffed by a single individual that serves the needs of a department consisting of approximately 657 employees. These positions ensure the integrity of the department; prepare and execute the strategic plan through preparation and implementation of the budget; procure uniforms, equipment and supplies; process all personnel actions; coordinate and monitor CIP projects and keeping the public informed of significant public safety incidents and department activity.

Budget Overview

FY 2008 Issues

- 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.

FY 2008 Challenges

- Ensure that division commanders receive adequate support from various functions of the Office of the Sheriff will become more challenging as the agency grows.
- Most programs within the Office of the Sheriff are managed by one person. With agency growth, the increased workload requires additional staff to support the entire agency.

Program Financial Summary	FY 2004 Actual	FY 2005 Actual	FY 2006 Actual	FY 2007 Adopted	FY 2008 Adopted
Expenditures					
Personnel	\$912,922	\$992,157	\$1,205,408	\$1,870,000	\$2,090,000
Operations & Maintenance	456,819	1,088,056	2,233,340	78,000	93,000
Capital Outlay & Capital Acquisitions	11,330	103,171	175,845	0	0
Other	0	128,945	20,382	0	0
Total Expenditures	\$1,381,071	\$2,312,329	\$3,634,976	\$1,949,000	\$2,183,000
Revenues					
State Shared Expenses	\$243,357	\$292,867	\$324,006	\$294,000	\$310,000
State Categorical Aid	0	0	60,000	0	0
Federal Categorical Aid	454,525	1,274,382	2,094,260	0	0
Total Revenues	\$697,882	\$1,567,249	\$2,478,265	\$294,000	\$310,000
Total Local Tax Funding	\$683,189	\$745,080	\$1,156,710	\$1,654,000	\$1,873,000
FTE Summary	9.21	13.35	14.07	14.35	14.35



Loudoun County Government
FY 2008 Adopted Fiscal Plan

Sheriff's Office
Office of the Sheriff

Performance Measures	FY 2005 Actual	FY 2006 Actual	FY 2007 Estimated	FY 2008 Projected
Goal: Ensure all personnel action forms (PAs) are completed for new hires, transfers, promotions, demotions and separations.				
Objective: Process personnel action requests within 1 week of request.				
• Number of authorized positions	536	596	629	666
• Number of PA's processed	500	521	700	700
• Average number of PA's processed within 1 week of request	8	10	20	20
Goal: Inform the media and the public of law enforcement activity in compliance with State disclosure laws and the Freedom of Information Act.				
Objective: Report major and criminal incidents to the public and media.				
• Number of press releases on crimes and major incidents	263	315	275	300
Goal: Acquire all equipment and materials needed for the Sheriff's Office.				
Objective: Process all purchase orders within 1 week of request.				
• Average turnaround time (in days)	1.0	1.7	2.0	2.0
• Number of purchase orders created by the buyer	479	383	629	550
• Total dollar amount of purchase orders created by the buyer	\$1,100,000	\$607,000	\$1,400,000	\$1,000,000



Notes



Health and Welfare

HEALTH AND WELFARE SUMMARY

Extension Services Page 217

Family Services Page 228

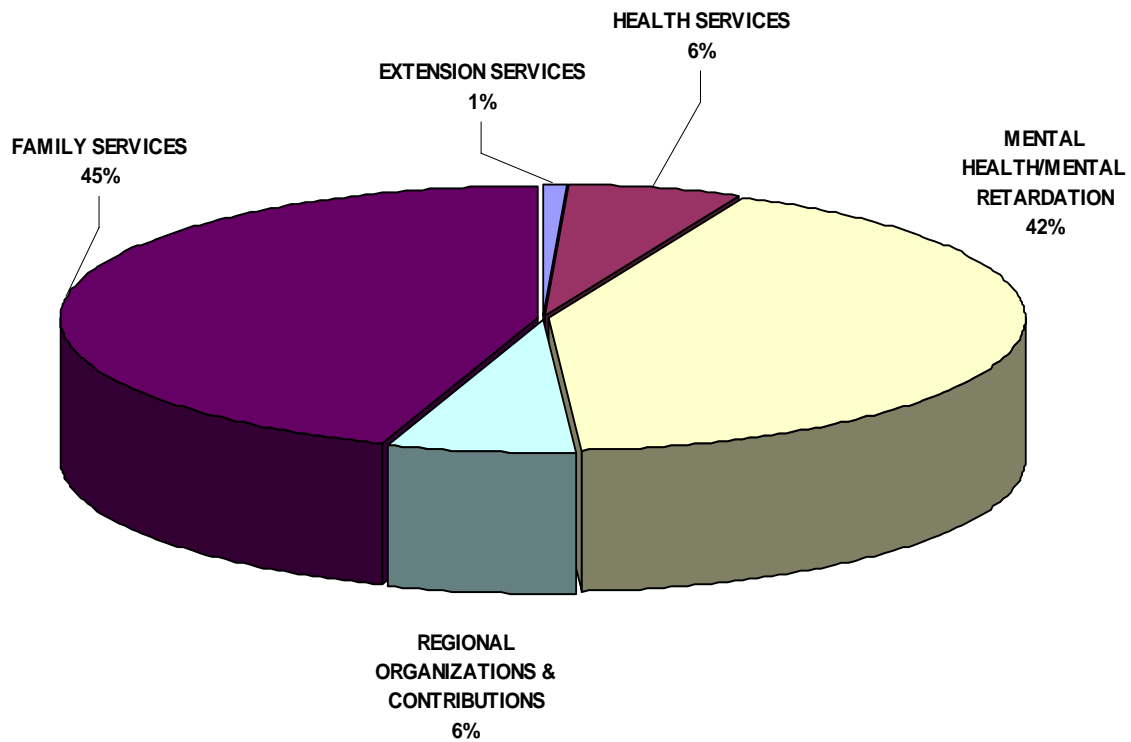
Health Services Page 267

Mental Health, Mental Retardation and Substance Abuse Services Page 275

Regional Organizations and Contributions Page 308



HEALTH & WELFARE FY 2008 ADOPTED EXPENDITURES





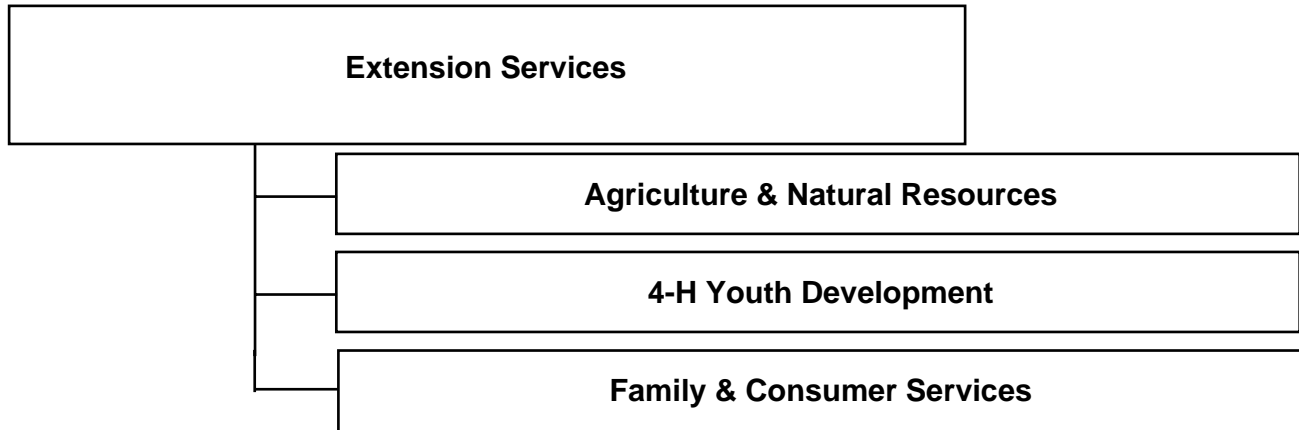
**Loudoun County Government
FY 2008 Adopted Fiscal Plan**

Health And Welfare

	FY 2004 ACTUAL	FY 2005 ACTUAL	FY 2006 ACTUAL	FY 2007 ADOPTED	FY 2008 ADOPTED
EXTENSION SERVICES	\$428,853	\$465,984	\$471,898	\$542,000	\$584,000
FAMILY SERVICES	25,186,277	27,222,079	29,124,398	30,637,000	31,798,000
HEALTH SERVICES	3,455,748	3,512,415	3,886,190	3,837,000	4,219,000
MENTAL HEALTH/ MENTAL RETARDATION	18,873,765	19,707,629	24,705,253	28,384,000	30,091,000
REGIONAL ORGANIZATIONS	<u>2,904,453</u>	<u>3,065,308</u>	<u>4,329,678</u>	<u>4,446,000</u>	<u>4,556,000</u>
TOTAL HEALTH AND WELFARE	\$49,252,920	\$51,843,815	\$62,517,17	\$67,846,000	\$71,248,000



Extension Services





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, 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 & Community 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 2008 Issues, Challenges & Trends

- A safe and secure food supply and producer/handler safety is important given its implications for Homeland Security.
- New National Animal Identification System allows 48 hour trace back on livestock found with communicable disease.
- Farm sustainability is at risk and programs pertaining to business management, profitability, and marketing are needed.
- Programs focused on character development and education for youth are requested by County residents.
- Financial illiteracy keeps many individuals "at risk" due to the increased cost of living in Loudoun.
- Growth in local population dramatically enhances the need for affordable, accessible, and quality child care.

FY 2008 Major Goals

- Provide farm management educational assistance, training and crop diagnostic services to local landowners.
- Inform local landowners of the National Animal Identification System.
- Provide educational programming and responsive consulting to commercial horticultural businesses.
- 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.
- Educate youth and adults about financial literacy.
- Educate food handler personnel on food safety.

FY 2007 Major Achievements

- 240 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 next 6 months.
- Pesticide recertification training was provided for over 600 green industry commercial pesticide applicators and training for 65 personnel to obtain their commercial pesticide applicator or registered technician licenses.
- Assisted 8 new growers to plan and establish various horticultural endeavors as well as began installation of 2 Sustainable Agriculture Research & Education grant funded Cut Flower field test plots.
- Reestablished and maintained multiple listservs serving various horticulture production sectors and served as technical support for growers' associations (Loudoun Wine Growers Association & Loudoun Valley Home Grown Markets Association).
- Numerous horticultural and environmental education programs were provided to 1,378 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 Loudoun County youth.



Extension Services

- The department provided information for 96 child care providers to establish family child care businesses.
- Extension sponsored the Child Care Fair which served 600 families with information on selecting and monitoring child care.
- The "Reality Store" program increased the financial literacy of 496 high school seniors. Extension also increased the financial knowledge of 116 adults through workshops, and 148 individuals improved financial stability through one-to-one financial counseling.
- Extension certified 149 food service managers from restaurants, hospitals, child care centers, bed and breakfast, grocery stores, and temporary food vendors in the ServSafe Food Sanitation program.



Loudoun County Government
FY 2008 Adopted Fiscal Plan

Extension Services

Departmental Financial Summary	FY 2004 Actual	FY 2005 Actual	FY 2006 Actual	FY 2007 Adopted	FY 2008 Adopted
Expenditures					
Personnel	\$342,600	\$363,048	\$355,578	\$403,000	\$455,000
Operations & Maintenance	86,253	102,936	116,320	139,000	129,000
Total Expenditures	\$428,854	\$465,984	\$471,898	\$542,000	\$584,000
 Local Tax Funding	 \$428,854	 \$465,984	 \$471,898	 \$542,000	 \$584,000
 County FTE	 6.00	 6.00	 6.00	 6.00	 6.00
State FTE	3.37	4.37	5.37	5.37	5.37
FTE Summary	9.37	10.37	11.37	11.37	11.37

FY 2008 Board Action

The FY 08 Adopted Fiscal Plan for the Extension Services includes funding for compensation increases and increased benefits costs effective September 2007.

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.



Loudoun County Government
FY 2008 Adopted Fiscal Plan

Extension Services

Expenditures by Program	FY 2004 Actual	FY 2005 Actual	FY 2006 Actual	FY 2007 Adopted	FY 2008 Adopted
Agriculture & Natural Resources	\$229,295	\$239,760	\$231,773	\$263,000	\$291,000
4-H Youth Development	89,668	107,656	117,488	133,000	140,000
Family & Consumer Services	109,890	118,568	122,637	147,000	153,000
Total Expenditures	\$428,854	\$465,984	\$471,898	\$542,000	\$584,000
Local Tax Funding by Program	FY 2004 Actual	FY 2005 Actual	FY 2006 Actual	FY 2007 Adopted	FY 2008 Adopted
Agriculture & Natural Resources	\$229,295	\$239,760	\$231,773	\$263,000	\$291,000
4-H Youth Development	89,668	107,656	117,488	133,000	140,000
Family & Consumer Services	109,890	118,568	122,637	147,000	153,000
Total Local Tax Funding	\$428,854	\$465,984	\$471,898	\$542,000	\$584,000
Staffing Summary by Program	FY 2004 Actual	FY 2005 Actual	FY 2006 Actual	FY 2007 Adopted	FY 2008 Adopted
Agriculture & Natural Resources	4.10	4.10	5.10	5.10	5.10
4-H Youth Development	2.00	3.00	3.00	3.00	3.00
Family & Consumer Services	3.27	3.27	3.27	3.27	3.27
Total FTE	9.37	10.37	11.37	11.37	11.37



Extension Services Agriculture & Natural Resources

Description

Cooperative Extension continues to be the primary source of technical information for agricultural and horticultural production within the County. Agricultural diversity of production continues to shift from traditional, large scale farms to a 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 2008 Issues

- 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 dollars 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.

FY 2008 Challenges

- Extension Services faces challenges in responding to continued rapid population growth in the County.
- 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.
- 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.

Program Financial Summary	FY 2004 Actual	FY 2005 Actual	FY 2006 Actual	FY 2007 Adopted	FY 2008 Adopted
Expenditures					
Personnel	\$184,371	\$193,444	\$176,159	\$213,000	\$239,000
Operations & Maintenance	44,923	46,317	55,614	50,000	52,000
Total Expenditures	\$229,295	\$239,760	\$231,773	\$263,000	\$291,000
 Total Local Tax Funding	 \$229,295	 \$239,760	 \$231,773	 \$263,000	 \$291,000
 County FTE	 3.00	 3.00	 3.00	 3.00	 3.00
State FTE	1.10	1.10	2.10	2.10	2.10
FTE Summary	4.10	4.10	5.10	5.10	5.10



Loudoun County Government
FY 2008 Adopted Fiscal Plan

Extension Services
Agriculture & Natural Resources

Performance Measures	FY 2005 Actual	FY 2006 Actual	FY 2007 Estimated	FY 2008 Projected
----------------------	-------------------	-------------------	----------------------	----------------------

Goal: Ensure profitability of commercial horticulture businesses by providing educational programming and responsive consulting.

Objective: Respond to all information requests in a timely manner in order to ensure profitable results while maintaining a proactive educational programming effort that minimizes any economic risk and maximizes profit potential.

• Number of commercial horticulture education programs	16	5	15	20
• Number of onsite commercial horticultural farm	25	37	60	75
• Number of participants in programs (Commercial)	875	112	175	300

Goal: To protect the environment and water quality in the County by utilizing integrated pest management (IPM) methods so that least toxic methods of pest control are used first.

Objective: Provide environmental education programs and diagnostic services for homeowners in Loudoun through the Extension Office staff and Master Gardener Volunteer program.

• Number of help desk calls/visits	1,275	1,372	1,600	1,700
• Number of participants in programs (Urban Horticultural)	1,104	1,378	1,550	1,650
• Number of urban horticultural educational programs	25	45	50	55

Goal: Improve farm profitability, sustainability, natural resource conservation and security throughout Loudoun's agricultural industry and in the rural sector

Objective: Conduct onsite farm consultations and facilitate comprehensive educational programs to provide research-based production and marketing education that will enable local agricultural producers to adjust farm management plans to improve product quality, production efficiency, farm profitability, agricultural sustainability and food safety while conserving natural resources.

• Number of agricultural educational programs	26	33	22	25
• Number of onsite farm consultations	71	83	65	75
• Number of participants in programs (Agricultural)	1,174	1,664	1,000	1,200



Loudoun County Government
FY 2008 Adopted Fiscal Plan

Extension Services 4-H Youth Development

Description

Extension's 4-H Program utilizes experiential learning opportunities to teach the latest research-based subject matter while facilitating the development of skills for successful living. Subject matter covers areas such as citizenship, leadership, and life skills. Examples are: understanding self, communicating and relating to others, acquiring, analyzing, and using information, problem solving and decision making, managing resources, and working with others. The 4-H Program in Loudoun uses the following delivery methods: community clubs, project clubs, short-term special interest groups, Cloverbud clubs, camping programs and school enrichment programs. As with all Extension programs, 4-H relies on volunteers to assist with programming.

Loudoun's urban youth are demanding more programs geared to their needs. Programs such as the 4-H Character Curriculum, youth leadership development and other special projects will be expanded. Recruiting and training leaders in urban communities to start 4-H Community Clubs will be a priority.

Budget Overview

FY 2008 Issues

- The number of children participating in non-athletic after-school programs continues to rise. These youth need curriculum that is designed to increase social skills, enhance cognitive learning, and promote self-confidence and self-worth.
- 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.
- 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.

FY 2008 Challenges

- 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.

Program Financial Summary	FY 2004 Actual	FY 2005 Actual	FY 2006 Actual	FY 2007 Adopted	FY 2008 Adopted
Expenditures					
Personnel	\$80,516	\$86,638	\$91,702	\$97,000	\$103,000
Operations & Maintenance	9,153	21,018	25,785	36,000	37,000
Total Expenditures	\$89,668	\$107,656	\$117,488	\$133,000	\$140,000
 Total Local Tax Funding	 \$89,668	 \$107,656	 \$117,488	 \$133,000	 \$140,000
 County FTE	 1.60	 1.60	 1.60	 1.60	 1.60
State FTE	0.40	1.40	1.40	1.40	1.40
FTE Summary	2.00	3.00	3.00	3.00	3.00



Loudoun County Government
FY 2008 Adopted Fiscal Plan

Extension Services
4-H Youth Development

Performance Measures	FY 2005 Actual	FY 2006 Actual	FY 2007 Estimated	FY 2008 Projected
----------------------	-------------------	-------------------	----------------------	----------------------

Goal: Provide developmental and educational experiences for youth in 4-H After School Programs.

Objective: Provide opportunities for youth to learn about a single project or variety of common interest 4-H projects while promoting citizenship, leadership and the development of life skills.

• Number of 4-H program offerings	9	9	10	10
• Participants enrolled in 4-H after school programs	336	317	340	340
• Percent increase in 4-H after school program participation	0%	-6% ¹	7%	0%

Goals: To provide educational, recreational , and social experience in outdoor living away from home through 4-H Junior camp.

Objective: Provide new experiences for youth by exploring new interests, or by exposing them to new approaches to old interests, such as nature, aquatics, music and other life skills that cannot be provided as effectively outside a camp setting.

• Number of individually enrolled 4-H campers	134	140	150	175
• Number of new 4-H camp program offerings	2	3	3	3
• Percent increase of participants in 4-H camps	-0.1% ²	4%	7%	16%

Goal: Provide developmental and educational experiences for youth in 4-H In-School programs.

Objective: Increase opportunities for youth to learn about a single project or a variety of common interest 4-H projects while promoting citizenship, leadership, and the development of life skills.

• Number of individually enrolled 4-H youth	2,473	1,531	2,500	2,700
• Number of new 4-H program offerings	83	95	95	95
• Percent increase of individually enrolled 4-H youth	22%	-38% ³	6%	9%

Goals: To enhance the skills, knowledge, and attitudes of 4-H members through participation in 4-H clubs which promote citizenship, leadership and the development of life skills.

Objective: Provide opportunities for youth to learn about a variety of common interest projects or subject matter areas.

• Number of 4-H program offerings (clubs)	10	6	8	8
• Number of individually enrolled 4-H youth (clubs)	624	496	540	580
• Percent increase of individually enrolled 4-H youth (clubs)	34%	-20% ⁴	9%	7%

¹ FY 05-06 collaboration with Parks & Recreation – used a different formula to administer the program.

² FY 04-05 Loudoun shares 4-H Camp with Fauquier County and Fauquier filled more slots for camp than Loudoun in that year.

³ FY 05-06 reduced enrollment in 4-H embryology project in schools because of a communication error with school administration.

⁴ FY 05-06 due to volunteer turnover. 4-H Agent was new in 2005 and had to recruit new leadership.



**Loudoun County Government
FY 2008 Adopted Fiscal Plan**

**Extension Services
Family & Consumer Services**

Description

Family and Consumer Sciences is organized into four major areas: Child Care, Financial Counseling, Food Safety and Nutrition. Child Care provides recruitment and training of 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 focuses on improving knowledge and skills in food selection and preparation to promote optimal dietary health.

Budget Overview

FY 2008 Issues

- 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 which consumes a large percentage of salaries as well as carrying a high consumer debt.
- 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. ServSafe is a nationally recognized course in which food handlers become certified in food sanitation.
- With obesity and other health problems on the rise in this country, nutrition and prevention education become critical.

FY 2008 Challenges

- 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.
- It has become challenging to respond to an increasing demand for services.
- Maintaining grant funding for project initiatives in Financial Counseling and the Reality Store for the Youth Financial Literacy initiative.

Program Financial Summary	FY 2004 Actual	FY 2005 Actual	FY 2006 Actual	FY 2007 Adopted	FY 2008 Adopted
Expenditures					
Personnel	\$77,713	\$82,966	\$87,717	\$94,000	\$114,000
Operations & Maintenance	32,177	35,602	34,920	53,000	40,000
Total Expenditures	\$109,890	\$118,568	\$122,637	\$147,000	\$153,000
 Total Local Tax Funding	 \$109,890	 \$118,568	 \$122,637	 \$147,000	 \$153,000
 County FTE	 1.40	 1.40	 1.40	 1.40	 1.40
State FTE	1.87	1.87	1.87	1.87	1.87
FTE Summary	3.27	3.27	3.27	3.27	3.27



Loudoun County Government
FY 2008 Adopted Fiscal Plan

Extension Services
Family & Consumer Services

Performance Measures	FY 2005 Actual	FY 2006 Actual	FY 2007 Estimated	FY 2008 Projected
Goals: 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.				
Objective: Increase the number of trained child care providers who become state licenses or voluntarily registered meeting the requirements for safety standards in family child care homes and improve the knowledge of parents in selecting & monitoring child care to assist in obtaining quality child care.				
• Number of individuals trained to start a child care business	91	96	100	104
• Number of parents provided information on child care	550	600	650	775
Goal: Provide education to increase the financial literacy of youth & counseling to enable families to improve their financial stability.				
Objective: Increase participation in the Reality Store program to increase financial literacy of high school youth and maintain level of participation in one-on-one and group financial education targeting individuals and families experiencing financial difficulty.				
• Number of Financial Mgmt Programs provided	10	10	10	10
• Number of participants in financial mgmt workshops	186	264	200	200
• Number of students trained in financial literacy	813	496	900	1,000
• Percent of participants indicating increased knowledge	80%	80%	80%	80%
Goal: Improve the knowledge and skills of food handler personnel in restaurants, schools, hospitals, child care centers, nursing homes, churches, and other food industries.				
Objective: Conduct the ServSafe Course to certify food managers through the National Restaurant Association in food sanitation.				
• Number of food service managers trained	101	149	150	150
• Percentage of Food Service Managers receiving certification	80%	80%	80%	80%



Family Services

Family Services

Housing Choice Voucher Program

Affordable Dwelling Unit

Benefits

Adult Protective Services

Child Protective Services

Community Support Services

Foster Care & Adoptions

Juvenile Detention Center

Career Support Services

Non-Residential Youth Programs

Comprehensive Services Act for At-Risk Youth and Families

Community Partnership Development

Contracts and Accountability

Housing Policy

Administration



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 eleven member Social Services Board is appointed by the Board of Supervisors, and, through the Department of Family Services, is charged with responsibility for the social welfare of County residents and for fostering the financial independence of residents in need. The department 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.

The department administers residential and non-residential youth programs, aging, educational, healthcare, 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.

During the last year, the department has solicited feedback from clients, businesses, economic development interests and housing representatives regarding the connotations of the department name. The decision to rename the department of Social Services to the Department of Family Services has been reached with the consensus of the Social Services Board after researching other localities and determining that the Department of Family Services best captures the full array of departmental responsibilities.

Budget Overview

FY 2008 Issues, Challenges & Trends

- There is a shortage of space in several DFS program sites. The Juvenile Detention Center and the Youth Shelter are operating at or above capacity and the rental space housing Family Connections, the Young Adults Project and Young Parent Services is fully utilized. Homeless shelters are normally full and the number of turnaways continues to increase. The department's space at the Shenandoah Building is fully occupied.

FY 2008 Major Goals

- The department will work with the Affordable Dwelling Unit Advisory (ADUAB) and the Housing Advisory Board (HAB) to develop a plan to utilize available trust and proffered funds for affordable housing projects.
- Increase success rate to 75% of participants of the Young Parents Program obtaining a high school diploma equivalency.
- Relocation of Family Connections to a building in Ashburn that is more conducive to the training needs of parents and teens is a primary focus.
- The department will divert 75% of children from the community involved with the CSA Wraparound pilot program will be diverted from residential placement.

FY 2007 Major Achievements

- The department changed its name to the Department of Family Services to more accurately reflect the work of the agency.
- DFS, along with MH/MR/SAS and many community organizations opened a cold weather shelter for the homeless population.
- A reorganization of the administrative structure at the Juvenile Detention Center provides greater oversight for the facility and more effective programming.
- Grant funding was procured to pilot wraparound care coordination for effective community based treatment to prevent long-term residential placement for at-risk youth.
- An agreement with Loudoun County Public Schools was finalized to establish specific protocols for investigating complaints of child abuse and/or neglect on school property.
- Several loans have been approved and construction projects begun to rehabilitate homes in the County.



**Loudoun County Government
FY 2008 Adopted Fiscal Plan**

Family Services

Departmental Financial Summary	FY 2004 Actual	FY 2005 Actual	FY 2006 Actual	FY 2007 Adopted	FY 2008 Adopted
Expenditures					
Personnel	\$9,558,542	\$10,307,284	\$11,185,570	\$13,052,000	\$14,118,000
Operations & Maintenance	15,297,577	16,536,795	17,620,171	17,468,000	17,630,000
Capital Outlay & Capital Acquisitions	20,804	252,980	285,430	117,000	50,000
Other	0	14,995	33,238	0	0
Total Expenditures	\$24,876,923	\$27,112,054	\$29,124,409	\$30,637,000	\$31,798,000
Revenues					
Use Of Money & Property	\$6,762	\$6,355	\$4,737	\$9,000	\$9,000
Miscellaneous Revenue	30,599	121,012	45,468	33,000	33,000
Recovered Costs	181,405	238,616	240,026	160,000	205,000
State Categorical Aid	2,472,735	2,680,094	2,861,738	2,813,000	3,059,000
Federal Categorical Aid	5,217,935	6,063,967	7,205,542	6,548,000	7,117,000
Other Financing Sources	1,009,571	196,945	183,000	183,000	259,000
Total Revenues	\$8,919,007	\$9,306,989	\$10,540,511	\$9,746,000	\$10,681,000
Housing Choice Voucher Fund	\$7,682,396	\$7,853,950	\$7,669,555	\$8,225,000	\$7,755,000
Foster Care Reimbursement Fund	\$270,472	\$432,593	\$324,441	\$0	\$0
Local Tax Funding	\$8,005,048	\$9,518,522	\$10,589,902	\$12,666,000	\$13,361,000
FTE Summary	165.45	177.73	185.45	189.05	193.25

FY 2008 Board Action

The FY 08 Adopted Fiscal Plan for Family Services includes enhancements totaling 3.00 FTE and \$246,000 in additional local tax funding for a public assistance program eligibility investigator, a housing quality standards inspector, a coordinator for the Affordable Housing Trust Fund and operating expenditures for a warming center for the homeless. Local tax funding also increases by \$113,000 due to increases in contractual costs for the youth shelter and in the CDBG program as well as increased compensation and benefits costs effective September 2007.

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.

Additional information on this department's Capital Improvement Program projects can be found in Volume 2 on pages 523, 524, 534 and 536. Information on scheduled projects for the Capital Asset Preservation Program can be found in tables beginning on page 614 in Volume 2.



Loudoun County Government
FY 2008 Adopted Fiscal Plan

Family Services

Expenditures by Program	FY 2004 Actual	FY 2005 Actual	FY 2006 Actual	FY 2007 Adopted	FY 2008 Adopted
Housing Choice Voucher Program	\$8,465,654	\$8,255,671	\$7,828,947	\$8,430,000	\$8,008,000
Family Connections	45,254	0	0	0	0
Affordable Dwelling Unit	10,182	166,299	314,712	328,000	366,000
Benefits	1,755,788	2,119,874	2,273,093	2,409,000	2,664,000
Adult Protective Services	1,701,329	1,768,146	1,807,049	1,852,000	1,972,000
Child Protective Services	690,188	725,404	859,448	1,426,000	1,325,000
Community Support Services	815,921	990,210	1,312,310	1,344,000	1,559,000
Foster Care & Adoptions	1,163,169	1,384,189	1,263,566	1,242,000	1,410,000
Juvenile Detention Center	2,047,405	2,180,461	2,283,301	2,494,000	2,605,000
Career Support Services	4,131,596	4,080,533	4,171,104	4,229,000	4,384,000
Non-Residential Youth Programs	618,715	782,866	934,377	1,033,000	1,127,000
Comprehensive Services Act for At-Risk	308,141	317,425	423,325	507,000	541,000
Community Partnership Development	502,188	1,311,431	1,918,837	1,585,000	1,683,000
Contracts and Accountability	1,747,126	1,846,074	2,296,772	2,204,000	2,270,000
Housing Policy	68,721	75,274	170,642	277,000	474,000
Administration	805,546	1,108,197	1,266,926	1,278,000	1,411,000
Total Expenditures	\$24,876,923	\$27,112,054	\$29,124,409	\$30,637,000	\$31,798,000

Revenues by Program	FY 2004 Actual	FY 2005 Actual	FY 2006 Actual	FY 2007 Adopted	FY 2008 Adopted
Housing Choice Voucher Program	\$7,770,330	\$7,934,787	\$7,768,695	\$8,309,000	\$7,804,000
Family Connections	45,254	0	0	0	0
Affordable Dwelling Unit	322,555	158,218	9,858	15,000	16,000
Benefits	1,368,288	1,659,199	1,742,440	1,655,000	1,894,000
Adult Protective Services	277,068	332,960	354,484	336,000	299,000
Child Protective Services	309,697	350,295	368,973	351,000	307,000
Community Support Services	1,023,905	427,753	396,775	389,000	466,000
Foster Care & Adoptions	761,338	914,376	792,874	563,000	597,000
Juvenile Detention Center	824,956	873,536	879,199	777,000	840,000
Career Support Services	3,174,368	3,358,756	3,384,027	3,215,000	3,240,000
Non-Residential Youth Programs	24,812	40,948	116,682	117,000	122,000
Comprehensive Services Act for At-Risk	0	0	105,000	105,000	105,000
Community Partnership Development	94,438	163,295	1,011,671	932,000	1,015,000
Contracts and Accountability	361,195	429,189	486,046	479,000	423,000
Housing Policy	0	0	0	27,000	108,000
Administration	513,671	950,220	1,117,783	700,000	1,201,000
Total Revenues	\$16,871,875	\$17,593,532	\$18,534,507	\$17,971,000	\$18,437,000



Loudoun County Government
FY 2008 Adopted Fiscal Plan

Family Services

Local Tax Funding by Program	FY 2004 Actual	FY 2005 Actual	FY 2006 Actual	FY 2007 Adopted	FY 2008 Adopted
Housing Choice Voucher Program	\$695,324	\$320,884	\$60,252	\$121,000	\$203,000
Family Connections	0	0	0	0	0
Affordable Dwelling Unit	(312,373)	8,081	304,854	313,000	350,000
Benefits	387,500	460,675	530,653	754,000	770,000
Adult Protective Services	1,424,261	1,435,186	1,452,565	1,517,000	1,674,000
Child Protective Services	380,491	375,109	490,475	1,075,000	1,018,000
Community Support Services	(207,984)	562,457	915,535	955,000	1,094,000
Foster Care & Adoptions	401,831	469,813	470,692	678,000	813,000
Juvenile Detention Center	1,222,449	1,306,925	1,404,102	1,717,000	1,765,000
Career Support Services	957,228	721,777	787,077	1,014,000	1,143,000
Non-Residential Youth Programs	593,903	741,918	817,695	916,000	1,005,000
Comprehensive Services Act for At-Risk	308,141	317,425	318,325	402,000	436,000
Community Partnership Development	407,750	1,148,136	907,166	652,000	668,000
Contracts and Accountability	1,385,931	1,416,885	1,810,726	1,724,000	1,846,000
Housing Policy	68,721	75,274	170,642	249,000	366,000
Administration	291,875	157,977	149,143	578,000	210,000
Total Local Tax Funding	\$8,005,048	\$9,518,522	\$10,589,902	\$12,666,000	\$13,361,000

Staffing Summary by Program	FY 2004 Actual	FY 2005 Actual	FY 2006 Actual	FY 2007 Adopted	FY 2008 Adopted
Housing Choice Voucher Program	23.06	22.28	12.58	11.25	12.25
Affordable Dwelling Unit	0.40	2.30	7.00	7.00	5.00
Benefits	24.00	24.50	25.02	26.00	27.00
Adult Protective Services	10.16	11.16	10.16	10.16	10.15
Child Protective Services	10.76	12.76	14.63	16.75	16.22
Community Support Services	9.19	9.28	14.86	12.86	12.86
Foster Care & Adoptions	8.76	9.76	10.56	11.56	11.56
Juvenile Detention Center	30.84	30.84	31.84	31.84	31.69
Career Support Services	16.00	16.50	13.34	14.33	14.33
Non-Residential Youth Programs	10.00	11.53	12.53	12.80	13.53
Comprehensive Services Act for At-Risk	7.00	7.00	7.00	7.00	7.00
Community Partnership Development	3.53	6.07	6.07	8.05	7.39
Contracts and Accountability	1.25	1.25	2.70	2.75	3.08
Housing Policy	0.75	0.75	0.75	2.00	5.33
Administration	9.75	11.75	16.41	14.70	15.84
Total FTE	165.45	177.73	185.45	189.05	193.25



Family Services

Housing Choice Voucher Program

Description

The former Section 8 Housing Choice Voucher Program is now recognized in this document using its official HUD name, Housing Choice Voucher (HCV) Program. It is funded by the U.S. Department of Housing and Urban Development (HUD) 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.

Budget Overview

FY 2008 Issues

- Rental housing costs are escalating and the Federal funds provided for the program are not increasing.
- There is an increased need for subsidized housing due to population growth.
- The elderly and disabled population is increasing, resulting in increased demands on the program.

FY 2008 Challenges

- Increasing rents and level funding from HUD will create difficulty in maintaining current recipients in HCV program.
- Conducting the required inspections of rental units is difficult due to the increasing number of tenant moves and traffic congestion.

Program Financial Summary	FY 2004 Actual	FY 2005 Actual	FY 2006 Actual	FY 2007 Adopted	FY 2008 Adopted
Expenditures					
Personnel	\$1,280,209	\$916,157	\$679,452	\$761,000	\$862,000
Operations & Maintenance	7,185,445	7,339,514	7,149,495	7,669,000	7,123,000
Capital Outlay & Capital Acquisitions	0	0	0	0	22,000
Total Expenditures	\$8,465,654	\$8,255,671	\$7,828,947	\$8,430,000	\$8,008,000
Revenues					
Miscellaneous Revenue	\$887	\$21	\$0	\$0	\$0
Recovered Costs	0	11,706	0	0	0
State Categorical Aid	15,000	0	0	0	0
Federal Categorical Aid	72,047	69,110	99,140	85,000	49,000
Total Revenues	\$87,934	\$80,837	\$99,140	\$85,000	\$49,000
Housing Choice Voucher Fund	\$7,682,396	\$7,853,950	\$7,669,555	\$8,225,000	\$7,755,000
Total Local Tax Funding	\$695,324	\$320,884	\$60,252	\$121,000	\$203,000
FTE Summary	23.06	22.28	12.58	11.25	12.25



Loudoun County Government
FY 2008 Adopted Fiscal Plan

Family Services
Housing Choice Voucher Program

Performance Measures	FY 2005 Actual	FY 2006 Actual	FY 2007 Estimated	FY 2008 Projected
Goal: Decrease client dependency on welfare programs by assisting clients acquire the skills and support necessary to achieve economic independence through the voluntary Family Self Sufficiency Program (FSS).				
Objective: Increase client self-sufficiency through intensive services so that clients can move to nonsubsidized housing upon completion of this five year program.				
• Family Self Sufficiency cases acquiring escrow accounts	n/a	0%	93%	93%
Goal: Provide income eligible low income families the ability to maintain housing through the rental assistance program.				
Objective: Administer the Housing Choice Voucher Program in order to utilize at least 97% of available Federal funding.				
• % of available Federal funds expended	97%	91%	91%	97%
• Number of HCV vouchers available	763	763	763	763
• Number of HCV vouchers utilized	652	650	650	685



Family Services Affordable Dwelling Unit

Description

The purpose of this program is to develop, coordinate and provide services, directly and in partnership with other governmental, private and nonprofit agencies, to low to moderate-income eligible households to assist them in obtaining decent, safe and affordable housing. The services provided in this program include the Affordable Dwelling Unit Rental Program; Homeownership Opportunities Program; Downpayment/Closing Cost Assistance Program; Single Family Regional Loan Fund; Sponsoring Partnerships and Revitalizing Communities (SPARC) and The Home Stride Program. The program has adopted the official title of the program as stated in section 7-100 of the Loudoun County Zoning Ordinance and in the Codified Ordinance Chapter 1450.01 which is the Affordable Dwelling Unit Program. This change is contained within this document.

Budget Overview

FY 2008 Issues

- There is an increased demand for affordable dwelling units.
- Costs of housing at the real market value are increasing and creating pressure on the program.

FY 2008 Challenges

- There is an increasing involvement in the plan review of proposed housing developments to determine if the ADU properties meet all requirements under the County Code.

Program Financial Summary	FY 2004 Actual	FY 2005 Actual	FY 2006 Actual	FY 2007 Adopted	FY 2008 Adopted
Expenditures					
Personnel	\$10,181	\$140,384	\$284,533	\$317,000	\$335,000
Operations & Maintenance	1	25,915	30,179	11,000	31,000
Total Expenditures	\$10,182	\$166,299	\$314,712	\$328,000	\$366,000
Revenues					
Use Of Money & Property	\$6,762	\$6,355	\$4,737	\$9,000	\$9,000
Miscellaneous Revenue	2,700	1,500	400	3,000	3,000
Recovered Costs	719	790	622	1,000	1,000
Federal Categorical Aid	0	1,560	4,099	2,000	3,000
Other Financing Sources	312,374	148,013	0	0	0
Total Revenues	\$322,555	\$158,218	\$9,858	\$15,000	\$16,000
Total Local Tax Funding	\$(312,373)	\$8,081	\$304,854	\$313,000	\$350,000
FTE Summary	0.40	2.30	7.00	7.00	5.00



Loudoun County Government
FY 2008 Adopted Fiscal Plan

Family Services
Affordable Dwelling Unit

Performance Measures	FY 2005 Actual	FY 2006 Actual	FY 2007 Estimated	FY 2008 Projected
Goal: Provide assistance through a variety of programs to assist eligible clients to purchase or rent permanent housing.				
Objective: Provide assistance through a variety of Affordable Dwelling Unit Programs to help low income households secure and maintain housing.				
• Number of affordable dwelling units purchased	102	169	120	150
• Number of newly leased families	281	120	120	120
• Number on ADU rental wait list	102	85	95	100
• Number on wait list for ADU purchases	322	246	260	270



Loudoun County Government
FY 2008 Adopted Fiscal Plan

Family Services
Benefits

Description

The purpose of the Benefits Programs 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, including Temporary Assistance to Needy Families (TANF), Medicaid, Food Stamps, General Relief, State-Local Hospitalization, Auxiliary Grants, Foster Care, Refugee and the Energy Assistance Programs.

Budget Overview

FY 2008 Issues

- There is a continual increase in non-English speaking applicants.
- Staff must learn and accurately determine eligibility under the new categories of eligibility for Medicaid.
- There are increasing numbers of Medicaid applicants who own real property and this may impact their ability to qualify for Medicaid assistance.

FY 2008 Challenges

- New regulations continue that require staff involvement with the implementation of the Federal Medicare Part D program, which provides prescription coverage.
- Additional income reporting criteria for the Food Stamp program increases staff workload significantly.
- The staff is working with an outdated and inefficient state computer system that requires repetitive data entry for each program.
- The FY 08 budget includes an eligibility investigator position is approved for FY 08 to investigate referrals in the public assistance programs. This is the first position dedicated to this effort and is expected to act as a deterrent for potential fraud as well as investigate recipients who appear to be withholding or providing inaccurate information regarding their eligibility for assistance.

Program Financial Summary	FY 2004 Actual	FY 2005 Actual	FY 2006 Actual	FY 2007 Adopted	FY 2008 Adopted
Expenditures					
Personnel	\$1,164,253	\$1,301,621	\$1,400,755	\$1,531,000	\$1,711,000
Operations & Maintenance	591,535	818,253	872,338	878,000	930,000
Capital Outlay & Capital Acquisitions	0	0	0	0	22,000
Total Expenditures	\$1,755,788	\$2,119,874	\$2,273,093	\$2,409,000	\$2,664,000
Revenues					
State Categorical Aid	\$606,573	\$725,194	\$742,482	\$724,000	\$745,000
Federal Categorical Aid	761,715	934,005	999,958	931,000	1,149,000
Total Revenues	\$1,368,288	\$1,659,199	\$1,742,440	\$1,655,000	\$1,894,000
Total Local Tax Funding	\$387,500	\$460,675	\$530,653	\$754,000	\$770,000
FTE Summary	24.00	24.50	25.02	26.00	27.00



Loudoun County Government
FY 2008 Adopted Fiscal Plan

Family Services
Benefits

Performance Measures	FY 2005 Actual	FY 2006 Actual	FY 2007 Estimated	FY 2008 Projected
Goal: Meet all Federal and State requirements for processing eligibility determinations.				
Objective: All cases will be processed within the time frame mandated by that program.				
• Average monthly Food Stamp cases	1,429	1,548	1,650	1,675
• Food Stamp cases processed timely	99.33%	99.69%	99%	99%
• Medicaid caseload	5,001	5,228	5,500	5,600
Goal: Help families meet their immediate and ongoing economic needs while moving up the continuum from dependence to self sustenance.				
Objective: All inquiries for assistance will be screened and appropriate referrals made to work and/or training.				
• Average monthly number of citizen inquiries	788	728	742	750



Family Services Adult Protective Services

Description

This program is mandated by the Virginia Department of Social Services and the Virginia State Code to investigate complaints of abuse, neglect and exploitation of elderly and disabled adults 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, as well as adult care residence prescreenings. Social Workers provide case management services to income-eligible vulnerable adults requesting services, whether or not they are in need of protective services. The Companion Program is a part of Adult Protective Services providing in-home care (through a private contract with Home Care Team, Inc.) to income-eligible, moderate-to-high-risk, vulnerable adults. This program's social workers conduct assessments for companion services and provide service monitoring for those receiving services. The unit also provides services through an APS human services program assistant. These services include transportation, budgeting and financial management and follow-through on medical needs.

Budget Overview

FY 2008 Issues

- Public expectations for these services are high and may not take into account all the factors as well as the client's right to make independent decisions even when the decisions create a personal risk.
- There is an increase in after-hours reports of abuse and neglect that require staff to immediately respond.
- Case workers travel throughout the County on a daily basis responding to complaints of abuse and neglect and providing assistance in locating a parent or guardian. This takes time away from case management.
- The elderly population is increasing as the overall County population increases.
- Lack of financial and family resources for some clients that do not qualify for public assistance makes it difficult for them to meet medical and daily care needs.
- Cultural values and language differences require workers to spend more time in resolving problems.

FY 2008 Challenges

- Multiple agency involvement requires more time and effort by staff.
- Statewide computer-based case management reporting requirements result in increased workload.
- Increased numbers of APS complaints/investigations involving young disabled adults.
- The lack of qualified guardians and conservators places additional workload on staff.

Program Financial Summary	FY 2004 Actual	FY 2005 Actual	FY 2006 Actual	FY 2007 Adopted	FY 2008 Adopted
Expenditures					
Personnel	\$652,169	\$692,532	\$713,669	\$807,000	\$827,000
Operations & Maintenance	1,049,160	1,075,614	1,093,380	1,045,000	1,145,000
Total Expenditures	\$1,701,329	\$1,768,146	\$1,807,049	\$1,852,000	\$1,972,000
Revenues					
Recovered Costs	\$0	\$409	\$2,958	\$2,000	\$2,000
State Categorical Aid	3,065	2,047	1,613	2,000	1,000
Federal Categorical Aid	274,003	330,504	349,913	332,000	296,000
Total Revenues	\$277,068	\$332,960	\$354,484	\$336,000	\$299,000
Total Local Tax Funding	\$1,424,261	\$1,435,186	\$1,452,565	\$1,517,000	\$1,674,000
FTE Summary	10.16	11.16	10.16	10.16	10.15



Loudoun County Government
FY 2008 Adopted Fiscal Plan

Family Services
Adult Protective Services

Performance Measures	FY 2005 Actual	FY 2006 Actual	FY 2007 Estimated	FY 2008 Projected
Goal: Assist and advocate for elderly, disabled and vulnerable adults to help them achieve the highest degree of self-sufficiency possible given their situation.				
Objective: Provide assessment and services monitoring for income eligible vulnerable adults through the Companion Program and the Human Services program assistant.				
• Companion recipients remaining in the home	84%	60%	85%	85%
• Number of clients using companion services	127	121	149	120
• Number of referral for prescreenings	85	74	78	82
Goal: Fulfill the mandates of the Code of Virginia to respond to complaints of abuse, neglect and exploitation of elderly and disabled adults through investigation, court action and/or services as applicable.				
Objective: Investigate all valid complaints with 85% of investigations completed within 45 days.				
• Investigations completed within 45 days	80%	92%	92%	92%
• Number of valid complaints received	308	282	282	282
Goal: Fulfill the made of the Code of Virginia to complete required assessments, pre-screenings, reviews and placement planning services.				
Objective: Complete 90% of Medicaid nursing home personal care pre-screenings and adult care prescreenings within 14 days.				
• Medicaid prescreenings completed in 14 days	98%	94%	94%	94%



Family Services Child Protective Services

Description

This program 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. A primary goal is to preserve the family unit whenever possible. When children cannot be protected in their own homes, they may be removed by court order and placed with relatives or in foster care. This unit also provides case management and on-going services to families that have been assessed as high risk for abuse/neglect. The families may or may not have had a finding of abuse or neglect. Some of these families are referred for services through the Family Assessment and Planning Team under the Comprehensive Services Act. Child Protective Services also works closely with law enforcement on cases that involve child sexual abuse or if an injury to a child warrants a criminal investigation.

Budget Overview

FY 2008 Issues

- There is an increase in after-hours reports of abuse and neglect that require staff to immediately respond.
- Increased litigation of serious cases takes time away from case management.
- Complex investigation findings are often appealed, requiring additional staff time.
- Cultural values and language differences require staff to spend more time resolving problems.
- Public expectations for these services are high and may not take into account all the factors involved.
- As the child population increases in Loudoun, there is a parallel increase in the report of abuse and /or neglect requiring staff response.

FY 2008 Challenges

- The turnover rate in CPS is high statewide as well as locally, affecting staff capability to respond within the mandated timeframe.
- Statewide computer-based case management reporting requirements result in increased workload.
- Increased travel time takes time from case management.
- Unaccompanied alien minors present legal challenges.
- Inadequate treatment resources for juvenile sex offenders create limited options for these youth.
- There is a lack of affordable daycare for high risk families and a lack of resources for families of other cultures.

Program Financial Summary	FY 2004 Actual	FY 2005 Actual	FY 2006 Actual	FY 2007 Adopted	FY 2008 Adopted
Expenditures					
Personnel	\$642,651	\$666,708	\$766,505	\$1,255,000	\$1,201,000
Operations & Maintenance	47,537	58,696	76,946	139,000	123,000
Capital Outlay & Capital Acquisitions	0	0	0	32,000	0
Other	0	0	15,997	0	0
Total Expenditures	\$690,188	\$725,404	\$859,448	\$1,426,000	\$1,325,000
Revenues					
State Categorical Aid	\$5,424	\$3,870	\$3,419	\$4,000	\$3,000
Federal Categorical Aid	304,273	346,425	365,554	347,000	304,000
Total Revenues	\$309,697	\$350,295	\$368,973	\$351,000	\$307,000
Total Local Tax Funding	\$380,491	\$375,109	\$490,475	\$1,075,000	\$1,018,000
FTE Summary	10.76	12.76	14.63	16.75	16.22



Loudoun County Government
FY 2008 Adopted Fiscal Plan

Family Services
Child Protective Services

Performance Measures	FY 2005 Actual	FY 2006 Actual	FY 2007 Estimated	FY 2008 Projected
Goal: Fulfill the mandate of the Code of Virginia to receive and respond to complaints of child abuse and neglect and provide services to ensure that children are protected.				
Objective: Screen all complaints and investigate and/or assess all valid complaints of child abuse and neglect.				
• Number of investigations with a founded complaint	49	21	25	30
• Number of valid complaints assessed	690	733	735	740
• Number of valid complaints investigated	168	167	168	170
• Number of valid complaints received	858	900	903	910
Goal: Assure children are protected by reducing the percent of cases where services are provided in which second complaints are received within one year of a CPS intervention.				
Objective: Of all valid complaints investigated or assessed, less than 20% receive a second complaint within a year from the previous complaint.				
• Complaints which are second complaints	9%	3%	10%	10%
• Number of valid complaints investigated and/or assessed	812	900	825	850



Family Services Community Support Services

Description

The Community Support Services (CSS) unit provides services to address emergency and crisis situations. The emergencies that are prevalent among families and individuals are lack of adequate shelter, heat, a lack of funds for immediate medical care and prescription needs, and a lack of food. Other problems that seriously impair the functioning of families are also resolved by this unit, such as the need for car repairs, medically needed phone service and equipment and supplies (apnea monitors, diabetic supplies, etc.), clothing, transportation, school supplies and a myriad of other needs related to inadequate income. This unit provides emergency assistance as well as case management to those individuals and families who have chronic problems and need ongoing services. The Homeless Intervention Program and Operation Match are also a part of this unit. Community Support Services works closely with a large number of community organizations including the Salvation Army, Interfaith Relief, Good Shepherd Alliance, LINK, the Leslie Fund, other private concerns and local churches to provide eligible customers with resources that are not available through the department.

Budget Overview

FY 2008 Issues

- There is an increasing demand for assistance, particularly in the area of utility assistance, rent, prescription medicines and gasoline for families to travel to medical appointments and work.
- Many community resources are no longer able to assist staff in meeting financial needs due to lower amounts of donations received and increasing requests for assistance.

FY 2008 Challenges

- There are an increasing number of children and adults applying for Medicaid assistance who need to be pre-screened for services. This service is conducted in the home with a Health Department nurse. Screenings are mandated and can take 3-4 hours to conduct.
- In the FY 08 budget, \$50,000 is provided for the operational expenses for a winter shelter for homeless residents who are unable to find shelter on dangerously cold nights. Other non-profit agencies and local churches will also support the program.

Program Financial Summary	FY 2004 Actual	FY 2005 Actual	FY 2006 Actual	FY 2007 Adopted	FY 2008 Adopted
Expenditures					
Personnel	\$574,045	\$719,739	\$816,029	\$927,000	\$986,000
Operations & Maintenance	241,876	270,471	496,281	417,000	573,000
Total Expenditures	\$815,921	\$990,210	\$1,312,310	\$1,344,000	\$1,559,000
Revenues					
Miscellaneous Revenue	\$17,142	\$15,505	\$16,601	\$29,000	\$29,000
Recovered Costs	2,691	3,270	1,951	0	0
State Categorical Aid	139,405	138,843	149,385	139,000	237,000
Federal Categorical Aid	167,470	221,203	228,838	221,000	199,000
Other Financing Sources	697,197	48,932	0	0	0
Total Revenues	\$1,023,905	\$427,753	\$396,775	\$389,000	\$466,000
Total Local Tax Funding	\$(207,984)	\$562,457	\$915,535	\$955,000	\$1,094,000
FTE Summary	9.19	9.28	14.86	12.86	12.86



Loudoun County Government
FY 2008 Adopted Fiscal Plan

Family Services
Community Support Services

Performance Measures	FY 2005 Actual	FY 2006 Actual	FY 2007 Estimated	FY 2008 Projected
----------------------	-------------------	-------------------	----------------------	----------------------

Goal: Provide services to address emergency and crisis situations such as lack of or inadequate shelter, heat, medical and prescription needs and lack of food, and many other crises, and provide case management and services to individuals with more chronic needs.

Objective: Provide emergency assistance for immediate basic needs and provide case management for individuals with ongoing chronic needs.

• Number assisted with medical/prescription	393	403	400	400
• Number of requests for emergency food.	505	556	556	556
• Number receiving assistance with emergency food	505	556	556	556
• Number receiving rent/shelter assistance	191	159	200	200
• Number requesting assistance with shelter and/or rent	1,473	2,111	2,400	2,445
• Requests for medical/prescription assistance	1,589	1,446	1,500	1,500



Family Services Foster Care & Adoptions

Description

This program 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 Family Services. Children in agency custody are placed in approved out-of-home settings. The program recruits, trains, approves and works to retain foster/adoptive homes in the community. The program works with the birth family toward reunification or another permanent plan. If reunification efforts fail, parental rights may be terminated and an agency-approved adoptive home sought for the child. This unit also completes home studies for stepparent adoptions and provides search services for adoptees. Counseling is provided for couples who relinquish children for adoption. Courtesy home studies and supervision are provided for children whose custody is held by other agencies within or outside of Virginia. This is the most heavily mandated unit in the agency, with many time-specific requirements for court proceedings, family visitation and a host of duties related to acting in the legal capacity of parent for children in agency custody. Social workers spend a great deal of time preparing cases for court, consulting with the County Attorney, waiting for and testifying in court.

Budget Overview

FY 2008 Issues

- A continuing need for after-hours placements and treatment issues require immediate staff response.
- This unit has extensive legal mandates requiring greater supervisory and staff time responding to attorneys, Guardians ad Litem (GAL), and the courts.
- Social workers are spending more time waiting for court and testifying on cases.
- Cultural values, legal rights and language differences require workers to spend more time in resolving problems.
- Lack of emergency placements, especially for older children require staff to spend more time acquiring safe and suitable options and arranging parental visitation.
- Increased travel time takes time from case management.
- This unit continues to see an increase in the number of youth coming to Foster Care.

FY 2008 Challenges

- In Loudoun there are insufficient placement/treatment options requiring workers to look outside the County to find suitable services and service providers.
- Increasing the local pool of foster/resource parents is needed to better reflect the diverse population of Loudoun County.
- State initiatives require staff to complete more documentation than in the past.
- Staff must mediate various concerns of numerous stakeholders in the majority of cases.
- Federal and State mandates create additional workload for staff.
- The increases in Comprehensive Services Act requirements have created additional workload for staff.



Loudoun County Government
FY 2008 Adopted Fiscal Plan

Family Services
Foster Care & Adoptions

Program Financial Summary	FY 2004 Actual	FY 2005 Actual	FY 2006 Actual	FY 2007 Adopted	FY 2008 Adopted
Expenditures					
Personnel	\$727,667	\$885,120	\$845,492	\$808,000	\$964,000
Operations & Maintenance	425,480	329,454	330,644	434,000	446,000
Capital Outlay & Capital Acquisitions	10,022	154,620	87,430	0	0
Other	0	14,995	0	0	0
Total Expenditures	\$1,163,169	\$1,384,189	\$1,263,566	\$1,242,000	\$1,410,000
Revenues					
State Categorical Aid	\$178,535	\$180,008	\$164,037	\$229,000	\$229,000
Federal Categorical Aid	357,585	301,775	304,396	334,000	368,000
Total Revenues	\$536,120	\$481,783	\$468,433	\$563,000	\$597,000
Foster Care Reimbursement Fund	\$225,218	\$432,593	\$324,441	\$0	\$0
Total Local Tax Funding	\$401,831	\$469,813	\$470,692	\$678,000	\$813,000
FTE Summary	8.76	9.76	10.56	11.56	11.56



Loudoun County Government
FY 2008 Adopted Fiscal Plan

Family Services
Foster Care & Adoptions

Performance Measures	FY 2005 Actual	FY 2006 Actual	FY 2007 Estimated	FY 2008 Projected
Goal: Recruit, train, approve and retain foster and adoptive homes in the community, provide counseling for people seeking to relinquish children for adoption, conduct home studies for stepparent adoptions and for children in custody of other jurisdictions.				
Objective: To maintain a minimum of two trained foster and adoptive homes for each child needing foster/adoptive home placement (vs. group home and residential care).				
• Number of children requiring placement	18	37	22	25
• Number of trained foster/adoptive homes	31	44	44	45
Goal: Fulfill the mandates of the Code of Virginia by serving the needs of children placed in agency custody by their parents or by the Juvenile Court.				
Objective: The average length of time children are in DFS custody before they achieve permanent living situations with parents, relatives or through adoption will be less than 2.5 years.				
• Average length of time in Foster Care in years	1.75	1.9	2	2
• Children who achieve permanent living situations	40%	26%	40%	40%
• Total number of children in Foster Care during the year	83	91	95	98



**Loudoun County Government
FY 2008 Adopted Fiscal Plan**

Family Services Juvenile Detention Center

Description

The Juvenile Detention Center is a 24 bed secure residential facility for detained youth between the ages of 7 and 17. The JDC seeks to impress upon youth that they have been jailed and have lost basic rights and privileges due to their behavior in the community. The educational component of the JDC consists of two Loudoun County Public School teachers assigned to the facility. All youth attend school and receive 5 ½ hours of classroom instruction each day. Classes typically consist of students of varying grade levels. Seventy percent of the students are found to be a year or two behind in their academics. Thirty percent are classified as special education and 15% read on a fifth grade level or below. The Department of Family Services, Juvenile Court Services Unit and MH/MR/SAS developed a post disposition program whereby youth can be sentenced to the JDC for up to six months for rehabilitative services as opposed to being sent to the State correctional system where they will be housed with violent offenders and receive limited treatment services.

Budget Overview

FY 2008 Issues

- Increased need for medical and mental health services for detainees.
- The increase in the numbers of Loudoun youth detained limits revenue from beds available to Fauquier and Rappahannock counties.
- The facility is in need of significant structural and mechanical renovations. The Adopted Capital Improvement Program includes funding for a new JDC in FY 09-10.
- The Post-Disposition program requires increased resources to effectively meet the needs of clients and their families.

FY 2008 Challenges

- Transportation of detainees to medical appointments, MH and SAS appointments creates coverage issues and overtime expenditures.
- Exceeding licensed capacity is an issue for space/funding considerations.
- The Post-Dispositional team and the Juvenile and Domestic Relations Court must have continued open and consistent communication to better serve youth in the program.
- Building design and flaws continue to absorb staff time and present safety concerns for detainees and staff.

Program Financial Summary	FY 2004 Actual	FY 2005 Actual	FY 2006 Actual	FY 2007 Adopted	FY 2008 Adopted
Expenditures					
Personnel	\$1,693,182	\$1,835,946	\$1,850,849	\$2,146,000	\$2,214,000
Operations & Maintenance	350,481	344,515	415,211	349,000	391,000
Capital Outlay & Capital Acquisitions	3,742	0	0	0	0
Other	0	0	17,241	0	0
Total Expenditures	\$2,047,405	\$2,180,461	\$2,283,301	\$2,494,000	\$2,605,000
Revenues					
Miscellaneous Revenue	\$8,916	\$3,741	\$4,408	\$0	\$0
Recovered Costs	157,759	198,983	221,159	121,000	159,000
State Categorical Aid	631,706	643,000	628,100	630,000	654,000
Federal Categorical Aid	26,575	27,812	25,532	27,000	27,000
Total Revenues	\$824,956	\$873,536	\$879,199	\$777,000	\$840,000
Total Local Tax Funding	\$1,222,449	\$1,306,925	\$1,404,102	\$1,717,000	\$1,765,000
FTE Summary	30.84	30.84	31.84	31.84	31.69



Loudoun County Government
FY 2008 Adopted Fiscal Plan

Family Services
Juvenile Detention Center

Performance Measures	FY 2005 Actual	FY 2006 Actual	FY 2007 Estimated	FY 2008 Projected
Goal: Protect the public safety by providing a secure setting for youth detained by the Court.				
Objective: Maintain a setting for detained youth that emphasizes personal responsibility and self control so that less than 10% of all admissions will require physical restraints during their stay, and less than 20% of admissions will require any period of disciplinary isolation greater than 24 hours.				
• Admissions requiring physical restraint	3%	2%	4%	4%
• Number of pre and post dispositional intakes	383	385	450	450
• Youth receiving disciplinary isolation>24 hours	20%	20%	10%	10%



Family Services Career Support Services

Description

The purpose of the Career Support Services program is to administer employment and training programs as required by Federal, State and local regulations, focusing on career goals and long-term employment, family stability and long-term family self-sufficiency. Counselors are responsible for providing available employment and training services. This includes 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. Counselors are responsible for implementing the Welfare Reform Initiative by performing intensive case management with an emphasis on employment and for the Workforce Investment Act's One Stop Center performing counseling and assistance to businesses. This unit is also responsible for determining eligibility for families to receive child care subsidies; process payments to child care centers; recruit child care providers and offer training to providers; and provide information and conduct workshops on child care for the public.

Budget Overview

FY 2008 Issues

- Transportation routes and schedules of current bus routes are not adequate for many customers.
- There is a lack of employee benefits for the less skilled positions.
- Employers are not sympathetic to employees who miss work to care for sick children.
- Advancement and pay increases for the less skilled positions take longer to achieve.

FY 2008 Challenges

- There is a lack of funding for child care assistance programs.
- Limited daycare is available on weekends, evenings and nights.
- Additional financial support from the Skillsource group, made up of seven Northern Virginia localities, for administering the Workforce Investment Act programs is needed.

Program Financial Summary	FY 2004 Actual	FY 2005 Actual	FY 2006 Actual	FY 2007 Adopted	FY 2008 Adopted
Expenditures					
Personnel	\$911,370	\$789,135	\$899,522	\$974,000	\$1,026,000
Operations & Maintenance	3,220,226	3,291,398	3,271,582	3,256,000	3,358,000
Total Expenditures	\$4,131,596	\$4,080,533	\$4,171,104	\$4,229,000	\$4,384,000
Revenues					
Miscellaneous Revenue	\$954	\$100,245	\$24,059	\$0	\$0
Recovered Costs	18,186	18,433	623	0	0
State Categorical Aid	768,533	758,912	892,942	865,000	937,000
Federal Categorical Aid	2,386,695	2,481,166	2,466,403	2,350,000	2,304,000
Total Revenues	\$3,174,368	\$3,358,756	\$3,384,027	\$3,215,000	\$3,240,000
Total Local Tax Funding	\$957,228	\$721,777	\$787,077	\$1,014,000	\$1,143,000
FTE Summary	16.00	16.50	13.34	14.33	14.33



Loudoun County Government
FY 2008 Adopted Fiscal Plan

Family Services
Career Support Services

Performance Measures	FY 2005 Actual	FY 2006 Actual	FY 2007 Estimated	FY 2008 Projected
Goal: Increase the employability of citizens by assisting in overcoming the barriers to employability.				
Objective: Administer the Child Day Care Assistance Programs in order to utilize at least 98% of available Federal and State funding.				
• % of available Federal and State funds expended	99%	99%	77%	98%
• Number of children on waiting list for child care assistance	619	537	469	450
• Number of children receiving child care assistance	411	369	351	390
Goal: Focus families on self sufficiency by providing them with resources to achieve career and job skills through employment and training.				
Objective: Increase employability and employment status of VIEW clients.				
• Average monthly number of VIEW clients	201	210	220	225
• Average monthly wages	\$1,283	\$1,339	\$1,350	\$1,400
• VIEW clients employed while in the program	62.45%	59.08%	63%	65%
Goal: Encourage self sufficiency for families through employment.				
Objective: Develop new partnerships with organizations and employers to provide services to increase employment of clients.				
• Number of Job Fairs/Meet the Employer events sponsored	15	86	133	135
• Number of unduplicated employers attending job fairs	22	26	84	90



Family Services

Non-Residential Youth Programs

Description

This function encompasses four specific programs: the Young Adults Project, Young Parent Services, Delinquency Intervention Program and the Family Connections Program.

The Young Adults Project is a collaboration between the Department of Family Services and the Loudoun County Public School system and provides services to high school-aged youth in a nonresidential setting. Youth enrolled in this program have been long-term suspended, expelled, have dropped out or are not succeeding in the public school system. The majority of these referred youth have severe behavior problems that are extremely difficult to manage in the traditional classroom setting due to their disruptive nature. The Young Adults Project provides a transition program to enrolled youth 16 years or older. The focus of this program is 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/or parenting teens up to the age of 20. 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. Two social workers provide individual case management and service planning to address client specific needs.

The Delinquency Intervention Program works in collaboration with the Juvenile and Domestic Relations Court, Mental Health, Mental Retardation and Substance Abuse Services, and Parks, Recreation and Community Services to implement the Young Offender Program. This program focuses on providing early intervention services for youth up to age 13. DFS provides identified youth and their families with assessments, referral to appropriate services and follow-up.

The Family Connections Program provides a community-based intervention program designed to serve families with teens ages 12 to 17 who engage in extreme and at-risk behaviors. Some typical behaviors seen among teens in the program are substance abuse, truancy, failing grades, violence or threats of violence, running away, promiscuity, extreme disrespect and suicidal threats and attempts. Family Connections provides five services: 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 a referral to community resources.

Budget Overview

FY 2008 Issues

- There are an increasing number of youth with substance abuse and severe mental health issues.
- There is a continual increase in non-English or limited English speaking youth.
- Transportation and daycare services are limited for young parents to meet the needs of their children.
- An increase in youth taking psychoactive drugs and prescriptions while in the program creates a need for enhanced monitoring.

FY 2008 Challenges

- To effectively serve children and families with serious mental health and substance abuse disturbances who have received little or no treatment.
- To provide services to transition older youth to independent living in the absence of minimal skills for obtaining self sufficiency.



Loudoun County Government
FY 2008 Adopted Fiscal Plan

Family Services
Non-Residential Youth Programs

Program Financial Summary	FY 2004 Actual	FY 2005 Actual	FY 2006 Actual	FY 2007 Adopted	FY 2008 Adopted
Expenditures					
Personnel	\$539,787	\$688,710	\$805,253	\$902,000	\$997,000
Operations & Maintenance	78,928	94,156	129,124	131,000	130,000
Total Expenditures	\$618,715	\$782,866	\$934,377	\$1,033,000	\$1,127,000
Revenues					
Recovered Costs	\$2,050	\$3,872	\$4,029	\$2,000	\$3,000
Federal Categorical Aid	22,762	37,076	34,653	37,000	41,000
Other Financing Sources	0	0	78,000	78,000	78,000
Total Revenues	\$24,812	\$40,948	\$116,682	\$117,000	\$122,000
Total Local Tax Funding	\$593,903	\$741,918	\$817,695	\$916,000	\$1,005,000
FTE Summary	10.00	11.53	12.53	12.80	13.53



Loudoun County Government
FY 2008 Adopted Fiscal Plan

Family Services
Non-Residential Youth Programs

Performance Measures	FY 2005 Actual	FY 2006 Actual	FY 2007 Estimated	FY 2008 Projected
Goal: Improve the educational and social functioning of enrolled youth.				
Objective: 70% of program youth will complete the 1st semester of the transition component and achieve passing scores on all tests.				
• % that will complete transition component and pass all tests	55%	72%	70%	70%
Goal: Emphasize personal responsibility and self sufficiency by providing youth who have been suspended, expelled, dropped out of school or not succeeded in school with educational and vocational skills to help them succeed.				
Objective: Greater than 80% of youth enrolled in the program will be able to return to their regular school or obtain sufficient credits to graduate.				
• Number of enrolled youth who return to a school program	57	33	50	52
• Number of youth enrolled in YAP	66	58	70	72
• Number of youth who graduate during the year	9	11	15	15
• Youth graduating or returning to school	100%	76%	93%	95%
Goal: Provide services to pregnant and parenting teens so that they become and remain responsible and self sufficient citizens.				
Objective: Fewer than 10% of program participants will become pregnant a second time prior to completing high school and securing stable employment.				
• Number of parenting and pregnant youth enrolled in program	85	73	80	80
• Youth with no second pregnancies after enrollment	98%	95%	98%	98%
Goal: Assist families in becoming self sufficient by providing education, counseling and continuing support for families with youth aged 13 to 17 who engage in extreme and at-risk behaviors.				
Objective: At least 70% of families who complete at least five sessions will state positive outcomes as measured by post-service survey.				
• Family connections - Families completing 5 sessions	44	91	90	95
• Family Connections - Families reporting positive outcomes	82%	74%	78%	79%
• Family Connections - Teens completing all sessions	44	87	70	80



Family Services

Comprehensive Services Act for At-Risk Youth and Families

Description

The administration and utilization management functions of the Comprehensive Services Act (CSA) are assigned to the Department of Family Services. This unit provides support staff to the Community Policy and Management Team (CPMT), manages the Family Assessment and Planning Team (FAPT) process, and manages all vendor contracts and purchases of services. The Utilization Management and Utilization Review (UMUR) function consists of three clinicians who provide direct vendor oversight to ensure that all CSA youth receive appropriate treatment in the most cost effective manner possible. All of the direct services of the CSA program are provided by contract and funding for those services are in a separate fund that is included beginning on page 649 in Volume 2 of this document.

Budget Overview

FY 2008 Issues

- The rapidly growing youth population is straining the resources of public and private child-serving agencies.

FY 2008 Challenges

- Full implementation of an integrated management information system and automated purchase of services system for CSA will require constant assessment and oversight by the CPMT, financial staff and the CSA staff to assure that performance measures are appropriate and that payments are timely and accurate.
- Increasing numbers of cases for review by the Family Assessment and Planning Team places a burden on CSA involved departments for additional staff time.

Program Financial Summary	FY 2004 Actual	FY 2005 Actual	FY 2006 Actual	FY 2007 Adopted	FY 2008 Adopted
Expenditures					
Personnel	\$297,938	\$308,473	\$403,072	\$488,000	\$521,000
Operations & Maintenance	10,203	8,952	20,253	19,000	19,000
Total Expenditures	\$308,141	\$317,425	\$423,325	\$507,000	\$541,000
Revenues					
Other Financing Sources	\$0	\$0	\$105,000	\$105,000	\$105,000
Total Revenues	\$0	\$0	\$105,000	\$105,000	\$105,000
Total Local Tax Funding	\$308,141	\$317,425	\$318,325	\$402,000	\$436,000
FTE Summary	7.00	7.00	7.00	7.00	7.00



Loudoun County Government
FY 2008 Adopted Fiscal Plan

Family Services
Comprehensive Services Act for At-Risk Youth and Families

Performance Measures	FY 2005 Actual	FY 2006 Actual	FY 2007 Estimated	FY 2008 Projected
Goal: Provide administrative support to the Community Policy and Management Team (CPMT), manage the Family Assessment and Planning Team (FAPT) process, and manage all vendor contracts and purchase of services.				
Objective: Greater than 90% of all referrals will be reviewed and plans developed within 4 weeks of referral.				
• Number of new cases referred	76%	93%	93%	95%
Goal: Provide utilization review and utilization management to ensure all CSA youth receive appropriate services following the directives of the FAPT in order to improve their ability to function in as self sufficient a manner as their situation allows.				
Objective: Greater than 80% of youth will exhibit overall improved functioning at case closure, as measured by a uniform assessment instrument.				
• Youth with overall improved functioning	67%	61%	72%	75%
Goal: Provide as timely placement as possible per the directive of the FAPT for the CSA youth.				
Objective: When a residential placement is required, 70% or greater of placements will be completed within 12 months of admission.				
• Placements completed within 12 months	60%	83%	70%	75%



Family Services

Community Partnership Development

Description

The purpose of this program is to develop community-based partnerships and collaborations that meet human service needs not covered by government funding. Examples of partnerships and collaborations include Interfaith Relief, Loudoun Volunteer Caregivers, Loudoun Volunteer Medical Services, Loudoun Community Free Clinic and the Adult Dental Clinic. Ongoing projects include the Community Holiday Coalition and On-Demand Transportation. The Community Holiday Coalition is a collaboration of 23 local human service agencies that provide assistance to those in need during the Thanksgiving and Christmas holidays. On-Demand Transportation provides transportation for elderly, disabled and indigent County residents who receive services from human service agencies to medical appointments. This includes wheelchair and other specialized transportation. This unit is responsible for several Federal pass-through funding programs such as CDBG, CSBG and the Safe and Stable Family Preservation Project. Lastly, this unit provides support to the Disability Services Board.

Loudoun County became an "entitled community" in 2003 and thus became eligible for direct receipt of Community Development Block Grant (CDBG) funding from the U.S. Department of Housing and Urban Development. The purpose of the CDBG program is to help develop viable communities by providing decent housing and a suitable living environment and by expanding economic opportunities, principally for low – and moderate-income persons. Organizations within the community are given the opportunity to compete for these funds through an organized application process. The funds must be used based on very specific guidelines outlined by the U.S. Department of Housing and Urban Development.

Promoting Safe and Stable Families is a Federal program that provides small grants to local programs and nonprofits that deliver services to further stabilize and support at-risk families.

In FY 05, the Board of Supervisors designated the Department of Family Services to be the Community Action Agency for Loudoun County. As a result of this designation, the agency applied for and received the Community Services Block Grant. These funds are distributed to community agencies based on a competitive grant application process to meet specified needs within the community.

Budget Overview

FY 2008 Issues

- There is an ongoing increase in the demand for services due to population growth.
- Projects funded by the Community Services Block Grant (CDBG) require planning, working with Federal agencies and constant monitoring by staff.
- The department is involved in the development of a Federally Qualified Community Health Center in cooperation with other community-based groups including Loudoun HealthCare, Inc.

FY 2008 Challenges

- The department's role in the organization and development of a Community Action Agency function through the Community Action Advisory Board and distribution of funds in the community will be a major focus.
- Space is an issue for the Holiday Coalition; this program needs approximately 20,000 feet of permanent space that can be used throughout the year to store donations and operate the program.



Loudoun County Government
FY 2008 Adopted Fiscal Plan

Family Services
Community Partnership Development

Program Financial Summary	FY 2004 Actual	FY 2005 Actual	FY 2006 Actual	FY 2007 Adopted	FY 2008 Adopted
Expenditures					
Personnel	\$199,713	\$293,989	\$431,524	\$550,000	\$576,000
Operations & Maintenance	302,475	1,017,442	1,487,313	1,034,000	1,107,000
Total Expenditures	\$502,188	\$1,311,431	\$1,918,837	\$1,585,000	\$1,683,000
Revenues					
Recovered Costs	\$0	\$0	\$8,250	\$8,000	\$8,000
State Categorical Aid	8,252	6,681	23,646	0	27,000
Federal Categorical Aid	86,186	156,614	979,775	924,000	980,000
Total Revenues	\$94,438	\$163,295	\$1,011,671	\$932,000	\$1,015,000
Total Local Tax Funding	\$407,750	\$1,148,136	\$907,166	\$652,000	\$668,000
FTE Summary	3.53	6.07	6.07	8.05	7.39



Loudoun County Government
FY 2008 Adopted Fiscal Plan

Family Services
Community Partnership Development

Performance Measures	FY 2005 Actual	FY 2006 Actual	FY 2007 Estimated	FY 2008 Projected
Goal: Develop an annual plan for the distribution of Community Development Block Grant funds to maximize results for low to moderate income residents.				
Objective: Distribute CDBG funds according to appropriate guidelines to help low to moderate income residents to enhance their living environment.				
• CDBG - Organizations receiving funds	7	8	9	10
• CDBG funding	\$837,285	\$434,613	\$800,000	\$800,000
Goal: Fill the gaps in government social programming by developing and maintaining community partnerships and collaborations in order to help families meet their immediate critical needs.				
Objective: Secure Community Action Funding to issue \$75,000 mini-grants to non-profit organizations to help families at or below 125% of poverty level (Federal guideline).				
• Dollar amount of grants distributed	\$0	\$75,013	\$112,000	\$75,000
• Number of agencies receiving CAA funds	0	4	6	6
Goal: Maintain community collaborations in order to assist low income families provide for family needs.				
Objective: Help 1,200 low-income families gather necessary resources to meet costs associated with family events such as Christmas, Thanksgiving, the first day of school, etc.				
• Families helped by the Holiday Coalition	1,279	1,198	1,200	1,200
• Total value of funds and items donated to Holiday Coalition	\$812,873	\$800,000	\$760,500	\$800,000



Family Services

Contracts and Accountability

Description

The Contracts and Accountability Unit has many responsibilities including: providing research and data analysis to assure that unit outcomes are consistent with division, agency and other departments and County Administration goals; developing an agency wide management information system to better streamline service delivery and increase efficiency among work groups; providing accountability functions such as assuring that all grant requirements are met as well as County compliance with all administrative, statutory and grant requirements; hearing all local service appeals; developing agency management plans, quarterly budget reports and service plans; facilitating the County's Continuum of Care process which provides direction to addressing the homeless problems within the county; and developing the department's CIP, CARP and the Capital Needs Assessment processes. The majority of agency contracts are administered by this unit. Several contracts include private sector management of facilities and programs. Listed are four of the largest programs managed within the unit.

The Youth Shelter is operated under private contract with North American Family Institute (NAFI). The shelter is licensed by the Virginia Department of Juvenile Justice and can house up to 12 youth at one time. Youth entering the shelter do so by referral from one of the following sources: The Department of Family Services, Department of Mental Health Mental Retardation and Substance Abuse Services, Juvenile Court Services, the Juvenile and Domestic Relations Court, or the Family Assessment and Planning Team. Typical reasons for placement include the following: awaiting foster care placement (as a result of physical or sexual abuse and/or neglect), reunification with family or relatives, court hearings or the resolution of family problems. The shelter provides a safe environment 24 hours per day. The shelter staff provides learning experiences and recreation as well as appropriate behavior management, appropriate peer interaction and socialization skills.

The Emergency Homeless Shelter serves single women, single parent households, families and couples with emergency shelter up to 89 days. The shelter is operated under contract with Volunteers of America. Case Management services are provided to residents to assist with more permanent planning.

The Transitional Housing Program is an eight-unit facility that provides housing and supportive services for up to six homeless families (including single parents with children), and four single individuals. Program length is 24 months. Case Management includes services and classes designed to help participants obtain and remain in permanent housing, increase their skills and income and achieve greater self-determination.

The Transitional Opportunities Program provides supportive housing and services at scattered apartment sites for seven homeless households (including single men, single parents, heads of households and seriously mentally ill individuals). Program length is 24 months. Services include outreach eligibility, leasing assistance, case management, and other services and classes designed to help participants obtain and remain in permanent housing, increase their skills and income and achieve greater self-determination.

Budget Overview

FY 2008 Issues

- The policies and requirements of the U.S. Department of Housing and Urban Development related to funding awards are very complex.
- There are increasing populations to serve in the Youth Shelter, Emergency Homeless Shelter and Transitional Housing programs.

FY 2008 Challenges

- An agency wide system that meets the needs of all department units will be complicated to develop.
- The CIP process for the new Youth Shelter is slated to begin design in FY 07.



Loudoun County Government
FY 2008 Adopted Fiscal Plan

Family Services
Contracts and Accountability

Program Financial Summary	FY 2004 Actual	FY 2005 Actual	FY 2006 Actual	FY 2007 Adopted	FY 2008 Adopted
Expenditures					
Personnel	\$89,590	\$124,211	\$179,462	\$239,000	\$266,000
Operations & Maintenance	1,650,496	1,721,863	2,117,310	1,965,000	2,004,000
Capital Outlay & Capital Acquisitions	7,040	0	0	0	0
Total Expenditures	\$1,747,126	\$1,846,074	\$2,296,772	\$2,204,000	\$2,270,000
Revenues					
Recovered Costs	\$0	\$1,153	\$434	\$0	\$0
State Categorical Aid	115,473	218,446	238,798	218,000	223,000
Federal Categorical Aid	245,722	209,590	246,814	261,000	200,000
Total Revenues	\$361,195	\$429,189	\$486,046	\$479,000	\$423,000
Total Local Tax Funding	\$1,385,931	\$1,416,885	\$1,810,726	\$1,724,000	\$1,846,000
FTE Summary	1.25	1.25	2.70	2.75	3.08



Loudoun County Government
FY 2008 Adopted Fiscal Plan

Family Services
Contracts and Accountability

Performance Measures	FY 2005 Actual	FY 2006 Actual	FY 2007 Estimated	FY 2008 Projected
Goal: Provide safe temporary housing to homeless households in emergency situations.				
Objective: Provide emergency shelter to homeless families				
• Number of emergency homeless shelter admissions	141	203	200	200
• Number of referrals to emergency shelter	372	470	470	470
• Persons obtaining permanent or subsidized housing	37%	38%	33%	35%
Goal: Provide support to departmental units in order to ensure accurate, timely and efficient completion of their objectives.				
Objective: Reduce the amount of time and effort staff invests in administrative tasks by streamlining data collection, designing and implementing a one-stop management information system.				
• Units using automated system	n/a	n/a	66%	90%
Goal: Provide shelter and intensive skill training in order to assist clients to find and maintain permanent housing.				
Objective: 85% of discharged clients from Transitional Housing program will have found permanent housing.				
• Successful discharges	86%	90%	86%	86%
• Transitional Housing - number of individuals served	63	47	70	70
Goal: Protect and advocate for youth by providing an emergency short term shelter.				
Objective: Maintain an average utilization rate of 85% while discharging 70% of admissions within 30 days, with 80% discharged to a less restrictive setting.				
• Average length of stay at the Youth Shelter	22	26	24	25
• Clients discharged into a less restrictive setting	83%	90%	85%	85%
• Yearly utilization of the Youth Shelter	97%	97%	100%	98%
• Youth discharged<30 days at the Youth Shelter	68%	74%	70%	75%
• Youth Shelter - number of admissions	192	167	185	185



Family Services Housing Policy

Description

This program is responsible for assisting the Housing Advisory Board in assessing the County's housing needs and implementing the Board of Supervisors' workforce housing initiatives. Specific tasks include developing and proposing affordable housing policies and programs; establishing Employer Assisted Housing Programs; re-energizing the County's linked deposits affordable housing programs; attracting non-profit and for-profit affordable housing development; partnering with the County's Industrial Development Authority (IDA) to use available powers and financing programs; managing and expanding the County's Revitalization Tax Program; and administering the Affordable Housing Trust Fund. This unit provides overall policy coordination and assistance to the many County programs that are charged with implementing the County's housing policy, such as the Housing Advisory Board and the Affordable Dwelling Unit Advisory Board, as well as housing policy issues at a regional level, such as with the Metropolitan Washington Council of Governments.

Budget Overview

FY 2008 Issues

- Demand for affordable housing continues to grow.
- Shortage of affordable housing in Loudoun County for public employees such as school teachers, fire fighters, police officers, and social workers continues.
- Shortage of affordable housing in Loudoun County for employees of the County's predominant and fastest growing business sectors, including construction, transportation, retail, and services continues.

FY 2008 Challenges

- Multiple programs must be established to efficiently and quickly to address critical affordable housing needs. Effective coordination among the advisory boards, authorities, commissions is necessary to accomplish goals.
- The FY 08 budget includes a position to consolidate available affordable housing funding.

Program Financial Summary	FY 2004 Actual	FY 2005 Actual	FY 2006 Actual	FY 2007 Adopted	FY 2008 Adopted
Expenditures					
Personnel	\$66,574	\$72,962	\$166,014	\$267,000	\$459,000
Operations & Maintenance	2,147	2,312	4,628	9,000	16,000
Total Expenditures	\$68,721	\$75,274	\$170,642	\$277,000	\$474,000
Revenues					
Recovered Costs	\$0	\$0	\$0	\$27,000	\$32,000
Other Financing Sources	0	0	0	0	76,000
Total Revenues	\$0	\$0	\$0	\$27,000	\$108,000
Total Local Tax Funding	\$68,721	\$75,274	\$170,642	\$249,000	\$366,000
FTE Summary	0.75	0.75	0.75	2.00	5.33



Loudoun County Government
FY 2008 Adopted Fiscal Plan

Family Services
Housing Policy

Performance Measures	FY 2005 Actual	FY 2006 Actual	FY 2007 Estimated	FY 2008 Projected
----------------------	-------------------	-------------------	----------------------	----------------------

Goal: Assist the Housing Advisory Board in establishing programs that are targeted toward reducing housing costs to assist with retaining and recruiting workforce and in establishing programs that are targeted to the development of affordable housing.

Objective: Develop and initiate pilot Employer Assisted Housing Program with the business community and County government and attract non-profit and for-profit housing development partnerships.

• Number of business contacts	n/a	n/a	25	10
• Number of participating businesses	n/a	n/a	4	5

Goal: Assist the Housing Advisory Board and its subcommittees in meeting the County's unmet housing needs.

Objective: Provide the Housing Advisory Board with support in researching current issues, monitoring legislation and bring issues to the Board.

• Number of HAB meetings supported	n/a	70	57	57
------------------------------------	-----	----	----	----



Family Services Administration

Description

This program has a variety of responsibilities for the entire department including the following: managing, planning, developing, implementing and evaluating the department's programmatic and financial operations; development of the annual Federal and State budgets for the department; providing accountability functions such as assuring that all grant requirements are met, monitoring County compliance with all administrative, statutory and grant requirements; providing customer service to the public; coordinating all automated financial functions in the department; completing purchasing for the department; maintaining the filing infrastructure to meet federal and state guidelines and carrying out all personnel requirements to ensure Human Resources policy requirements are met. This program maintains oversight and supervision of the department's requirement to meet Federal and State legal mandates; provides support to the Social Services Board and carries out their directives per State code.

Budget Overview

FY 2008 Issues

- The increasing caseload of units also increases the workload of administrative staff.
- The increase in non-English speaking clients creates the need for bilingual staff.

FY 2008 Challenges

- The increase in accounting functions due to new program areas such as CDBG and CSBG and the required reports and audits will require more attention in this area at the expense of other functions.

Program Financial Summary	FY 2004 Actual	FY 2005 Actual	FY 2006 Actual	FY 2007 Adopted	FY 2008 Adopted
Expenditures					
Personnel	\$670,837	\$871,597	\$943,439	\$1,081,000	\$1,172,000
Operations & Maintenance	134,709	138,240	125,487	112,000	234,000
Capital Outlay & Capital Acquisitions	0	98,360	198,000	85,000	5,000
Total Expenditures	\$805,546	\$1,108,197	\$1,266,926	\$1,278,000	\$1,411,000
Revenues					
State Categorical Aid	\$769	\$3,093	\$17,316	\$3,000	\$3,000
Federal Categorical Aid	512,902	947,127	1,100,467	697,000	1,197,000
Total Revenues	\$513,671	\$950,220	\$1,117,783	\$700,000	\$1,201,000
Total Local Tax Funding	\$291,875	\$157,977	\$149,143	\$578,000	\$210,000
FTE Summary	9.75	11.75	16.41	14.70	15.84



Loudoun County Government
FY 2008 Adopted Fiscal Plan

**Family Services
Administration**

Performance Measures	FY 2005 Actual	FY 2006 Actual	FY 2007 Estimated	FY 2008 Projected
Goal: Maximize the use of Federal and State dollars to meet the needs of the citizens.				
Objective: Ensure 100% of Federal and State dollars have been drawn down for County use.				
• Amount of Federal and State dollars drawn down	\$7,300,000	\$12,400,000	\$13,200,000	\$13,200,000
• Federal and State dollars available	\$7,400,000	\$13,840,000	\$14,100,000	\$14,100,000
Goal: Provide effective customer service.				
Objective: Serve 100% of residents who come through reception requesting services.				
• Number of walk in clients received by the front desk	n/a	37,211	40,000	42,000



Health Services

Health Services

Community Health

Environmental Health



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 health.

Description

Health Services is composed of two 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 environmental protection. The department also provides essential individual-based services to women and children who would otherwise be unable to receive medical care.

Budget Overview

FY 2008 Issues, Challenges & Trends

- The number of tuberculosis cases and all reportable diseases continue to increase in Loudoun County. Each diagnosed active case of tuberculosis requires significant nursing resources to prevent the spread of disease to those with whom the patient lives, works or socializes.
- 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 department must continue to improve its ability to detect diseases early and to prepare for the possibility of having to conduct mass vaccinations.
- The increasing demand for all services continues with a disproportionate level of demand coming from the non-English speaking population.
- The number of permitted food establishments and swimming pools increases by about 10% each year. This rapid growth has forced reductions in the number of routine inspections the department performs on each facility.

FY 2008 Major Goals

- The capability to quickly detect and treat tuberculosis and other reportable diseases needs to be enhanced.
- Key local Environmental Health ordinances and fees will be updated.
- The Health Department's ability to coordinate responses to possible public health emergencies will be improved with the addition of Medical Reserve Corps coordinator.
- Core public health services to eligible citizens, with a focus on women and children will be provided.
- Exercise the Health Department's mass vaccination plan.

FY 2007 Major Achievements

- Worked with other County departments to bring indoor plumbing to the residents of Willisville.
- Created a County pandemic influenza plan.
- Created a nutrition video that became the standard for health department nutrition programs throughout the state.
- Tested the County's emergency operations plan by conducting a mass vaccination exercise at Heritage High School.
- Received an Urban Area Security Initiative Grant to better address the emergency preparedness among the County's special needs populations.
- Created a Continuity of Operations Plan exercise for all County departments.
- Investigated and ensured appropriate vaccinations for a bat incident involving over 1,500 Girl Scouts.
- Worked closely with the Loudoun County Public School System to ensure that no child was excluded due to noncompliance with new state vaccination requirements and to institute a new tuberculosis screening requirement for incoming students.



**Loudoun County Government
FY 2008 Adopted Fiscal Plan**

Health Services

Departmental Financial Summary	FY 2004 Actual	FY 2005 Actual	FY 2006 Actual	FY 2007 Adopted	FY 2008 Adopted
Expenditures					
Personnel	\$1,459,673	\$1,492,446	\$1,758,126	\$1,998,000	\$2,189,000
Operations & Maintenance	1,955,448	2,013,348	2,101,609	1,828,000	2,019,000
Capital Outlay & Capital Acquisitions	40,627	6,621	5,316	12,000	10,000
Other	0	0	21,139	0	0
Total Expenditures	\$3,455,748	\$3,512,415	\$3,886,190	\$3,837,000	\$4,219,000
Revenues					
Permits Privilege Fees & Reg Licenses	\$453,963	\$540,768	\$834,235	\$465,000	\$560,000
Charges For Services	12,157	14,113	52,672	22,000	15,000
Miscellaneous Revenue	31,177	59,710	57,795	180,000	3,000
Recovered Costs	0	9,085	9,044	0	0
Total Revenues	\$497,297	\$623,675	\$953,746	\$667,000	\$578,000
Local Tax Funding	\$2,958,451	\$2,888,740	\$2,932,444	\$3,170,000	\$3,641,000
County FTE	25.00	25.00	27.00	29.00	30.00
State FTE	48.00	49.00	53.00	53.00	54.00
FTE Summary	73.00	74.00	80.00	82.00	84.00

FY 2008 Board Action

The FY 08 Adopted Fiscal Plan for Health Services includes enhancements totaling 1.00 FTE and \$69,000 in additional local tax funding. Local tax funding also increases by \$313,000 due to increased dental program contract costs, benefit costs applied to the County salary supplement for state employees, as well as increased compensation and benefits costs effective September 2007.

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.



Loudoun County Government
FY 2008 Adopted Fiscal Plan

Health Services

Expenditures by Program	FY 2004 Actual	FY 2005 Actual	FY 2006 Actual	FY 2007 Adopted	FY 2008 Adopted
Community Health	\$1,242,260	\$1,257,443	\$1,390,971	\$1,556,000	\$1,659,000
Environmental Health	2,213,489	2,254,973	2,495,219	2,281,000	2,560,000
Total Expenditures	\$3,455,748	\$3,512,415	\$3,886,190	\$3,837,000	\$4,219,000
Revenues by Program	FY 2004 Actual	FY 2005 Actual	FY 2006 Actual	FY 2007 Adopted	FY 2008 Adopted
Community Health	\$0	\$2,288	\$0	\$175,000	\$0
Environmental Health	497,297	621,387	953,746	492,000	578,000
Total Revenues	\$497,297	\$623,675	\$953,746	\$667,000	\$578,000
Local Tax Funding by Program	FY 2004 Actual	FY 2005 Actual	FY 2006 Actual	FY 2007 Adopted	FY 2008 Adopted
Community Health	\$1,242,260	\$1,255,155	\$1,390,971	\$1,381,000	\$1,659,000
Environmental Health	1,716,192	1,633,585	1,541,472	1,789,000	1,982,000
Total Local Tax Funding	\$2,958,451	\$2,888,740	\$2,932,444	\$3,170,000	\$3,641,000
Staffing Summary by Program	FY 2004 Actual	FY 2005 Actual	FY 2006 Actual	FY 2007 Adopted	FY 2008 Adopted
Community Health	37.50	37.00	41.00	42.00	42.00
Environmental Health	35.50	37.00	39.00	40.00	42.00
Total FTE	73.00	74.00	80.00	82.00	84.00



**Loudoun County Government
FY 2008 Adopted Fiscal Plan**

Health Services Community Health

Description

Community Health programs are focused on maintaining and improving the health of all Loudoun County residents through communicable disease surveillance and prevention, direct patient care, and emergency preparedness. Program services are primarily driven by Federal and State mandates. To best meet the need of citizens, many of the direct medical services are provided either on an appointment or walk-in basis.

Budget Overview

FY 2008 Issues

- The County's population of new immigrants and those below the poverty line continues to grow at twice the rate of growth of the whole County.
- 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 County remains at increased risk for a terrorist attack or from a widespread outbreak of disease, including pandemic influenza.

FY 2008 Challenges

- The number of reports for communicable diseases, such as tuberculosis, Lyme and pertussis, is rising at a fast rate. The division reports that it received 288 reports in 2002, but more than 2,000 in 2006. It also received 1,392 reports in the first quarter of FY 07.
- Emergency response remains an issue. In order to meet the department's emergency response goal of vaccinating every resident within four days of a widespread outbreak of disease, Health Services would require the assistance of almost 2,000 people to staff mass vaccination sites throughout the County. The department anticipates losing federal grant funding in FY 08 for two positions responsible for planning and health education related to community health emergencies such as pandemic influenza preparedness.
- Department resources are strained as staffing has not increased to match the demand for direct patient care services that increases at a faster rate than the County's general population growth rate.
- Recruiting and retaining bilingual staff is critical to ensure that the County quickly identify and treat communicable disease, preventing outbreaks of disease such as malaria and tuberculosis.

Program Financial Summary	FY 2004 Actual	FY 2005 Actual	FY 2006 Actual	FY 2007 Adopted	FY 2008 Adopted
Expenditures					
Personnel	\$377,426	\$404,100	\$527,474	\$675,000	\$713,000
Operations & Maintenance	858,987	853,343	858,182	871,000	936,000
Capital Outlay & Capital Acquisitions	5,847	0	5,316	10,000	10,000
Total Expenditures	\$1,242,260	\$1,257,443	\$1,390,971	\$1,556,000	\$1,659,000
Revenues					
Miscellaneous Revenue	\$0	\$0	\$0	\$175,000	\$0
Recovered Costs	0	2,288	0	0	0
Total Revenues	\$0	\$2,288	\$0	\$175,000	\$0
Total Local Tax Funding	\$1,242,260	\$1,255,155	\$1,390,971	\$1,381,000	\$1,659,000
County FTE	7.00	7.00	9.00	10.00	10.00
State FTE	30.50	30.00	32.00	32.00	32.00
FTE Summary	37.50	37.00	41.00	42.00	42.00



Loudoun County Government
FY 2008 Adopted Fiscal Plan

Health Services
Community Health

Performance Measures	FY 2005 Actual	FY 2006 Actual	FY 2007 Estimated	FY 2008 Projected
Goal: Meet the increasing demand for safety-net services for low-income women and children.				
Objective: Increase by 5% per year the number of maternity and dental patients who are at or below the poverty level.				
• Number of children receiving dental care	739	792	750 ¹	800
• Number of women seen for maternity services	264	300	350	350 ²
• Percentage increase in children receiving dental care	n/a	7%	-5%	6%
• Percentage increase of women seen for maternity services	n/a	14%	16%	0%
Goal: Decrease the risk of outbreaks of vaccine-preventable diseases in Loudoun County.				
Objective: Increase the number of age appropriate vaccinations provided by 10%.				
• Number of age appropriate vaccinations provided	7,139	12,367 ³	12,500	13,250
• Percentage increase in age-appropriate vaccinations	n/a	73%	1%	6%
Goal: Increase the ability of the Health Department to prevent and respond to a widespread outbreak of disease.				
Objective: At least 90% of the time, respond to reportable disease notifications within 4 days; and, increase the size of Loudoun County's Medical Reserve Corps by at least 20% each year.				
• Number of Loudoun residents in the Medical Reserve Corps.	n/a	550	700	800
• Percentage of routine disease reports acted on within 4 days	85%	99%	85% ⁴	99%

¹ This reduction is due to the anticipated dentist vacancy.

² This number is expected to stabilize as the rate of population growth slows.

³ The Board added 3.00 FTE to meet rising demand for child immunizations.

⁴ This reduction is due to a public health nurse vacancy.



Health Services Environmental Health

Description

Environmental Health programs maintain and improve the health of all County residents through disease prevention and surveillance efforts and community health promotion. For instance, the program is responsible for Lyme disease education and assistance, rabies surveillance, 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 the 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 2008 Issues

- Maintaining compliance with safety regulations for the rapidly increasing number and complexity of Loudoun County's restaurants, pools, wells, and onsite sewage systems.
- Retaining expert staff is critical to providing service in a customer-focused manner.

FY 2008 Challenges

- Meeting 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.
- Recruiting, hiring and retaining qualified environmental health professionals in a competitive job market.
- Revising the pool code and onsite sewage system codes that are over 20 years old will require significant work from multiple County agencies.
- Educating the public on the maintenance requirements of alternative onsite sewage disposal systems to prevent catastrophic failures.

Program Financial Summary	FY 2004 Actual	FY 2005 Actual	FY 2006 Actual	FY 2007 Adopted	FY 2008 Adopted
Expenditures					
Personnel	\$1,082,246	\$1,088,347	\$1,230,653	\$1,323,000	\$1,476,000
Operations & Maintenance	1,096,462	1,160,005	1,243,428	957,000	1,083,000
Capital Outlay & Capital Acquisitions	34,781	6,621	0	2,000	0
Other	0	0	21,139	0	0
Total Expenditures	\$2,213,489	\$2,254,973	\$2,495,219	\$2,281,000	\$2,560,000
Revenues					
Permits Privilege Fees & Reg Licenses	\$453,963	\$540,768	\$834,235	\$465,000	\$560,000
Charges For Services	12,157	14,113	52,672	22,000	15,000
Miscellaneous Revenue	31,177	59,710	57,795	5,000	3,000
Recovered Costs	0	6,797	9,044	0	0
Total Revenues	\$497,297	\$621,387	\$953,746	\$492,000	\$578,000
Total Local Tax Funding	\$1,716,192	\$1,633,585	\$1,541,472	\$1,789,000	\$1,982,000
County FTE	18.00	18.00	18.00	19.00	20.00
State FTE	17.50	19.00	21.00	21.00	22.00
FTE Summary	35.50	37.00	39.00	40.00	42.00



Loudoun County Government
FY 2008 Adopted Fiscal Plan

Health Services
Environmental Health

Performance Measures	FY 2005 Actual	FY 2006 Actual	FY 2007 Estimated	FY 2008 Projected
Goal: Respond to environmental health complaints				
Objective: Close 95% of all environmental health complaint investigations through referral or abatement.				
• Number of complaints completed	452	392	440	428
• Number of complaints received	457	422	450	450
• Percentage of complaints completed	98.9%	93%	97.7%	95%
Goal: Protect the health of patrons at public facilities in Loudoun County.				
Objective: Complete 85% of all the comprehensive sanitation evaluations of public establishments including food service facilities, hospitals, long term care facilities, child care and adult care homes, public and private schools, public swimming pools and tourist establishments.				
• Number of actual inspections	2,536	2,277	2,825	3,200
• Number of required inspections	2,980	3,169	3,340	3,674
• Percentage of inspections completed	85.7%	87.6%	84.5%	88%
Goal: Protect the County from failing septic systems.				
Objective: Issue repair permits for 95% of all known failing onsite sewage disposal systems.				
• Number of repair applications received	22	30	33	36
• Number of repair permits issued	20	29	31	34
• Percentage of repair permits issued	91%	96.6%	95%	95%



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

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, operating as the Loudoun County Department of MHMRAS, is responsible for the public mental health, mental retardation and substance abuse services system. 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 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 2008 Issues, Challenges & Trends

- 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.
- The department employs manual paper record keeping and administrative processes that inhibit productivity.
- Intermediate care facility opening has been delayed due to licensure issues.
- Two additional mental health group homes are planned to open in FY 08; current staffing will be reallocated to provide the necessary resources. Increased costs for utilities and maintenance are contained in General Services' FY 08 budget.
- Additional resources are contained in FY 08 to open an after-school prevention program for at-risk youth in Eastern Loudoun.

FY 2008 Major Goals

- The department will strive to maintain waiting time for Mental Health and Substance Abuse Outpatient services to 30 days or less.
- More efficient service delivery by staff will be created through more effective deployment of County vehicles.
- Implementation of the new client computer system will significantly enhance record-keeping and efficiency.
- A focus on bilingual initiative will improve the County's overall service delivery to those to whom English is a second language.

FY 2007 Major Achievements

- A third after-school apartment based substance abuse and gang prevention program for at risk children and adolescents is implemented.
- Capacity and utility of current information system will be enhanced by the implementation of a data warehouse.
- The need for local funding has been reduced by seeking vendor operated services for MR Group Homes.
- Vocational services are being provided for five additional disabled graduates of Loudoun public schools.



**Loudoun County Government
FY 2008 Adopted Fiscal Plan**

Mental Health, Mental Retardation & Substance Abuse Services

Departmental Financial Summary	FY 2004 Actual	FY 2005 Actual	FY 2006 Actual	FY 2007 Adopted	FY 2008 Adopted
Expenditures					
Personnel	\$15,937,019	\$17,784,326	\$20,409,056	\$23,582,000	\$24,770,000
Operations & Maintenance	3,754,986	4,027,188	4,214,729	4,802,000	5,299,000
Capital Outlay & Capital Acquisitions	0	0	0	0	22,000
Other	0	131,864	81,468	0	0
Total Expenditures	\$19,692,005	\$21,943,378	\$24,705,253	\$28,384,000	\$30,091,000
Revenues					
Use Of Money & Property	\$4,710	\$0	\$0	\$0	\$0
Charges For Services	642,387	640,525	761,453	787,000	777,000
Miscellaneous Revenue	788	2,849	7,129	2,000	2,000
Recovered Costs	3,221,943	3,295,841	3,546,071	4,570,000	4,880,000
State Categorical Aid	2,124,828	2,459,537	2,579,724	2,241,000	2,500,000
Federal Categorical Aid	1,055,689	696,124	562,371	663,000	759,000
Total Revenues	\$7,050,347	\$7,094,877	\$7,456,748	\$8,263,000	\$8,918,000
Foster Care Reimbursement Fund	\$16,693	\$27,804	\$0	\$0	\$0
Local Tax Funding	\$12,624,966	\$14,820,697	\$17,248,505	\$20,121,000	\$21,173,000
FTE Summary	284.34	324.83	341.30	344.64	343.44

FY 2008 Board Action

The FY 08 Adopted Fiscal Plan for Mental Health, Mental Retardation & Substance Abuse Services includes enhancements totaling 5.00 FTE and \$311,000 in additional local tax funding 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. Local tax funding increases include funding for compensation increases and increased benefits costs effective September 2007.

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 was 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.

Additional information on this department's Capital Improvement Program projects can be found in Volume 2 on pages 525, 526, 527, 528, 529, 530, 531, 532, and 533. Information on scheduled projects for the Capital Asset Preservation Program can be found in tables beginning on page 614 in Volume 2.



Loudoun County Government
FY 2008 Adopted Fiscal Plan

Mental Health, Mental Retardation & Substance Abuse Services

Expenditures by Program	FY 2004 Actual	FY 2005 Actual	FY 2006 Actual	FY 2007 Adopted	FY 2008 Adopted
MH/SA Emergency Services	\$834,175	\$822,250	\$837,709	\$1,044,000	\$1,016,000
MH Outpatient Services	2,372,380	2,700,008	3,120,136	3,266,000	3,597,000
Parent Infant Education (PIE)	888,307	949,406	1,157,751	1,347,000	1,480,000
MR Group Home Services	2,997,160	3,307,318	4,219,981	4,634,000	4,662,000
MH Day Support Services	523,444	706,111	722,097	926,000	998,000
MH/SA Prevention & Community Outreach	340,162	447,620	469,597	550,000	813,000
MR Employment and Day Support Services	2,096,844	2,452,907	2,559,066	3,041,000	3,318,000
MH Residential Services	3,683,480	4,548,809	5,017,166	6,068,000	6,326,000
MR Case Management Services	463,256	528,229	662,904	699,000	812,000
MR Community Support Services	512,946	594,944	732,798	896,000	994,000
SA Residential Services	220,397	287,251	269,845	211,000	256,000
SA Outpatient Services	1,471,686	1,460,499	1,654,345	1,978,000	2,028,000
MH/MR/SAS Administration	3,287,769	3,138,026	3,281,855	3,724,000	3,791,000
Total Expenditures	\$19,692,005	\$21,943,378	\$24,705,253	\$28,384,000	\$30,091,000

Revenues by Program	FY 2004 Actual	FY 2005 Actual	FY 2006 Actual	FY 2007 Adopted	FY 2008 Adopted
MH/SA Emergency Services	\$915,716	\$917,639	\$965,397	\$929,000	\$929,000
MH Outpatient Services	620,119	746,934	859,930	733,000	861,000
Parent Infant Education (PIE)	461,177	308,585	408,573	466,000	638,000
MR Group Home Services	1,744,814	1,732,882	1,871,708	2,410,000	2,580,000
MH Day Support Services	162,827	268,797	300,333	409,000	411,000
MH/SA Prevention & Community Outreach	100,710	161,870	98,826	97,000	165,000
MR Employment and Day Support Services	243,481	265,634	299,474	281,000	320,000
MH Residential Services	1,118,613	1,213,746	972,397	1,418,000	1,286,000
MR Case Management Services	228,484	261,542	373,633	339,000	434,000
MR Community Support Services	210,464	185,334	257,950	188,000	266,000
SA Residential Services	52,621	98,178	102,307	59,000	99,000
SA Outpatient Services	1,007,490	960,540	946,222	935,000	928,000
MH/MR/SAS Administration	200,524	1,000	0	0	0
Total Revenues	\$7,067,039	\$7,122,681	\$7,456,748	\$8,263,000	\$8,918,000

Local Tax Funding by Program	FY 2004 Actual	FY 2005 Actual	FY 2006 Actual	FY 2007 Adopted	FY 2008 Adopted
MH/SA Emergency Services	\$(81,541)	\$(95,388)	\$(127,688)	\$115,000	\$88,000
MH Outpatient Services	1,752,261	1,953,074	2,260,207	2,533,000	2,736,000
Parent Infant Education (PIE)	427,130	640,821	749,178	881,000	842,000
MR Group Home Services	1,252,346	1,574,436	2,348,273	2,223,000	2,083,000
MH Day Support Services	360,617	437,315	421,765	516,000	587,000
MH/SA Prevention & Community Outreach	239,452	285,750	370,772	453,000	648,000
MR Employment and Day Support Services	1,853,364	2,187,273	2,259,592	2,760,000	2,998,000
MH Residential Services	2,564,867	3,335,062	4,044,769	4,650,000	5,040,000
MR Case Management Services	234,772	266,687	289,271	360,000	378,000
MR Community Support Services	302,482	409,610	474,849	709,000	727,000
SA Residential Services	167,776	189,072	167,538	152,000	157,000
SA Outpatient Services	464,196	499,959	708,123	1,043,000	1,100,000
MH/MR/SAS Administration	3,087,245	3,137,026	3,281,855	3,724,000	3,791,000
Total Local Tax Funding	\$12,624,966	\$14,820,697	\$17,248,505	\$20,121,000	\$21,173,000



Loudoun County Government
FY 2008 Adopted Fiscal Plan

Mental Health, Mental Retardation & Substance Abuse Services

Staffing Summary by Program	FY 2004 Actual	FY 2005 Actual	FY 2006 Actual	FY 2007 Adopted	FY 2008 Adopted
MH/SA Emergency Services	9.72	9.72	11.72	9.72	9.72
MH Outpatient Services	29.48	30.00	32.47	33.47	35.54
Parent Infant Education (PIE)	11.00	13.00	14.00	14.00	14.00
MR Group Home Services	46.79	59.48	61.85	60.92	56.39
MH Day Support Services	8.13	11.07	11.07	14.07	14.07
MH/SA Prevention & Community Outreach	5.00	5.00	7.00	7.00	10.00
MR Employment and Day Support Services	20.79	25.65	23.65	23.65	24.65
MH Residential Services	61.55	79.92	84.92	86.39	83.92
MR Case Management Services	7.00	7.00	8.50	8.50	9.50
MR Community Support Services	10.89	8.00	14.50	12.50	12.83
SA Residential Services	1.00	1.00	1.00	1.00	1.00
SA Outpatient Services	21.67	23.67	25.20	24.20	23.20
MH/MR/SAS Administration	51.32	51.32	45.42	49.22	48.62
Total FTE	284.34	324.83	341.30	344.64	343.44



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 two 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.

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 use 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 2008 Issues

- A continuing of decrease in regional psychiatric in-patient capacity, precipitated by the closing of three hospital psychiatric units within the last 2 years, resulted in a loss of 51 adult beds. Current regional psychiatric bed availability for juveniles is limited to one hospital and both juveniles and adults are increasingly admitted to facilities outside the region as a result.
- A high volume of requests for emergency services continues.
- Responding immediately to requests for services following traumatic community events.

FY 2008 Challenges

- Locating available hospital beds within the Northern Virginia region continues to be a problem. This is especially critical for individuals who meet Temporary Detention criteria due to risk to self/others and/or substantial inability to care for self by reason of mental illness or substance abuse.
- Continuing to respond to requests for emergency services within 5 minutes is an issue particularly with high volume of requests for ES response.
- Providing emergency services following a traumatic community event.

Program Financial Summary	FY 2004 Actual	FY 2005 Actual	FY 2006 Actual	FY 2007 Adopted	FY 2008 Adopted
Expenditures					
Personnel	\$594,507	\$660,090	\$665,090	\$780,000	\$753,000
Operations & Maintenance	239,667	162,160	172,619	263,000	263,000
Total Expenditures	\$834,175	\$822,250	\$837,709	\$1,044,000	\$1,016,000
Revenues					
Charges For Services	\$13,533	\$13,667	\$13,474	\$15,000	\$15,000
Recovered Costs	25,369	19,161	17,573	18,000	18,000
State Categorical Aid	876,814	880,910	930,683	896,000	896,000
Federal Categorical Aid	0	3,900	3,667	0	0
Total Revenues	\$915,716	\$917,639	\$965,397	\$929,000	\$929,000
Total Local Tax Funding	\$(81,541)	\$(95,388)	\$(127,688)	\$115,000	\$88,000
FTE Summary	9.72	9.72	11.72	9.72	9.72



Loudoun County Government
FY 2008 Adopted Fiscal Plan

Mental Health, Mental Retardation & Substance Abuse Services
MH/SA Emergency Services

Performance Measures	FY 2005 Actual	FY 2006 Actual	FY 2007 Estimated	FY 2008 Projected
Goal: Mitigate consequences of stress reactions of public safety personnel and community members through provision of Critical Incident Stress Management (CISM) model services following a traumatic event.				
Objective: Respond to 100% of requests for CISM.				
• % of CISM debriefings and defusings staffed	100%	100%	100%	100%
Goal: Maintain effective mental health and substance abuse emergency services				
Objective: Provide response to requests for emergency services within 5 minutes.				
• Number of emergency clients	2,177	2,131	2,250	2,250
• On-time responses	93%	94%	95%	95%



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. Treatment services are provided through individual, couple, family, group, and intensive in-home therapy. The client population is diverse, encompassing people affected by serious mental illness or emotional disturbance, youth at risk for serious emotional disturbance, victims of trauma, people 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 other County programs, e.g. evaluation and treatment at the Youth Shelter. Staff participate in regional and State workgroups to maximize services and resources across localities. Employee Assistance Program (EAP) services, i.e. assessment and referral, are also provided to County government employees and their families.

Budget Overview

FY 2008 Issues

- The public sector is the only resource for the uninsured and medically indigent.
- The increasing diversity of the County 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 the closing of 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 expected to increase 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. Referrals are expected to increase with the addition of a new judge.
- Four weeks' wait time for psychiatric medication services prolongs symptomatology and diminishes effectiveness of other immediate treatment services.
- Demand continues to increase for special referrals to mental health services from other County agencies.

FY 2008 Challenges

- Staff will strive to implement service efficiencies while not compromising the quality of care.
- Providing services in a timely manner while negotiating the regulatory and eligibility demands of entitlement and insurance coverage continues to be an issue.
- Staff who have competency in languages other than English are needed.
- Shorter lengths of stay in psychiatric hospitals create pressure toward more, more intensive, and more readily available mental health services.
- Access to medication from multiple sources will need to be coordinated.
- Growth in the population served will continue to put pressure on the ability to provide psychiatric evaluations in a timely manner.
- The opening of the new Adult Detention Center will require the provision of additional mental health services.
- The department is increasingly called on to provide forensic evaluations within required timeframes.
- Priority referrals from other County agencies must be responded to promptly.



Loudoun County Government
FY 2008 Adopted Fiscal Plan

Mental Health, Mental Retardation & Substance Abuse Services
MH Outpatient Services

Program Financial Summary	FY 2004 Actual	FY 2005 Actual	FY 2006 Actual	FY 2007 Adopted	FY 2008 Adopted
Expenditures					
Personnel	\$1,858,353	\$2,133,794	\$2,477,755	\$2,680,000	\$2,994,000
Operations & Maintenance	514,027	566,215	642,381	586,000	603,000
Total Expenditures	\$2,372,380	\$2,700,008	\$3,120,136	\$3,266,000	\$3,597,000
Revenues					
Charges For Services	\$173,371	\$234,610	\$236,322	\$261,000	\$251,000
Miscellaneous Revenue	164	30	0	0	0
Recovered Costs	299,880	288,193	354,743	317,000	389,000
State Categorical Aid	68,044	172,441	216,160	135,000	201,000
Federal Categorical Aid	78,660	51,660	52,704	20,000	20,000
Total Revenues	\$620,119	\$746,934	\$859,930	\$733,000	\$861,000
Total Local Tax Funding	\$1,752,261	\$1,953,074	\$2,260,207	\$2,533,000	\$2,736,000
FTE Summary	29.48	30.00	32.47	33.47	35.54



Loudoun County Government
FY 2008 Adopted Fiscal Plan

Mental Health, Mental Retardation & Substance Abuse Services
MH Outpatient Services

Performance Measures	FY 2005 Actual	FY 2006 Actual	FY 2007 Estimated	FY 2008 Projected
----------------------	-------------------	-------------------	----------------------	----------------------

Goal: Provide effective and timely forensic mental health services for the criminal justice system including all Loudoun County Courts and the Adult Detention Center.

Objective: Comply with all court orders and Adult Detention Center referrals for forensic and other mental health and substance abuse comprehensive services.

• Evaluations completed on time	82%	72%	75%	75%
• Number of court ordered evaluations	229	226	225	225
• Number of inmates receiving MH Services at the ADC	90	169	170	200

Goal: Provide effective and timely mental health services to adults and their families.

Objective: Reduce waiting times (30 days for psychotherapy/14 days for medication services) and demonstrate improvement in functioning in 75% of consumers served.

• Adults receiving medication service < 2 weeks of referral	21%	31%	30%	30%
• Adults scheduled for aftercare within 7 days	76%	65%	80%	80%
• Adults scheduled for intake within 30 days	81%	86%	87%	87%
• Adults with improved functioning	66%	68%	70%	70%
• Number of adults receiving MH outpatient services	1,887	2,027	1,900	1,950
• Number of adults receiving psychiatric medication services	952	1,017	1,000	1,050

Goal: Provide effective and timely mental health services to children, adolescents and their families.

Objective: Reduce waiting times (30 days for psychotherapy/14 days for medication services) and demonstrate improvement in functioning in 75% of consumers served.

• Children receiving medication < 2 weeks of referral	21%	16%	20%	20%
• Children scheduled for intake within 30 days	90%	93%	95%	95%
• Children with improved functioning	65%	73%	69%	70%
• Number of children receiving MH outpatient services	611	558	560	575
• Number of children receiving psychiatric medication services	191	180	180	190



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, 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. Vision and nutrition 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 Health Services, Family Services, and private providers.

Budget Overview

FY 2008 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 2008 Challenges

- The ongoing challenge with early intervention is having the resources necessary to meet the demand. While the State is mandated to fund these services, adequate State resources have not been forthcoming.
- The number of referrals continues to increase but resources are not increasing at the same pace.
- Staff is serving an increased number of children with more complex needs who require more involvement by staff, challenging available resources.
- Compliance with the 45 day Federal mandate to provide Individualized Family Service Plans while experiencing increasing demand continues to be a challenge.

Program Financial Summary	FY 2004 Actual	FY 2005 Actual	FY 2006 Actual	FY 2007 Adopted	FY 2008 Adopted
Expenditures					
Personnel	\$798,107	\$859,509	\$1,032,499	\$1,215,000	\$1,277,000
Operations & Maintenance	90,200	89,897	125,252	132,000	204,000
Total Expenditures	\$888,307	\$949,406	\$1,157,751	\$1,347,000	\$1,480,000
Revenues					
Charges For Services	\$58,038	\$47,748	\$55,655	\$50,000	\$55,000
Recovered Costs	101,694	94,767	80,917	93,000	93,000
State Categorical Aid	3,125	0	163,825	89,000	193,000
Federal Categorical Aid	298,320	166,070	108,176	234,000	297,000
Total Revenues	\$461,177	\$308,585	\$408,573	\$466,000	\$638,000
Total Local Tax Funding	\$427,130	\$640,821	\$749,178	\$881,000	\$842,000
FTE Summary	11.00	13.00	14.00	14.00	14.00



Loudoun County Government
FY 2008 Adopted Fiscal Plan

Mental Health, Mental Retardation & Substance Abuse Services
Parent Infant Education (PIE)

Performance Measures	FY 2005 Actual	FY 2006 Actual	FY 2007 Estimated	FY 2008 Projected
Goal: Minimize the effects of disabling conditions on children in the PIE Program.				
Objective: Increase by 2% the number of children not requiring special education upon discharge from PIE.				
• Percent of children not requiring special education	18%	19%	21%	23%
Goal: Comply with the Federal guidelines for the development of Individualized Family Services Plan (IFSP) as required.				
Objective: 100% of eligible families will have an Individual Family Service Plan developed within 45 days of referral.				
• % of eligible families who have IFSP	90%	98%	100%	100%
Goal: Meet the needs of all eligible children referred to the PIE Program.				
Objective: 100% of children will receive the services indicated on their Individual Family Service Plan.				
• Children who receive services on IFSP	100%	100%	100%	100%
• Number of children receiving ongoing services	300	292	315	340
• Total number of children who request PIE services	496	525	560	590



Mental Health, Mental Retardation & Substance Abuse Services

MR Group Home Services

Description

This program provides 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 2008 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 2008 Challenges

- The quality of life for group home residents will be enhanced without adding to program costs by establishing natural supports in the community for people with severe disabilities.
- The department will maximize County revenues by increasing the current level of Medicaid Waiver billing through the installation of a new client billing system.
- Skill levels of staff will be improved through ongoing training.
- Open the intermediate care facility.

Program Financial Summary	FY 2004 Actual	FY 2005 Actual	FY 2006 Actual	FY 2007 Adopted	FY 2008 Adopted
Expenditures					
Personnel	\$2,336,412	\$2,489,110	\$3,352,973	\$3,669,000	\$3,578,000
Operations & Maintenance	660,748	778,110	831,532	964,000	1,085,000
Other	0	40,098	35,477	0	0
Total Expenditures	\$2,997,160	\$3,307,318	\$4,219,981	\$4,634,000	\$4,662,000
Revenues					
Charges For Services	\$125,277	\$127,113	\$141,751	\$125,000	\$134,000
Miscellaneous Revenue	0	0	250	0	0
Recovered Costs	1,274,832	1,242,985	1,444,927	2,006,000	2,175,000
State Categorical Aid	344,705	356,344	291,220	279,000	270,000
Federal Categorical Aid	0	6,440	(6,440)	0	0
Total Revenues	\$1,744,814	\$1,732,882	\$1,871,708	\$2,410,000	\$2,580,000
Total Local Tax Funding	\$1,252,346	\$1,574,436	\$2,348,273	\$2,223,000	\$2,083,000
FTE Summary	46.79	59.48	61.85	60.92	56.39



Loudoun County Government
FY 2008 Adopted Fiscal Plan

Mental Health, Mental Retardation & Substance Abuse Services
MR Group Home Services

Performance Measures	FY 2005 Actual	FY 2006 Actual	FY 2007 Estimated	FY 2008 Projected
Goal: Increase the quality of life in MR Group Homes through the development of supportive relationships within the community.				
Objective: Increase the number of clients who develop relationships with people in the community.				
• % of Individual Service Plan objectives met	n/a	95%	95%	95%
• Individuals who develop community relationships	12	15	20	20
• Total number of individuals served	26	32	32	32
Goal: Recover billable Medicaid Waiver Revenue.				
Objective: MR Residential group homes will recover 95% of hours billed to Medicaid.				
• MR residential group homes recovery rate	96%	96%	96%	96%
Goal: Reduce the amount of time spent on the immediate need wait list.				
Objective: Reduce immediate need wait time from 4.5 to 4 years.				
• Average # of years individuals wait	4.5	4	4	4
• Number of clients served in MR group homes	48	56	56	56



Loudoun County Government
FY 2008 Adopted Fiscal Plan

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). 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 2008 Issues

- Residents with serious mental illnesses require fewer hospitalizations and have better outcomes when they receive effective day support services.
- Too few residents with serious mental illness are enrolled in day support.

FY 2008 Challenges

- Providing support, social, and vocational services to greater numbers of residents with mental illness will continue to be addressed.

Program Financial Summary	FY 2004 Actual	FY 2005 Actual	FY 2006 Actual	FY 2007 Adopted	FY 2008 Adopted
Expenditures					
Personnel	\$473,672	\$625,131	\$632,064	\$852,000	\$910,000
Operations & Maintenance	49,771	80,980	90,034	74,000	88,000
Total Expenditures	\$523,444	\$706,111	\$722,097	\$926,000	\$998,000
Revenues					
Charges For Services	\$5,394	\$10,783	\$7,587	\$7,000	\$7,000
Miscellaneous Revenue	0	0	53	0	0
Recovered Costs	150,313	235,440	292,692	403,000	405,000
Total Revenues	\$155,708	\$246,223	\$300,333	\$409,000	\$411,000
Foster Care Reimbursement Fund	\$7,120	\$22,574	\$0	\$0	\$0
Total Local Tax Funding	\$360,617	\$437,315	\$421,765	\$516,000	\$587,000
FTE Summary	8.13	11.07	11.07	14.07	14.07



Loudoun County Government
FY 2008 Adopted Fiscal Plan

Mental Health, Mental Retardation & Substance Abuse Services
MH Day Support Services

Performance Measures	FY 2005 Actual	FY 2006 Actual	FY 2007 Estimated	FY 2008 Projected
Goal: Improve family understanding of serious mental illness.				
Objective: Provide psycho-educational groups and family involvement opportunities.				
• Family members completing family orientation	25	18	20	25
• Family members in family education programs	25	20	30	40
• Number of family members served	75	38	75	80
Goal: Reduce the effects of serious mental illness.				
Objective: Increase number served, timely service access and vocational success by citizens with mental illness.				
• Clients satisfied with the services	95%	98%	95%	95%
• Enrollees obtaining employment in 12 months	90%	88%	88%	88%
• Intakes completed within one week	95%	98%	95%	95%
• Number of clients enrolled in the vocational program	25	54	55	55
• Number of clients served	103	102	110	115



Mental Health, Mental Retardation & Substance Abuse Services

MH/SA Prevention & Community Outreach Services

Description

Prevention and Community Outreach Services focuses on high-risk children, adolescents and their families. At the request of schools, community organizations, businesses, civic groups, and public agencies, Prevention and Community Outreach Services provides substance abuse, gang and violence prevention programs. School-based programs, such as the Conflict Mediation Program and the Gang Prevention Program, are collaborative efforts with Loudoun County Public Schools. Prevention and Community Outreach Services also provides After-School Prevention Programs. These services provide a place for youth to receive help with their homework, participate in prevention groups, and take part in community service projects. Prevention staff also represent the Loudoun County Community Services Board on numerous community coalitions dedicated to mental health education and prevention of substance abuse and other high-risk behavior by youth.

Budget Overview

FY 2008 Issues

- Increases in the number of at-risk youth in schools and community and subsequent increase in substance abuse, gang involvement and bullying.
- The increasing diversity of the County population requires 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 2008 Challenges

- Meeting the documented need for services in the schools and in the community for at-risk youth in the areas of substance abuse, gang involvement and bullying will be addressed.
- The department will continue to meet the special needs of diverse populations with different cultures and languages through training of existing staff and hiring of bilingual staff.
- Space within apartment complexes that request after-school programs will be acquired.
- Assuring prevention services through the development of a comprehensive system of services and collaborating with other service agencies will continue.
- The FY 08 budget includes two prevention specialists to staff an additional after-school program in the Sugarland Run area.

Program Financial Summary	FY 2004 Actual	FY 2005 Actual	FY 2006 Actual	FY 2007 Adopted	FY 2008 Adopted
Expenditures					
Personnel	\$304,422	\$389,466	\$397,559	\$471,000	\$691,000
Operations & Maintenance	35,739	58,154	56,042	79,000	122,000
Other	0	0	15,997	0	0
Total Expenditures	\$340,162	\$447,620	\$469,597	\$550,000	\$813,000
Revenues					
Miscellaneous Revenue	\$10	\$0	\$0	\$0	\$0
State Categorical Aid	0	65,170	2,443	0	68,000
Federal Categorical Aid	100,700	96,700	96,383	97,000	97,000
Total Revenues	\$100,710	\$161,870	\$98,826	\$97,000	\$165,000
Total Local Tax Funding	\$239,452	\$285,750	\$370,772	\$453,000	\$648,000
FTE Summary	5.00	5.00	7.00	7.00	10.00



Loudoun County Government
FY 2008 Adopted Fiscal Plan

Mental Health, Mental Retardation & Substance Abuse Services
MH/SA Prevention & Community Outreach Services

Performance Measures	FY 2005 Actual	FY 2006 Actual	FY 2007 Estimated	FY 2008 Projected
Goal: Facilitate achievement of developmental goals by at-risk youth.				
Objective: Respond to 100% of youth and families requiring case management services in order to connect them with needed human, health and other social services.				
• Family members requiring & receiving case management	300	360	360	480
• Number of youth requiring case management	80	118	125	160
• Youth requiring and receiving case management	75	90	90	120
Goal: Reduce substance abuse, violence, gang involvement, and bullying among at-risk youth in Loudoun County.				
Objective: Provide evidence-based substance abuse, violence, gang and bullying prevention programs to at-risk youth in the schools and in the community.				
• Number of youth served in the community	172	175	200	286
• Number of youth served in the schools	1,751	1,456	1,500	1,560
• Youth in after school programs who improved grades	98%	64%	70%	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 disabilities and mental retardation to 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, Inc. 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 2008 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.
- The CAP Coordinator manages services for 12 clients and supervises 12 staff and substitutes. Regional standards suggest that the coordinator should manage no more than eight clients and staff.

FY 2008 Challenges

- Transportation continues to be a challenge for clients who work in the community without department support.
- An additional case manager is included in the FY 08 budget to maintain reasonable caseload sizes.
- The increased requirements for documentation limits the ability to serve new program participants due to the time involved.
- ECHO, a group employment vendor that provides employment services, is having difficulty finding work sites for the increasing number of clients who need a higher level of support in a group setting.



Loudoun County Government
FY 2008 Adopted Fiscal Plan

Mental Health, Mental Retardation & Substance Abuse Services
MR Employment and Day Support Services

Program Financial Summary	FY 2004 Actual	FY 2005 Actual	FY 2006 Actual	FY 2007 Adopted	FY 2008 Adopted
Expenditures					
Personnel	\$1,036,328	\$1,164,294	\$1,317,450	\$1,505,000	\$1,661,000
Operations & Maintenance	1,060,516	1,253,609	1,241,616	1,535,000	1,635,000
Capital Outlay & Capital Acquisitions	0	0	0	0	22,000
Other	0	35,004	0	0	0
Total Expenditures	\$2,096,844	\$2,452,907	\$2,559,066	\$3,041,000	\$3,318,000
Revenues					
Charges For Services	\$405	\$0	\$760	\$1,000	\$1,000
Miscellaneous Revenue	0	24	0	0	0
Recovered Costs	183,699	214,382	248,524	212,000	242,000
State Categorical Aid	51,625	46,049	50,191	68,000	78,000
Total Revenues	\$235,729	\$260,455	\$299,474	\$281,000	\$320,000
Foster Care Reimbursement Fund	\$7,752	\$5,179	\$0	\$0	\$0
Total Local Tax Funding	\$1,853,364	\$2,187,273	\$2,259,592	\$2,760,000	\$2,998,000
FTE Summary	20.79	25.65	23.65	23.65	24.65



Loudoun County Government
FY 2008 Adopted Fiscal Plan

Mental Health, Mental Retardation & Substance Abuse Services
MR Employment and Day Support Services

Performance Measures	FY 2005 Actual	FY 2006 Actual	FY 2007 Estimated	FY 2008 Projected
Goal: Meet the employment needs of eligible Loudoun County residents with disabilities.				
Objective: Provide effective employment services to eligible applicants.				
• Eligible requesters receiving services	100%	96.6%	95%	95%
• Employed clients working for 90 days or more	n/a	93%	88%	88%
• Number of people served	164	158	165	170
• Value of average hourly earnings	\$0.90	\$1.38	\$1.20	\$1.20



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 2008 Issues

- Average time on the waiting list for Mental Health Residential Services continues to be two years because of rapidly increasing demand.
- Increased number of home-bound senior mental health clients receive inadequate medical care.
- Funding is limited and lowers the opportunities to purchase townhouses for group homes.

FY 2008 Challenges

- Assuring sufficient housing and effective services for persons on the waiting list with increasingly complex needs continues to be a problem. The proposed budget includes funding for a position to provide services to seriously ill homeless persons.
- The availability of medical care for home-bound elderly mental health patients will be maximized.
- The purchase of approved townhouses using existing funding is difficult.

Program Financial Summary	FY 2004 Actual	FY 2005 Actual	FY 2006 Actual	FY 2007 Adopted	FY 2008 Adopted
Expenditures					
Personnel	\$3,382,577	\$4,180,719	\$4,700,755	\$5,682,000	\$5,893,000
Operations & Maintenance	300,903	343,322	316,412	386,000	433,000
Other	0	24,768	0	0	0
Total Expenditures	\$3,683,480	\$4,548,809	\$5,017,166	\$6,068,000	\$6,326,000
Revenues					
Charges For Services	\$180,988	\$97,569	\$156,361	\$225,000	\$211,000
Recovered Costs	684,586	702,304	447,497	939,000	822,000
State Categorical Aid	253,039	413,873	368,539	253,000	253,000
Total Revenues	\$1,118,613	\$1,213,746	\$972,397	\$1,418,000	\$1,286,000
Total Local Tax Funding	\$2,564,867	\$3,335,062	\$4,044,769	\$4,650,000	\$5,040,000
FTE Summary	61.55	79.92	84.92	86.39	83.92



Loudoun County Government
FY 2008 Adopted Fiscal Plan

Mental Health, Mental Retardation & Substance Abuse Services
MH Residential Services

Performance Measures	FY 2005 Actual	FY 2006 Actual	FY 2007 Estimated	FY 2008 Projected
Goal: Maintain clients with serious mental illnesses in the least restrictive environment.				
Objective: Provide community housing and supportive services to all applicants				
• Clients who avoided long-term hospitalization	97%	97%	95%	95%
• Number of clients served	84	87	92	95
• Number of family members served in MH residential services	90	91	90	95
• Number of people on the waiting list	44	50	55	60
Goal: Reduce the effects of mental illness and substance abuse for home-bound elderly citizens.				
Objective: Through evaluation and referral, provide appropriate mental health and substance abuse services in the least restrictive environment. Complete assessments within two weeks of request.				
• Assessments performed within 2 weeks	100%	99%	90%	90%
• Elderly clients referred to MH or other services	100%	98%	95%	95%
• Number of assessments performed within 2 weeks	14	12	20	22
• Number of clients served by elderly outreach	14	26	25	30
Goal: Reduce the effect of mental illness and substance abuse upon homeless seriously mentally ill persons.				
Objective: Increase the number and percentage of homeless residents contacted by the PATH Team.				
• Homeless seriously mentally ill receiving PATH services	155	171	190	215
• Number of PATH clients connected to MH or other services	60	70	76	97
• PATH request responses within 48 hours	80%	78%	80%	90%



Mental Health, Mental Retardation & Substance Abuse Services

MR Case Management Services

Description

Case Management is an intervention process which ensures that service systems and community supports are responsive to the specific, multiple and changing needs of individuals and families. Case Management services ensure that individuals 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 2008 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 2008 Challenges

- The case management program has seen much in the way of growth over the past year. Fifteen Medicaid Waiver slots were added during FY 06 through FY 07.
- A case manager is included in the FY 08 budgeted to reduce waiting lists which continue to increase as new residents enter the County and students graduate from the school system.
- Case Management is faced with the challenge of adding more consumers with critical need situations to case-loads without compromising the needs of those already receiving services.

Program Financial Summary	FY 2004 Actual	FY 2005 Actual	FY 2006 Actual	FY 2007 Adopted	FY 2008 Adopted
Expenditures					
Personnel	\$437,405	\$498,326	\$607,744	\$664,000	\$760,000
Operations & Maintenance	25,851	29,903	39,164	35,000	51,000
Other	0	0	15,997	0	0
Total Expenditures	\$463,256	\$528,229	\$662,904	\$699,000	\$812,000
Revenues					
Charges For Services	\$479	\$203	\$116	\$0	\$0
Recovered Costs	228,005	261,339	373,516	339,000	434,000
Total Revenues	\$228,484	\$261,542	\$373,633	\$339,000	\$434,000
Total Local Tax Funding	\$234,772	\$266,687	\$289,271	\$360,000	\$378,000
FTE Summary	7.00	7.00	8.50	8.50	9.50



Loudoun County Government
FY 2008 Adopted Fiscal Plan

Mental Health, Mental Retardation & Substance Abuse Services
MR Case Management Services

Performance Measures	FY 2005 Actual	FY 2006 Actual	FY 2007 Estimated	FY 2008 Projected
Goal: Increase availability of case management services to the adult population.				
Objective: Case managers will be able to assess 30% of individuals on the program waiting list and put them on appropriate waiting lists for other services.				
• Number of adults awaiting case management services	65	50	60	60
• Number of adults receiving MR case management services	166	186	196	196
• People awaiting CM moved to appropriate lists	n/a	40%	60%	60%
Goal: Families and clients are satisfied with case management services.				
Objective: 85% of individuals surveyed report satisfaction with the impact of the program services and, as applicable, in response to case manager intervention to a crisis.				
• Clients/families satisfied with MR CM services	n/a	90%	95%	96%
• Number of individuals served by MR case management	180	204	222	228
Goal: Reduce the number of children waiting for case management services.				
Objective: Assess children on the waiting list and add them to case loads as openings become available.				
• Average waiting time in years for MR CM services	0	1.5	2.5	1.5
• Number of children under 18 awaiting MR CM services	46	47	65	65
• Number of children under 18 receiving MR CM services	14	18	26	32



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 provide 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 2008 Issues

- There has been an increase in the number of people needing in-home services, which increases time on a 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 2008 Challenges

- Recruitment of qualified staff and contracted providers (In-Home Support/Adult Foster Care/ Respite) is an ongoing challenge.
- Finding families willing to participate in the Adult Foster Care Program by housing and assisting a consumer continues to be difficult.

Program Financial Summary	FY 2004 Actual	FY 2005 Actual	FY 2006 Actual	FY 2007 Adopted	FY 2008 Adopted
Expenditures					
Personnel	\$385,501	\$454,402	\$587,406	\$739,000	\$812,000
Operations & Maintenance	127,444	108,548	131,395	157,000	182,000
Other	0	31,994	13,997	0	0
Total Expenditures	\$512,946	\$594,944	\$732,798	\$896,000	\$994,000
Revenues					
Miscellaneous Revenue	\$615	\$2,795	\$6,526	\$2,000	\$2,000
Recovered Costs	141,368	123,415	177,144	116,000	176,000
State Categorical Aid	68,481	59,124	74,279	70,000	89,000
Total Revenues	\$210,464	\$185,334	\$257,950	\$188,000	\$266,000
Total Local Tax Funding	\$302,482	\$409,610	\$474,849	\$709,000	\$727,000
FTE Summary	10.89	8.00	14.50	12.50	12.83



Loudoun County Government
FY 2008 Adopted Fiscal Plan

Mental Health, Mental Retardation & Substance Abuse Services
MR Community Support Services

Performance Measures	FY 2005 Actual	FY 2006 Actual	FY 2007 Estimated	FY 2008 Projected
Goal: All clients will have access to the community during In-Home Support service hours.				
Objective: All clients will participate in community activities of their choosing.				
• Clients consistently participating in community activities	10	10	14	18
• Percent of clients participating in community activities	100%	100%	100%	100%
Goal: Provide more autonomy for families through consumer directed services.				
Objective: Provide support which will assist families to use these services.				
• Number of families enrolled in consumer directed services	20	26	30	40
• Percent of families assisted in consumer directed services	100%	100%	100%	100%
Goal: Provide In-Home Support services so individuals can remain at home as opposed to more restrictive environments.				
Objective: Deliver services that enable clients to live in the least restrictive setting.				
• Number of individuals living in a least restrictive setting	n/a	10	14	18
Goal: Provide eligible individuals an opportunity to live in a family environment.				
Objective: Recruit three new Adult Foster Care families.				
• Number of adult foster care families	2	2	3	5
• Number of adult foster care marketing contacts made	n/a	10	15	20
• Number of foster care families recruited	2	3	2	5
Goal: Reduce the wait list for In-Home Support Services.				
Objective: Serve four more people per year through the In-Home Support Program.				
• Number of people receiving Medicaid Waiver in-home	9	10	14	18
• Number of people requesting Medicaid Waiver in-home	55	48	48	48



Mental Health, Mental Retardation & Substance Abuse Services

SA Residential Services

Description

The Inpatient/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 adult substance abuse clients in four apartments. This 9-12 month program provides substance abuse treatment and crisis intervention and intensive case management and community supervision. Program participants are required to attend Alcoholics Anonymous and/or Narcotics Anonymous, maintain employment and comply with random drug testing requirements.

Budget Overview

FY 2008 Issues

- Costs are rising for detoxification and treatment services purchased from private vendors.
- Unstable funding from the Federal government in support of the High Intensity Drug Trafficking Area (HIDTA) program threatens to undermine the department's ability to provide residential treatment services to substance abusers involved in the criminal justice system.
- Demand for supervised apartment program beds continues to increase as the apartments have become increasingly utilized by Drug Court program clients.

FY 2008 Challenges

- Staff will be pressed to maintain adequate levels of substance abuse residential services for youth and adults in need.
- Utilizing apartment programs beds while identifying and accessing other community housing resources will be an ongoing issue.

Program Financial Summary	FY 2004 Actual	FY 2005 Actual	FY 2006 Actual	FY 2007 Adopted	FY 2008 Adopted
Expenditures					
Personnel	\$81,645	\$83,334	\$85,912	\$92,000	\$97,000
Operations & Maintenance	138,752	203,916	183,933	119,000	159,000
Total Expenditures	\$220,397	\$287,251	\$269,845	\$211,000	\$256,000
Revenues					
Charges For Services	\$15,761	\$14,985	\$32,569	\$14,000	\$14,000
Federal Categorical Aid	36,860	83,193	69,738	45,000	85,000
Total Revenues	\$52,621	\$98,178	\$102,307	\$59,000	\$99,000
Total Local Tax Funding	\$167,776	\$189,072	\$167,538	\$152,000	\$157,000
FTE Summary	1.00	1.00	1.00	1.00	1.00



Loudoun County Government
FY 2008 Adopted Fiscal Plan

Mental Health, Mental Retardation & Substance Abuse Services
SA Residential Services

Performance Measures	FY 2005 Actual	FY 2006 Actual	FY 2007 Estimated	FY 2008 Projected
Goal: Ensure a satisfactory transition from acute addiction to outpatient treatment for chemically dependent children, adolescents, and adults.				
Objective: Provide detoxification and inpatient treatment options for clients in need of that level of care.				
• Adults receiving inpatient treatment	82	77	75	75
• Inpatients transitioning to outpatient	77%	74%	75%	75%
• Number of children receiving inpatient treatment	4	8	5	5
• Number of inpatients transitioning to outpatient	66	57	60	60
Goal: Ensure the availability of transitional residential care for chemically dependent persons.				
Objective: Provide transitional supervised apartment program services to 12 chemically dependent persons.				
• Number of persons discharged after 60 or more days	5	5	8	8
• Number of persons successfully completing the program	2	7	6	6
• Persons in supervised apartments for 60 or more days	11	16	12	12
• Persons successfully completing the program	40%	44%	75%	75%



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 individual, group, couples and family therapy, as well as education through participation in self-help groups such as Alcoholics Anonymous, Narcotics Anonymous and Al-Anon. Treatment promotes family involvement because substance abuse is devastating to the individual and 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. Contracted private and public sector providers located outside the County serve individuals who require a more intensive level of care such as detoxification and inpatient/residential treatment.

Budget Overview

FY 2008 Issues

- Loudoun County's continuing population increases are reflected in the growth of public schools and an increase in requests for services for students and families.
- Unstable 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 increasing diversity of the County population requires broader cultural competency and variety of language abilities among service providers.

FY 2008 Challenges

- The department must increase service efficiencies while not compromising quality of care.
- The growing demand for early intervention, assessment and referral services for students in the schools will be met.
- Effective substance abuse services for adults involved in the criminal justice system will put pressure on existing staff.
- The department will endeavor to recruit and retain staff who have competency in languages other than English.

Program Financial Summary	FY 2004 Actual	FY 2005 Actual	FY 2006 Actual	FY 2007 Adopted	FY 2008 Adopted
Expenditures					
Personnel	\$1,180,542	\$1,223,863	\$1,437,552	\$1,741,000	\$1,786,000
Operations & Maintenance	291,144	236,636	216,793	238,000	242,000
Total Expenditures	\$1,471,686	\$1,460,499	\$1,654,345	\$1,978,000	\$2,028,000
Revenues					
Charges For Services	\$69,141	\$93,847	\$116,857	\$90,000	\$90,000
Miscellaneous Revenue	0	0	300	0	0
Recovered Costs	130,155	113,856	108,537	126,000	126,000
State Categorical Aid	458,995	465,626	482,385	451,000	451,000
Federal Categorical Aid	347,377	287,160	238,143	268,000	260,000
Total Revenues	\$1,005,669	\$960,489	\$946,222	\$935,000	\$928,000
Foster Care Reimbursement Fund	\$1,822	\$51	\$0	\$0	\$0
Total Local Tax Funding	\$464,196	\$499,959	\$708,123	\$1,043,000	\$1,100,000
FTE Summary	21.67	23.67	25.20	24.20	23.20



Loudoun County Government
FY 2008 Adopted Fiscal Plan

Mental Health, Mental Retardation & Substance Abuse Services
SA Outpatient Services

Performance Measures	FY 2005 Actual	FY 2006 Actual	FY 2007 Estimated	FY 2008 Projected
----------------------	-------------------	-------------------	----------------------	----------------------

Goal: Provide mental health and substance abuse student assistance services including early intervention, evaluation and referral for Loudoun County Schools.

Objective: Achieve a rate of 80% of adolescent/family follow thru on treatment recommendations from SAS.

• Children/families following recommendations	81%	81%	80%	80%
• Number of children receiving student assistance evaluations	466	357	475	475

Goal: Provide effective and timely substance abuse services to adults and their families.

Objective: Reduce waiting time to 30 days or less and demonstrate initiation of recovery in 75% of consumers served.

• Adults abstinent for 60 days prior to discharge	n/a	67%	75%	75%
• Adults receiving SA outpatient services	1,213	1,405	1,306	1,400
• Adults scheduled for intake within 30 days	86%	87%	87%	87%

Goal: Provide effective and timely substance abuse services to children, adolescents and their families.

Objective: Reduce waiting time to 30 days or less and demonstrate initiation of recovery in 75% of consumers served.

• Children abstinent for 60 days prior to discharge	n/a	93%	75%	75%
• Children scheduled for intake within 30 days	91%	96%	95%	95%
• Number of children receiving SA outpatient services	635	463	625	625



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 2008 Issues

- The growth in the number of employees and increasing service capacity cause 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.
- The need to provide quality information to the CSB to enable members to make informed decisions is imperative.

FY 2008 Challenges

- This division is responsible for assuring compliance with new and evolving regulations regarding service provision, report generation, and other medical/legal issues.
- Enhancement of the current information system to allow for efficient and effective access to data by both management and line staff will be addressed with the installation of a new data system.
- The new information system will assure accurate and timely submission of billing and other reports for third party payers.
- The division will endeavor to fill licensed clinician vacancies in order to improve third party revenue collections.
- A risk management plan is required by the State for licensure. It requires recordation and analysis of all client incidents. Staff resources are limited and unable to complete data input of client incidents and analyze data on a timely basis.

Program Financial Summary	FY 2004 Actual	FY 2005 Actual	FY 2006 Actual	FY 2007 Adopted	FY 2008 Adopted
Expenditures					
Personnel	\$3,067,547	\$3,022,289	\$3,114,298	\$3,491,000	\$3,558,000
Operations & Maintenance	220,221	115,737	167,557	233,000	233,000
Total Expenditures	\$3,287,769	\$3,138,026	\$3,281,855	\$3,724,000	\$3,791,000
Revenues					
Use Of Money & Property	\$4,710	\$0	\$0	\$0	\$0
Recovered Costs	2,041	0	0	0	0
Federal Categorical Aid	193,773	1,000	0	0	0
Total Revenues	\$200,524	\$1,000	\$0	\$0	\$0
Total Local Tax Funding	\$3,087,245	\$3,137,026	\$3,281,855	\$3,724,000	\$3,791,000
FTE Summary	51.32	51.32	45.42	49.22	48.62



Loudoun County Government
FY 2008 Adopted Fiscal Plan

Mental Health, Mental Retardation & Substance Abuse Services
MH/MR/SAS Administration

Performance Measures	FY 2005 Actual	FY 2006 Actual	FY 2007 Estimated	FY 2008 Projected
Goal: Facilitate client access to clinical and rehabilitation services through Administrative support functions.				
Objective: Provide timely and effective customer service as demonstrated by receiving an 85% or better on customer satisfaction surveys.				
• Customers satisfied with MH/SAS services	85%	87%	85%	85%
• Information packets mailed within 24 hrs of request	95%	97%	95%	95%
• Information release requests completed on time	81%	87%	85%	85%
Goal: Maintain accurate and accessible data systems that allow for meaningful report generation.				
Objective: Meet deadlines established by regulatory agencies for mandatory reporting.				
• CCS reports submitted on time	95%	100%	100%	100%
• Number of active client records processed	4,645	4,706	4,750	4,785
Goal: Maintain regulatory compliance with HIPAA, Human Rights, OSHA, and State licensure.				
Objective: Through quality assurance activities such as training, inspections, site visits and health care record reviews, improve safety, security and confidentiality of clients, staff and information.				
• Number of inspections completed	12	23	30	30
• Number of remediation plans developed	12	20	30	30
• Staff trained within 30 days	65%	63%	80%	80%
Goal: Provide timely, effective and sound financial management.				
Objective: Maximize revenue and effectively manage expenditures.				
• Number of revenue data entry transactions	231,680	262,531	277,500	290,000
• Total billed charges collected	83%	84%	84%	85%



**Loudoun County Government
FY 2008 Adopted Fiscal Plan**

Regional Organizations and Contributions

Description:

Regional Organizations include a number of separate organizations to which the County is either a 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 the member jurisdictions. Other organizations contribute to the education, health and/or well being of Loudoun citizens.

The County provides funding allocations to human service 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.

FY 08 funding requests from human services regional organizations were evaluated using the following factors:

- The organization's mission is consistent with the County's overall service mission.
- There is documented need for the organization's program or service.
- There are demonstrated positive results of the program or service.
- The program or service provides a direct benefit to Loudoun residents.
- The program or service enhances County functions.
- There are documented efforts by the organization to secure funding from other sources.
- The percentage of County funding to the organization's total funding has generally remained constant over the last 3 years.
- The organization has the administrative resources to administer funds and to implement/oversee the program or service.

The County Administrator recommended, beginning in FY 07, funding increases from one year to the next generally not exceed the Washington-Baltimore Metro area CPI increase. While the CPI was 3.6%, the County Administrator recommended a 3.0% increase to FY 08 regional organization requests in line with the increase given to other County departments.

Departmental Financial Summary	FY 2004 Actual	FY 2005 Actual	FY 2006 Actual	FY 2007 Adopted	FY 2008 Adopted
Expenditures					
Operations & Maintenance	\$3,065,308	\$3,466,769	\$4,294,678	\$4,446,381	\$4,555,536
Total Expenditures:	\$3,065,308	\$3,466,769	\$4,294,678	\$4,446,381	\$4,555,536
Local Tax Funding:	\$3,065,308	\$3,466,769	\$4,294,678	\$4,446,381	\$4,555,536

FY 2008 Board Action: The FY 08 Adopted Fiscal Plan includes \$1,548,623 for the organizations that do not have a government contract or agreement. This reflects the 3.0% increase applied to non-contractual regional organizations in line with increases to other County departments. Organizations in which Loudoun is an active member and for which a formal contract/agreement for funding exists are funded at \$3,006,913.



**Loudoun County Government
FY 2008 Adopted Fiscal Plan**

Regional Organizations

Agency Name: All-Night Graduation Parties
FY 07 Adopted: \$4,000
FY 08 Adopted: \$5,000

Agency Description: This program provides graduating high school seniors with a safe, supervised all-night graduation celebration in an alcohol-free and drug-free environment. Activities, contests, prizes and food are offered to the students. The participating County high schools include: Briar Woods (new in FY 08), Broad Run, Freedom (new in FY 08), Loudoun County, Loudoun Valley, Park View, Potomac Falls, Heritage, Dominion, and Stone Bridge. The adopted funding is \$500 for each school with a graduating senior class.

Agency Name: Bluemont Concert Series
FY 07 Adopted: \$37,296
FY 08 Adopted: \$38,415

Agency Description: Founded in 1976, the Bluemont Concert Series is organized to encourage and present a wide variety of affordable high quality cultural events and activities for families in the communities of Loudoun County and in the northwest and central Virginia regions. Bluemont presents four major program areas: Artist-In-Education, Summer Concerts, Healthcare Benefits and Community Special Events. Bluemont has become one of the foremost community event planning and marketing organizations in Loudoun County and the region and has presented 5,650 events in 80 communities to an estimated 2,766,358 visitors and residents. Bluemont has built a strong partnership with local governments, businesses and community organizations that enables the organization to continue to provide quality services throughout the County, such as First Night Leesburg, Round Hill Hometown Festival, Purcellville Days and the Loudoun Youth Soccer event. The adopted funding for FY 08 provides general support for Bluemont's programs throughout the community and applies a 3.0% adjustment in line with the increase given to other County departments.

Agency Name: Blue Ridge Speech and Hearing
FY 07 Adopted: \$117,337
FY 08 Adopted: \$120,857

Agency Description: Blue Ridge Speech and Hearing Center has been providing speech and hearing services to Loudoun County residents for over 40 years. The organization provides hearing screenings and evaluations, hearing aid sales and service, assistive listening device sales and service, speech evaluations, speech therapy, accent modification and dysphagia (swallowing) treatment. These services are provided at little or no cost to those who are unable to afford them. The Center projects an additional 11% increase in 2007 and an additional 6% in 2008. The adopted funding increase applies a 3.0% adjustment in line with the increase given to other County departments.



**Loudoun County Government
FY 2008 Adopted Fiscal Plan**

Regional Organizations

Agency Name: Brain Injury Services, Inc.
FY 07 Adopted: \$18,591
FY 08 Adopted: \$19,149

Agency Description: The mission of Brain Injury Services, Inc. (BIS) is to provide survivors of brain injuries and their families with individualized case management services, education and advocacy. Through identifying, planning, coordinating and monitoring services and resources, case managers are able to assist individuals with brain injuries attain their own goals and remain in the most integrated setting. Outcomes include employment, volunteer work and other meaningful productive activities in the community of the individual's choice. In the past few years, BIS has partnered with the Commonwealth of Virginia in providing space for their vocational rehabilitation staff which serves Loudoun citizens with brain injuries. Forty five Loudoun County residents were served by this agency in the past year. The adopted funding increase applies a 3.0% adjustment in line with the increase given to other County departments.

Agency Name: Capital Hospice
FY 07 Adopted: \$7,250
FY 08 Adopted: \$7,468

Agency Description: Capital Hospice, previously known as the Hospice of Northern Virginia, strives to improve care for those facing life-limiting illnesses through direct support of patients and their families. Capital Hospice provides hospice care for Loudoun residents with the majority receiving care in their own homes. Capital Hospice also provides services to residents at Falcon's Landing, Heritage Hall, Loudoun Nursing and Rehab Center, Sunrise Countryside, Sunrise Leesburg, Morningside House, Meadow Glen and Loudoun Hospital. Services include a palliative care consulting group that addresses pain and other symptom management needs for chronically seriously ill patients. Other services include bereavement counseling and education programs for health care professionals, social workers and clergy addressing end of life care. In FY 06 401 Loudoun patients and their families were provided assistance. The adopted funding provides support for the organization's Patient Care Fund that funds hospice care for Loudoun County residents and applies a 3.0% adjustment in line with the increase given to other County departments.

Agency Name: First Night Leesburg
FY 07 Adopted: \$2,331
FY 08 Adopted: \$2,401

Agency Description: Each year, First Night Leesburg provides a five-hour celebration of the arts on New Year's Eve, emphasizing quality entertainment from local residents and top quality entertainers for a family oriented, alcohol-free event. Support from the County helps maintain a low entry fee. First Night Leesburg is organized by a volunteer committee that coordinates over 100 volunteers and 500 volunteer hours. Attendance ranges from 3,500 to 7,000 depending on the weather. The adopted funding increase applies a 3.0% adjustment in line with the increase given to other County departments.



**Loudoun County Government
FY 2008 Adopted Fiscal Plan**

Regional Organizations

Agency Name: Good Shepherd Alliance

FY 07 Adopted: \$77,700

FY08 Adopted: \$80,031

Agency Description:

Good Shepherd Alliance provides emergency housing, food, clothing, transportation, children's programs and counseling for the homeless of Loudoun County. It also operates a thrift store which helps the homeless and those impoverished and having special needs for clothing, furniture and household items. The agency operates a drop-in center in Leesburg and provides case management, access to mail boxes, storage lockers, telephones, and internet access to assist with job searches. It also provides laundry and shower facilities. In 2006, the agency's efforts housed and fed 208 people for a total bed stay of 7,349 nights and 18,373 meals. Of the 208 people, 125 were men, 50 were women and 33 were children, of whom 17 attended Loudoun County Public Schools. The adopted funding for FY 08 provides operational and staff costs of the agency's shelters, programs and services and applies a 3.0% adjustment in line with the increase given to other County departments.

Agency Name: Greater Washington Initiative

FY 07 Adopted: \$23,310

FY 08 Adopted: \$24,009

Agency Description:

The Greater Washington Initiative is the exclusive regional economic development marketing organization representing Northern Virginia, Suburban Maryland and the District of Columbia. The Initiative markets Loudoun County's many business and lifestyle attributes to national and international business executives and site selection consultants using media relations, advertising, marketing events in the U.S. and Europe, and by conducting and distributing research. The Initiative works with the Department of Economic Development to facilitate visits by corporate decision makers who are evaluating locations for operations and facilities in the region. The Initiative was created in 1994 as a five-year marketing program and includes local government jurisdictions and private corporations. The adopted funding increase applies a 3.0% adjustment in line with the increase given to other County departments.

Agency Name: La Voz of Loudoun

FY 07 Adopted: \$25,000

FY 08 Adopted: \$26,500

Agency Description:

La Voz is a community based organization that acts as a conduit between the Hispanic and immigrant populations, government agencies and other groups in order to promote self-sufficiency through outreach, education, advocacy, and programs that strengthen family networks. The organization works to unite the community by assisting immigrants and their families in the process of integration into the greater Loudoun community by stressing the values of financial planning, education and strong family networks for immigrant families to achieve success. The organization works closely with other groups, such as the County's Department of Family Services. La Voz provides programs such as leadership development, community forums and dialogues, and consultation and presentation to interested groups. The adopted funding for FY08 provides for the part-time executive director and applies a 3.0% adjustment in line with the increase given to other County departments.



**Loudoun County Government
FY 2008 Adopted Fiscal Plan**

Regional Organizations

Agency Name:

FY 07 Adopted:

FY 08 Adopted:

Legal Services of Northern Virginia

\$77,700

\$80,031

Agency Description:

Legal Services of Northern Virginia (LSNV) was established to serve individuals who, without legal assistance, face the loss or deprivation of a critical human need – food, shelter, medical care, income, family stability or personal safety. LSNV seeks to achieve equal access to the civil justice system for those residents of Loudoun County. These services are provided without charge to the clients and provide assistance in family law, housing law, elder law, public benefits, child advocacy, employment, consumer law, and AIDS/HIV matters. In FY 06, LSNV handled 463 cases and assisted 1,092 County residents. The adopted funding increase applies a 3.0% adjustment in line with the increase given to other County departments.

Agency Name:

FY 07 Adopted:

FY 08 Adopted:

Loudoun Abused Women's Shelter

\$49,632

\$51,121

Agency Description:

The mission of the Loudoun Abused Women's Shelter (LAWS) is to serve women and children who are victims of domestic violence, sexual assault, and child abuse and to advocate for women and children by educating the community about these issues and working towards the elimination of personal and societal violence. LAWS serves Loudoun residents at the shelter and at the Community Services Center in Leesburg with a 24 hour crisis line, shelter, food, emergency clothing, counseling, support groups, information and referral services, and advocacy. Free legal services and representation are provided for domestic violence, sexual assault, and stalking victims. Other services include LAWS Youth and Children's Services, the Loudoun County Nurturing Program, LAWS Sexual Assault Services, LAWS Hispanic Services and the Teen Violence Prevention Program. The organization assisted 1,464 clients in FY 06. Adopted funding for FY 08 provides for operational and service needs. Local funding is also used a match for funds received from the Commonwealth of Virginia. The adopted funding increase applies a 3.0% adjustment in line with the increase given to other County departments.

Agency Name:

FY 07 Adopted:

FY 08 Adopted:

Loudoun Arts Council

\$10,000

\$10,300

Agency Description:

The Loudoun Arts Council (LAC) promotes the development of artistic expression throughout the County. It advocates for and assists arts organizations and individual artists, providing education, information, research and communications. LAC sponsors Excellence in the Arts, the annual arts competition for high school sophomores, juniors and seniors school in Loudoun County; ArtShare, a program which offers financial assistance to nonprofit organizations such as the Loudoun Symphony, and the Travis Film Festival. The organization produces the Arts Advance Newsletter; the LAC Directory, which is provided to libraries, government offices and schools as a source of artists, performers and venues; and maintains the LAC website for outreach and education. LAC administers the Leesburg's First Friday monthly events, partners with local artists to bring artwork into Loudoun workplaces and hosts events such as the Designer Showhouse Fundraiser. Adopted funding for FY 08 provides for operating expenses, as well as the Excellence in the Arts competition for high school students, which supports the goals of the Loudoun Youth Initiative. The adopted funding increase applies a 3.0% adjustment in line with the increase given to other County departments.



**Loudoun County Government
FY 2008 Adopted Fiscal Plan**

Regional Organizations

Agency Name: Loudoun Cares
FY 07 Adopted: \$75,000
FY 08 Adopted: \$77,250

Agency Description: Loudoun Cares provides a nonprofit health and human services center that includes comprehensive information and referral services benefiting Loudoun residents. The agency is working with twelve agency partners in efforts to relocate to a common facility that would serve as a multi-tenant nonprofit center. The agency has secured a \$100,000 Federal appropriation toward the new facility. Loudoun Cares has established the first local Information & Referral (I & R) telephone help line for area residents requiring information about health and human service programs. In FY 06, 775 calls to the helpline were answered and assistance was provided, a 67% increase from FY 05. The organization was awarded \$49,000 in CDBG funds for FY 06 to provide for a bilingual expansion of the I & R line. Adopted funding for FY 08 supports the I & R program and general operating needs, and the multi-tenant nonprofit center concept. Award of these dollars will be used to leverage other streams of financing. The adopted funding increase applies a 3.0% adjustment in line with the increase given to other County departments.

Agency Name: Loudoun Community Free Clinic
FY 07 Adopted: \$77,700
FY 08 Adopted: \$77,700

Agency Description: Loudoun Community Free Clinic provides healthcare for Loudoun County residents who do not have health insurance and do not qualify for Federal or State health care coverage. The Clinic works out of donated space and operates with volunteer physicians, nurses, phlebotomists, pharmacists, interpreters and admissions staff. A paid staff of three provides for operational support. The Clinic provides medical services including physical examinations, laboratory testing and dispensing of pharmaceuticals. Physicians refer patients for further tests if warranted. The Clinic is open for patients two nights and one day each week. 3,500 patients were served in FY 06. Adopted funding for FY 08 is to help cover operating expenses.

Agency Name: Loudoun Fair and Associates
FY 07 Adopted: \$414
FY 08 Adopted: \$426

Agency Description: Loudoun Fair and Associates' goal is to foster and encourage youth in agriculture, home economics, forestry, and other clubs through the showcase of youth achievements at the yearly County fair. The contribution helps offset the carnival waiver fees. The adopted funding increase applies a 3.0% adjustment in line with the increase given to other County departments.



**Loudoun County Government
FY 2008 Adopted Fiscal Plan**

Regional Organizations

Agency Name: Loudoun Literacy Council
FY 07 Adopted: \$6,916
FY 08 Adopted: \$7,123

Agency Description:

The Loudoun Literacy Council is the only community based organization in Loudoun County providing language and literacy services and is dedicated to enabling immigrants and native English speaking adults to learn and/or improve their ability to speak, read and write in English. The family literacy component works with at-risk children and their families to help establish a literacy rich environment in the home. The Council offers instruction to adults in English as a Second Language (ESL), GED preparation, Basic Literacy (grades 0-4), citizenship and health literacy. Pertinent issues and life skills are built into lessons to address the immediate needs of students while working towards long-term advancement. The Council trains and supports community volunteers in their roles as adult tutors. Adopted funding for FY 08 is to support the ESL and Family Literacy programs, including the hire of program staff and applies a 3.0% adjustment in line with the increase given to other County departments.

Agency Name: Loudoun Museum
FY 07 Adopted: \$298,046
FY 08 Adopted: \$306,987

Agency Description:

Loudoun Museum preserves, protects and conserves the County's material heritage, serves as Loudoun's main artifact repository, provides access to collections for residents and the general public through displays and special programs, and functions as a major educational resource center on local historic information. The Museum designs and markets programs specifically for young families with school age children, created and brought the *Braddock's March* program to elementary and middle schools, and held two children's camps. The Town of Leesburg leases the Loudoun Street building and log cabin to the Museum for \$1.00 per year. The County's contribution supports staff and operational costs for its operation. The adopted FY 08 funding increase applies a 3.0% adjustment in line with the increase given to other County departments.

Agency Name: Loudoun Small Business Development Center
FY 07 Adopted: \$119,140
FY 08 Adopted: \$122,714

Agency Description:

The Loudoun County Small Business Development Center (SBDC) educates and assists small business owners in increasing their opportunity for entrepreneurial success. The Center 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. The Center'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. The adopted funding increase applies a 3.0% adjustment in line with the increase given to other County departments.



**Loudoun County Government
FY 2008 Adopted Fiscal Plan**

Regional Organizations

Agency Name: Loudoun Volunteer Caregivers
FY 07 Adopted: \$28,800
FY 08 Adopted: \$29,664

Agency Description: Loudoun Volunteer Caregivers (LVC) provides the frail elderly and adults with disabilities with assistance to maintain independence and quality of life through volunteers. LVC provides assisted transportation to critical and non-critical medical appointments, grocery shopping for clients, meal preparation, chores, yard work, simple home repairs, respite for family caregivers and visits to adult care facilities and mental health group homes. LVC receives referrals from and collaborates with many agencies, including Parks, Recreation and Community Services' Aging Services Division, Adult Protective Services program in Family Services, and MHMRSAS. Over 75% of all referrals originate with these agencies. In FY 06, LVC served 613 Loudoun residents. Adopted funding for FY 08 supports an increase program capacity, services and the number of Loudoun residents served and applies a 3.0% adjustment in line with the increase given to other County departments.

Agency Name: Metropolitan Washington Ear
FY 07 Adopted: \$862
FY 08 Adopted: \$882

Agency Description: The Metropolitan Washington Ear provides free multimedia reading and information services to the residents of Loudoun County who are visually impaired or who have physical disabilities preventing them from reading printed material. The services provided include Dial-In Newspaper and Magazine Services, a 24 hour Radio Reading service, and Look-Up service for access to the Yellow Pages and the *Washington Post*. Services are provided by volunteer readers. The adopted funding increase applies a 3.0% adjustment in line with the increase given to other County departments.

Agency Name: Mother Net/Healthy Families Loudoun (MN/HFL)
FY 07 Adopted: \$51,800
FY 08 Adopted: \$53,354

Agency Description: MN/HFL is a community based family support program for at-risk pregnant women, teens, and new parents and their children who face any of a number of social, ethnic, economic and situational risk factors that compromise their health and quality of life. MN/HFL offers intensive case management and home visitation for high risk parents and support groups which are open to the Hispanic community. The family-centered preventive services offered encompass a wide range of health and social factors and are intended to significantly reduce the need for future intervention. The adopted funding increase applies a 3.0% adjustment in line with the increase given to other County departments.

Agency Name: Northern Virginia Family Services
FY 07 Adopted: \$45,000
FY 08 Adopted: \$46,350

Agency Description: Northern Virginia Family Services empowers individuals and families to improve their quality of life and to promote community cooperation and support in responding to family needs. Some of the programs the agency provides to Loudoun residents are Loudoun Kids Health Partnership, Early Head-Start Loudoun, Loudoun Accessible Medication Program, Family Counseling, Therapeutic Foster Care, and the Family Loan and Vehicles for Change. The adopted funding increase applies a 3.0% adjustment in line with the increase given to other County departments.



**Loudoun County Government
FY 2008 Adopted Fiscal Plan**

Regional Organizations

Agency Name: Northern Virginia Resource Center for the Deaf
FY 07 Adopted: \$29,008
FY 08 Adopted: \$29,878

Agency Description: The Northern Virginia Resource Center for the Deaf empowers deaf and hard of hearing individuals and their families through services which include information, education, outreach, advocacy, and a community center. The County's contribution partially supports a contractual outreach position, materials, supplies, education and central office staff. The adopted funding increase applies a 3.0% adjustment in line with the increase given to other County departments.

Agency Name: Purcellville Teen Center
FY 07 Adopted: \$20,000
FY 08 Adopted: \$20,000

Agency Description: The Regional Organization component for the Youth Initiative enhancement package includes funding for the Purcellville Teen Center. This teen center operates Friday nights in the Purcellville Skate Rink and offers two sessions per week. The program runs on Friday evenings from 9-11 p.m. with youth in grades 9-12 attending from 9:30-10:30 p.m. The average weekly attendance is 228 middle school age youth and 50 high school age youth. Transportation is provided free to all participants, with an average of 20 youth taking advantage of this opportunity each week. The program is staffed by ten to fifteen volunteers each week. The adopted funding provides security officers for the event and helps to offset the rent of the facility.

Agency Name: Town of Leesburg for School Resource Officers
FY 07 Adopted: \$240,000
FY 08 Adopted: \$247,200

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.

Agency Name: Washington Airport Task Force
FY 07 Adopted: \$15,000
FY 08 Adopted: \$15,000

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. Funding from Loudoun County assists in the development of air services to build Washington Dulles International Airport into 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 Task Force did not ask for an increase in FY 08.

Agency Name: YMCA of Loudoun
FY 07 Adopted: \$45,128
FY 08 Adopted: \$46,482

Agency Description: The YMCA of Loudoun County provides community programs to help nurture the healthy development of children, encourage positive behavior and strengthen families. The outreach programs are focused on developing self-esteem and building confidence. The County's contribution is for the YMCA's Big Friends Program, which is an adult/child mentoring program for children aged 7 to 15 from single parent and/or dysfunctional families. Funding requested for FY 08 for the Big Friends program and related activities. The adopted funding increase applies a 3.0% adjustment in line with the increase given to other County departments.



Regional Organizations

Contractual Agreements

Loudoun is a participating member of the following organizations and has a formal contract or agreement:

Agency Name:

Birmingham Green

Northern Virginia Health Care Center Commission (Nursing Home Facility)

FY 07 Adopted:

\$189,231

FY 08 Adopted:

\$210,816

FY 07 Adopted

Birmingham Green Adult Care Residence (formerly the District Home)

\$388,666

FY 08 Adopted

\$215,188

Agency Description:

Birmingham Green provides nursing home services to indigent and low-income residents of the region. The organization provides nursing care with a 180 bed nursing home licensed by the Virginia Department of Health. The separate assisted living facility 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 Relief Grants. During FY 07 Loudoun is projected to have an average bed utilization at the nursing facility of 26 and an average bed utilization of 7 at the assisted living facility. For FY 08, utilization by Loudoun residents at the nursing facility is expected to be 24 and 9 respectively at the assisted living facility.

Agency Name:

Metropolitan Washington Council of Governments (MWCOG)

FY 07 Adopted:

\$205,698

FY 08 Adopted:

\$271,284

Agency Description:

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, COG works on regional issues such as growth, transportation, the environment, public safety and housing. Loudoun's general local contribution is based on its pro-rata share of the population of the metropolitan area (3.3%). Loudoun's share of the various COG regional funds in which it participates is based on sharing arrangements approved by the participating member jurisdictions.

Agency Name:

Northern Virginia Community College

FY 07 Adopted:

\$264,409

FY 08 Adopted:

\$275,437

Agency Description:

The mission of the Northern Virginia Community College (NVCC) is to ensure that individuals in the Northern Virginia area are given an opportunity for the continuing development and extension of their skills and knowledge through programs and courses of instruction up to the Associate Degree level. Allocation of Loudoun's share is based on an approved population-based formula by contributing jurisdictions of which Loudoun County is a participating member.



**Loudoun County Government
FY 2008 Adopted Fiscal Plan**

Regional Organizations

Agency Name: Northern Virginia Regional Commission
FY 07 Adopted: \$131,285
FY 08 Adopted: \$130,283

Agency Description: Northern Virginia Regional Commission 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. The work of the Commission 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 07 Adopted: \$1,100,687
FY 08 Adopted: \$1,183,310

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. The Authority 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 recreational 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 07 Adopted: \$11,943
FY 08 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 07 Adopted: \$563,501
FY 08 Adopted: \$619,851

Agency Description: The County entered into a regional jail service agreement with the Cities of Alexandria and Richmond and the Counties of Arlington, Caroline, and Prince William to construct and operate a medium security regional detention facility located at Fort A. P. Hill in Caroline County. The land for the construction of the jail was donated by the Federal Government. The regional jail is a 350 bed facility, of which Loudoun has been allocated 40 beds. Each of the participating jurisdictions is committed to funding a portion of the capital and operating costs, based on the 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 County will be billed annually for its pro-rated share of the operating costs.



Regional Organizations

Agency Name:

Town of Hamilton (Sewer)

FY 07 Adopted:

\$88,000

FY 08 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.



Loudoun County Government
FY 2008 Adopted Fiscal Plan

Regional Organizations and Contributions

PROGRAM EXPENDITURE DETAIL

<u>Organization</u>	<u>FY 2004 Actual</u>	<u>FY 2005 Actual</u>	<u>FY 2006 Actual</u>	<u>FY 2007 Adopted</u>	<u>FY 2008 Adopted</u>
Contractual Agreements					
Birmingham Green Assisted Living	\$74,513	\$118,467	\$133,981	\$388,666	\$215,188
Metropolitan Wash Council of Governments	160,992	174,200	190,709	205,698	271,284
No. VA Community College	204,889	225,706	245,004	264,409	275,437
No. VA Health Center Commission	197,903	182,845	158,824	189,231	210,816
No. VA Regional Commission	68,242	88,395	108,638	131,285	130,283
No. VA Regional Park Authority	779,379	829,745	997,868	1,100,687	1,183,310
Peumansend Creek Regional Jail	529,512	544,319	551,084	563,501	619,851
Occuquan Water Monitoring Program	10,219	10,713	11,189	11,943	12,744
Town of Hamilton Sewer District Contribution	<u>88,000</u>	<u>88,000</u>	<u>88,000</u>	<u>88,000</u>	<u>88,000</u>
Subtotal Contractual Agreements:	\$2,113,649	\$2,262,390	\$2,485,297	\$2,943,420	\$3,006,913
 Total Contractual Agreements:	 \$2,113,649	 \$2,262,390	 \$2,485,297	 \$2,943,420	 \$3,019,713



**Loudoun County Government
FY 2008 Adopted Fiscal Plan**

Regional Organizations and Contributions

PROGRAM EXPENDITURE DETAIL – Continued

<u>Organization</u>	<u>FY 2004 Actual</u>	<u>FY 2005 Actual</u>	<u>FY 2006 Actual</u>	<u>FY 2007 Adopted</u>	<u>FY 2008 Adopted</u>
Community Grant Fund Applicants					
Economic Development					
Greater Washington Initiative	\$22,500	\$22,500	\$22,500	\$23,310	\$24,009
Loudoun Small Business Development Center	115,000	115,000	115,000	119,140	122,714
Washington Airport Task Force	0	15,000	15,000	15,000	15,000
Subtotal Economic Development:	\$137,500	\$152,500	\$152,500	\$157,450	\$161,723
Recreation/Arts					
All-Night Graduation Party	\$3,500	\$4,000	\$4,000	\$4,000	\$5,000
Bluemont Concert Series	36,000	36,000	36,000	37,296	38,415
First Night Leesburg	2,250	2,250	2,250	2,331	2,401
Loudoun Arts Council	2,223	13,223	2,223	10,000	10,300
Loudoun Fair and Associates	450	400	400	414	426
Loudoun Museum	232,241	243,041	232,241	298,046	306,987
Mill Run Elementary School Running Track	0	9,000	0	0	0
Public Private Facility Operations	0	0	459,517	0	0
Purcellville Teen Center	0	0	20,000	20,000	20,000
Subtotal Recreation/Arts:	\$276,664	\$307,914	\$756,631	\$372,117	\$383,529
Health and Welfare					
Blue Ridge Speech and Hearing	\$113,260	\$113,260	\$113,260	\$117,337	\$120,857
Brain Injuries Services Partnerships	17,945	17,945	17,945	18,591	19,149
Capital Hospice (Hospice of No. VA)	6,998	6,998	6,998	7,250	7,468
Children's Home Society of VA	778	778	778	0	0
Good Shepherd Alliance	0	75,000	88,493	77,700	80,031
Health Systems Agency of No. VA	22,380	0	0	0	0
La Voz	0	0	0	25,000	26,500
Legal Services of No. VA, Inc.	69,410	75,008	75,000	77,700	80,031
Loudoun Abused Woman's Shelter	37,908	47,908	47,908	49,632	51,121
Loudoun Cares, Inc.	0	25,000	25,000	75,000	77,250
Loudoun Childcare Network	0	16,500	16,500	0	0
Loudoun Community Free Clinic	46,148	75,000	75,000	77,700	80,031
Loudoun Literacy Council	6,676	6,676	6,676	6,916	7,123
Loudoun Volunteer Caregivers	27,800	27,800	27,800	28,800	29,664
Metropolitan Washington Ear, Inc.	832	832	832	862	882
Mother Net/Healthy Families Loudoun	25,000	50,000	50,000	51,800	53,354
No. VA Family Services	15,000	20,000	35,000	45,000	46,350
No. VA Resource Center for the Deaf	28,000	28,000	28,000	29,008	29,878
Potomac Watershed Roundtable	0	0	1,500	0	0
YMCA of Loudoun	43,560	43,560	43,560	45,128	46,482
Subtotal Health and Welfare:	\$461,695	\$630,265	\$660,250	\$733,424	\$756,171
Leesburg Police School Resource Officers (SROs)					
Leesburg Police School Resource Officers	\$75,800	\$113,700	\$240,000	\$240,000	\$247,200
Subtotal Leesburg Police School Resource Officers	\$75,800	\$113,700	\$240,000	\$240,000	\$247,200
Total Community Grant Fund:	\$951,659	\$1,204,379	\$1,809,381	\$1,502,991	\$1,548,623



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 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. The Budget Office received 41 eligible land fill fee waiver applications for the FY 07/08 biennium. On February 21, 2006 the Finance/Government Services Committee reviewed and recommended these applications to the full Board of Supervisors. The full Board of Supervisors reviewed and approved all 41 FY 07/08 landfill fee waivers as part of the FY 07 Adopted Fiscal Plan. The fee waivers cover the period from July 1, 2006 through June 30, 2008. The organizations included Loudoun County Government groups, towns in the County, Fire and Rescue Companies, other government entities, and nonprofit organizations. The total estimated annual landfill fee waiver for FY 07 is \$1,144,510 and \$1,219,632 for FY 08, based on the projected amount of waste per the landfill fee waiver applications. Approximately 70% of the waivers for FY 07/ 08 relate to Loudoun County Government groups, the Public School System, and town governments that applied for the waiver. In FY 06, 89% of the value of approved waivers was actually used.

Subsequent to the Board of Supervisor's approval of the FY 07/08 landfill fee waiver applications, the Budget Office received an application from Loudoun Fair & Associates for the Loudoun County Fair Grounds. The Board of Supervisors will review this application (valued at approximately \$720) as part of the FY 08 budget process.



**Loudoun County Government
FY 2008 Adopted Fiscal Plan**

REGIONAL ORGANIZATIONS AND CONTRIBUTIONS

Landfill Fee Waiver for FY 04-08	Total Estimated Annual Landfill				
Organization	Fee Waiver FY 04	Fee Waiver FY 05	Fee Waiver FY 06	Fee Waiver FY 07	Fee Waiver FY 08
<u>Loudoun County Government and Public Schools</u>					
Loudoun Animal Care & Control	\$55	\$44	\$44	\$165	\$165
Loudoun Central Garage	400	275	275	110	110
Loudoun County Fire Rescue Center/ Volunteer Rescue	48	330	330	0	0
Loudoun General Services	7,440	9,350	9,625	94,380	103,785
Loudoun Housing Services	4,680	3,355	3,355	0	0
Loudoun Solid Waste Management	23,600	29,700	29,700	131,450	131,450
Loudoun Parks & Recreation Dept.	16,375	12,375	15,675	22,275	26,400
Loudoun Sheriff's Community Workforce	1,615	1,403	1,500	0	0
Loudoun County Public Schools	568,260	298,760	328,240	387,132	425,844
Loudoun Social Services Dept.	55	55	55	440	440
Total County Govt. and Public Schools Waiver:	\$622,528	\$355,647	\$388,799	\$635,952	\$688,194
<u>Towns in County</u>					
Town of Hamilton	\$8,745	\$8,690	\$14,245	\$11,660	\$13,090
Town of Hillsboro	910	330	0	0	0
Town of Leesburg	53,250	132,000	132,000	145,200	145,200
Town of Lovettsville	150	165	165	0	0
Town of Middleburg	515	440	440	0	0
Town of Purcellville	9,300	7,040	7,480	9,295	10,120
Town of Round Hill	705	880	880	1,265	1,265
Total for Towns:	\$73,575	\$149,545	\$155,210	\$167,420	\$169,675
<u>Loudoun Fire and Rescue Companies</u>					
Arcola Volunteer Fire & Rescue Co.	\$180	\$2,475	\$3,575	\$0	\$0
Ashburn Volunteer Fire & Rescue Co.	285	440	440	440	440
Lovettsville Volunteer Fire & Rescue Co.	6,550	248	248	0	0
Lucketts Volunteer Fire Co.	240	330	330	0	0
Middleburg Volunteer Fire Co.	240	330	330	0	0
Neersville Volunteer Fire Co.	845	770	825	440	440
Philomont Volunteer Fire Co.	160	165	165	330	330
Purcellville Volunteer Fire Co	200	660	220	165	110
Round Hill Volunteer Fire Co.	240	220	330	440	440
Total Fire and Rescue Companies:	\$8,940	\$5,638	\$6,463	\$1,815	\$1,760
<u>Other Government Entities</u>					
Fairfax City Goose Creek Water Treatment Plant	\$175	\$165	\$165	\$220	\$220
Federal Aviation Administration	320	220	220	220	220
Loudoun Co. Sanitation Authority	15,850	10,725	11,000	15,620	17,600
No. Va. Community College	990	880	1,045	880	1,100
No. Va. Regional Park Authority	9,335	9,130	9,130	9,130	9,130
VPI -- Middleburg Agricultural Center (VA Tech. Univ.)	320	220	220	220	220
Virginia Department of Transportation	349,790	495,000	495,000	263,505	277,805
Total Other Government Entities:	\$377,020	\$516,340	\$516,780	\$289,795	\$306,295
<u>Nonprofit Organizations</u>					
Blossom & Bloom	\$55	\$330	\$330	\$330	\$330
Christmas in April	800	2,640	2,640	1,265	1,485
George C. Marshall International Center /Dodona Manor	320	248	248	248	248
Gladyin School & Camps	640	715	715	660	660
Good Shepherd Alliance	2,470	275	275	440	440
Graydon Manor	175	275	275	275	275
Highroad Program Center	1,375	1,100	1,100	1,100	1,100
Hillsboro Ruritan Club	2,970	5,115	5,335	6,600	7,700
Jeremiah House	80	165	165	0	0
Keep Loudoun Beautiful	2,957	1,650	1,650	0	0
Ladies Board - Loudoun Hospital Center	4,400	770	825	605	605
Loudoun Fair & Associates	685	1,100	1,265	0	0
Loudoun Abused Women Shelter	0	72	72	110	110
Loudoun Interfaith Relief, Inc.	0	0	0	55	55
Loudoun Library Foundation	275	275	275	0	0
Loudoun Museum	135	220	220	0	0
Lucketts Ruritan Club	15,125	24,750	27,500	30,250	33,000
Middleburg Community Center	4,800	1,375	1,375	1,375	1,375
Notre Dame Academy	0	495	495	1,650	1,650
Paxton Child Development Center	160	110	110	0	0
Salvation Army	0	0	0	3,575	3,685
Sterling Ruritan Club	175	165	165	605	605
Waterford Foundation	0	440	440	385	385
Total Nonprofit Organizations:	\$37,597	\$42,285	\$45,475	\$49,528	\$53,708
Grand Total Landfill Fee Waivers	\$1,119,660	\$1,069,455	\$1,112,727	\$1,144,510	\$1,219,632



Notes



Parks, Recreation and Culture

Parks, Recreation and Culture Summary

.....

Library Services **Page 325**

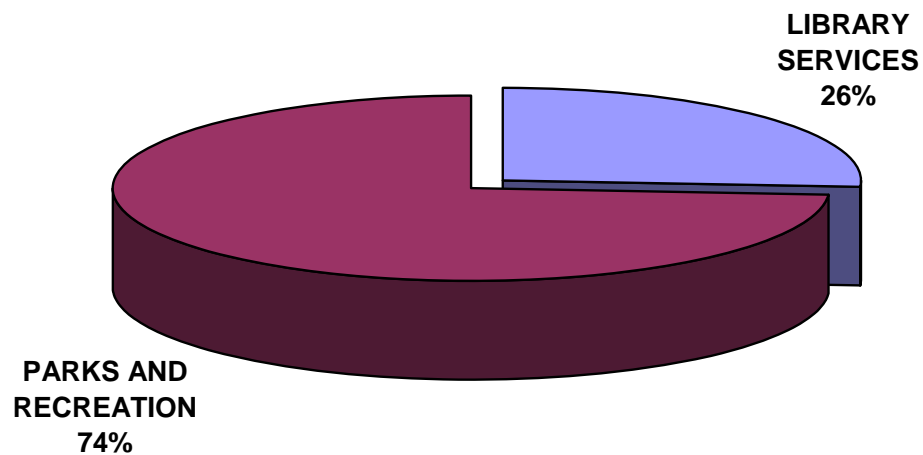
.....

Parks, Recreation and Community Services **Page 335**

.....



PARKS, RECREATION AND CULTURE FY 2008 ADOPTED EXPENDITURES





**Loudoun County Government
FY 2008 Adopted Fiscal Plan**

Parks, Recreation and Culture

	FY 2004 ACTUAL	FY 2005 ACTUAL	FY 2006 ACTUAL	FY 2007 ADOPTED	FY 2008 ADOPTED
LIBRARY SERVICES	\$7,464,338	\$ 8,894,338	\$10,200,285	\$10,981,000	\$ 11,641,000
PARKS, RECREATION & COMMUNITY SERVICES	<u>19,431,442</u>	<u>21,063,609</u>	<u>24,962,105</u>	<u>28,945,000</u>	<u>32,792,000</u>
TOTAL PARKS, RECREATION & CULTURE	\$26,895,780	\$29,957,947	\$35,162,391	\$39,926,000	\$44,433,000



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 2008 Issues, Challenges & Trends

- The challenge of rapid growth and an increasingly diverse community continues to impact the library's space, materials and staffing.
- Recruiting and retaining professional librarians, in particular librarians with specialized skills, such as those serving youth and those with advanced technological skills.
- State support continues to fall and library services will receive approximately \$236,396, which is about 72% of the full funding allocation.
- Managing logistics for the Gum Spring Library, the Rust Library renovation and the relocation of support services and library Administration to North Street.
- The Rust Library temporary location will be smaller than the existing facility. Service provision will be greatly reduced at that site, and consequently, nearby branches will be heavily impacted.

FY 2008 Major Goals

- The department will provide the most current and efficient technologies which allow all users the opportunity to access library resources.
- The department will explore current trends in recruiting and retaining specialized library staff with the goal of improving success in this area.
- The department will actively pursue other sources of revenue to enhance library services.
- The department will provide services to meet the growing demand of increased population and diversity in the community.
- The department will continue to look at patterns of use in order to maximize staffing efficiencies.

FY 2007 Major Achievements

- Upgrade of free wireless access for the public at all library branches.
- More than 15,000 children and teens participated in the annual Summer Reading Program.
- National recognition awards were received from the American Library Association, John Cotton Dana Award and the Library Public Relations Council.
- More than 50,000 County residents are projected to participate in the One Book-One Community Program.
- Free online tutoring (in English and Spanish) for 4th to 12th grade students was added as a library service.



**Loudoun County Government
FY 2008 Adopted Fiscal Plan**

Library Services

Departmental Financial Summary	FY 2004 Actual	FY 2005 Actual	FY 2006 Actual	FY 2007 Adopted	FY 2008 Adopted
Expenditures					
Personnel	\$6,641,851	\$7,173,627	\$7,624,230	\$8,429,000	\$8,947,000
Operations & Maintenance	2,249,262	2,218,292	2,503,371	2,524,000	2,691,000
Capital Outlay & Capital Acquisitions	3,225	41,275	72,683	29,000	4,000
Total Expenditures	\$8,894,339	\$9,433,194	\$10,200,285	\$10,981,000	\$11,641,000
Revenues					
Use Of Money & Property	\$24,174	\$30,276	\$26,756	\$27,000	\$27,000
Charges For Services	20,897	22,412	11,586	24,000	24,000
Miscellaneous Revenue	32,584	37,291	52,492	23,000	23,000
Recovered Costs	0	0	15	0	0
State Categorical Aid	218,635	216,025	222,559	216,000	236,000
Federal Categorical Aid	1,600	1,645	0	0	0
Total Revenues	\$297,890	\$307,650	\$313,409	\$290,000	\$310,000
Local Tax Funding	\$8,596,448	\$9,125,544	\$9,886,876	\$10,692,000	\$11,331,000
FTE Summary	144.63	144.63	144.63	145.16	145.71

FY 2008 Board Action

The FY 08 Adopted Fiscal Plan for Library Services includes enhancements totaling 0.54 FTE and \$63,956 in additional local tax funding for two part-time positions at the Cascades Library Teen Center. Local tax funding also increases by \$162,000 due to contractual services, materials, and minor equipment costs for program activities, as well as increased compensation and benefits costs effective September 2007.

Additional information on this department's Capital Improvements Program projects can be found in Volume 2 on pages 546, 547, and 548. Information on scheduled projects for the Capital Asset Preservation Fund can be found in Volume 2 in tables beginning on page 614.

Budget History

FY 07 Board Action: The Board converted 0.53 FTE temporary position to regular for the Cascades Library Teen Center.



Loudoun County Government
FY 2008 Adopted Fiscal Plan

Library Services

Expenditures by Program	FY 2004 Actual	FY 2005 Actual	FY 2006 Actual	FY 2007 Adopted	FY 2008 Adopted
Support Services	\$3,317,018	\$3,488,909	\$3,943,462	\$3,984,000	\$4,304,000
Public Services	5,337,938	5,672,792	5,996,864	6,724,000	7,060,000
Administration	239,383	271,492	259,958	273,000	277,000
Total Expenditures	\$8,894,339	\$9,433,194	\$10,200,285	\$10,981,000	\$11,641,000
Revenues by Program	FY 2004 Actual	FY 2005 Actual	FY 2006 Actual	FY 2007 Adopted	FY 2008 Adopted
Support Services	\$226,730	\$221,547	\$223,674	\$216,000	\$236,000
Public Services	71,160	86,102	89,720	74,000	74,000
Administration	0	0	15	0	0
Total Revenues	\$297,890	\$307,650	\$313,409	\$290,000	\$310,000
Local Tax Funding by Program	FY 2004 Actual	FY 2005 Actual	FY 2006 Actual	FY 2007 Adopted	FY 2008 Adopted
Support Services	\$3,090,288	\$3,267,362	\$3,719,788	\$3,768,000	\$4,068,000
Public Services	5,266,778	5,586,690	5,907,145	6,651,000	6,986,000
Administration	239,383	271,492	259,943	273,000	277,000
Total Local Tax Funding	\$8,596,448	\$9,125,544	\$9,886,876	\$10,692,000	\$11,331,000
Staffing Summary by Program	FY 2004 Actual	FY 2005 Actual	FY 2006 Actual	FY 2007 Adopted	FY 2008 Adopted
Support Services	24.26	24.47	24.45	25.75	28.82
Public Services	117.37	117.16	117.18	116.77	114.25
Administration	3.00	3.00	3.00	2.64	2.64
Total FTE	144.63	144.63	144.63	145.16	145.71



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 2008 Issues

- There are an insufficient number of library materials in a variety of formats for the increasing population.
- There is a need for improved interactive web portal that allows citizens easy access to all the services the library offers.
- Lack of library services has created a unique need among teens to promote information literacy skills and develop life-long learning habits in a teen-friendly environment.
- Demographic statistics show a change in functional literacy levels in the community.
- The overwhelming success of the "After Hours" Teen Center at Cascades Library and other teen related library activities have become major issues within the department. The board added additional staffing for the program during the FY 08 budget process.

FY 2008 Challenges

- 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.
- Plan, staff and implement services that provide for the unique needs of teens.
- Develop a Loudoun County Public Library Trust which will provide for services over and above those possible under the traditional tax base funding of the Loudoun County Public Library.
- Create partnerships in the community that will result in a stronger base of core literacy programming.
- Continue to provide staff and programs to teens in a safe and appropriate environment.

Program Financial Summary	FY 2004 Actual	FY 2005 Actual	FY 2006 Actual	FY 2007 Adopted	FY 2008 Adopted
Expenditures					
Personnel	\$1,504,053	\$1,614,851	\$1,756,584	\$1,902,000	\$2,060,000
Operations & Maintenance	1,812,965	1,835,159	2,130,190	2,081,000	2,244,000
Capital Outlay & Capital Acquisitions	0	38,900	56,688	0	0
Total Expenditures	\$3,317,018	\$3,488,909	\$3,943,462	\$3,984,000	\$4,304,000
Revenues					
Miscellaneous Revenue	\$7,395	\$4,202	\$1,115	\$0	\$0
State Categorical Aid	218,635	216,025	222,559	216,000	236,000
Federal Categorical Aid	700	1,320	0	0	0
Total Revenues	\$226,730	\$221,547	\$223,674	\$216,000	\$236,000
Total Local Tax Funding	\$3,090,288	\$3,267,362	\$3,719,788	\$3,768,000	\$4,068,000
FTE Summary	24.26	24.47	24.45	25.75	28.82



Loudoun County Government
FY 2008 Adopted Fiscal Plan

Library Services
Support Services

Performance Measures	FY 2005 Actual	FY 2006 Actual	FY 2007 Estimated	FY 2008 Projected
Goal: Increase the library's home page usage by 20% annually.				
Objective: Initiate changes and updates to the pages to include more interactive features on the site, e.g. blogs, and augmented online catalog customer services.				
• Rate of increase of usage	29%	65%	20%	20%
• Web Page Usage	356,263	590,081	708,000	850,000
Goal: Increase number of titles and usage of non-traditional materials.				
Objective: Provide materials to meet the growth in usage of ebooks, databases and eaudiobooks by 5% annually.				
• Circulation of Non-Traditional Materials	709,295	956,954	1,004,802	1,055,042
• Percentage Growth from Previous Year	18%	35%	5%	5%
Goal: Increase percentage of total materials circulated by self checkout methods to 20% systemwide.				
Objective: Encourage usage of self checkout machines through staff and public education and orientation, and reassignment of machines where appropriate.				
• Self Checkout Machine Circulation	10%	20%	20%	20%



**Loudoun County Government
FY 2008 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. Access to information in local and remote databases, listening and viewing equipment, including specialized materials, equipment and services for customers with vision and hearing impairments are provided. 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 2008 Issues

- Meet the increased demand for services.
- Adapt existing space in the branches to meet increased demand and the changing needs of the department.

FY 2008 Challenges

- Provide staff to meet the increasing requests from customers and their service needs.
- Contract for space redesign consulting services to make the best use of current square footage in the branches.

Program Financial Summary	FY 2004 Actual	FY 2005 Actual	FY 2006 Actual	FY 2007 Adopted	FY 2008 Adopted
Expenditures					
Personnel	\$4,905,399	\$5,300,921	\$5,615,771	\$6,265,000	\$6,620,000
Operations & Maintenance	429,314	369,496	365,099	431,000	436,000
Capital Outlay & Capital Acquisitions	3,225	2,375	15,995	29,000	4,000
Total Expenditures	\$5,337,938	\$5,672,792	\$5,996,864	\$6,724,000	\$7,060,000
Revenues					
Use Of Money & Property	\$24,174	\$30,276	\$26,756	\$27,000	\$27,000
Charges For Services	20,897	22,412	11,586	24,000	24,000
Miscellaneous Revenue	25,189	33,089	51,377	23,000	23,000
Federal Categorical Aid	900	325	0	0	0
Total Revenues	\$71,160	\$86,102	\$89,720	\$74,000	\$74,000
Total Local Tax Funding	\$5,266,778	\$5,586,690	\$5,907,145	\$6,651,000	\$6,986,000
FTE Summary	117.37	117.16	117.18	116.77	114.25



Loudoun County Government
FY 2008 Adopted Fiscal Plan

Library Services
Public Services

Performance Measures	FY 2005 Actual	FY 2006 Actual	FY 2007 Estimated	FY 2008 Projected
Goal: Increase the efficiency of public service staff.				
Objective: Reconfigure staffing hours and locations based on statistical analysis of hours and desk coverage.				
• Check in-Check out transactions per FTE	70,161	74,653	78,386	78,386*
• Library visits per FTE	12,001	12,329	12,945	12,945*
• Reference question per FTE	3,933	3,539	3,716	3,716*

** An increase in volume is not expected for FY 08 due to the temporary closure of Rust Library.*



Loudoun County Government
FY 2008 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 2008 Issues

- Planning and completing the Rust Library renovation, expansion and reopening.
- Prepare for the relocation of Library Administration and Support Services.
- Providing library services to areas in the County that are not currently served, including exploring the possibilities of collocating facilities.
- Providing service to an increasingly diverse community.

FY 2008 Challenges

- Expedite the Rust Library renovation and expansion including upgrading the collection and technology.
- Provide service to the Leesburg community in a temporary facility.
- Work with the Planning Commission and the Board of Supervisors to identify opportunities for library facilities.
- Focus on systemwide services, programs, and space enhancement for Loudoun County teens.
- Meet increasing public demand for new materials with limited resources.

Program Financial Summary	FY 2004 Actual	FY 2005 Actual	FY 2006 Actual	FY 2007 Adopted	FY 2008 Adopted
Expenditures					
Personnel	\$232,400	\$257,855	\$251,876	\$261,000	\$267,000
Operations & Maintenance	6,983	13,637	8,082	12,000	10,000
Total Expenditures	\$239,383	\$271,492	\$259,958	\$273,000	\$277,000
Revenues					
Recovered Costs	\$0	\$0	\$15	\$0	\$0
Total Revenues	\$0	\$0	\$15	\$0	\$0
Total Local Tax Funding	\$239,383	\$271,492	\$259,943	\$273,000	\$277,000
FTE Summary	3.00	3.00	3.00	2.64	2.64



Loudoun County Government
FY 2008 Adopted Fiscal Plan

Library Services
Administration

Performance Measures	FY 2005 Actual	FY 2006 Actual	FY 2007 Estimated	FY 2008 Projected
----------------------	-------------------	-------------------	----------------------	----------------------

Goal: Construct the 15,000 square-foot renovation and expansion of the Rust Library and begin construction of the Gum Spring Library.

Objective: Meet the Planning for Library Excellence (PLE) current standard of 0.6 square foot per capita.

• County Population	245,594	259,225	270,056	281,659
• Loudoun Library System actual square footage	107,400	107,400	107,400	107,400
• PLE recommended standard based on population	147,356	155,535	162,034	168,995
• PLE Standard Achieved	73%	69%	66%	64%



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

Parks, Recreation and Community Services promotes healthy, active and meaningful lifestyles by providing quality facilities, programs and services, diverse recreational, educational, and cultural opportunities and stewardship of the County's resources. The department supports this mission by valuing integrity, professionalism and vision in its staff.

Description

Parks, Recreation and Community Services provides 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. The department also works closely with the Board of Supervisors' Parks and Recreation Board, the Commission on Aging and the Open Space Advisory Committee, 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 2008 Issues, Challenges & Trends

- Providing services that meet the needs of a growing and diverse population.
- Securing funding and partnerships for facilities development and operational needs.
- Recognizing and supporting staff as a valuable resource.

FY 2008 Major Goals

- Staff will continue developing new partnerships while fostering and improving existing community collaborations and seeking grant funding to enhance service delivery and support or enhance capital improvement projects.
- Staff will utilize the planning process to develop and guide the delivery of capital facilities, operations, programming and services.
- The department will continue to recognize its staff and its volunteer resources as its primary strength.
- Staff will continue to effectively plan for proffers, asset preservation and CIP projects through coordination with other agencies and community groups.

FY 2007 Major Achievements

- Developed several new youth programs and redesigned the 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.
- Continued to work 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.
- Opened the new Claude Moore Park Recreation Center and the Carver Center.
- Worked with the Lovettsville community to enhance and plan improvements to the Lovettsville Community Park.
- Opened Lyndora Park, Bles Park, Kephart Bride Landing, Landsdowne Sports Park, Elizabeth Mills Riverfront Park, Ray Muth Sr. Park, Byrns Ridge Park, Beth Miller Memorial Park, Potomac Heritage National Scenic Trail and Edgar Tillet Memorial Park.
- Implemented innovative, alternative marketing and communication methods including monthly e-newsletters/updates for community centers and parks, enhancement of web pages and enhanced promotion of WebTrac.
- Completed RecTrac registration software competency testing and training for all staff using the system.
- Supported and/or sponsored 12 sports tournaments, resulting in 592 teams participating with estimated economic impact to the County in excess of \$5 million dollars in revenue.



**Loudoun County Government
FY 2008 Adopted Fiscal Plan**

Parks, Recreation & Community Services

Departmental Financial Summary	FY 2004 Actual	FY 2005 Actual	FY 2006 Actual	FY 2007 Adopted	FY 2008 Adopted
Expenditures					
Personnel	\$15,339,257	\$16,527,323	\$18,105,940	\$22,691,000	\$24,739,000
Operations & Maintenance	5,383,148	5,687,839	5,678,165	5,839,000	7,528,000
Capital Outlay & Capital Acquisitions	341,204	421,627	983,186	415,000	525,000
Other	0	247,784	194,815	0	0
Total Expenditures	\$21,063,609	\$22,884,573	\$24,962,105	\$28,945,000	\$32,792,000
Revenues					
Permits Privilege Fees & Reg Licenses	\$0	\$0	\$30,707	\$31,000	\$12,000
Use Of Money & Property	371,049	382,132	412,888	717,000	727,000
Charges For Services	8,051,710	9,210,935	9,992,925	12,015,000	13,340,000
Miscellaneous Revenue	231,681	152,251	339,217	39,000	39,000
Recovered Costs	499,505	268,359	242,159	310,000	310,000
State Categorical Aid	172,414	243,842	162,564	171,000	121,000
Federal Categorical Aid	550,196	949,903	784,088	221,000	267,000
Other Financing Sources	30,597	34,163	60,142	0	0
Total Revenues	\$9,907,151	\$11,241,585	\$12,024,691	\$13,503,000	\$14,817,000
Local Tax Funding	\$11,156,458	\$11,642,987	\$12,937,415	\$15,442,000	\$17,975,000
FTE Summary	367.61	383.18	428.65	476.65	494.86

FY 2008 Board Action

The FY 08 Adopted Fiscal Plan for Parks, Recreation and Community Services includes enhancements totaling 21.19 FTE and \$1,038,556 in local tax funding for additional maintenance staff and equipment and staff for teen, pre-school, summer camp and sports programs. Revenue increases by \$1,314,000 and local tax funding also increases by \$1,494,444 due to increased capital vehicle maintenance, fuel and replacement costs, horticulturalist program expenses transferred from General Services, in addition to increased compensation and benefits costs effective September 2007.

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 MHMRSA 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 of Supervisors approved enhancements totaling 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 of Supervisors 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.

Additional information on this department's Capital Improvement Program projects can be found in Volume 2 on pages 539, 540, 541, 542, 543, 544, 545, and 549. Information on scheduled projects for the Capital Asset Preservation Program can be found in tables beginning on page 614 in Volume 2.



Loudoun County Government
FY 2008 Adopted Fiscal Plan

Parks, Recreation & Community Services

Expenditures by Program	FY 2004 Actual	FY 2005 Actual	FY 2006 Actual	FY 2007 Adopted	FY 2008 Adopted
Children's Programs	\$3,125,808	\$3,151,777	\$3,101,622	\$4,703,000	\$4,865,000
Maintenance Services	2,220,827	2,789,674	2,796,255	2,817,000	4,273,000
Sports	1,242,556	1,577,665	1,926,817	1,622,000	2,179,000
Parks	2,482,197	2,483,044	2,729,378	4,534,000	4,765,000
Community Centers	5,281,062	5,787,333	6,392,894	6,579,000	7,314,000
Adaptive Recreation	374,491	325,176	353,990	428,000	454,000
Aging Services	3,094,687	3,160,274	3,485,118	4,482,000	4,712,000
Youth Services	827,661	974,439	976,453	1,392,000	1,239,000
Facilities Planning & Development	983,260	1,278,757	1,602,830	456,000	414,000
Administration	1,431,058	1,356,432	1,596,747	1,930,000	2,578,000
Total Expenditures	\$21,063,609	\$22,884,573	\$24,962,105	\$28,945,000	\$32,792,000

Revenues by Program	FY 2004 Actual	FY 2005 Actual	FY 2006 Actual	FY 2007 Adopted	FY 2008 Adopted
Children's Programs	\$3,505,752	\$3,603,976	\$3,849,389	\$4,942,000	\$5,388,000
Maintenance Services	72,428	62,934	23,212	9,000	9,000
Sports	805,856	1,030,091	1,203,348	1,092,000	1,437,000
Parks	431,846	495,390	597,820	2,731,000	2,860,000
Community Centers	2,959,920	3,711,734	4,023,203	3,566,000	3,981,000
Adaptive Recreation	85,858	81,202	94,664	78,000	78,000
Aging Services	1,305,257	1,177,444	1,261,746	979,000	1,043,000
Family Preservation	461	0	0	0	0
Youth Services	417,017	404,369	313,223	76,000	7,000
Facilities Planning & Development	313,200	668,007	653,585	31,000	12,000
Administration	9,556	6,438	4,501	0	0
Total Revenues	\$9,907,151	\$11,241,585	\$12,024,691	\$13,503,000	\$14,817,000

Local Tax Funding by Program	FY 2004 Actual	FY 2005 Actual	FY 2006 Actual	FY 2007 Adopted	FY 2008 Adopted
Children's Programs	\$(379,945)	\$(452,200)	\$(747,767)	\$(239,000)	\$(524,000)
Maintenance Services	2,148,400	2,726,741	2,773,043	2,808,000	4,263,000
Sports	436,700	547,575	723,469	530,000	742,000
Parks	2,050,352	1,987,654	2,131,558	1,803,000	1,905,000
Community Centers	2,321,143	2,075,598	2,369,691	3,013,000	3,333,000
Adaptive Recreation	288,633	243,974	259,326	350,000	375,000
Aging Services	1,789,429	1,982,831	2,223,372	3,504,000	3,669,000
Family Preservation	(461)	0	0	0	0
Youth Services	410,644	570,070	663,230	1,316,000	1,231,000
Facilities Planning & Development	670,060	610,751	949,245	425,000	401,000
Administration	1,421,502	1,349,994	1,592,246	1,930,000	2,578,000
Total Local Tax Funding	\$11,156,458	\$11,642,987	\$12,937,415	\$15,442,000	\$17,975,000



Loudoun County Government
FY 2008 Adopted Fiscal Plan

Parks, Recreation & Community Services

Staffing Summary by Program	FY 2004 Actual	FY 2005 Actual	FY 2006 Actual	FY 2007 Adopted	FY 2008 Adopted
Children's Programs	53.59	84.92	88.15	90.67	90.40
Maintenance Services	27.00	31.37	31.37	33.37	39.59
Sports	19.36	20.36	28.20	28.20	32.72
Parks	41.21	37.39	41.39	76.85	78.71
Community Centers	113.98	117.07	122.52	125.45	136.48
Adaptive Recreation	25.38	7.99	11.80	9.80	9.80
Aging Services	45.90	45.73	56.06	66.92	65.88
Youth Services	19.23	17.39	23.95	25.18	19.39
Facilities Planning & Development	6.00	6.00	10.00	4.00	4.00
Administration	15.96	14.96	15.21	16.21	17.89
Total FTE	367.61	383.18	428.65	476.65	494.86



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 include After School Programs (CASA) and Camps, which 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 2008 Issues

- Hiring and training quality CASA, Holiday and Camp supervisors and leaders to maximize program performance
- Expanding CASA, holiday and camp programs to meet the needs of the growing county population.
- Providing additional training opportunities to meet licensing requirements and maintain high quality services.

FY 2008 Challenges

- Developing programs to keep pace with the needs of the County's growing population of children and families.
- Preparing staff to adapt to changing community needs.
- Ensuring that Children's Programs are more accessible to all families and children living in the County.
- Recruiting, training and retaining qualified staff to cover the large number of program sites.

Program Financial Summary	FY 2004 Actual	FY 2005 Actual	FY 2006 Actual	FY 2007 Adopted	FY 2008 Adopted
Expenditures					
Personnel	\$2,541,032	\$2,544,737	\$2,602,988	\$3,966,000	\$4,121,000
Operations & Maintenance	584,776	607,040	498,634	737,000	744,000
Total Expenditures	\$3,125,808	\$3,151,777	\$3,101,622	\$4,703,000	\$4,865,000
Revenues					
Charges For Services	\$3,504,939	\$3,603,718	\$3,849,039	\$4,942,000	\$5,388,000
Miscellaneous Revenue	700	250	350	0	0
Recovered Costs	114	8	0	0	0
Total Revenues	\$3,505,752	\$3,603,976	\$3,849,389	\$4,942,000	\$5,388,000
Total Local Tax Funding	\$(379,945)	\$(452,200)	\$(747,767)	\$(239,000)	\$(524,000)
FTE Summary	53.59	84.92	88.15	90.67	90.40



Loudoun County Government
FY 2008 Adopted Fiscal Plan

Parks, Recreation & Community Services
Children's Programs

Performance Measures	FY 2005 Actual	FY 2006 Actual	FY 2007 Estimated	FY 2008 Projected
----------------------	-------------------	-------------------	----------------------	----------------------

The department re-organized its Youth Services division in FY 07 by moving after-school programs (CASA) and camps to this new division. The goals and objectives and their measures are new for FY 07.

Goal: Provide recreational activities for elementary school-aged children during non school hours, such as after school, holidays and summer.

Objective: Expand Children's' Programs to include all areas of Loudoun County.

• Number of CASA sites	34	36	38	38
• Number of participants annually	1,965	2,517	1,617	2,536
• Number of specialty camps (summer & holiday)	n/a	n/a	32	32
• Number of weekly summer camp opportunities	n/a	n/a	98	105

Goal: Ensure safe recreational activities for elementary and middle school aged children during the summer and during the school year on teacher work days, winter and spring breaks.

Objective: Provide sufficient numbers of well trained staff to operate safe programs

• Customer satisfaction rate for Children's' Programs	n/a	n/a	93%	94%
• Number of emergency preparedness plans	n/a	n/a	35	38
• Number of job fairs/recruitment events	n/a	n/a	10	11
• Number of staff trained annually	n/a	n/a	80	86
• Number of state child care licensing training hours provided	2,016	2,112	1,896	2,256
• Percentage of sites with emergency preparedness plans	n/a	n/a	100%	100%
• Percentage of staff completing 24 hrs. of state training	n/a	n/a	89%	100%
• Rate of response for customer satisfaction quarterly survey	n/a	n/a	50%	50%



**Loudoun County Government
FY 2008 Adopted Fiscal Plan**

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 includes 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 2008 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 2008 Challenges

- 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.

Program Financial Summary	FY 2004 Actual	FY 2005 Actual	FY 2006 Actual	FY 2007 Adopted	FY 2008 Adopted
Expenditures					
Personnel	\$1,304,217	\$1,538,204	\$1,689,635	\$1,901,000	\$2,262,000
Operations & Maintenance	737,220	797,978	949,508	903,000	1,486,000
Capital Outlay & Capital Acquisitions	179,390	324,070	150,323	13,000	525,000
Other	0	129,422	6,790	0	0
Total Expenditures	\$2,220,827	\$2,789,674	\$2,796,255	\$2,817,000	\$4,273,000
Revenues					
Use Of Money & Property	\$3,451	\$3,960	\$9,651	\$2,000	\$2,000
Miscellaneous Revenue	4,156	9,114	3,400	0	0
Recovered Costs	58,859	22,360	10,161	7,000	7,000
State Categorical Aid	677	0	0	0	0
Federal Categorical Aid	5,284	0	0	0	0
Other Financing Sources	0	27,500	0	0	0
Total Revenues	\$72,428	\$62,934	\$23,212	\$9,000	\$9,000
Total Local Tax Funding	\$2,148,400	\$2,726,741	\$2,773,043	\$2,808,000	\$4,263,000
FTE Summary	27.00	31.37	31.37	33.37	39.59



Loudoun County Government
FY 2008 Adopted Fiscal Plan

Parks, Recreation & Community Services
Maintenance Services

Performance Measures	FY 2005 Actual	FY 2006 Actual	FY 2007 Estimated	FY 2008 Projected
Goal: Improve athletic field quality to ensure safe play without interrupting facility use by youth and adult leagues.				
Objective: Complete 100% minimum required athletic field treatments yearly during nonscheduled use.				
• Number of athletic fields maintained	200*	200*	220	250
• Number of field treatments needed	400*	400*	600	600
• Percentage of athletic fields treated	100%*	100%*	100%	100%
Goal: Provide efficient, timely department support for maintenance, repairs and projects.				
Objective: Maintain 90% success rate of work orders completed within time requested.				
• Number of work orders completed	1,200	1,416	1,450	1,450
• Percentage of work completed within time requested	90%	93%	94%	95%
Goal: Insure safe and clean playground facilities.				
Objective: Perform daily inspections of all County playgrounds to ensure safety and welfare of children on premises.				
• Number of playground inspections completed	3,200*	4,210	4,410	4,410
• Number of playgrounds	16	21	22	22
• Percentage of daily playground inspections completed	90%	95%	98%	98%

** Measures were not tracked in these years; data is estimated.*



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. 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 overseeing 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. 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 synchronizing 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 2008 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 2008 Challenges

- 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.



Loudoun County Government
FY 2008 Adopted Fiscal Plan

Parks, Recreation & Community Services

Sports

Program Financial Summary	FY 2004 Actual	FY 2005 Actual	FY 2006 Actual	FY 2007 Adopted	FY 2008 Adopted
Expenditures					
Personnel	\$754,186	\$963,966	\$1,180,006	\$1,085,000	\$1,323,000
Operations & Maintenance	480,084	605,278	746,811	537,000	856,000
Capital Outlay & Capital Acquisitions	8,286	8,422	0	0	0
Total Expenditures	\$1,242,556	\$1,577,665	\$1,926,817	\$1,622,000	\$2,179,000
Revenues					
Use Of Money & Property	\$523	\$140	\$4,313	\$0	\$10,000
Charges For Services	787,603	978,846	1,143,262	1,092,000	1,427,000
Miscellaneous Revenue	3,070	75	15,412	0	0
Recovered Costs	7,924	44,366	17,744	0	0
Other Financing Sources	6,736	6,663	22,618	0	0
Total Revenues	\$805,856	\$1,030,091	\$1,203,348	\$1,092,000	\$1,437,000
Total Local Tax Funding	\$436,700	\$547,575	\$723,469	\$530,000	\$742,000
FTE Summary	19.36	20.36	28.20	28.20	32.72



Loudoun County Government
FY 2008 Adopted Fiscal Plan

Parks, Recreation & Community Services

Sports

Performance Measures	FY 2005 Actual	FY 2006 Actual	FY 2007 Estimated	FY 2008 Projected
----------------------	-------------------	-------------------	----------------------	----------------------

Goal: Provide more organized athletic opportunities for adults and children in Loudoun County.

Objective: Increase the number of teams participating in existing adult leagues annually by 5%, creating new leagues for adults to participate in sports leagues and support youth leagues.

• Number of adults participating in the adult sports leagues	11,288	9,119	9,500	9,750
• Number of children participating in youth sports	68,068	82,400	88,000	94,000
• Number of leagues available for adult participation	67	73	80	90
• Number of teams participating in adult sports leagues	305	511	523	540
• Number of youth sports groups supporting youth sports	n/a	n/a	46	46
• Percentage increase in adult sports league teams	n/a	76%	9%	10%

Goal: Ensure opportunities are available for youth and adults to learn and improve sports skills and provide fitness opportunities to promote healthy lifestyles.

Objective: Create and implement a marketing plan for activities to continue to increase participation in sports camps and clinics by 10%.

• Number of citizens on waiting lists for camps and clinics	89	170	240	264
• Number of participants in sports camps and clinics	8,000	9,264	9,455	10,400
• Percentage increase in participation	13%	14%	13%	14%

Goal: Provide additional opportunities for sports tournaments.

Objective: Increase the number of tournaments hosted or cosponsored by PRCS by actively seeking out new tournament opportunities.

• Number of room nights generated by sports tournaments	n/a	n/a	1,000	1,200
• Number of tournament bids submitted	n/a	n/a	6	8
• Number of tournaments hosted by PRCS	n/a	n/a	4	6

Goal: Improve the utilization of school and park sites to provide sport activities for residents

Objective: Implement an allocation policy that increases the use of County resources for both youth and adult sports by 5%.

• Average number of hours utilized at schools per week	1,825	1,859	2,010	2,010
• Number of school sites utilized for sports programs	66	67	70	70
• Number of sites utilized for sports programs	n/a	55	75	84
• Percentage of allocated space scheduled and utilized	n/a	78%	95%	95%



**Loudoun County Government
FY 2008 Adopted Fiscal Plan**

Parks, Recreation & Community Services

Parks

Description

The Parks division manages the County's staffed parks, which includes Claude Moore Park, Franklin Park, the Potomac Lakes Sportsplex and Banshee Reeks Nature Preserve, as well as 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, allow citizens to experience a diversity of cultural, interpretive, educational, environmental, historic, athletic, passive and active recreational pursuits.

Budget Overview

FY 2008 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.
- Increasing demand for adult active recreational pursuits requires additional recreational space.
- A competitive regional job market makes it essential to retain current staff.

FY 2008 Challenges

- Parks must meet citizen demand to expand programs with limited facilities and funding.
- The division must maintain current facilities at safe levels with a growing population.
- As workload and expectations increase, staff morale must be kept at a high level to maximize performance.
- Parks must meet and exceed citizen expectations for the new Claude Moore Recreation Center and the Franklin Park Performing and Visual Arts Center.

Program Financial Summary	FY 2004 Actual	FY 2005 Actual	FY 2006 Actual	FY 2007 Adopted	FY 2008 Adopted
Expenditures					
Personnel	\$1,674,446	\$1,685,973	\$1,913,468	\$3,302,000	\$3,797,000
Operations & Maintenance	706,946	694,393	667,803	980,000	968,000
Capital Outlay & Capital Acquisitions	100,805	56,422	136,717	252,000	0
Other	0	46,256	11,390	0	0
Total Expenditures	\$2,482,197	\$2,483,044	\$2,729,378	\$4,534,000	\$4,765,000
Revenues					
Use Of Money & Property	\$37,964	\$59,821	\$71,153	\$355,000	\$355,000
Charges For Services	326,111	371,017	399,361	2,198,000	2,328,000
Miscellaneous Revenue	21,172	31,803	50,143	11,000	11,000
Recovered Costs	22,534	32,749	39,637	166,000	166,000
State Categorical Aid	76	0	0	0	0
Federal Categorical Aid	589	0	0	0	0
Other Financing Sources	23,400	0	37,525	0	0
Total Revenues	\$431,846	\$495,390	\$597,820	\$2,731,000	\$2,860,000
Total Local Tax Funding	\$2,050,352	\$1,987,654	\$2,131,558	\$1,803,000	\$1,905,000
FTE Summary	41.21	37.39	41.39	76.85	78.71



Loudoun County Government
FY 2008 Adopted Fiscal Plan

Parks, Recreation & Community Services

Parks

Performance Measures	FY 2005 Actual	FY 2006 Actual	FY 2007 Estimated	FY 2008 Projected
----------------------	-------------------	-------------------	----------------------	----------------------

Goal: Provide an expanded level of diverse programs in the Parks Division and develop innovative methods to maintain service levels.

Objective: Continue developing programs for residents at cultural program sites, historic sites, and pools.

• Number of daily and special event park visits	671,374	613,517	800,000	880,000
• Number of swimming pool visits	57,500	42,652	57,500	63,250
• Number of volunteer hours	18,000	19,037	13,530	20,000

Goal: Maintain park facilities at a safe and aesthetically pleasing level according to department standards and provide programmatic support for public events and activities.

Objective: Implement a county-wide park resource management plan for operational consistency and safety.

• Number of daily playground inspections	726	624	726	726
• Number of emergency preparedness plans	n/a	n/a	35	38
• Number of regional park work orders	69 ¹	404	100	400
• Number of special event setups/take downs	119	109	130	150
• Percentage of work completed within time requested ²	n/a	n/a	n/a	90%

Goal: Increase the total number of programs being planned at each facility.

Objective: Increase the number of programs planned for the public at facilities, exclusive of the Claude Moore Park Recreation Center, through better utilization of programming space and volunteers.(FY 07 estimate includes Claude Moore Park Recreation Center, now measured separately below.)

• Number of citizens on waiting lists	350	350	400	450 ⁴
• Number of park program participants	n/a	n/a	3,000	3,000 ⁴
• Number of programs planned	1,050	1,141	2,600	1,500 ⁴
• Percentage of planned programs held	95%	95%	95%	95%

Goal: Ensure that programs and services at the Claude Moore Recreation Center provide citizens with diverse recreational opportunities.

Objective: Provide a wide variety of safe and healthy recreational opportunities at Claude Moore Park Recreation Center.

• Number of annual memberships ³	n/a	n/a	629	692
• Number of daily rental reservations	n/a	n/a	20	22
• Number of of all types of daily admissions	n/a	n/a	393	432
• Number of programs planned	n/a	n/a	260	1,560

¹ Measure changed from number of park maintenance projects.

² New measure not previously tracked.

³ Includes individual memberships and each individual included in a family membership.

⁴ Reflects 10% increase over FY 07 YTD.



Parks, Recreation & Community Services

Community Centers

Description

The Community Centers division consists of ten community centers located throughout the County, including: Arcola, Bluemont, Douglass, Loudoun Valley, Lovettsville, Lucketts, Middleburg, Philomont, Sterling and the Sterling Annex. 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 2008 Issues

- Providing high-quality, high-value services that meet the needs of a growing and diverse population.
- Compliance with the Americans with Disabilities Act, including improvements and proper maintenance to ensure the health and safety to our participants attending programs in facilities, some of which are 100 years old.
- Training staff in the following areas: computerized registration process training, CPR, First Aid, and childcare as required by state licensing standards.
- Meeting strong demand for pre-school programs that exceeds available space.

FY 2008 Challenges

- Employing marketing strategies to encourage increased participation in fee-based programs and special events.
- Implementing best practices for center management, licensed programs, fee-based activities and advisory boards.
- Surpassing State standards for all licensed childcare programs and preschool programs.
- Maintaining safety and security policies and procedures for management of facilities, staff, and participants.
- Recruiting and employing instructors and contract vendors to increase levels of program implementation to meet residents' expectations for quality programs at a good value.

Program Financial Summary	FY 2004 Actual	FY 2005 Actual	FY 2006 Actual	FY 2007 Adopted	FY 2008 Adopted
Expenditures					
Personnel	\$4,641,698	\$5,110,574	\$5,614,784	\$5,831,000	\$6,356,000
Operations & Maintenance	629,552	666,722	769,404	749,000	958,000
Capital Outlay & Capital Acquisitions	9,812	10,037	8,707	0	0
Total Expenditures	\$5,281,062	\$5,787,333	\$6,392,894	\$6,579,000	\$7,314,000
Revenues					
Use Of Money & Property	\$249,260	\$239,394	\$248,723	\$281,000	\$281,000
Charges For Services	2,703,761	3,454,959	3,765,022	3,284,000	3,699,000
Miscellaneous Revenue	6,989	17,227	9,377	1,000	1,000
Recovered Costs	(90)	155	82	0	0
Total Revenues	\$2,959,920	\$3,711,734	\$4,023,203	\$3,566,000	\$3,981,000
Total Local Tax Funding	\$2,321,143	\$2,075,598	\$2,369,691	\$3,013,000	\$3,333,000
FTE Summary	113.98	117.07	122.52	125.45	136.48



Loudoun County Government
FY 2008 Adopted Fiscal Plan

Parks, Recreation & Community Services
Community Centers

Performance Measures	FY 2005 Actual	FY 2006 Actual	FY 2007 Estimated	FY 2008 Projected
Goal: Effectively manage the cost and revenue per participant session.				
Objective: Demonstrate the cost effectiveness of services offered at the community centers by achieving 55% cost recovery with a 1% increase in improvement over the prior fiscal year.				
• Average daily participant sessions	2,493	2,718	2,739	2,800
• Expenditure per participant	\$5	\$6	\$7	\$7
• Number of participant session per fiscal year	910,216	992,070	1,000,000	1,100,000
• Percentage rate of cost recovery	65%	64%	65%	66%
• Revenue per participant	\$4	\$4	\$5	\$6
Goal: Expand program offerings to meet the demand for programs and services.				
Objective: Increase the number of programs offered and operated for each target age population by 5%.				
• Number of programs offered to elementary school youth	1,279	1,292	1,300	1,365
• Number of programs offered to middle & high school youth	485	491	521	547
• Number of programs offered to preschool children	1,597	1,609	1,740	1,827
• Number of programs operated for adults	424	462	600	630
Goal: Encourage volunteerism to reduce staff costs and provide meaningful opportunities for contributions of time and talent.				
Objective: Increase the number of volunteer hours contributed.				
• Number of volunteer hours	5,175	9,849	10,500	10,800
• Value of volunteer hours	\$103,603	\$197,177	\$210,210	\$216,216



Loudoun County Government
FY 2008 Adopted Fiscal Plan

Parks, Recreation & Community Services
Adaptive Recreation

Description

The Adaptive Recreation division provides accessible programs and activities for County residents with cognitive and physical disabilities that include a State-licensed summer day camp for 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 of the Loudoun Very Special Arts, Special Olympics and the Special Recreation Advisory Board to assist volunteers with program implementation.

Budget Overview

FY 2008 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 and to ensure that seasonal staff are prepared to work effectively with an increased number of participants with severe disabilities.

FY 2008 Challenges

- Networking with public school staff and enhancing marketing to serve additional participants.
- Maintaining ADA accommodations to support programs.
- Promoting the inclusion of individuals with disabilities in countywide programs with limited resources.

Program Financial Summary	FY 2004 Actual	FY 2005 Actual	FY 2006 Actual	FY 2007 Adopted	FY 2008 Adopted
Expenditures					
Personnel	\$232,931	\$255,869	\$300,887	\$380,000	\$404,000
Operations & Maintenance	141,561	69,307	53,103	48,000	50,000
Total Expenditures	\$374,491	\$325,176	\$353,990	\$428,000	\$454,000
Revenues					
Charges For Services	\$82,409	\$77,874	\$92,885	\$78,000	\$78,000
Miscellaneous Revenue	3,449	3,317	1,779	0	0
Recovered Costs	0	12	0	0	0
Total Revenues	\$85,858	\$81,202	\$94,664	\$78,000	\$78,000
Total Local Tax Funding	\$288,633	\$243,974	\$259,326	\$350,000	\$375,000
FTE Summary	25.38	7.99	11.80	9.80	9.80



Loudoun County Government
FY 2008 Adopted Fiscal Plan

Parks, Recreation & Community Services
Adaptive Recreation

Performance Measures	FY 2005 Actual	FY 2006 Actual	FY 2007 Estimated	FY 2008 Projected
Goal: Expand program offerings to meet the needs of children with disabilities.				
Objective: Increase the number of programs operated for targeted areas of children with disabilities.				
• Adaptive Recreation customer satisfaction rate	n/a	92%	93%	94%
• Number of participant sessions	6,825	6,875	7,000	7,300
• Number of programs offered to elementary school youth	17	30	30	30
• Number of programs offered to middle & high school youth	15	22	22	22
• Number of programs offered to preschool children	4	4	6	8
Goal: Maintain and increase program offerings by maximizing use of volunteers and temporary staff.				
Objective: Increase program offerings by increasing volunteer and temporary staff levels by 5% annually.				
• Number of outreach efforts	12	13	14	15
• Number of temporary staff employeeed	28	34	45	48
• Number of volunteer hours	6,559	8,425	7,175	8,115
• Number of volunteers recruited	1,423	2,122	1,552	1,657
• Value of volunteer hours	\$131,319	\$168,658	\$154,454	\$162,461



**Loudoun County Government
FY 2008 Adopted Fiscal Plan**

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 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 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 County Government-related events and community 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 2008 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 increased prevention and wellness programming.

FY 2008 Challenges

- Overseeing 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.
- Continuing to develop programs at the Carver Center.
- Responding to increased service needs, including transportation, meals, trips, tax assistance and Medicare Part D counseling without increased resources.
- Planning for and meeting the varying needs of Loudoun County's increasing senior population that includes both younger seniors and more frail older adults.

Program Financial Summary	FY 2004 Actual	FY 2005 Actual	FY 2006 Actual	FY 2007 Adopted	FY 2008 Adopted
Expenditures					
Personnel	\$2,060,912	\$2,186,024	\$2,335,813	\$3,445,000	\$3,653,000
Operations & Maintenance	1,026,091	902,144	1,014,990	1,038,000	1,059,000
Capital Outlay & Capital Acquisitions	7,684	0	0	0	0
Other	0	72,106	134,316	0	0
Total Expenditures	\$3,094,687	\$3,160,274	\$3,485,118	\$4,482,000	\$4,712,000
Revenues					
Use Of Money & Property	\$79,851	\$78,817	\$79,048	\$79,000	\$79,000
Charges For Services	385,635	467,508	572,411	412,000	412,000
Miscellaneous Revenue	108,240	71,593	80,178	27,000	27,000
Recovered Costs	411,099	166,292	173,962	136,000	136,000
State Categorical Aid	108,311	177,627	107,314	104,000	121,000
Federal Categorical Aid	212,121	215,607	248,832	221,000	267,000
Total Revenues	\$1,305,257	\$1,177,444	\$1,261,746	\$979,000	\$1,043,000
Total Local Tax Funding	\$1,789,429	\$1,982,831	\$2,223,372	\$3,504,000	\$3,669,000
FTE Summary	45.90	45.73	56.06	66.92	65.88



Loudoun County Government
FY 2008 Adopted Fiscal Plan

Parks, Recreation & Community Services
Aging Services

Performance Measures	FY 2005 Actual	FY 2006 Actual	FY 2007 Estimated	FY 2008 Projected
Goal: Meet the needs of a growing senior population.				
Objectives: Maintain services/contacts with seniors and their families.				
• Number of adult daycare hours assisting clients & families	39,936	36,682	40,428	50,000
• Number of Central Kitchen meals	139,769	120,379	141,200	150,000
• Number of Elder Resources info contacts	50,940	68,848	52,405	69,000
• Number of one way trips for senior services participants	29,370	29,587	34,306	35,000
• Number of senior meals provided	94,177	92,725	95,879	120,000
Goal: Increase community awareness of Loudoun County Aging Services.				
Objective: Increase community outreach.				
• Number of new volunteers	n/a	50	60	20
• Number of presentations by staff	n/a	n/a	10	12
• Number of units of service provided to participants by AAA	n/a	n/a	n/a	559,326
• Value of service provided by volunteers	\$876,127	\$940,859	\$940,859	\$1,000,000
Goal: Ensure quality programs and services at the Carver Center that will include a Senior Center and Adult Day Care during the day, and community use by all ages in the evening.				
Objective: Provide a wide variety of programs for the Carver Center.				
• Number of Carver Center activities held	n/a	n/a	n/a	2,397
• Number of Carver Center activities planned	n/a	n/a	n/a	2,820
• Number of Carver Center ADC program participants	n/a	n/a	8	16
• Number of Carver Center memberships	n/a	n/a	140	280
• Number of Carver Center rentals	n/a	n/a	104	208
• Number of program participants at Carver Center	n/a	n/a	n/a	17,776



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 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. Some of the programs included are the WORK program, after-school clubs, football camp, teen nightclubs 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.

The CASA and Camps programs were transferred to the new Children's Programs division in mid-FY 07.

Budget Overview

FY 2008 Issues

- The YAS program must hire and retain quality supervisors and leaders to maximize program performance.
- The division needs to identify additional funding sources to expand youth program offerings that address the changing developmental needs of youth.
- The division needs to dedicate resources to maintain the WORK program's success rate of only 2% recidivism while increasing service and intervention programs for at-risk youth.
- YAS must develop strategies to accommodate the large increases in enrollment with its limited financial resources.

FY 2008 Challenges

- Developing programs that keep pace with the demand for services by a growing and increasingly diverse community.
- Preparing staff to handle the changing needs of youth.
- Developing and fostering partnerships with community groups and volunteers to create greater levels of community involvement in the divisions' program offerings.
- Accommodating the need for additional space for the YAS program, as indicated by its significant wait lists.

Program Financial Summary	FY 2004 Actual	FY 2005 Actual	FY 2006 Actual	FY 2007 Adopted	FY 2008 Adopted
Expenditures					
Personnel	\$722,287	\$834,548	\$813,012	\$1,267,000	\$1,017,000
Operations & Maintenance	105,375	139,891	163,441	126,000	221,000
Total Expenditures	\$827,661	\$974,439	\$976,453	\$1,392,000	\$1,239,000
Revenues					
Charges For Services	\$261,052	\$257,013	\$170,870	\$9,000	\$7,000
Miscellaneous Revenue	314	7,125	87,104	0	0
Recovered Costs	100	0	0	0	0
State Categorical Aid	63,350	66,215	55,250	68,000	0
Federal Categorical Aid	92,201	74,017	0	0	0
Total Revenues	\$417,017	\$404,369	\$313,223	\$76,000	\$7,000
Total Local Tax Funding	\$410,644	\$570,070	\$663,230	\$1,316,000	\$1,231,000
FTE Summary	19.23	17.39	23.95	25.18	19.39

* The CASA and Camps programs were transferred to Children's Program in FY 07.



Loudoun County Government
FY 2008 Adopted Fiscal Plan

Parks, Recreation & Community Services
Youth Services

Performance Measures	FY 2005 Actual	FY 2006 Actual	FY 2007 Estimated	FY 2008 Projected
Goal: Provide safe recreational activities for middle school aged children in the hours after school.				
Objective: Increase enrollment at existing YAS sites.				
• Average number of Middle School youth served per month	195	180	309	364
• Number of children on the YAS wait list	n/a	n/a	25	25
• Number of programs offered/communities served	11	11	9	11
• Program utilization rate	44%	40%	85%	90%
Goal: Pursue grants and develop business and community partnerships that will serve to expand program and service capacity.				
Objective: Increase partnerships with community organizations by 10%.				
• Number of grant applications	n/a	n/a	2	4
• Number of outreach activities to community organizations	n/a	n/a	12	13
• Number of partnerships for youth development and outreach	n/a	n/a	10	11
• Number of youth served by partnerships	8	1,303	1,300	1,450
Goal: Respond to the changing developmental needs of youth by offering personal responsibility and life skill training opportunities.				
Objective: Provide youth opportunities for prevention.				
• Number of hours of community service completed	5,832	4,126	5,500	4,500
• Number of training programs	n/a	n/a	25	40
• Number of youth in WORK program	n/a	n/a	140	150
• Recidivism percentage rate of WORK program participants	n/a	n/a	2%	2%



Loudoun County Government
FY 2008 Adopted Fiscal Plan

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 Transportation Enhancement program grant projects.

Budget Overview

FY 2008 Issues

- The rapidly growing and increasingly diverse County population has increased the demand for facilities.
- The volume of land development application reviews reduce the resources available for other purposes
- Proffered facilities require oversight and management.
- The department requires a strategic plan to meet future needs of a dynamic, growing community.

FY 2008 Challenges

- Meeting the continued demands for a diverse range of facilities in the face of a growing County population.
- Identifying partnerships to maximize the value and impact of tax dollars.
- Creating long range plans with limited dedicated resources.
- Developing needed facilities on available land.

Program Financial Summary	FY 2004 Actual	FY 2005 Actual	FY 2006 Actual	FY 2007 Adopted	FY 2008 Adopted
Expenditures					
Personnel	\$407,911	\$440,919	\$611,749	\$257,000	\$372,000
Operations & Maintenance	540,122	815,163	261,322	50,000	42,000
Capital Outlay & Capital Acquisitions	35,226	22,676	687,439	149,000	0
Other	0	0	42,320	0	0
Total Expenditures	\$983,260	\$1,278,757	\$1,602,830	\$456,000	\$414,000
Revenues					
Permits Privilege Fees & Reg Licenses	\$0	\$0	\$30,707	\$31,000	\$12,000
Charges For Services	200	0	75	0	0
Miscellaneous Revenue	73,000	7,727	87,546	0	0
Federal Categorical Aid	240,000	660,279	535,256	0	0
Total Revenues	\$313,200	\$668,007	\$653,585	\$31,000	\$12,000
Total Local Tax Funding	\$670,060	\$610,751	\$949,245	\$425,000	\$401,000
FTE Summary	6.00	6.00	10.00	4.00	4.00



Loudoun County Government
FY 2008 Adopted Fiscal Plan

Parks, Recreation & Community Services
Facilities Planning & Development

Performance Measures	FY 2005 Actual	FY 2006 Actual	FY 2007 Estimated	FY 2008 Projected
Goal: Manage new projects or enhance existing facilities through partnerships, donations and grants.				
Objective: Effectively and efficiently manage facility projects.				
• Number of facility-related partnerships under development	n/a	n/a	4	4
• Number of VDOT projects under development	6	6	5	3
Goal: Increase available program space and opportunities by delivering completed proffers.				
Objective: Open proffered park sites adding recreational opportunities for the public.				
• Number of new proffered sites open to the public	3	6	8	1
• Total acres of new proffered land open to the public	65	429	341	162



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 1,600 temporary seasonal staff. 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.

Budget Overview

FY 2008 Issues

- Increase recruiting efforts to attract qualified applicants.
- Continue to market programs, activities and classes to all County residents through a variety of marketing efforts.
- Reduce the department's employee turnover rate through training, recognition, and effective leadership by supervisors.
- Increased decentralization of county processes which requires increased staff support at the department level.

FY 2008 Challenges

- Increasing 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 training of department staff to increase the potential for professional growth and continuity of service.
- Emphasizing employee recruitment and retention as its major focus in the coming year.
- Ensuring all department divisions, facilities and program areas have created an operations manual to ensure smooth continuity of services.

Program Financial Summary	FY 2004 Actual	FY 2005 Actual	FY 2006 Actual	FY 2007 Adopted	FY 2008 Adopted
Expenditures					
Personnel	\$999,637	\$966,509	\$1,043,599	\$1,258,000	\$1,434,000
Operations & Maintenance	431,422	389,923	553,148	671,000	1,145,000
Total Expenditures	\$1,431,058	\$1,356,432	\$1,596,747	\$1,930,000	\$2,578,000
Revenues					
Miscellaneous Revenue	\$10,591	\$4,019	\$3,928	\$0	\$0
Recovered Costs	(1,034)	2,418	573	0	0
Total Revenues	\$9,556	\$6,438	\$4,501	\$0	\$0
Total Local Tax Funding	\$1,421,502	\$1,349,994	\$1,592,246	\$1,930,000	\$2,578,000
FTE Summary	15.96	14.96	15.21	16.21	17.89



Loudoun County Government
FY 2008 Adopted Fiscal Plan

Parks, Recreation & Community Services

Administration

Performance Measures	FY 2005 Actual	FY 2006 Actual	FY 2007 Estimated	FY 2008 Projected
Goal: Increase exposure and utilization of the PRCS web site.				
Objective: Increase the number of visits to PRCS web pages in order to promote on-line transactions.				
• Average monthly WebTrac transactions	605	807	1,050	4,200
• Average number of web site hits on PRCS main web pages	7,178	6,909	8,685	9,000
• Value of WebTrac transactions/year	\$1,423,955	\$1,982,312	\$2,100,000	\$2,773,000
Goal: Develop and implement a multi-media department marketing plan that will increase enrollees in all programs and activities.				
Objective: Increase the total number of RecTrac transactions and participation levels by 10%.				
• Number of households in RecTrac	33,087	39,064	43,000	47,000
• Number of participant hours	10,779,346	3,187,320	13,043,008	13,500,000
• Number of program participants	63,200	80,927	89,000	98,000
• Number of programs offered	7,107	7,707	8,600	9,000
• Number of transactions	87,210	96,532	100,000	110,000
• Percentage increase in number of program participants	n/a	28%	10%	10%
• Percentage increase in number of transactions	n/a	11%	4%	10%
Goal: To attract and retain a quality workforce in order to deliver quality services to County citizens.				
Objective: To attract qualified applicants and fill positions.				
• Number of employment ads	n/a	133	96	99
• Number of job fairs held	n/a	3	6	6
• Number of performance plans and assessments	n/a	n/a	942	1,022
• Number of Personnel Actions completed	n/a	n/a	n/a	2,230
• Number of special recognitions	n/a	65	55	55
Goal: Develop strategies for effective leadership for all managers and supervisors that targets building core competency skills to improve staff retention rates.				
Objective: Increase programs for staff training and development that build employee skill sets and encourages cross training to ensure continuity of operations and succession planning.				
• Develop strategies for reducing employee turnover	n/a	3	5	5
• Number of cross-training placements completed	n/a	2	4	6
• Offer training opportunities for professional growth	n/a	2	10	12
Goal: To ensure operational excellence in the procurement of goods and services to continually provide efficiency and effectiveness.				
Objective: Provide continuous efficiency and effectiveness				
• Number of purchase orders completed	n/a	n/a	1,650	1,820
• Number of turn around days for purchase orders	n/a	n/a	12	14
• Percentage accuracy of procurement transactions	n/a	n/a	90%	90%



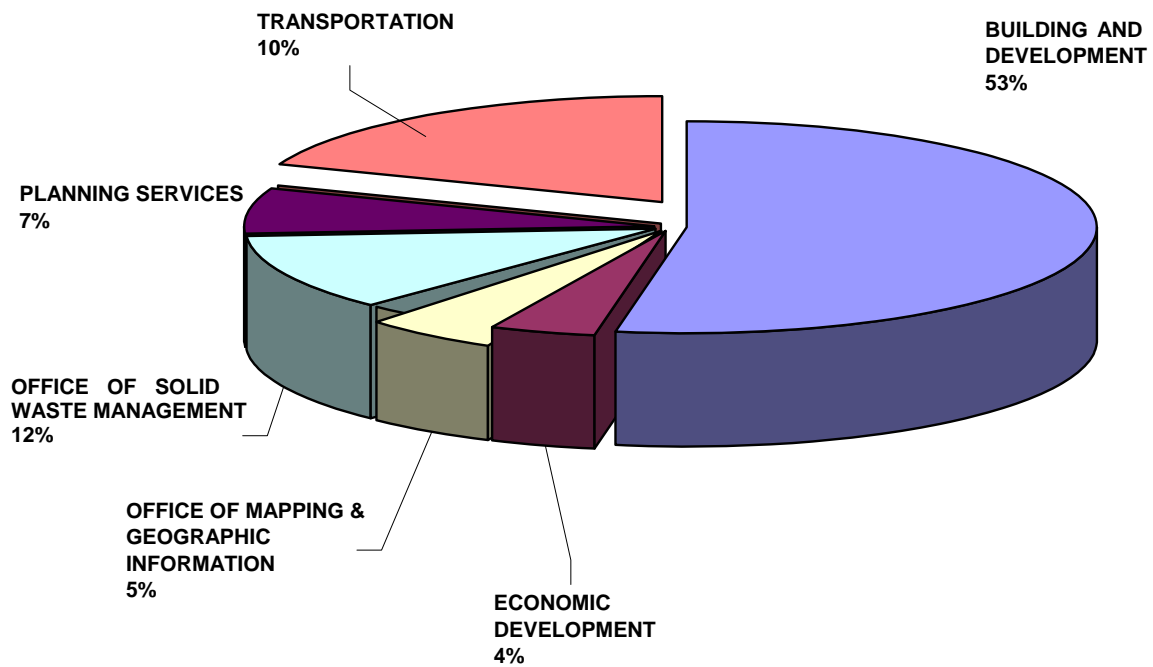
Community Development

COMMUNITY DEVELOPMENT SUMMARY

Building and Development	Page 363
Economic Development	Page 377
Mapping and Geographic Information	Page 382
Planning Services	Page 394
Solid Waste Management	Page 407
Transportation Services	Page 418



COMMUNITY DEVELOPMENT FY 2008 ADOPTED EXPENDITURES





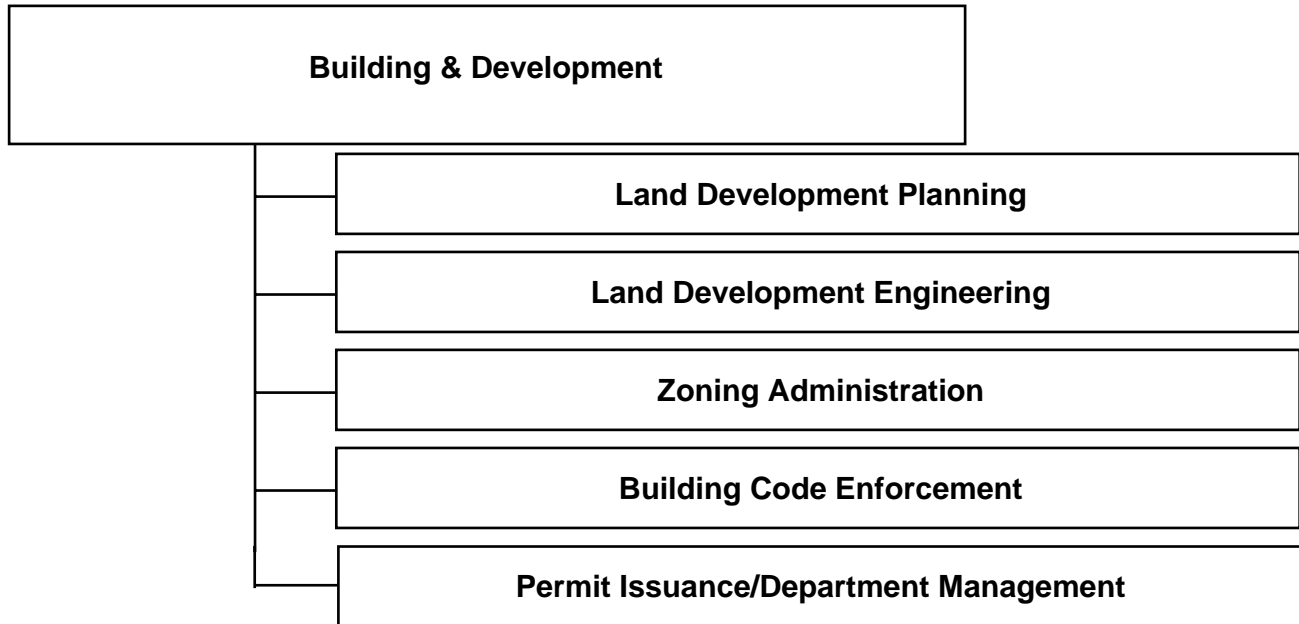
**Loudoun County Government
FY 2008 Adopted Fiscal Plan**

Community Development

	FY 2004 ACTUAL	FY 2005 ACTUAL	FY 2006 ACTUAL	FY 2007 ADOPTED	FY 2008 ADOPTED
BUILDING AND DEVELOPMENT	\$14,816,397	\$15,545,951	\$18,281,995	\$ 21,309,000	\$23,000,000
ECONOMIC DEVELOPMENT	1,917,476	1,818,849	2,001,283	1,893,000	1,894,000
MAPPING & GEOGRAPHIC INFORMATION	1,617,644	1,824,308	1,776,390	1,996,000	2,247,000
PLANNING SERVICES	2,007,864	2,001,846	2,460,399	2,965,000	3,138,000
SOLID WASTE MANAGEMENT	3,476,397	3,448,171	4,513,681	4,625,000	5,075,000
TRANSPORTATION	<u>3,704,109</u>	<u>4,859,883</u>	<u>5,823,475</u>	<u>7,797,000</u>	<u>8,313,000</u>
TOTAL COMMUNITY DEVELOPMENT	\$24,043,308	\$25,938,693	\$34,857,223	\$40,556,000	\$43,667,000



Building & Development





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 2008 Issues, Challenges & Trends

- Residential construction activity has slowed significantly while commercial construction has remained stable. The number of building inspections has not reduced as construction continues on previously approved permits.
- The department will strive for a seamless implementation of the Rural Zoning changes approved in FY 07.
- The Erosion and Sediment Control Program (E&S) remains a very high priority for the department and the County to maintain its rating and effectiveness. New State laws taking effect in FY 07/08 will pass more burden to the local jurisdictions for E&S enforcement and monitoring.
- The department requires more training of staff in all phases of land development and a greater input by staff at earlier stages in the development process to reduce the number of complaints.

FY 2008 Major Goals

- Continue to improve services using technology, such as full implementation of electronic processing of permits, mobilization of building inspectors and initial implementation of electronic plan submissions beginning with smaller plan sets.
- Implement a new fee schedule for ministerial applications.
- Improve the quality of historic files and maintenance of mapping efforts in zoning, floodplains and soils.
- Explore and implement better ways to process land development applications, to include consulting with the community.
- Update the Zoning Ordinance and other ordinances to keep current with changing trends.
- Initiate training programs for staff that increase the amount of cross training and flexibility within the staff.

FY 2007 Major Achievements

- Accepted and processed over 44,000 building permits and 8,000 zoning permits.
- Accepted 1,200 land development applications.
- Began implementing changes to the Zoning Ordinance in the Rural Areas, and created a new Zoning Map to reflect these changes.
- Conducted approximately 300,000 building code inspections.
- Implemented the first phase of E-Permitting, for no-fee permits
- Successfully completed a test pilot of mobilizing building inspectors.
- Enacted major changes to the Facilities Standards Manual which were developed by the Public Review Committee and approved by staff.
- The County completed 28 miles of public roads that were accepted into the state maintenance program, exceeding its original goal of having 19.46 miles accepted.



**Loudoun County Government
FY 2008 Adopted Fiscal Plan**

Building & Development

Departmental Financial Summary	FY 2004 Actual	FY 2005 Actual	FY 2006 Actual	FY 2007 Adopted	FY 2008 Adopted
Expenditures					
Personnel	\$13,408,048	\$14,136,379	\$16,443,931	\$19,145,000	\$20,512,000
Operations & Maintenance	1,307,995	1,336,542	1,685,673	2,077,000	2,401,000
Capital Outlay & Capital Acquisitions	54,900	23,414	15,938	87,000	88,000
Other	45,451	49,619	136,453	0	0
Total Expenditures	\$14,816,394	\$15,545,954	\$18,281,995	\$21,309,000	\$23,000,000
Revenues					
Other Local Taxes	\$0	\$0	\$(3,483)	\$0	\$0
Permits Privilege Fees & Reg Licenses	16,749,463	21,320,345	18,591,307	20,434,000	16,485,000
Fines & Forfeitures	18,035	13,513	19,707	23,000	15,000
Charges For Services	82,333	118,321	78,312	80,000	83,000
Miscellaneous Revenue	0	26,189	0	0	0
State Categorical Aid	0	0	2,877	0	0
Federal Categorical Aid	22,368	11,315	243,063	0	0
Total Revenues	\$16,872,198	\$21,489,683	\$18,931,781	\$20,537,000	\$16,583,000
Local Tax Funding	\$(2,055,804)	\$(5,943,729)	\$(649,786)	\$772,000	\$6,418,000
FTE Summary	230.00	235.60	255.40	256.90	258.80

FY 2008 Board Action

The FY 08 Adopted Fiscal Plan for Building and Development includes funding for compensation increases and increased benefits costs effective September 2007, as well as \$451,000 in revenues and expenditures to complete the mobilization of building inspectors.

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 2008 Adopted Fiscal Plan

Building & Development

Expenditures by Program	FY 2004 Actual	FY 2005 Actual	FY 2006 Actual	FY 2007 Adopted	FY 2008 Adopted
Land Development Planning	\$1,247,239	\$1,292,710	\$1,451,223	\$1,740,000	\$1,822,000
Land Development Engineering	3,932,416	4,012,130	4,812,481	5,541,000	6,115,000
Zoning Administration	1,522,077	1,509,158	1,823,748	2,453,000	2,573,000
Building Code Enforcement	5,985,625	6,388,621	7,565,077	8,456,000	9,162,000
Environmental B & D	1,008	0	0	0	0
Permit Issuance/Department Management	2,128,029	2,343,335	2,629,466	3,119,000	3,329,000
Total Expenditures	\$14,816,394	\$15,545,954	\$18,281,995	\$21,309,000	\$23,000,000

Revenues by Program	FY 2004 Actual	FY 2005 Actual	FY 2006 Actual	FY 2007 Adopted	FY 2008 Adopted
Land Development Planning	\$458,074	\$564,780	\$1,080,170	\$648,000	\$583,000
Land Development Engineering	3,247,617	3,536,721	3,192,550	2,710,000	2,580,000
Zoning Administration	274,623	467,627	329,799	342,000	222,000
Building Code Enforcement	12,230,565	16,256,070	13,277,853	12,644,000	9,720,000
Permit Issuance/Department Management	661,320	664,485	1,051,409	4,193,000	3,477,000
Total Revenues	\$16,872,198	\$21,489,683	\$18,931,781	\$20,537,000	\$16,583,000

Local Tax Funding by Program	FY 2004 Actual	FY 2005 Actual	FY 2006 Actual	FY 2007 Adopted	FY 2008 Adopted
Land Development Planning	\$789,165	\$727,930	\$371,053	\$1,093,000	\$1,239,000
Land Development Engineering	684,799	475,409	1,619,931	2,831,000	3,535,000
Zoning Administration	1,247,454	1,041,531	1,493,949	2,112,000	2,351,000
Building Code Enforcement	(6,244,940)	(9,867,449)	(5,712,776)	(4,188,000)	(558,000)
Environmental B & D	1,008	0	0	0	0
Permit Issuance/Department Management	1,466,709	1,678,850	1,578,057	(1,075,000)	(148,000)
Total Local Tax Funding	\$(2,055,804)	\$(5,943,729)	\$(649,786)	\$772,000	\$6,418,000

Staffing Summary by Program	FY 2004 Actual	FY 2005 Actual	FY 2006 Actual	FY 2007 Adopted	FY 2008 Adopted
Land Development Planning	21.00	21.00	21.00	22.00	22.00
Land Development Engineering	55.00	59.00	63.80	61.80	63.80
Zoning Administration	24.00	24.60	27.60	29.10	29.00
Building Code Enforcement	93.00	93.00	102.00	102.00	102.00
Permit Issuance/Department Management	37.00	38.00	41.00	42.00	42.00
Total FTE	230.00	235.60	255.40	256.90	258.80



Loudoun County Government
FY 2008 Adopted Fiscal Plan

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 are responsible for reviewing subdivision applications and managing major development projects within the County. This review ensures compliance with regulations and policies adopted by the Board of Supervisors. The Customer Service Team's responsibilities include responding to citizen concerns and questions related to specific applications and projects, interpreting ordinances, and explaining the County's Land Use policies. The program also prepares amendments to the subdivision ordinance and implements adopted Board policies.

Budget Overview

FY 2008 Issues

- The program experienced a significant increase in the number of preliminary subdivision applications in FY 07. It is anticipated that an increase in record plat applications will occur in 08.
- Implementation of Zoning Ordinance changes will be a priority in FY 08.
- As the County population increases, it is anticipated that the Customer Service Team will see an increase in phone calls and walk-in customers seeking information and assistance regarding development activities.

FY 2008 Challenges

- Recent amendments to the Land Subdivision and Development Ordinance and Facilities Standards Manual raise expectations for shorter review times by staff.
- The competitive job market makes it difficult to achieve full staffing levels.

Program Financial Summary	FY 2004 Actual	FY 2005 Actual	FY 2006 Actual	FY 2007 Adopted	FY 2008 Adopted
Expenditures					
Personnel	\$1,180,536	\$1,254,545	\$1,400,930	\$1,671,000	\$1,752,000
Operations & Maintenance	41,803	38,165	50,293	69,000	70,000
Capital Outlay & Capital Acquisitions	24,900	0	0	0	0
Total Expenditures	\$1,247,239	\$1,292,710	\$1,451,223	\$1,740,000	\$1,822,000
Revenues					
Permits Privilege Fees & Reg Licenses	\$454,531	\$561,624	\$1,071,744	\$644,000	\$579,000
Charges For Services	3,543	3,156	8,426	4,000	4,000
Total Revenues	\$458,074	\$564,780	\$1,080,170	\$648,000	\$583,000
Total Local Tax Funding	\$789,165	\$727,930	\$371,053	\$1,093,000	\$1,239,000
FTE Summary	21.00	21.00	21.00	22.00	22.00



Loudoun County Government
FY 2008 Adopted Fiscal Plan

Building & Development
Land Development Planning

Performance Measures	FY 2005 Actual	FY 2006 Actual	FY 2007 Estimated	FY 2008 Projected
Goal: Improve the quality of minimum submission checklist review in order to reduce review times and the number of comments.				
Objective: Provide 90% of first submission comment letters to applicants within 45 days of submission; decrease the number of 4th and 5th submission reviews.				
• Number of 4th or 5th submission reviews	118	4	80	50
• Number of subdivision applications submitted	391	381	390	400
• Percentage of comment letters sent within 45 days	n/a	65%	70%	80%
Goal: Measure and improve the quality of minimum submission checklists, eliminate initial concurrent submissions of construction plans and record plats.				
Objective: Set up all land development application files within three working days of receipt, and complete 75% of minimum submission checklists within two working days.				
• Number of applications submitted	1,317	1,047	1,450	1,050
• Number of checklists completed w/in two working days	n/a	850	1,200	900
• Percentage of checklists completed within two days	n/a	81%	81%	86%
Goal: Improve speed with which customer service activities take place.				
Objective: Improve customer service by returning all hotline calls within one business day.				
• Number of calls returned within one business day	4,500	2,972	3,800	4,000
• Number of hotline calls	5,047	3,617	4,000	4,200
• Percentage of calls returned within one business day	89%	82%	95%	98%



**Loudoun County Government
FY 2008 Adopted Fiscal Plan**

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 FSM Public Review Committee, Water Resources Technical Advisory Committee, ESI Loudoun Committee and other groups as required.

Budget Overview

FY 2008 Issues

- Implementation of the new design standards recommended by the Route 50 Task Force requires intensive, interactive meetings with property-owners and applicants.
- Concerns regarding zoning violations in the Route 50 area have led to a targeted compliance effort resulting in additional inspections and related follow-up on individual cases.
- The drafting of a new Mixed Use Business District will be prepared by a consultant with contract management and project guidance provided by the department.

FY 2008 Challenges

- Homeowner complaints increase proportionally with a growing population. As the density of development and stormwater run off increase, complaints will become more difficult to resolve.
- The Erosion and Sediment control program faces increased complaints, from both residential and commercial areas, and must implement state regulatory requirements.
- The anticipated increase in the price of Portland cement, which affects approximately half of the components of a performance bond, may result in increased bond default projects processed/contracted by staff.

Program Financial Summary	FY 2004 Actual	FY 2005 Actual	FY 2006 Actual	FY 2007 Adopted	FY 2008 Adopted
Expenditures					
Personnel	\$3,283,616	\$3,494,956	\$4,193,588	\$4,978,000	\$5,562,000
Operations & Maintenance	603,349	509,698	618,893	512,000	501,000
Capital Outlay & Capital Acquisitions	0	7,476	0	51,000	51,000
Other	45,451	0	0	0	0
Total Expenditures	\$3,932,416	\$4,012,130	\$4,812,481	\$5,541,000	\$6,115,000
Revenues					
Other Local Taxes	\$0	\$0	\$(3,483)	\$0	\$0
Permits Privilege Fees & Reg Licenses	3,225,249	3,525,406	2,949,893	2,710,000	2,580,000
Charges For Services	0	0	200	0	0
State Categorical Aid	0	0	2,877	0	0
Federal Categorical Aid	22,368	11,315	243,063	0	0
Total Revenues	\$3,247,617	\$3,536,721	\$3,192,550	\$2,710,000	\$2,580,000
Total Local Tax Funding	\$684,799	\$475,409	\$1,619,931	\$2,831,000	\$3,535,000
FTE Summary	55.00	59.00	63.80	61.80	63.80



Loudoun County Government
FY 2008 Adopted Fiscal Plan

Building & Development

Land Development Engineering

Performance Measures	FY 2005 Actual	FY 2006 Actual	FY 2007 Estimated	FY 2008 Projected
Goal: Improve the processing time for approval of Ministerial Land Development Applications (LDA).				
Objective: Reduce the processing time for two main types of Land Development Applications (site plans, and construction plans and profiles) by 10 percent annually over the next five years.				
• Average processing time (days) for CPAP	351	234	211	190
• Average processing time (days) for site plans (STPL)	313	334	301	274
• Percentage change in average processing time for CPAP	51% ¹	-33%	-10%	-10%
• Percentage change in average site plan processing time	9%	7%	-10%	-9%
Goal: Reduce the number of incomplete bonded infrastructure improvements (bonds technically in default) and increase the quantity of infrastructure accepted (most notably roadways).				
Objective: Reduce outstanding bonds by 10 percent annually and increase miles of roadway accepted by 10 percent annually.				
• Miles of roadway accepted into the State Secondary System	18.08	17.69	19.46	21.41
• Number of Performance Bonds in default	393	359	323	324
• Percentage change in performance bonds in default	0%	-8.6%	-10%	0.01%
• Percentage change of roadways accepted into State system	-44%	-2.2%	10%	10%
Goal: Reduce the ratio of homeowner complaints to new home approvals by addressing the potential problems in advance during Overlot Grading permit reviews with the builders.				
Objective: Reduce/maintain the rates of homeowner complaints per new home approval by 10% annually.				
• Number of homeowner complaints	612	618	556	942
• Number of new home approvals	4,051	2,552	2,500 ²	3,000
• Percentage of homeowner complaints per new home	15.1%	24.2%	22%	20%
Goal: Improve efficiency of Erosion & Sediment Control Field Managers.				
Objective: Maintain a 90% efficiency rating for Erosion and Sediment Control inspection frequency (one visit every two weeks) and increase the average efficiency by three percent annually over the next three years.				
• Number of active grading permits	855	872	3,000 ³	3,090
• Number of E&S inspections conducted	7,411	7,935	10,500	10,815
• Percentage of inspections conducted on time	87.4%	93.8%	96.8%	99.7%

¹ Due to a policy directive to give commercial/industrial applications (STPL) higher priority than residential (CPAP).

² Number revised from FY 06 Adopted Budget based on current activity.

³ Increase due to the addition of single family dwellings not previously inspected on an individual basis.



**Loudoun County Government
FY 2008 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 2008 Issues

- Implementation of the Rural Policy Area Remapping and responding to litigation.
- The Board of Supervisors has a backlog of zoning ordinance text amendments. There are insufficient staff resources to prepare all recommended amendments and proceed through the required public process.
- Enforcement of property maintenance code related to overcrowding and targeted zoning enforcement projects maintain the overall quality of life in Loudoun County.
- As several major planned developments near completion, ensuring proffer compliance requires a coordinated, multi-agency review that is time sensitive.
- Staffing extensive zoning ordinance text amendments proposed by the Zoning Ordinance Review Committee if review by Planning Commission and Board of Supervisors is not completed in FY 07.

FY 2008 Challenges

- Current staffing levels meet the demand for FY 05 workload levels. Increasing workloads, including responding to Board of Supervisors' priorities, will present challenges in meeting established and legally mandated timeframes.
- Significant training of staff and the public will be required to ensure a smooth implementation of the zoning ordinance amendments.
- Zoning enforcement will take a greater role in educating the public about zoning requirements and overcrowding issues. Changing demographics within the County will require inspectors to be knowledgeable in other languages and cultures.

Program Financial Summary	FY 2004 Actual	FY 2005 Actual	FY 2006 Actual	FY 2007 Adopted	FY 2008 Adopted
Expenditures					
Personnel	\$1,406,698	\$1,414,675	\$1,698,374	\$2,242,000	\$2,377,000
Operations & Maintenance	115,379	94,483	125,374	190,000	174,000
Capital Outlay & Capital Acquisitions	0	0	0	21,000	21,000
Total Expenditures	\$1,522,077	\$1,509,158	\$1,823,748	\$2,453,000	\$2,573,000
Revenues					
Permits Privilege Fees & Reg Licenses	\$256,588	\$427,575	\$310,092	\$319,000	\$207,000
Fines & Forfeitures	18,035	13,513	19,707	23,000	15,000
Charges For Services	0	350	0	0	0
Miscellaneous Revenue	0	26,189	0	0	0
Total Revenues	\$274,623	\$467,627	\$329,799	\$342,000	\$222,000
Total Local Tax Funding	\$1,247,454	\$1,041,531	\$1,493,949	\$2,112,000	\$2,351,000
FTE Summary	24.00	24.60	27.60	29.10	29.00



Loudoun County Government
FY 2008 Adopted Fiscal Plan

Building & Development
Zoning Administration

Performance Measures	FY 2005 Actual	FY 2006 Actual	FY 2007 Estimated	FY 2008 Projected
Goal: Improve response times to written correspondence and site plan referrals.				
Objective: Review ministerial applications within established timeframe of 4 weeks at least 50% of the time.				
• Number of applications responded to within four weeks	61	72	60	65
• Number of site plan referrals	362	465	180	400
• Number of Zoning Correspondence applications	310	368	325	330
• Percentage responded to within established timeframe	52%	62%	50%	55%
Goal: Improve timelines for legislative referrals.				
Objective: Provide referrals within established timeframes (30 to 60 days) at least 65% of the time.				
• Number of applications	168	233	129	131
• Number of pre-applications	138	150	180	116
• Percentage of referrals provided within timeline	26%	39%	30%	60%
Goal: Provide support to the Board of Zoning Appeals.				
Objective: Process appeals and variances within State mandated guidelines (90 days) 100% of the time.				
• Number of applications	8	11	20	15
• Responded to within State mandated guidelines	100%	100%	100%	100%
Goal: Process zoning ordinance amendments (ZOAM's) as mandated by the Board of Supervisors.				
Objective: Process one major, or three minor, zoning ordinance amendments during a fiscal year.				
• Number of Major ZOAM's initiated	1	1	3	1
• Number of Minor ZOAM's initiated	4	0	3	3



Loudoun County Government
FY 2008 Adopted Fiscal Plan

Building & Development
Building Code Enforcement

Description

The Building Code Enforcement program protects the public's health, safety and welfare through enforcement of the minimum structural, electrical, mechanical, plumbing, gas and fire protection standards of the Virginia Uniform Statewide Building Code.

Budget Overview

FY 2008 Issues

- The State continues to adopt new codes and requirements resulting in more staff time dedicated to training and certifications that reduces time available for field inspections. The new State Code was adopted November 16, 2005.
- Larger homes, additional inspection requirements, and new technologies result in increased time required per inspection and fewer inspections per inspector.

FY 2008 Challenges

- Hiring, training, and continuing to maintain a qualified staff will be challenging particularly due to salary disparity with the private sector.
- Refining present systems to minimize the time required to address customer complaints will be challenging due to the increasing number of new owners and the level of attention they currently demand.
- Expanding a pilot program to mobilize building inspectors, enabling all building inspectors to manage and complete their work at the inspection site.

Program Financial Summary	FY 2004 Actual	FY 2005 Actual	FY 2006 Actual	FY 2007 Adopted	FY 2008 Adopted
Expenditures					
Personnel	\$5,499,846	\$5,721,012	\$6,628,420	\$7,273,000	\$7,638,000
Operations & Maintenance	455,779	602,052	784,266	1,168,000	1,509,000
Capital Outlay & Capital Acquisitions	30,000	15,938	15,938	15,000	15,000
Other	0	49,619	136,453	0	0
Total Expenditures	\$5,985,625	\$6,388,621	\$7,565,077	\$8,456,000	\$9,162,000
Revenues					
Permits Privilege Fees & Reg Licenses	\$12,230,565	\$16,256,070	\$13,277,853	\$12,644,000	\$9,720,000
Total Revenues	\$12,230,565	\$16,256,070	\$13,277,853	\$12,644,000	\$9,720,000
Total Local Tax Funding	\$(6,244,940)	\$(9,867,449)	\$(5,712,776)	\$(4,188,000)	\$(558,000)
FTE Summary	93.00	93.00	102.00	102.00	102.00



Loudoun County Government
FY 2008 Adopted Fiscal Plan

Building & Development
Building Code Enforcement

Performance Measures	FY 2005 Actual	FY 2006 Actual	FY 2007 Estimated	FY 2008 Projected
----------------------	-------------------	-------------------	----------------------	----------------------

Goal: Improve the quality of inspections by attaining the Board of Supervisors' objective of a minimum 18 minute inspection. Increase the number of field inspectors as a ratio to the number of inspection requests.

Objective: Increase the amount of time per inspection available, working towards a target of 18 minutes/inspection.

• Average minutes per inspection	15.5	18.3	22.3	20.3
• Number of fully mobilized inspectors	n/a	n/a	4	66
• Number of inspections performed	331,337	220,889	230,792	249,255

Goal: Improve residential plans turnaround time. Modify existing plans tracking system to measure ratio of plans meeting 100% of target.

Objective: Improve plans review efficiency so that 100% of residential and commercial reviews are completed within ten working days.

• Number of plans submitted for review	17,860	11,985	12,584	13,600
• Percentage of plans reviewed within 10 days	96%	98%	98%	98%

Goal: Initiate upgraded tracking system and augment dedicated customer service staff to insure improved efficiency and communications to monitor and achieve stated target.

Objective: Improve the efficiency rating for responding to customer inquiries within 24 hours and resolving complaints within ten working days.

• Number of complaints received	2,690	2,190	2,150	2,300
• Percentage of complaints resolved within 10 working days	65%	70%	70%	72%
• Percentage of complaints responded to within 24 hours	95%	98%	98%	98%



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 2008 Issues

- Although the number of permits issued decreased slightly in 2007, it is expected to rise in 2008. The level of service required to meet the request for permits will put pressure on staff to process permits more quickly.
- Implementing an online permit system and training staff to operate the system without slowing down permit processing times.
- Zoning permit staff continues to review and administer three different zoning ordinances that make processing permits more difficult and time consuming.

FY 2008 Challenges

- Continue to provide excellent customer service for permits while complying with three different zoning ordinances.
- Expand the e-permitting system from no-fee permits to all permits, while maintaining accurate service delivery to the public.
- Maintain a well-trained staff despite employee turnover and a competitive job market.

Program Financial Summary	FY 2004 Actual	FY 2005 Actual	FY 2006 Actual	FY 2007 Adopted	FY 2008 Adopted
Expenditures					
Personnel	\$2,037,352	\$2,251,191	\$2,522,619	\$2,980,000	\$3,182,000
Operations & Maintenance	90,677	92,144	106,847	139,000	147,000
Total Expenditures	\$2,128,029	\$2,343,335	\$2,629,466	\$3,119,000	\$3,329,000
Revenues					
Permits Privilege Fees & Reg Licenses	\$582,530	\$549,670	\$981,724	\$4,117,000	\$3,398,000
Charges For Services	78,790	114,815	69,685	76,000	79,000
Total Revenues	\$661,320	\$664,485	\$1,051,409	\$4,193,000	\$3,477,000
Total Local Tax Funding	\$1,466,709	\$1,678,850	\$1,578,057	\$(1,075,000)	\$(148,000)
FTE Summary	37.00	38.00	41.00	42.00	42.00



Loudoun County Government
FY 2008 Adopted Fiscal Plan

Building & Development
Permit Issuance/Department Management

Performance Measures	FY 2005 Actual	FY 2006 Actual	FY 2007 Estimated	FY 2008 Projected
Goal: Handle calls more efficiently to reduce the amount of time callers are on hold for customer service.				
Objective: Reduce the amount of time customers are placed on hold and the number of “hang-ups” on the main line for permits and inspections.				
• Average amount of time callers are on hold (seconds)	62	54	52	62
• Average number of phone calls per day	253	260	272	300
• Number of hang-ups per day	31	26	25	30
Goal: Accept applications and issue permits not requiring fees or plan review through the internet.				
Objective: Work with DIT to complete the programming and staff training for implementation of the first stage of electronic permitting.				
• Number of Building/Zoning permits issues	79,025	51,186	50,000	54,000
• Number of No-Fee permits issued	34,615	15,843	15,000	12,875
• Percentage of E-permitting programming completed	2%	25%	100%	100%
• Percentage of staff trained to implement e-permitting	0%	0%	0%	100%



Economic Development

Mission Statement

The Department of Economic Development provides the leadership, strategic advice, and project management needed to implement the Government's vision of an innovative, globally competitive economy known for its favorable business environment, exceptional quality of place and strong sense of community. The Department, along with its community and regional partners, implements this vision through a strategy aimed at achieving five goals for Loudoun:

1. Recognized Center for Innovation: An excellent location that attracts high value workforce driving innovative commerce and business activity at the forefront of progress.
2. Prosperous Business Environment: Facilities, systems and infrastructure in place to foster expansion, evolution and development of the existing, diverse business base.
3. High Quality of Place: Educational, cultural, recreational, health, safety and welfare amenities that ensure an exceptional quality of life and preserve Loudoun's heritage.
4. Sound Fiscal Health: Sustain revenues to maintain and improve critical services.
5. Favored Visitor Destination: Regional, national and global hub for travel and tourism.

Description

The Department of Economic Development's primary focus is to implement the community's adopted Economic Development Strategic Plan through business and community development including business attraction, retention, expansion, and formation. The Department provides services to its customers in five areas:

1. Growing and retaining business customers by marketing Loudoun and outreaching to existing and prospective businesses with site selection, business expansion services, and ombudsman services;
2. Enhancing Loudoun's three distinct geographies -- suburban communities, towns and rural areas-- as attractive places for residents, employees, visitors and businesses.
3. Delivering the highest quality business environment by improving government processes, ensuring a sufficient supply of developable land and well-designed infrastructure, and providing amenities consistent with a AAA-rated community;
4. Producing the highest quality information, web content, and advice for businesses, prospects, citizens, County government, and media by thorough fact-based research; and
5. Building valuable relationships and partnerships between government, business, and education communities.

Guided by the County's economic development vision and strategy, the Department supports six public-private partnerships. The Economic Development Commission and the Rural Economic Development Council are both appointed to advise the Board of Supervisors. The Main Street Loudoun Partnership promotes economic development in Loudoun's towns, villages and communities as centers for civic, business and visitor activity. To complement Loudoun's great natural beauty, and to reinforce its sense of place, identity, and community, the Design Cabinet encourages the highest quality physical design including urban design, architectural design, landscape design, and ecological design. The Science & Technology Cabinet aims to make Loudoun and the region a global center for research, development, and commercialization. The CEO Cabinet is committed to working with government and community leaders to make Loudoun one of the top twenty places in America in which to live, work, and grow a business.

Budget Overview

FY 2008 Issues, Challenges & Trends

- Provide Timely Regional Solutions: need an effective regional strategy and the civic/business leadership to address two major issues, relief of transportation congestion and sufficient workforce housing, before they damage the region's economic future.
- Improve Commercial Zoning: to update and implement Loudoun's commercial/industrial zoning, changes suggested by the Zoning Ordinance Review Committee need to be considered by the Board of Supervisors as soon as possible.
- Focus on an Important Fiscal Trend: the commercial and industrial portion of the overall tax base has been trending downward. This trend pushes the tax burden to homeowners. The Loudoun Economic Development Commission is examining this trend in 2007; the Board of Supervisors needs to decide if any actions are warranted as a result of this study.

FY 2008 Major Goals

- Position Loudoun as a Major Science & Technology Center. Target key science & technology sectors: aerospace, defense, information technology, and life-sciences/biotechnology. Coordinate development of an education & technology park on County-owned property in Ashburn. Shift to a more pro-active marketing of the County and region by leveraging the



Economic Development

opening of the Howard Hughes Medical Institute's Janelia Farm Research Campus and promoting key regional assets. Pursue small, science-related conferences, such as the World Medical Automation Conference that will hold its second meeting in Loudoun in the fall of 2007, as one economic development strategy to showcase Loudoun globally.

- Tell Loudoun's Story in New Ways. Spotlight Loudoun regionally, nationally, and internationally using new marketing materials, new Department web site, and pro-active media relations.
- Seize Opportunities to Expand the Rural Business Base. Given newly-adopted zoning and performance standards, work to streamline County processes and make it as easy as possible to start and grow rural enterprises. Promote innovative rural business growth through the fourth "Rural Innovations Forum" to be held in the spring of 2008. Continue to expand the market for homegrown products in Loudoun and locations to purchase such products.
- Encourage Planning & Development of Key Business Corridors. Continue to actively work on the long-term redevelopment of Route 50. Support the quality development of Route 7 in its various segments. Further refine and expand the Department's study of land along business corridors to identify opportunities and issues for future development.
- Implement Loudoun's New Wayfinding System in Pilot Areas. Coordinate the implementation of the County's wayfinding sign system to welcome citizens, visitors, and employees and guide them easily about Loudoun. This initiative is expected to be a multi-year project given its cost and scope.
- Strongly Support University Growth & Expansion. Work with George Mason University officials to find a suitable campus in Loudoun. Cultivate a positive relationship with the new President of The George Washington University who takes office in August of 2007. Explore creative links between the Northern Virginia Community College System, Loudoun's universities, and the county's public school system.
- Take Implementation of the Strategic Plan to the Next Level. Focus on key action steps involving community partners. In conjunction with the Economic Development Commission, determine top quality "benchmark" communities against which to measure Loudoun to help ensure that it develops as one of America's top 20 communities.

FY 2007 Major Achievements

- The department coordinated issuance of a Request for Partnership Proposals for the County-owned 101-acre property in Ashburn. Responses will be evaluated during the first half of 2007 with the goal of selecting a developer by mid-2007. Master planning will begin shortly thereafter.
- Developed Loudoun's initial new branding materials and website which will be unveiled in the spring of 2007.
- Loudoun, Fairfax and Prince William Counties continued collaborating to market the region to targeted life-sciences audiences. The three jurisdictions worked the Mid-Atlantic Bio Conference in October 2006, marketing the region as the "Northern Virginia Life Science Communities." A perception study of the Northern Virginia region as a life sciences destination is underway as a jointly funded project. A strategic planning initiative aimed at regional science & technology growth is scheduled for spring 2007.
- Assisted growth of the international program with the German county of Main-Taunus-Kreis in the Frankfurt metropolitan region through mutual visits of delegations and translations of press coverage in German-language publications.
- Provided strong support for corridor-related Board initiatives including a retail study of the Rt. 7 Corridor, architectural guidelines for Route 50, and the design of Loudoun's wayfinding system.
- Supported changes to Loudoun's zoning ordinance through support of the Zoning Ordinance Review Committee and the Rural Economic Development Council.
- Continued support for growth of Loudoun's rural economy through fall & spring farm tours and the addition of a new series of events, the Summer Twilight Tours. Provided an intern to support events and marketing of local farmer's markets. The third Rural Innovation Forum is planned for March 2007 featuring the director of the government's largest agricultural research center. Continued to manage the Agricultural District Program.
- Completed the Second Annual Design Excellence Awards program, Signatures of Loudoun, under the leadership of Loudoun's Design Cabinet. This awards program recognizes the buildings, interiors, places and details that make Loudoun unique.
- Coordinated redesign of Loudoun's presentation book for bond rating agencies.
- Formed a staff research team in conjunction with Departments of Planning and Management and Financial Services to coordinate and improve the quality of research products. The Department supported the County's Fiscal Impact Committee to produce long-term projections of population, households, and employment. The Department continued to produce and provide information on the economic health of Loudoun. The Annual Growth Summary, Quarterly Economic Review, Monthly Economic Indicators, and LoCoMotion newsletter are available online and in print.



**Loudoun County Government
FY 2008 Adopted Fiscal Plan**

Economic Development

Departmental Financial Summary	FY 2004 Actual	FY 2005 Actual	FY 2006 Actual	FY 2007 Adopted	FY 2008 Adopted
Expenditures					
Personnel	\$1,332,082	\$1,300,421	\$1,321,398	\$1,479,000	\$1,480,000
Operations & Maintenance	582,716	518,430	679,888	414,000	414,000
Capital Outlay & Capital Acquisitions	2,680	0	0	0	0
Total Expenditures	\$1,917,478	\$1,818,851	\$2,001,286	\$1,893,000	\$1,894,000
Revenues					
Permits Privilege Fees & Reg Licenses	\$0	\$0	\$16,364	\$23,000	\$8,000
Charges For Services	254	91	1,050	0	0
Miscellaneous Revenue	1,920	1,507	3,000	0	0
Recovered Costs	0	8,772	8,772	0	0
Federal Categorical Aid	24,498	45,414	0	0	0
Other Financing Sources	49,976	61,597	50,176	0	0
Total Revenues	\$76,648	\$117,381	\$79,362	\$23,000	\$8,000
Local Tax Funding	\$1,840,830	\$1,701,470	\$1,921,924	\$1,870,000	\$1,886,000
FTE Summary	17.00	16.00	16.77	16.77	15.77

FY 2008 Board Action

The FY 08 Adopted Fiscal Plan for Economic Development includes funding for compensation increases and increased benefits costs effective September 2007.

Budget History

FY 05: The Board of Supervisors eliminated a regional economist position (1.00 FTE).

FY 06: The Board of Supervisors added 0.77 FTE for an agricultural enterprise manager.

FY 07 Mid-year: 1.00 FTE was transferred to Management & Financial Services.



Loudoun County Government
FY 2008 Adopted Fiscal Plan

Economic Development

Expenditures by Program	FY 2004 Actual	FY 2005 Actual	FY 2006 Actual	FY 2007 Adopted	FY 2008 Adopted
Economic Development	\$1,917,478	\$1,818,851	\$2,001,286	\$1,893,000	\$1,894,000
Total Expenditures	\$1,917,478	\$1,818,851	\$2,001,286	\$1,893,000	\$1,894,000
Revenues by Program	FY 2004 Actual	FY 2005 Actual	FY 2006 Actual	FY 2007 Adopted	FY 2008 Adopted
Economic Development	\$76,648	\$117,381	\$79,362	\$23,000	\$8,000
Total Revenues	\$76,648	\$117,381	\$79,362	\$23,000	\$8,000
Local Tax Funding by Program	FY 2004 Actual	FY 2005 Actual	FY 2006 Actual	FY 2007 Adopted	FY 2008 Adopted
Economic Development	\$1,840,830	\$1,701,470	\$1,921,924	\$1,870,000	\$1,886,000
Total Local Tax Funding	\$1,840,830	\$1,701,470	\$1,921,924	\$1,870,000	\$1,886,000
Staffing Summary by Program	FY 2004 Actual	FY 2005 Actual	FY 2006 Actual	FY 2007 Adopted	FY 2008 Adopted
Economic Development	17.00	16.00	16.77	16.77	15.77
Total FTE	17.00	16.00	16.77	16.77	15.77



Loudoun County Government
FY 2008 Adopted Fiscal Plan

Economic Development

Performance Measures	FY 2005 Actual	FY 2006 Actual	FY 2007 Estimated	FY 2008 Projected
Goal: Develop facilities, systems and infrastructure to foster, evolution and development of existing, diverse business base.				
Objective: Build relationships and partnerships between government, business and education communities and provide business expansion services.				
• # of meetings for all partnerships	103	107	108	110
• County Support; referrals and meetings with commission	156	180	170	170
• Ombudsman assistance (total number of projects assisted)	63	58	65	70
• Total # of visits existing businesses for industry outreach	191	150	180	210
Goal: Market Loudoun's three distinct geographies (suburban communities, towns and rural areas) as excellent locations to attract high value workforce to drive innovative commerce and business activity at the forefront of progress.				
Objective: Provide marketing and outreach to prospective businesses with market research, economic/demographic data, and strategic information or advice.				
• Marketing pieces distributed	75,000	1,700	70,000	72,000
• Number of design assistance activities	3	3	2	3
• Number of international business and media contacts	12	123	100	150
• Number of prospects	41	55	80	100
• Square feet of commercial and industrial permits	4,013,127	4,472,903	3,500,000	3,500,000
• Unique web visits	110,392	125,518	145,000	160,000
Goal: Keep older commercial areas economically vibrant.				
Objective: Establish relationships with older commercial centers in eastern Loudoun				
• Number of meetings with older comm. area in E. Loudoun	20	57	60	75
• Number of public & private events assisted in E. Loudoun	6	8	5	6



Mapping & Geographic Information

Mapping & Geographic Information

Public Information

System Development & Support

Land Records Development & Analysis

Land Records Maintenance



Mapping & Geographic Information

Mission Statement

The mission of the Office is to improve the efficiency and effectiveness of Loudoun County Government by providing core services on the County's Geographic Information System that ensure current and accurate land-related information for County government agencies and the County's residents and businesses.

Description

The Office of Mapping and Geographic Information develops, maintains, analyzes, and distributes Loudoun County's land based (mapped) information. Public Information staff assists citizens and businesses at the office's public counter and responds to requests for maps and spatial data. The System Development and Support staff maintains the Geographic Information System (GIS) software and ensures that the system's users have access to the information and the tools they need to accomplish their work. Land Records Development and Analysis staff compiles new data as needed by County agencies and provides analyses and maps to assist the County in formulating policies and managing programs. Land Records Maintenance staff develops and maps new addresses, streets, and parcels on an hourly basis and transmits these and other data to Land Management Information System (LMIS), E-911, and other databases. The LMIS Steering Committee provides general direction for the office's programs.

Budget Overview

FY 2008 Issues, Challenges & Trends

- 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. The challenges will be to reprogram the web mapping services; support the maintenance and distribution of regional public safety data for E-911 using web based tools; complete metadata to support data distribution; evolve database support for new web based applications and develop better web services for the private sector.
- Continuity of operations planning is on-going and must be tested. 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 challenge 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 challenges in this area will be to use the improvements to the GIS software to focus on improved visualization, output quality, and spatial modeling.

FY 2008 Major Goals

- Reprogram the web mapping services to take advantage of new technology and improve data distribution.
- Continue to apply the new tools of the upgraded GIS to improve data maintenance processes, quality control, reporting, and web based distribution of spatial data.
- Develop and maintain Loudoun County's portion of a statewide E-911 database.
- Complete metadata to facilitate public safety data sharing and data distribution to the private sector.
- Provide data support for new Customer Response Management, Computer Aided Mass Appraisal, and other systems.
- Maintain the data, processes, and programs that support the Land Management Information System (LMIS), Automatic Vehicle Locator (AVL), Computer-Aided Dispatch (CAD) and the Web.
- 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.
- Maintain and test a continuity of operations plan.
- Maintain the technical competency of the GIS staff.
- Use the upgraded GIS to improve mapping and spatial modeling services.

FY 2007 Major Achievements

- Improved data collection and maintenance of street centerline attributes for the AVL system, E-911 dispatching, and other applications.
- Reprogrammed the public counter standard map products to include aerial photography.
- Completed a review of positions and organizational structure to better support change in priorities and needs of the office within existing resource allocations.
- Convened a GIS forum to improve coordination between the public and private sectors.
- Replatformed the web programs to new servers.



Loudoun County Government
FY 2008 Adopted Fiscal Plan

Mapping & Geographic Information

Departmental Financial Summary	FY 2004 Actual	FY 2005 Actual	FY 2006 Actual	FY 2007 Adopted	FY 2008 Adopted
Expenditures					
Personnel	\$1,514,230	\$1,483,800	\$1,550,091	\$1,772,000	\$2,019,000
Operations & Maintenance	293,729	335,040	226,297	226,000	228,000
Capital Outlay & Capital Acquisitions	0	5,898	0	0	0
Total Expenditures	\$1,807,959	\$1,824,738	\$1,776,388	\$1,997,000	\$2,247,000
Revenues					
Charges For Services	\$62,939	\$83,949	\$86,012	\$69,000	\$69,000
Total Revenues	\$62,939	\$83,949	\$86,012	\$69,000	\$69,000
Public Safety Communications Fund*	\$252	\$68,966	\$116,829	\$64,000	\$0
Local Tax Funding	\$1,744,768	\$1,671,823	\$1,573,547	\$1,864,000	\$2,178,000
FTE Summary	24.80	23.80	23.80	23.80	23.80

FY 2008 Board Action

The FY 08 Adopted Fiscal Plan for the Office of Mapping & Geographical Information includes funding for compensation increases and increased benefits costs effective September 2007.

Budget History

FY 04 Mid-Year: The Board eliminated the Purchase of Development Rights (PDR) Program Administration, including 2.00 FTE.

FY 05: The Board added 1.00 FTE for a public safety data specialist in the Public Safety Communications Fund.

* 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 2008 Adopted Fiscal Plan

Mapping & Geographic Information

Expenditures by Program	FY 2004 Actual	FY 2005 Actual	FY 2006 Actual	FY 2007 Adopted	FY 2008 Adopted
Public Information	\$252,170	\$253,981	\$239,750	\$281,000	\$255,000
System Development & Support	672,730	786,690	640,633	606,000	753,000
Land Records Development & Analysis	491,800	402,368	392,009	440,000	599,000
Land Records Maintenance	391,259	381,699	503,996	670,000	640,000
Total Expenditures	\$1,807,959	\$1,824,738	\$1,776,388	\$1,997,000	\$2,247,000
Revenues by Program	FY 2004 Actual	FY 2005 Actual	FY 2006 Actual	FY 2007 Adopted	FY 2008 Adopted
Public Information	\$62,939	\$83,949	\$86,012	\$69,000	\$69,000
Land Records Maintenance	252	68,966	116,829	64,000	0
Total Revenues	\$63,191	\$152,915	\$202,841	\$133,000	\$69,000
Local Tax Funding by Program	FY 2004 Actual	FY 2005 Actual	FY 2006 Actual	FY 2007 Adopted	FY 2008 Adopted
Public Information	\$189,231	\$170,032	\$153,738	\$212,000	\$186,000
System Development & Support	672,730	786,690	640,633	606,000	753,000
Land Records Development & Analysis	491,800	402,368	392,009	440,000	599,000
Land Records Maintenance	391,007	312,733	387,167	607,000	640,000
Total Local Tax Funding	\$1,744,768	\$1,671,823	\$1,573,547	\$1,864,000	\$2,178,000
Staffing Summary by Program	FY 2004 Actual	FY 2005 Actual	FY 2006 Actual	FY 2007 Adopted	FY 2008 Adopted
Public Information	3.90	3.90	3.90	3.10	3.10
System Development & Support	7.40	5.40	5.40	7.20	6.20
Land Records Development & Analysis	7.30	7.30	7.30	6.30	7.30
Land Records Maintenance	6.20	7.20	7.20	7.20	7.20
Total FTE	24.80	23.80	23.80	23.80	23.80



Mapping & Geographic Information Public Information

Description

The Public Information Program began in 1990 when the first GIS public access terminal was installed at the front counter of the former Department of Natural Resources. A part of the administrative division of the department at the time, the program was responsible for the sale of maps and answering the public's land related questions. In FY 99, the program assumed responsibility for distributing GIS data in response to Freedom of Information Act requests. Today the 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 the 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 2008 Issues

- The County's web based resources are not fully utilized by both public and the private sector customers because of a lack of understanding of spatial data and GIS tools. The department will prepare and provide more information regarding the usage of the system to increase the public's level of knowledge.

FY 2008 Challenges

- 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. A significant challenge will be to develop additional course offerings and improved training material for Web LOGIS to help the public to better access and use the County's information resources.

Program Financial Summary	FY 2004 Actual	FY 2005 Actual	FY 2006 Actual	FY 2007 Adopted	FY 2008 Adopted
Expenditures					
Personnel	\$217,389	\$227,722	\$203,010	\$254,000	\$229,000
Operations & Maintenance	34,781	26,259	36,740	27,000	26,000
Total Expenditures	\$252,170	\$253,981	\$239,750	\$281,000	\$255,000
Revenues					
Charges For Services	\$62,939	\$83,949	\$86,012	\$69,000	\$69,000
Total Revenues	\$62,939	\$83,949	\$86,012	\$69,000	\$69,000
Total Local Tax Funding	\$189,231	\$170,032	\$153,738	\$212,000	\$186,000
FTE Summary	3.90	3.90	3.90	3.10	3.10



Loudoun County Government
FY 2008 Adopted Fiscal Plan

Mapping & Geographic Information
Public Information

Performance Measures	FY 2005 Actual	FY 2006 Actual	FY 2007 Estimated	FY 2008 Projected
Goal: Maintain GIS functionality to a level that supports users of the Loudoun County GIS.				
Objective: Develop and maintain a training program that provides the users of spatial data with the skills necessary to access, understand, and use the data.				
• Average new user evaluation (scale of 1-7)	6.6%	6.7%	6.6%	6.4%
• Number of new users trained	57	35	60	50
Goal: Provide access to Loudoun County geospatial data internally at public counters and staff computers to support the daily needs of county government and its citizens.				
Objective: Facilitate public access to maps and spatial data through the maintenance of public information counter services during all normal business hours.				
• Number of data CD's or DVD's mastered	401	410	400	410
• Number of parcel/address maps produced and distributed	29,756	10,951	20,700	15,000
• Overall customer service response rating (scale of 1-5)	5%	5%	5%	5%
• Requested plotted and copied maps	16,250	17,839	15,000	18,000



Mapping & Geographic Information System Development & Support

Description

The System Development and Support Program 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 server. 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. The George Mason University Fellows program was relocated to this division from Land Records Maintenance.

Budget Overview

FY 2008 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 exponentially in many different service areas.
- The County's legacy systems for web services need to be redeveloped.

FY 2008 Challenges

- A major challenge will be to reprogram web services taking into account public safety and private sector needs and improving data distribution.
- Maintaining quality data, including the development of automated checks and reporting, to provide efficient service delivery.
- Developing and maintaining database support for new applications and revising the County's metadata to meet national standards are ongoing challenges.

Program Financial Summary	FY 2004 Actual	FY 2005 Actual	FY 2006 Actual	FY 2007 Adopted	FY 2008 Adopted
Expenditures					
Personnel	\$459,179	\$492,107	\$471,680	\$455,000	\$597,000
Operations & Maintenance	213,551	288,685	168,953	151,000	155,000
Capital Outlay & Capital Acquisitions	0	5,898	0	0	0
Total Expenditures	\$672,730	\$786,690	\$640,633	\$606,000	\$753,000
 Total Local Tax Funding	 \$672,730	 \$786,690	 \$640,633	 \$606,000	 \$753,000
 FTE Summary	 7.40	 5.40	 5.40	 7.20	 6.20



Loudoun County Government
FY 2008 Adopted Fiscal Plan

Mapping & Geographic Information System Development & Support

Performance Measures	FY 2005 Actual	FY 2006 Actual	FY 2007 Estimated	FY 2008 Projected
Goal: All geospatial data on the GIS will be created, maintained, and documented to meet or exceed accepted national, state, or county standards as appropriate to support county business practices.				
Objective: Design data maintenance processes that ensure the provision of timely, accurate geospatial data to a level that supports the county's business practices.				
• Data edits managed in Spatial Database Engine	n/a	7	110	110
Goal: Ensure that geospatial data and GIS functionality are accessible to all potential users under all circumstances.				
Objective: Develop a web based data distribution service for public safety and other government agencies.				
• Visitors accessing the web data distribution website	n/a	n/a	75	75
• Web-based data distribution programming completed	n/a	n/a	10%	100%
Goal: Develop and enforce quality assurance procedures for all data.				
Objective: Develop uniform automated QC processes and weekly automated reporting of status and activity for all Loudoun County GIS corporate data.				
• Average error rate for tested data	n/a	20%	5%	5%
• Dynamic data sets that are maintained on schedule	n/a	n/a	97%	99%
• Layers with metadata (used to screen and evaluate data)	23%	25%	46%	46%
Goal: Ensure that geospatial data and GIS functionality are accessible to all potential users under all circumstances.				
Objective: Improve current web based mapping services by re-platforming the service and evaluating user needs.				
• Average number of internet/intranet visits per day	874/124	804/142	850/153	860/156
• Percent of replatforming web based mapping completed	n/a	10%	30%	50%



Mapping & Geographic Information Land Records Development & Analysis

Description

This program provides internal GIS services to County agencies and the Board of Supervisors. These services are undertaken to either create or improve a process or service or to provide information for a policy or service delivery decision. The primary services of the program are data development, 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 have 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 2008 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 2008 Challenges

- The primary challenge will be to adapt new technology to support sophisticated data modeling, visualization, and improved cartographic output while maintaining service levels.

Program Financial Summary	FY 2004 Actual	FY 2005 Actual	FY 2006 Actual	FY 2007 Adopted	FY 2008 Adopted
Expenditures					
Personnel	\$459,047	\$392,910	\$381,451	\$416,000	\$576,000
Operations & Maintenance	32,753	9,458	10,558	23,000	23,000
Total Expenditures	\$491,800	\$402,368	\$392,009	\$440,000	\$599,000
 Total Local Tax Funding	 \$491,800	 \$402,368	 \$392,009	 \$440,000	 \$599,000
 FTE Summary	 7.30	 7.30	 7.30	 6.30	 7.30



Loudoun County Government
FY 2008 Adopted Fiscal Plan

Mapping & Geographic Information

Land Records Development & Analysis

Performance Measures	FY 2005 Actual	FY 2006 Actual	FY 2007 Estimated	FY 2008 Projected
Goal: Provide all users and maintainers of geospatial data with sufficient skills and knowledge to access, use, and understand the information.				
Objective: Develop and offer training on advanced tools for County staffs				
• Average overall evaluation rating (scale of 1-7)	6.2%	6%	6.2%	6.2%
• Number of new users trained	44	12	20	20
Goal: Support management decisions through analysis and communication of spatial data.				
Objective: Develop maps, spatial models, and software tools that facilitate service delivery and policy decisions.				
• Number of applications developed	21	19	20	25
• Number of maps developed	145	233	175	210
• Number of spatial models developed	9	9	10	10
Goal: All geospatial data on the GIS will be created, maintained, and documented to meet or exceed accepted national, State or County standards as appropriate to support County business practices.				
Objective: Develop new data sets as needed and develop new maintenance processes that support county business practices.				
• Number of data layers developed	26	41	40	50
• Number of data layers edited	128	59	60	60
Goal: All geospatial data on the GIS will be created, maintained, and documented to meet or exceed accepted national, State or County standards as appropriate to support County business practices.				
Objective: Ensure that complete, consistent, clear, useable, and current documentation is available for all County data.				
• Layers with metadata (used to screen and evaluate data)	23%	25%	40%	50%
Goal: All geospatial data on the GIS will be created, maintained, and documented to meet or exceed accepted national, State or County standards as appropriate to support County business practices.				
Objective: Maintain quality control of base map contract deliverables.				
• Number of square miles of base map data reviewed*	72	82.2	483	64
Goal: Maintain the County's base map to a level that supports all other mapping on the GIS.				
Objective: Meet the needs of E-911 and AVL for base map data by capturing 100% of all newly constructed features from annual photography.				
• Actual number of buildings mapped	6,820	0*	6,900	6,500

* Based on major update of a large portion of rural Loudoun.



Mapping & Geographic Information

Land Records Maintenance

Description

Parcels, addresses, and street centerlines are core land records databases used to reference and link nearly all of the County's information resources. Most of the County's services are developed and maintained for buildings with addresses or for parcels. Since parcels are always changing, buildings are routinely built and demolished, and new streets constructed, these core services and databases must be constantly maintained.

The data maintenance process is usually part of the subdivision process and begins when the division enforces Chapter 1020 of the County Code by working closely with developers to name new streets. At the subdivision approval stage, surveys are normally delivered electronically from private sector surveying and engineering firms, and the parcel data is incorporated into the County's parcel layer at recordation. The street centerlines are used to assign addresses according to Chapter 1026 (Addressing of Premises) of the County Code, ensuring that addresses are unique and accurate.

Upon recordation, each new parcel is overlaid on 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 2008 Issues

- Critical issues for this program are the ability to retain qualified technical staff and to ensure a timely and accurate product.
- The purchase of 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 2008 Challenges

- 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.
- Another major challenge will be to continue adapt data models to coordinate database structures with surrounding counties and the state, while continuing to maintain support for CAD.
- There will be further integration of GIS with E-911 and the Automatic Vehicle Locator (AVL) module of the County's E-911 dispatching system.

Program Financial Summary	FY 2004 Actual	FY 2005 Actual	FY 2006 Actual	FY 2007 Adopted	FY 2008 Adopted
Expenditures					
Personnel	\$378,615	\$371,061	\$493,950	\$646,000	\$617,000
Operations & Maintenance	12,644	10,638	10,046	24,000	24,000
Total Expenditures	\$391,259	\$381,699	\$503,996	\$670,000	\$640,000
 Public Safety Communications Fund	 \$252	 \$68,966	 \$116,829	 \$64,000	 \$0
Total Local Tax Funding	\$391,007	\$312,733	\$387,167	\$607,000	\$640,000
 FTE Summary	 6.20	 7.20	 7.20	 7.20	 7.20



Loudoun County Government
FY 2008 Adopted Fiscal Plan

Mapping & Geographic Information
Land Records Maintenance

Performance Measures	FY 2005 Actual	FY 2006 Actual	FY 2007 Estimated	FY 2008 Projected
----------------------	-------------------	-------------------	----------------------	----------------------

Goal: Coordinate with other counties, state, and federal agencies to improve data accessibility and functionality.

Objective: Adopt the Virginia data model for street centerline and maintain the Loudoun portion of the State's centerline.

• Number of miles of ancillary centerline data	n/a	n/a	139	139
• Number of miles of street centerline transferred	2,186	93.3	115	115

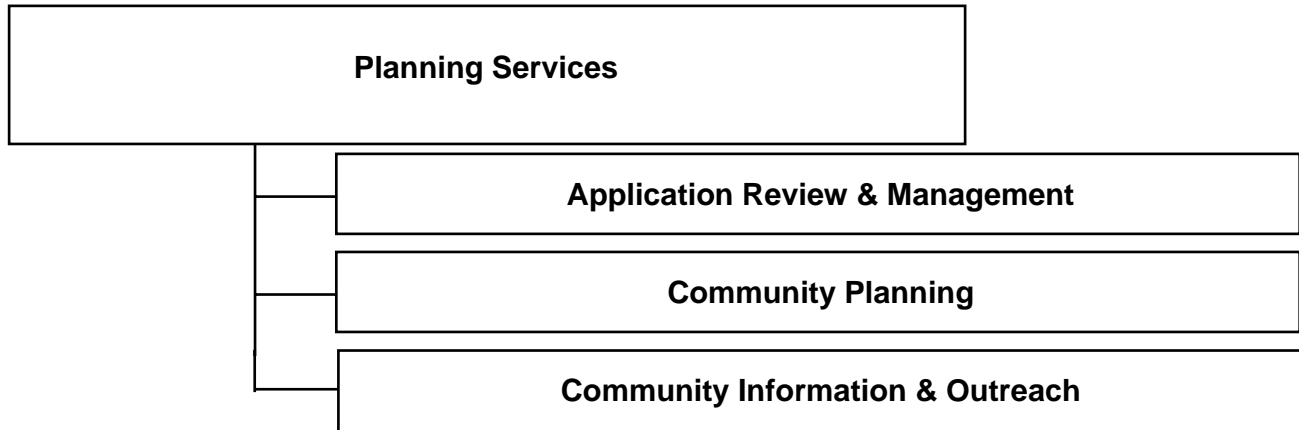
Goal: All geospatial data on the GIS will be created, maintained, and documented to meet or exceed accepted national, state, or County standards to support County business practices.

Objective: Maintain parcel, address, and street data to a level that supports E-911, LMIS, and AVL.

• Number of centerline attributes maintained	n/a	n/a	30	30
• Number of miles of new public roads added to the database.	151	93.3	115	115
• Number of plats mapped and transferred to LMIS	496	518	570	570
• Number of record plat and site plans addressed/addresses	n/a	n/a	n/a	n/a



Planning Services





Planning Services

Mission Statement

Planning Services assists the Planning Commission and Board of Supervisors with policies that guide the development 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 2008 Issues, Challenges & Trends

- While the accelerated pace of development activity has slowed, overall department workload remains at historically high levels. The Board of Supervisors acted on 81 cases in FY 06 and has acted on 51 cases through the 3rd quarter of FY 07.
- 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.
- In terms of policy initiatives, the department expects to begin FY 08 with 8 active Board-initiated plan amendments (12 Board-initiated plan amendments were active in FY 07 and 15 were active in FY 06).
- The frontline customer service staff must respond to inquiries and requests for information (including Freedom of Information Act requests) from applicants, the public and County officials. Despite efficiencies afforded by technology, direct customer contact is expected to remain a major function, especially given the property-specific nature of the inquiries and the complexity of the issues. Freedom of Information Act requests and general litigation support continue to involve significant staff time.
- The department must continue to support and coordinate with local and regional agencies such as the Metropolitan Washington Council of Governments, the Loudoun County Planning Commission, the Historic District Review Committee, and the School System.
- Additional cooperative planning efforts with Loudoun's seven incorporated towns are expected.
- Retention and recruitment of a professionally qualified workforce to manage and review complex planning projects and land development applications is an ongoing challenge.

FY 2008 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 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 Comprehensive Plan.



Planning Services

FY 2007 Major Achievements

- The department held 80 pre-application conferences through the 3rd quarter of FY 07 and has 147 total active cases.
- The department is reviewing plan amendments in accordance with Board priorities; a total of 8 are expected to be completed in FY 07.
- There were 1,528 customer requests for assistance at the front counter through the 3rd quarter of FY 07 along with 5,678 phone and email inquiries.
- The department received a grant from the Virginia Department of Historic Resources (VDHR) to develop an interactive web page to educate the public about historic districts.



Loudoun County Government
FY 2008 Adopted Fiscal Plan

Planning Services

Departmental Financial Summary	FY 2004 Actual	FY 2005 Actual	FY 2006 Actual	FY 2007 Adopted	FY 2008 Adopted
Expenditures					
Personnel	\$1,852,728	\$1,857,478	\$2,237,560	\$2,736,000	\$2,877,000
Operations & Maintenance	139,088	144,367	222,838	229,000	260,000
Total Expenditures	\$1,991,816	\$2,001,845	\$2,460,398	\$2,965,000	\$3,138,000
Revenues					
Permits Privilege Fees & Reg Licenses	\$197,316	\$659,114	\$702,387	\$769,000	\$348,000
Charges For Services	5,100	4,177	2,878	4,000	4,000
Total Revenues	\$202,416	\$663,291	\$705,265	\$773,000	\$352,000
Local Tax Funding	\$1,789,400	\$1,338,554	\$1,755,133	\$2,192,000	\$2,785,000
FTE Summary	28.59	27.00	28.00	31.00	31.00

FY 2008 Board Action

The FY 08 Adopted Fiscal Plan for Planning Services includes funding for compensation increases and increased benefits costs effective September 2007. FY 08 revenue estimates 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 an 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 2008 Adopted Fiscal Plan

Planning Services

Expenditures by Program	FY 2004 Actual	FY 2005 Actual	FY 2006 Actual	FY 2007 Adopted	FY 2008 Adopted
Application Review & Management	\$990,912	\$1,060,119	\$1,287,707	\$1,577,000	\$1,705,000
Community Planning	627,924	528,685	558,587	639,000	680,000
Community Information & Outreach	372,980	413,041	614,104	749,000	753,000
Total Expenditures	\$1,991,816	\$2,001,845	\$2,460,398	\$2,965,000	\$3,138,000
Revenues by Program	FY 2004 Actual	FY 2005 Actual	FY 2006 Actual	FY 2007 Adopted	FY 2008 Adopted
Application Review & Management	\$197,667	\$659,323	\$539,957	\$589,000	\$271,000
Community Planning	4,749	3,968	2,466	4,000	4,000
Community Information & Outreach	0	0	162,842	180,000	77,000
Total Revenues	\$202,416	\$663,291	\$705,265	\$773,000	\$352,000
Local Tax Funding by Program	FY 2004 Actual	FY 2005 Actual	FY 2006 Actual	FY 2007 Adopted	FY 2008 Adopted
Application Review & Management	\$793,245	\$400,796	\$747,750	\$988,000	\$1,434,000
Community Planning	623,175	524,717	556,121	635,000	676,000
Community Information & Outreach	372,980	413,041	451,262	569,000	676,000
Total Local Tax Funding	\$1,789,400	\$1,338,554	\$1,755,133	\$2,192,000	\$2,785,000
Staffing Summary by Program	FY 2004 Actual	FY 2005 Actual	FY 2006 Actual	FY 2007 Adopted	FY 2008 Adopted
Application Review & Management	15.09	14.10	14.10	17.20	17.50
Community Planning	8.10	7.80	6.90	6.40	6.30
Community Information & Outreach	5.40	5.10	7.00	7.40	7.20
Total FTE	28.59	27.00	28.00	31.00	31.00



Planning Services

Application Review & Management

Description

The Application Review and Management (ARM) program ensures that legislative development applications, such as rezonings and special exceptions, are submitted to, and reviewed by, the Board of Supervisors and the Planning Commission in compliance with County and State Code 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 support 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 (HDRC).

Budget Overview

FY 2008 Issues

- Over the past five years application activity has been in the triple digits. The number of pre-application conferences serves as a barometer of application activity: between 100 and 150 conferences were held in each of the past six years.
- While the number of new cases accepted continue to decline from FY 05 levels, the number of total active cases for the year is expected to remain stable as processing continues on existing cases.
- The department has assigned planners in other divisions to serve as project managers, however this is expected to diminish during FY 08 as the active caseload is processed to final action.

FY 2008 Challenges

- Continue to process land development applications in accordance with County and State regulations.
- Continue to provide the administrative support to the Planning Commission.
- 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 HDRC 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.



Loudoun County Government
FY 2008 Adopted Fiscal Plan

Planning Services
Application Review & Management

Program Financial Summary	FY 2004 Actual	FY 2005 Actual	FY 2006 Actual	FY 2007 Adopted	FY 2008 Adopted
Expenditures					
Personnel	\$942,141	\$999,764	\$1,160,954	\$1,489,000	\$1,595,000
Operations & Maintenance	48,771	60,355	126,753	88,000	110,000
Total Expenditures	\$990,912	\$1,060,119	\$1,287,707	\$1,577,000	\$1,705,000
Revenues					
Permits Privilege Fees & Reg Licenses	\$197,316	\$659,159	\$539,545	\$589,000	\$271,000
Charges For Services	351	164	412	0	0
Total Revenues	\$197,667	\$659,323	\$539,957	\$589,000	\$271,000
Total Local Tax Funding	\$793,245	\$400,796	\$747,750	\$988,000	\$1,434,000
FTE Summary	15.09	14.10	14.10	17.20	17.50



Loudoun County Government
FY 2008 Adopted Fiscal Plan

Planning Services
Application Review & Management

Performance Measures	FY 2005 Actual	FY 2006 Actual	FY 2007 Estimated	FY 2008 Projected
Goal: 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.				
Objective: Continue to process land development applications in accord with County and State regulations.				
• Number of legislative cases accepted	179	134	120	100
• Number of pre-application conferences	154	130	120	116
• Number of active cases	133	147	135	131
Goal: 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.				
Objective: Continue to make improvements to the development review process. Continue to provide the appropriate administrative support to the Planning Commission.				
• Number of cases acted upon by the Board of Supervisors	79	81	90	85
• Number of Planning Commission hearings	12	19	12	12
• Number of Planning Commission meetings	47	39	20	20
Goal: Advise the Board of Supervisors in efforts to preserve and protect historic places and areas in the County.				
Objective: Coordinate the review and deliberations on Certificate of Appropriateness (CAPP) applications. Provide administrative and professional support to the Historic District Review Committee, ensuring the consistent and current interpretation of the Historic District Guidelines.				
• Number of CAPP applications approved	34	45	33	33
• Number of CAPP applications submitted	30	38	33	33
• Number of Historic District Review Committee meetings	15	11	10	10



Planning Services Community Planning

Description

The Community Planning program aids 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 BOS-initiated and applicant-initiated plan 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 2008 Issues

- The Community Planning program will continue to work on policy initiatives in accordance with Board priorities.
- A substantial number of plans and plan amendments have been initiated (17 since 2004) and are in queue. As prioritized by the Board, these amendments will be taken through the public review process.

FY 2008 Challenges

- Implement area, strategic and amendment planning processes in accordance with Board of Supervisors' priorities.
- Provide planning support to other County divisions and departments, as well as other government agencies to ensure consistency with the Comprehensive Plan.

Program Financial Summary	FY 2004 Actual	FY 2005 Actual	FY 2006 Actual	FY 2007 Adopted	FY 2008 Adopted
Expenditures					
Personnel	\$552,590	\$466,856	\$499,335	\$568,000	\$599,000
Operations & Maintenance	75,334	61,829	59,252	71,000	81,000
Total Expenditures	\$627,924	\$528,685	\$558,587	\$639,000	\$680,000
Revenues					
Permits Privilege Fees & Reg Licenses	\$0	\$(45)	\$0	\$0	\$0
Charges For Services	4,749	4,013	2,466	4,000	4,000
Total Revenues	\$4,749	\$3,968	\$2,466	\$4,000	\$4,000
Total Local Tax Funding	\$623,175	\$524,717	\$556,121	\$635,000	\$676,000
FTE Summary	8.10	7.80	6.90	6.40	6.30



Loudoun County Government
FY 2008 Adopted Fiscal Plan

Planning Services
Community Planning

Performance Measures	FY 2005 Actual	FY 2006 Actual	FY 2007 Estimated	FY 2008 Projected
Goal: To support and facilitate the development of land use and growth management policies for the Board of Supervisors.				
Objective: Implement area, strategic and amendment planning processes in accordance with Board of Supervisors priorities.				
• Number of applicant-initiated amendment proposals	11	0	0	0
• Number of applicant-initiated amendment proposals	21	0	0	0
• Number of plans/amendments active	12	15	12	8
• Number of plans/amendments completed	3	5	8	6
• Number of plans/amendments initiated	7	7	4	2
Goal: Implement the Board's participatory planning efforts, advocate for the County's policies on regional and County planning matters and ensure consistent and current interpretations of the Comprehensive Plan and proffer policies in the development review process.				
Objective: Involve citizens in the planning process through an extensive public outreach program that includes community meetings, forums and other opportunities for public input that are not specific to a legislative application.				
• Number of community outreach programs and opportunities	89	150	100	100



Planning Services

Community Information & Outreach

Description

The Community Information and Outreach (CIO) staff provide "front counter" and frontline customer service for the entire department. Staff respond to inquiries and requests for information from applicants, the general public and County officials. This division provides technical support to the Board in its service on regional committees including the Metropolitan Washington Airports Authority (MWAA), the Committee on Noise Abatement and Aviation at National and Dulles Airports (CONAANDA), and other State and Metropolitan Washington Council of Government (COG) committees. CIO also provides representation for the County on local committees including the Goose Creek Scenic River Advisory Board and the Catoctin Total Maximum Daily Load Committee. Staff coordinate with other departments and agencies to implement and ensure consistency with the adopted Comprehensive Plan policy. This program provides advice and support to the Board of Supervisors through the County Administrator on environmental issues. Another aspect of Plan policy implementation involves assisting the Planning Commission in its review of the Capital Needs Assessment and the Capital Improvements Program. This program also coordinates mutual planning issues with the Loudoun County Sanitation Authority, School planning staff and neighboring jurisdictions. Reviews are provided for land development applications in neighboring jurisdictions and federal projects. The program works with Loudoun's towns on cooperative planning efforts including the Main Street Program, Joint Review Committees and jurisdictional issues.

Budget Overview

FY 2008 Issues

- The frontline customer service component of the department responds to inquiries and requests for information (including Freedom of Information requests) from applicants, the public and County officials. Despite efficiencies afforded by technology, direct customer contact is expected to remain a major function, especially given the property specific nature of the inquiries and the complexity of issues.
- Ongoing planning and administrative coordination with local and regional agencies will continue to be an important component of the program's work (i.e., LCSA, coordination with towns, school planning staff, etc.).
- The increased legislative caseload has limited staff resources available to work on new plan implementation issues and community outreach initiatives.

FY 2008 Challenges

- Provide planning support to other County departments and divisions, the Loudoun County Public Schools, towns, neighboring jurisdictions, and State and federal agencies to ensure consistency with the Comprehensive Plan.
- Support implementation on 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 other 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 Countywide administrative support in the areas of automation, management initiatives, etc.



Loudoun County Government
FY 2008 Adopted Fiscal Plan

Planning Services
Community Information & Outreach

Program Financial Summary	FY 2004 Actual	FY 2005 Actual	FY 2006 Actual	FY 2007 Adopted	FY 2008 Adopted
Expenditures					
Personnel	\$357,997	\$390,858	\$577,271	\$680,000	\$684,000
Operations & Maintenance	14,983	22,183	36,833	69,000	69,000
Total Expenditures	\$372,980	\$413,041	\$614,104	\$749,000	\$753,000
Revenues					
Permits Privilege Fees & Reg Licenses	\$0	\$0	\$162,842	\$180,000	\$77,000
Total Revenues	\$0	\$0	\$162,842	\$180,000	\$77,000
Total Local Tax Funding	\$372,980	\$413,041	\$451,262	\$569,000	\$676,000
FTE Summary	5.40	5.10	7.00	7.40	7.20



Loudoun County Government
FY 2008 Adopted Fiscal Plan

Planning Services
Community Information & Outreach

Performance Measures	FY 2005 Actual	FY 2006 Actual	FY 2007 Estimated	FY 2008 Projected
Goal: Strengthen and maintain relationships between the County and citizens, Towns, surrounding counties, and other government agencies to achieve coordinated planning.				
Objective: Provide planning support to other departments, divisions, Loudoun County Public Schools and neighboring jurisdictions and State and federal agencies to ensure consistency with the Comprehensive Plan.				
• Number of planning/implementation support meetings	191	213	100	100
• Participate in COG/regional meetings (NVRC, MWAA, CONAANDA)	8	4	20	15
Goal: Ensure the effective and accurate flow of information to the public and other government agencies including local, State and regional concerns related to the County's growth and development.				
Objective: Assist the general public and clients at the front counter, provide planning information and respond to inquiries in a timely, accurate and efficient manner. Establish community outreach and education programs related to the Comprehensive Plan.				
• Number of community outreach and educational meetings (not related to specific applications or plan amendment)	0	29	5	8
• Number of front counter customer assistance requests	2,298	2,458	2,900	2,900
• Number of telephone inquiries/comments and email	9,214	9,384	10,000	10,000



Solid Waste Management





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 2008 Issues, Challenges & Trends

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 one ton of municipal solid waste (MSW) is generated per year for every person in Loudoun County (282,000 tons projected in FY 08).
- 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 sent 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'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 remain in the State.

FY 2008 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.
- 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 2007 Major Achievements

- The department met tonnage and revenue goals in FY 06 related to the revenue neutrality plan that requires landfill revenues to pay for disposal operations and future landfill cell construction, and expects to meet its goals for FY 07 as well.
- A record number of customers, estimated at 96,000, received service at the County's Solid Waste Management Facility in FY 06. The department is anticipating achieving new record levels in FY 07 and FY 08.
- Cell IIIB construction was completed and is accepting waste; Cell IIIC and Sequence II Closure was designed and constructed in FY 06-07 to ensure capacity and to meet State Closure regulations.
- The County reported a 32% recycling rate to the State for Calendar Year 2005 (reported annually in April), and expects to continue meeting or exceeding the State-mandated rate of 25%.



**Loudoun County Government
FY 2008 Adopted Fiscal Plan**

Solid Waste Management

Departmental Financial Summary	FY 2004 Actual	FY 2005 Actual	FY 2006 Actual	FY 2007 Adopted	FY 2008 Adopted
Expenditures					
Personnel	\$1,484,726	\$1,612,791	\$1,875,468	\$2,147,000	\$2,256,000
Operations & Maintenance	1,914,945	1,819,274	2,597,021	2,420,000	2,779,000
Capital Outlay & Capital Acquisitions	48,500	44,334	41,190	58,000	40,000
Other	0	2,397,295	0	0	0
Total Expenditures	\$3,448,171	\$5,873,694	\$4,513,679	\$4,625,000	\$5,075,000
Revenues					
Permits Privilege Fees & Reg Licenses	\$34,122	\$33,134	\$32,900	\$30,000	\$31,000
Charges For Services	2,808,250	3,820,078	1,717,942	2,232,000	2,506,000
State Categorical Aid	39,911	18,615	45,653	30,000	33,000
Federal Categorical Aid	6,594	0	0	0	0
Other Financing Sources	120,000	38,000	0	0	0
Total Revenues	\$3,008,877	\$3,909,827	\$1,796,495	\$2,292,000	\$2,570,000
Local Tax Funding	\$439,294	\$1,963,867	\$2,717,184	\$2,333,000	\$2,504,000
FTE Summary	20.10	25.10	25.10	28.10	28.10

FY 2008 Board Action

The FY 08 Adopted Fiscal Plan for Solid Waste Management includes funding for compensation increases, and increased benefits costs effective September 2007. Other expenditure increases include \$359,000 in operations and maintenance costs, however \$273,000 are offset by landfill revenues. Local Tax Funding of operations and maintenance is increased by the remaining amount of \$86,000 for gasoline and other petroleum-based products and contract renewals for environmental monitoring and testing.

Additional information on this department's Capital Improvement Program projects can be found in Volume 2 on pages 553, 554, 555, 556 and 557. Information on scheduled projects for the Capital Asset Preservation Program can be found in tables beginning on page 614 in Volume 2.

Budget History

FY 06 Mid-year: The Board added 3.00 FTE to support disposal operations at the County Landfill.



Loudoun County Government
FY 2008 Adopted Fiscal Plan

Solid Waste Management

Expenditures by Program	FY 2004 Actual	FY 2005 Actual	FY 2006 Actual	FY 2007 Adopted	FY 2008 Adopted
Solid Waste Diversion & Recycling	\$966,272	\$924,056	\$1,035,793	\$1,162,000	\$1,201,000
Environmental Assurance & Strategic	1,169,311	1,230,785	1,228,257	1,319,000	1,417,000
Disposal Operations	1,312,588	3,718,853	2,249,629	2,144,000	2,456,000
Total Expenditures	\$3,448,171	\$5,873,694	\$4,513,679	\$4,625,000	\$5,075,000
Revenues by Program	FY 2004 Actual	FY 2005 Actual	FY 2006 Actual	FY 2007 Adopted	FY 2008 Adopted
Solid Waste Diversion & Recycling	\$96,017	\$80,306	\$96,689	\$30,000	\$83,000
Environmental Assurance & Strategic	34,335	36,350	35,371	30,000	31,000
Disposal Operations	2,878,525	3,793,171	1,664,435	2,232,000	2,456,000
Total Revenues	\$3,008,877	\$3,909,827	\$1,796,495	\$2,292,000	\$2,570,000
Local Tax Funding by Program	FY 2004 Actual	FY 2005 Actual	FY 2006 Actual	FY 2007 Adopted	FY 2008 Adopted
Solid Waste Diversion & Recycling	\$870,255	\$843,750	\$939,104	\$1,132,000	\$1,118,000
Environmental Assurance & Strategic	1,134,976	1,194,435	1,192,886	1,289,000	1,386,000
Disposal Operations	(1,565,937)	(74,318)	585,194*	(88,000)	0
Total Local Tax Funding	\$439,294	\$1,963,867	\$2,717,184	\$2,333,000	\$2,504,000
Staffing Summary by Program	FY 2004 Actual	FY 2005 Actual	FY 2006 Actual	FY 2007 Adopted	FY 2008 Adopted
Solid Waste Diversion & Recycling	3.25	4.25	4.25	4.25	4.25
Environmental Assurance & Strategic	9.35	9.35	9.35	9.35	9.35
Disposal Operations	7.50	11.50	11.50	14.50	14.50
Total FTE	20.10	25.10	25.10	28.10	28.10

* FY 06 Local Tax Funding consists of expenditures associated with increased volume at the County landfill. Additional revenue for this facility was posted to the Capital Projects Fund and will be recouped by the General Fund in FY 07 and FY 08.



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 HHW 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 2008 Issues

- State solid waste regulations require the County to demonstrate a 25% recycling rate for Municipal Solid Waste (MSW).
- 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).
- Efforts to provide recycling infrastructure through a public-private partnership in the County will continue; the Recycling Depot initiative of the Solid Waste Management Plan has been a priority since 2004.
- Demands for household hazardous waste, electronics and other special materials collection events continue to increase; current services are not keeping up with the service levels provided by surrounding jurisdictions.

FY 2008 Challenges

- Providing concise and clear messages to residents about refuse collection and recycling is difficult, due to the wide array of providers performing waste removal in the County.
- 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.
- 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.

Program Financial Summary	FY 2004 Actual	FY 2005 Actual	FY 2006 Actual	FY 2007 Adopted	FY 2008 Adopted
Expenditures					
Personnel	\$234,465	\$246,052	\$281,270	\$298,000	\$317,000
Operations & Maintenance	731,807	672,631	754,523	856,000	876,000
Capital Outlay & Capital Acquisitions	0	5,373	0	8,000	8,000
Total Expenditures	\$966,272	\$924,056	\$1,035,793	\$1,162,000	\$1,201,000
Revenues					
Permits Privilege Fees & Reg Licenses	\$0	\$60	\$0	\$0	\$0
Charges For Services	56,951	61,631	51,036	0	50,000
State Categorical Aid	39,066	18,615	45,653	30,000	33,000
Total Revenues	\$96,017	\$80,306	\$96,689	\$30,000	\$83,000
Total Local Tax Funding	\$870,255	\$843,750	\$939,104	\$1,132,000	\$1,118,000
FTE Summary	3.25	4.25	4.25	4.25	4.25



Loudoun County Government
FY 2008 Adopted Fiscal Plan

Solid Waste Management
Solid Waste Diversion & Recycling

Performance Measures	FY 2005 Actual	FY 2006 Actual	FY 2007 Estimated	FY 2008 Projected
Goal: Provide a clear and consistent message about solid waste management.				
Objective: Provide public information and education about County solid waste services and requirements.				
• Number of media releases regarding solid waste and recycling	65	34	60	60
• Number of solid waste and recycling educational programs	35	61	35	35
• Percentage of inquiries answered on 1st call or w/in 1 day	100%	100%	100%	100%
• Solid waste and recycling educational program participants	1,750	10,180	4,000	5,000
Goal: Demonstrate the County's commitment to recycling.				
Objective: Demonstrate compliance with Commonwealth of Virginia mandated recycling goal of 25% and with County Recycling Ordinance (Chapter 1086) that requires residents and businesses to recycle.				
• Percentage of complaints responded to as required by Ch. 1086	100%	100%	100%	100%
• Reported countywide recycling rate	25%	32%	25%	25%
Goal: Provide recycling opportunities for residents and businesses.				
Objective: Maintain Recycling Dropoff Centers and provide 8 annual special materials collection activities and events.				
• Number of households participating in Hazardous Waste	2,929	2,622	2,700	2,800
• Tons of recycling and special materials collected	8,135	8,266	8,350	8,765



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 2008 Issues

- Provide adequate system capacity for all waste types - including MSW, CDD, 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.
- Woods Road Solid Waste Unit Infrastructure complete and Cell 1 designed and awarded.
- Enforce Chapters 1080, 1084, 1086, and 1088 of the County Codified Ordinances for solid waste facilities, vehicles, illegal dumping and recycling.
- Respond to increasing requests for information and complaints regarding solid waste collection, recycling services, illegal dumping, litter, recycling and hazardous material disposal.

FY 2008 Challenges

- Solid waste management planning and service delivery must keep pace with the demand for local waste disposal and recycling.
- Staff shortages in the Department of Environmental Quality's Central and Northern Virginia Regional Offices delay approval of many compliance submittals for permitting, compliance and planning activities.
- Compliance activities related to local ordinances stretch available resources as complaints increase regarding illegal dumping, litter and local solid waste collection service providers.

Program Financial Summary	FY 2004 Actual	FY 2005 Actual	FY 2006 Actual	FY 2007 Adopted	FY 2008 Adopted
Expenditures					
Personnel	\$663,153	\$679,513	\$740,423	\$803,000	\$851,000
Operations & Maintenance	474,359	514,768	486,934	484,000	549,000
Capital Outlay & Capital Acquisitions	31,799	36,504	900	32,000	17,000
Total Expenditures	\$1,169,311	\$1,230,785	\$1,228,257	\$1,319,000	\$1,417,000
Revenues					
Permits Privilege Fees & Reg Licenses	\$34,122	\$33,074	\$32,900	\$30,000	\$31,000
Charges For Services	213	276	2,471	0	0
Other Financing Sources	0	3,000	0	0	0
Total Revenues	\$34,335	\$36,350	\$35,371	\$30,000	\$31,000
Total Local Tax Funding	\$1,134,976	\$1,194,435	\$1,192,886	\$1,289,000	\$1,386,000
FTE Summary	9.35	9.35	9.35	9.35	9.35



Loudoun County Government
FY 2008 Adopted Fiscal Plan

Solid Waste Management
Environmental Assurance & Strategic Planning

Performance Measures	FY 2005 Actual	FY 2006 Actual	FY 2007 Estimated	FY 2008 Projected
Goal: Implement Loudoun County Solid Waste Management Planning District Plan, conduct biennial reviews and updates as required.				
Objective: Plan for and ensure availability of adequate disposal, transfer, recycling facility and collection capacity in the County's Solid Waste Management System.				
• Percentage of Biennial Plan reviews and updates completed	n/a	100%	n/a	100%
• Percentage of capacity projects adhering to CIP schedule	100%	100%	100%	100%
Goal: Environmental Compliance in the County related to Solid Waste Management.				
Objective: Ensure that the County facility and other solid waste activities are in compliance with Federal, State, and local laws and regulations regarding management systems, financial assurance, waste stream reporting and other, including County Codified Ordinances Chapters 1080, 1084 and 1086.				
• Compliance with County Ordinances	100%	100%	100%	100%
• Number of facilities permitted and inspected	6	6	6	6
• Number of vehicles permitted	384	444	450	460
• Percentage of state inspections with no violations	100%	100%	100%	100%



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 2008 Issues

- Decreasing landfill capacity throughout the State and the potential unavailability of Fairfax County's facility, which accepts nearly fifty percent of the County's waste, puts increased pressure on the Solid Waste Management Facility's capacity.
- The revenue neutrality program continues to operate as landfill revenues cover operational costs and are expected to pay capital costs for new cell and closure construction. Funds will be sought to meet anticipated short-term cashflow requirements for an accelerated construction schedule for the Woods Road Infrastructure and Cell I construction projects.
- The increased focus on landfill business operations and financial accountability will continue; dedicated staff for financial tracking and accountability will be sought.
- While the Facility has been charged to pay its operating and future capital costs, fee waivers account for 1 of every 5 dollars worth of service provided by the Facility. These fee waivers are approved by the Board of Supervisors to governmental agencies and non-profit organizations.
- "Put-or-Pay" contracts for FY 08 will be negotiated in the Spring of 07 for a special contract rate in return for guaranteed monthly tonnages. The demand for contract tonnage was greater than was available in FY 07, further indication of the pressure on the State's capacity and increasing operating costs for service providers.
- Fee schedules and market factors will be reviewed to help ensure that the financial structure for the operation is sound.

FY 2008 Challenges

- Construction waste disposal has increased dramatically as nearby construction and demolition waste facilities are nearing capacity and significantly increasing tipping fees.
- Factors such as traffic trip time, increased fuel prices and wait times continue to increase the facility's customer base; collectors are choosing the County facility for time and/or cost efficiencies.
- 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.



Loudoun County Government
FY 2008 Adopted Fiscal Plan

**Solid Waste Management
Disposal Operations**

Program Financial Summary	FY 2004 Actual	FY 2005 Actual	FY 2006 Actual	FY 2007 Adopted	FY 2008 Adopted
Expenditures					
Personnel	\$587,108	\$687,226	\$853,775	\$1,045,000	\$1,088,000
Operations & Maintenance	708,779	631,875	1,355,564	1,081,000	1,354,000
Capital Outlay & Capital Acquisitions	16,701	2,457	40,290	18,000	15,000
Other	0	2,397,295	0	0	0
Total Expenditures	\$1,312,588	\$3,718,853	\$2,249,629	\$2,144,000	\$2,456,000
Revenues					
Charges For Services	\$2,751,086	\$3,758,171	\$1,664,435	\$2,232,000	\$2,456,000
State Categorical Aid	845	0	0	0	0
Federal Categorical Aid	6,594	0	0	0	0
Other Financing Sources	120,000	35,000	0	0	0
Total Revenues	\$2,878,525	\$3,793,171	\$1,664,435	\$2,232,000	\$2,456,000
Total Local Tax Funding	\$(1,565,937)	\$(74,318)	\$585,194*	\$(88,000)	\$0
FTE Summary	7.50	11.50	11.50	14.50	14.50

* FY 06 Local Tax Funding consists of expenditures associated with increased volume at the County landfill. Additional revenue for this facility was posted to the Capital Projects Fund and will be recouped by the General Fund in FY 07 and FY 08.



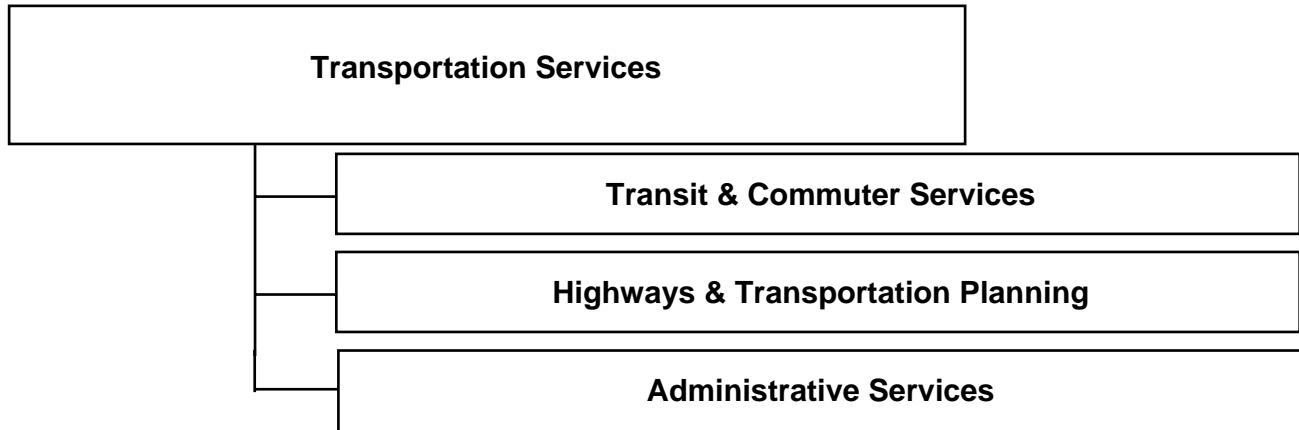
Loudoun County Government
FY 2008 Adopted Fiscal Plan

Solid Waste Management Disposal Operations

Performance Measures	FY 2005 Actual	FY 2006 Actual	FY 2007 Estimated	FY 2008 Projected
Goal: Provide Loudoun residents with access to an environmentally sound and economical solid waste disposal facility.				
Objective: Open Landfill and serve customers six days per week according to sound customer service, fiscal, environmental and operational practices.				
• Number of waste screening and fee assessment	85,880	96,192	100,800	106,000
• Percentage of complaints addressed within 24 hours	100%	100%	100%	100%
Goal: Maintain environmental compliance at the County's Solid Waste Management Facility.				
Objective: Demonstrate to State/Federal regulators and to the public that structures, environmental controls and operations are compliant with local, State and Federal laws and regulations through quarterly DEQ landfill and one annual air inspections.				
• Number of state inspections	5	4	4	4
• Number of state inspections with no violations	5	4	4	4
Goal: Conserve Landfill capacity according to Revenue Neutrality Plan.				
Objective: Filling operations run at maximum efficiency - meeting or exceeding filling efficiency ratio of 2.5 yds/ton.				
• Tons of waste buried meeting at maximum efficiency	79,473	111,526	95,000	100,000
• Tons of waste processed	96,283	126,718	110,000	117,000



Transportation 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 meets the needs of Loudoun County.

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 2008 Issues, Challenges & Trends

- The County's ongoing population growth creates more demand for transportation options and solutions.
- Transportation Services faces the challenge of accommodating the demand for local solutions to transportation issues resulting from the general decline in State funding for transit and road construction.
- The department guides and manages efforts to secure funding for County road projects from federal sources, local bonds and proffers.
- The department must coordinate with other jurisdictions and the Northern Virginia Transportation Authority on the implementation of the State's new transportation funding initiative, while monitoring challenges to the enacting legislation.
- As transportation facilities in the County need to be established and improved, such improvements are often met with resistance to change from impacted communities.

FY 2008 Major Goals

- Promote alternatives to the SOV (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 (VDOT) 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.
- Oversee the update of the Countywide Transportation Plan (CTP), including review of the revised plan with the Planning Commission and Board of Supervisors.
- Monitor the Northern Virginia Transportation Authority's implementation of the Governor's 2008 transportation plan

FY 2007 Major Achievements

- Obtained seven additional commuter buses to launch service in the Rt. 50 corridor and expand reverse commute service to Janelia Farm, Lansdowne and Leesburg.
- Acquired state demonstration grant to assist in the expansion of commuter bus service.
- Added commuter parking capacity for Lowes Island and Cascades riders by negotiating an agreement with Our Lady of Hope Catholic Church.
- Completed RFP process and awarded contract to JMT Engineering for design of permanent Leesburg park and ride lot.
- Initiated plan to limit long-term parking in commercial areas.
- Finalized Rt. 15 Lucketts Safety Improvements concept plan.
- Awarded contract for Rt. 7 Traffic Operations project.
- Received full proportional share of Federal CMAQ and RSTP funding for a total amount of \$8.35 million.



**Loudoun County Government
FY 2008 Adopted Fiscal Plan**

Transportation Services

Departmental Financial Summary	FY 2004 Actual	FY 2005 Actual	FY 2006 Actual	FY 2007 Adopted	FY 2008 Adopted
Expenditures					
Personnel	\$1,127,953	\$1,197,062	\$1,167,832	\$1,596,000	\$1,676,000
Operations & Maintenance	3,152,727	3,199,824	4,212,033	5,532,000	6,143,000
Capital Outlay & Capital Acquisitions	8,409	0	0	0	0
Other	0	463,000	443,610	668,000	494,000
Total Expenditures	\$4,289,089	\$4,859,886	\$5,823,475	\$7,797,000	\$8,313,000
Revenues					
Permits Privilege Fees & Reg Licenses	\$0	\$0	\$186,050	\$204,000	\$78,000
Charges For Services	1,626,303	1,861,611	2,273,040	3,370,000	3,410,000
Miscellaneous Revenue	23,427	34,707	14,506	34,000	34,000
State Categorical Aid	356,614	902,376	1,133,420	900,000	834,000
Federal Categorical Aid	224,516	56,240	66,400	173,000	198,000
Other Financing Sources	869,012	783,646	688,500	1,734,000	2,194,000
Total Revenues	\$3,099,872	\$3,638,580	\$4,361,916	\$6,414,000	\$6,748,000
Local Tax Funding	\$1,189,217	\$1,221,306	\$1,461,559	\$1,383,000	\$1,565,000
FTE Summary	15.00	15.00	15.00	18.00	18.77

FY 2008 Board Action

The FY 08 Adopted Fiscal Plan for Transportation Services includes funding for compensation increases and increased benefits costs effective September 2007. Increases in commuter bus operations and maintenance expenditures were offset by \$423,000 in commuter bus revenue, Gasoline Tax subsidies and State aid.

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 a transportation engineer to develop road projects for the CIP.

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 493, 494, 496, 497, 498, 499, 500 and 501.. Information on scheduled projects for the Capital Asset Preservation Program can be found in tables beginning on page 614 in Volume 2.



Loudoun County Government
FY 2008 Adopted Fiscal Plan

Transportation Services

Expenditures by Program	FY 2004 Actual	FY 2005 Actual	FY 2006 Actual	FY 2007 Adopted	FY 2008 Adopted
Transit & Commuter Services	\$3,309,810	\$3,889,994	\$4,666,067	\$6,510,000	\$6,920,000
Highways & Transportation Planning	603,799	604,512	825,682	836,000	972,000
Administrative Services	375,480	365,380	331,726	451,000	421,000
Total Expenditures	\$4,289,089	\$4,859,886	\$5,823,475	\$7,797,000	\$8,313,000
Revenues by Program	FY 2004 Actual	FY 2005 Actual	FY 2006 Actual	FY 2007 Adopted	FY 2008 Adopted
Transit & Commuter Services	\$3,099,872	\$3,638,580	\$4,174,066	\$6,210,000	\$6,669,000
Highways & Transportation Planning	0	0	187,850	204,000	78,000
Total Revenues	\$3,099,872	\$3,638,580	\$4,361,916	\$6,414,000	\$6,748,000
Local Tax Funding by Program	FY 2004 Actual	FY 2005 Actual	FY 2006 Actual	FY 2007 Adopted	FY 2008 Adopted
Transit & Commuter Services	\$209,938	\$251,414	\$492,001	\$300,000	\$250,000
Highways & Transportation Planning	603,799	604,512	637,832	632,000	894,000
Administrative Services	375,480	365,380	331,726	451,000	421,000
Total Local Tax Funding	\$1,189,217	\$1,221,306	\$1,461,559	\$1,383,000	\$1,565,000
Staffing Summary by Program	FY 2004 Actual	FY 2005 Actual	FY 2006 Actual	FY 2007 Adopted	FY 2008 Adopted
Transit & Commuter Services	4.50	4.50	4.50	5.00	5.00
Highways & Transportation Planning	6.00	6.00	6.00	9.00	9.77
Administrative Services	4.50	4.50	4.50	4.00	4.00
Total FTE	15.00	15.00	15.00	18.00	18.77



**Loudoun County Government
FY 2008 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 occupant 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 2008 Issues

- Increased regional road congestion, high fuel prices and a rapidly growing County population will continue to spur demand for additional transit service options and the need for increased capacity of established services.
- Service expansion requires not only additional equipment and funds, but also supporting infrastructure, specifically park-and-ride spaces in eastern Loudoun and Purcellville.

FY 2008 Challenges

- Develop implementation plan and identify funding for all day transit connection to West Falls Church Metro.
- Address the lack of a viable bus route from Dulles South to Dulles North due to congestion on existing Route 606.
- Meet increasing service demands as State capital and operating funding decreases.

Program Financial Summary	FY 2004 Actual	FY 2005 Actual	FY 2006 Actual	FY 2007 Adopted	FY 2008 Adopted
Expenditures					
Personnel	\$294,183	\$347,236	\$366,468	\$434,000	\$433,000
Operations & Maintenance	3,015,627	3,079,758	3,855,989	5,407,000	5,994,000
Other	0	463,000	443,610	668,000	494,000
Total Expenditures	\$3,309,810	\$3,889,994	\$4,666,067	\$6,510,000	\$6,920,000
Revenues					
Charges For Services	\$1,626,303	\$1,861,611	\$2,273,040	\$3,370,000	\$3,410,000
Miscellaneous Revenue	23,427	34,707	14,506	34,000	34,000
State Categorical Aid	356,614	902,376	1,131,620	900,000	834,000
Federal Categorical Aid	224,516	56,240	66,400	173,000	198,000
Other Financing Sources	869,012	783,646	688,500	1,734,000	2,194,000
Total Revenues	\$3,099,872	\$3,638,580	\$4,174,066	\$6,210,000	\$6,669,000
Total Local Tax Funding	\$209,938	\$251,414	\$492,001	\$300,000	\$250,000
FTE Summary	4.50	4.50	4.50	5.00	5.00



Loudoun County Government
FY 2008 Adopted Fiscal Plan

Transportation Services

Transit & Commuter Services

Performance Measures	FY 2005 Actual	FY 2006 Actual	FY 2007 Estimated	FY 2008 Projected
Goal: Acquire additional commuter coaches on schedule for implementation of multi-year service plan.				
Objective: Acquire minimum 25% state funding annually to purchase commuter coaches.				
• Amount of total funding required	870,000	3,185,500	918,352	945,904
• Number of buses acquired	2	7	2	2
• Percentage State funding acquired	66.6%	65.4%	24.3%	25%
• Total number of buses	24	31	33	35
Goal: Increase percentage of residents using alternative commuting options.				
Objective: Achieve minimum 10% increase in commuter bus ridership, rideshare database participants and employer outreach participants.				
• Annual bus ridership	513,766	602,333	700,000	770,000
• Number of employer outreach participants	98	83	92	100
• Number of Rideshare database registrants	1,002	1,013	1,050	1,100
• Number of vehicle miles not traveled by ridership	16,982,259	18,272,000	23,172,700	25,489,970
• Percentage increase in participants	53%	-15%	10%	10%
• Percentage increase in registrants	65%	0.7%	3.6%	4.8%
• Percentage increase in ridership	31%	17%	16%	10%
• Tons of Nox emission saved	13.1	12.72	17.9	19.69
• Tons of VOC emissions saved	4.06	3.96	1.26	6.1
Goal: Identify, secure and develop park and ride facilities in Leesburg, Hamilton, Purcellville, and Dulles Town Center, and identify opportunities for additional park and ride facilities in the Dulles South area.				
Objective: Secure 10-year leases for 85 parking spaces in Purcellville, and 65 spaces in Hamilton. Complete special exception process, design process and federal funding requirements related to Leesburg permanent lot by end of FY 06. Acquire 100 proffered spaces at Dulles Town Center.				
• Number of Park and Ride lot plans approved	1	3	1	1
• Number of parking spaces	1,423	1,525	1,875	2,000
Goal: Maintain a high level of customer service.				
Objective: Respond to phone calls and emails within 24 hours, prepare mailings as requested, and participate in transportation fairs.				
• Number of email inquiries	4,286	6,900	5,900	7,500
• Number of informational mailings to citizens	1,056	1,334	1,500	1,700
• Number of telephone inquiries	6,615	8,486	9,500	10,000
• Number of transportation fairs staffed	8	8	3	15



Transportation Services Highways & Transportation Planning

Description

Highways and Transportation Planning assesses safety and operational deficiencies in the road system and works with VDOT, municipalities, 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 2008 Issues

- Meet 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 2008 Challenges

- Update Loudoun residents and stakeholders on transportation issues and potential solutions to problems.
- Respond to developer-initiated requests in a timely and sufficient 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 2004 Actual	FY 2005 Actual	FY 2006 Actual	FY 2007 Adopted	FY 2008 Adopted
Expenditures					
Personnel	\$472,504	\$496,102	\$480,372	\$729,000	\$843,000
Operations & Maintenance	122,886	108,410	345,310	106,000	130,000
Capital Outlay & Capital Acquisitions	8,409	0	0	0	0
Total Expenditures	\$603,799	\$604,512	\$825,682	\$836,000	\$972,000
Revenues					
Permits Privilege Fees & Reg Licenses	\$0	\$0	\$186,050	\$204,000	\$78,000
State Categorical Aid	0	0	1,800	0	0
Total Revenues	\$0	\$0	\$187,850	\$204,000	\$78,000
Total Local Tax Funding	\$603,799	\$604,512	\$637,832	\$632,000	\$894,000
FTE Summary	6.00	6.00	6.00	9.00	9.77



Loudoun County Government
FY 2008 Adopted Fiscal Plan

Transportation Services

Highways & Transportation Planning

Performance Measures	FY 2005 Actual	FY 2006 Actual	FY 2007 Estimated	FY 2008 Projected
Goal: Reduce congestion and improve accessibility through implementation of the CTP road system in cooperation with Federal, State and local interests.				
Objective: Respond promptly to all plan review requests by identifying necessary improvements, conducting analyses. Obtain maximum available funding relative to needs of competing entities.				
• Amount of CMAQ/RSTP funding available to NVTA	53,060,000	46,300,000	67,140,000	65,860,000
• Amount of CMAQ/RSTP funding distributed to County by NVTA	5,470,000	4,540,000	8,350,000	8,400,000
• Number of highway plans developed/reviewed	14	32	35	39
Goal: Analyze all development applications submitted to OTS for review. Identify and address transportation related issues with significant impact.				
Objective: Address transportation issues and develop effective agreements for future improvements as part of the application review and referral process.				
• Number of applications requiring OTS review	147	200	250	300
• Number of significant transportation issues identified	540	614	700	800
Goal: Solicit input and respond to citizens' road safety concerns. Provide information on transportation issues and potential solutions. Improve roadway safety by facilitating installation of traffic control devices funded by VDOT, the County and/or developers, where warranted on Loudoun County roadways.				
Objective: Maintain system monitoring traffic control device design and accurate financial accounting. Assure proper installation within reasonable timeframe. Conduct specific project-related community information sessions as needed.				
• Number of County traffic signal project contracts monitored	8	6	12	12
• Number of County traffic signal projects monitored	4	4	6	6
• Number of developer traffic signals monitored	25	22	25	25
• Number of developer-initiated warrant studies monitored	8	3	8	8
• Number of project-related community information sessions	1	2	2	2
Goal: Respond to highway-related citizen inquiries efficiently and promptly.				
Objective: Planner response to phone inquiries immediately or by end of day if research required; response to emails by close of business same day; response to walk-in inquiries immediately.				
• Number of emails to department mailbox	n/a	132	150	200
• Number of telephone inquiries on highway issues	n/a	887	900	1,200
• Number of walk-in requests for assistance	n/a	417	450	500



Loudoun County Government
FY 2008 Adopted Fiscal Plan

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 2008 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 2008 Challenges

- The current level of support staffing is adequate to meet anticipated increased workload demands for the foreseeable future.

Program Financial Summary	FY 2004 Actual	FY 2005 Actual	FY 2006 Actual	FY 2007 Adopted	FY 2008 Adopted
Expenditures					
Personnel	\$361,266	\$353,724	\$320,992	\$432,000	\$401,000
Operations & Maintenance	14,214	11,656	10,734	19,000	20,000
Total Expenditures	\$375,480	\$365,380	\$331,726	\$451,000	\$421,000
 Total Local Tax Funding	 \$375,480	 \$365,380	 \$331,726	 \$451,000	 \$421,000
 FTE Summary	 4.50	 4.50	 4.50	 4.00	 4.00



Loudoun County Government
FY 2008 Adopted Fiscal Plan

Transportation Services
Administrative Services

Performance Measures	FY 2005 Actual	FY 2006 Actual	FY 2007 Estimated	FY 2008 Projected
Goal: Create and process all transportation-related Board initiatives.				
Objective: Deliver accurately and timely all required Board items.				
• Number of Board Items completed	52	57	50	55
• Percentage completed/delivered within required deadline	100%	100%	100%	100%
Goal: Perform legislative analysis of transportation issues as presented by County liaison to the General Assembly.				
Objective: Provide timely response to all requests for review.				
• Number of requested reviews of legislative items	88	183	270	150
• Percentage of legislative items reviewed	100%	100%	100%	100%



Notes



Miscellaneous

MISCELLANEOUS SUMMARY

.....

Non-Departmental

Page 429

.....



**Loudoun County Government
FY 2008 Adopted Fiscal Plan**

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 2004 Actual</u>	<u>FY 2005 Actual</u>	<u>FY 2006 Actual</u>	<u>FY 2007 Adopted</u>	<u>FY 2008 Adopted</u>
Total Expenditures	\$3,608,438	\$5,362,136	\$6,304,223	(\$5,950,000)	(\$7,506,000)
	<u>FY 2004 Actual</u>	<u>FY 2005 Actual</u>	<u>FY 2006 Actual</u>	<u>FY 2007 Adopted</u>	<u>FY 2008 Adopted</u>
<u>Major Expenditures and Transfers</u>					
Annual Leave Payoff (Termination)	----	----	----	\$370,000	\$370,000
Exceptional Achievement Awards	----	----	----	500,000	500,000
Personnel Vacancy Savings	----	----	----	(13,425,000)	(13,425,000)
Retiree Health Insurance	----	----	----	----	1,400,000
Tax relief - Elderly and Handicapped	2,444,129	3,410,516	4,822,176	----	----
Water Resources Committee Recommendations	----	----	----	300,000	----
Training and Professional Development	----	----	----	83,000	100,000
Interest Expense	464,309	901,620	82,047	500,000	250,000
Computer Hardware and Software	----	----	----	1,722,000	934,000
Innovative Technologies	----	----	----	1,000,000	----
Contingency for Litigation	----	----	----	1,500,000	1,500,000
Additional Budget Reductions	----	----	----	----	(1,135,000)
Transfer to Self-Insurance Fund	700,000	1,050,000	1,400,000	1,500,000	2,000,000

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 - 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. The Board of Supervisors eliminated funding for employee and individual team bonuses during the FY 05 budget process. The FY 06 Proposed Fiscal Plan recommended \$650,000 to provide incentives for employees who achieve extraordinary accomplishments for the County, and the Board of Supervisors included \$500,000 for this program. The FY 08 budget maintains funding at the current level.

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 07 Proposed Fiscal Plan included \$10,482,000 in anticipated vacancy savings. During its FY 07 budget worksessions, the Board of Supervisors increased the vacancy savings budget by \$3 million. The FY 08 budget continues the vacancy savings estimate at its current level.

Retiree Health Insurance - Beginning in FY 08, expenditures association 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.

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, increased the eligibility criteria in FY 05 and, most recently, for 2007. Beginning in FY 07, tax relief under this program was incorporated directly into the estimate for real property tax revenue.



Loudoun County Government FY 2008 Adopted Fiscal Plan

Water Resources Technical Advisory Committee Recommendations – The Board designated \$300,000 as a contingency for implementation of the recommendations of the Water Resources Technical Committee, which was appointed by the Board in 2004 to provide advice on water resource issues, during the FY 07 budget process. The \$300,000 contingency was used by the Board to implement the committee's recommendations on source water, surface water, and watershed and groundwater management issues.

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 08 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 08 budget maintains the current four-year replacement cycle.

Innovative Technologies - During the Fall 2004 Program Review process, the Board of Supervisors directed staff to place an emphasis on the use of new technology to enhance efficiency and productivity. The FY 06 Adopted Fiscal Plan included \$500,000 for the creation of an Innovative Technology Fund that would provide a dedicated resource for automation based solutions and improvements. The County Administrator presented his recommendations for major systems and technological upgrades as part of the Board's discussion regarding the use of FY 05 General Fund balance. The FY 07 Proposed Fiscal Plan included \$2,160,000 to upgrade and replace imaging, human resources and payroll systems, telecommuting and replacement of the MHMRSAS client management system. During its budget worksessions, the Board of Supervisors eliminated funding for all but the MHMRSAS client and new time and attendance systems, both of which are to be funded by lease-purchase financing. Beginning in FY 08, innovative technology expenditures are included in the Computer System Replacement Fund (page 629).

Contingencies - The County budgets contingency funding for new initiatives and anticipated, but not definite, expenses in Non-Departmental. The FY 08 budget continues the established practice of budgeting a litigation contingency. In addition, the Board of Supervisors voted during the FY 08 budget process to include \$1.1 million in unspecified reductions to County government operations. Equivalent reductions will be identified during the course of the fiscal year.

Transfer to Self-Insurance Fund - Health insurance, risk management and workers' compensation are funded by annual transfers to the County's Self-Insurance Fund. The appropriation is recalculated annually based on fund performance.



**Loudoun County Government
FY 2008 Adopted Fiscal Plan**

Notes



**Loudoun County Government
FY 2008 Adopted Fiscal Plan**

Notes



Index



**Loudoun County Government
FY 2008 Adopted Fiscal Plan**

A	
Accounting, Auditing and Financial Reporting Policies	E-53
Accounts Payable Policies	E-52
Actual Unrestricted/Undesignated General Fund Balance	688
Adolescent Day Treatment Facility (MH/SAS)	532
Adolescent Transitional Independent Living with Office Space	533
Adult Detention Center (Phase I, II, & III)	516
Advanced Technology Academy	586
Affordable Dwelling Unit Advisory Board (ADUAB)	1
Aid from the Commonwealth	R-18
Aldie Fire/Rescue Station	508
Aldie Sewer Service District	613
All-Night Graduation Parties	309
Animal Care & Control	123
Animal Care & Control, Animal Control	130
Animal Care & Control, Animal Shelter	127
Animal Care Pet Adoption Center	519
Ashburn Area Elementary School (ES-19)	567
Ashburn/Dulles Area Elementary School (ES-20)	568
Ashburn/Dulles Area Elementary School (ES-21)	569
Ashburn/Dulles Area Elementary School (ES-22)	570
Ashburn/Dulles Area Middle School (MS-5)	577
Ashburn/Dulles Area Middle School (MS-6)	578
Ashburn/Dulles Area Middle School (MS-7)	579
Assessed Valuation of Other Real Property	666
Assessed Valuation of Residential Real Property	665
Assessed Value Per Capita	667
Asset Maintenance, Replacement and Enhancement Policies	E-54
At Place Employment & Unemployed	655
Average Homeowner Tax Bill	660
B	
Birmingham Green	317
Blue Ridge Speech and Hearing	309
Bluemont Concert Series	309
Board of Equalization	3, 7
Board of Supervisors	7
Board of Zoning Appeals	1
Boards, Commissions and Committees	3, 6
Brain Injury Services, Inc.	310
Brambleton Area Elementary School (ES-14)	563
Brambleton District Park	539
Brambleton Fire/Rescue/Sheriff's Station	505
Broadlands Recreation Center	540
Building & Development	363
Building & Development, Building Code Enforcement	373
Building & Development, Land Development Engineering	369
Building & Development, Land Development Planning	367
Building & Development, Permit Issuance/Department Management	375
Building & Development, Zoning Administration	371
Business Establishments	659



**Loudoun County Government
FY 2008 Adopted Fiscal Plan**

C apital Asset Preservation Program	614
Capital Budget Policies	E-54
Capital Construction	11
Capital Hospice	310
Capital Improvement Program	433
Capital Project Management Support	481
Catoctin Elementary School Renovation	573
Central Services Fund.....	624
Charges for Services & Permits & Privilege Fees (Revenue).....	682
Charles S. Monroe Technology Center Renovation	587
Church Street Parking Lot.....	482
CIP – Community Development.....	463
CIP – Elementary Schools	465
CIP – General Government Administration.....	458
CIP – Health and Welfare	461
CIP – High Schools	467
CIP – Land Acquisition.....	457
CIP – Middle Schools.....	466
CIP – Notice of Intent	469
CIP – Parks, Recreation and Culture.....	462
CIP – Previously Authorized Projects	450
CIP – Public Safety	460
CIP – Schedule of Appropriations.....	455
CIP – School Summary.....	464
CIP – Transportation	459
CIP Process	433
CIP Referendum Schedule	443
Claude Moore Park Recreation Center.....	541
Clerk of the Circuit Court.....	133
Commission on Aging	3, 7
Commission on Women	3
Commissioner of the Revenue.....	15
Commissioner of the Revenue, Administration.....	28
Commissioner of the Revenue, Business Tax Assessment	20
Commissioner of the Revenue, Information Services.....	23
Commissioner of the Revenue, Personal Property Tax Assessment and Tax Relief.....	25
Commonwealth Attorney.....	137
Community Center Renovations	542
Community Corrections.....	141
Community Criminal Justice Board.....	4
Community Services Board.....	4, 7
Commuter Bus Advisory Board.....	3
Commuter Transit Buses	493
Comprehensive Services for At-Risk Youth & Families	625
Computer System Replacement Fund.....	627
County Administrator, Executive Management.....	35
County Administrator, Office of	30
County Administrator, Support to the Board	37
County Administrator, Youth Initiative.....	39
County Assessor, Office of.....	42
County Attorney	46
County Capital Projects.....	471
County Funds, Fund Structure and Basis of Budgeting.....	E-36



**Loudoun County Government
FY 2008 Adopted Fiscal Plan**

County Government and Schools Operating Budgets	685
County Government FTE's Per 1,000 Population	661
Courtroom Additions	483
Courts	145
Courts Expansion and Parking, Phase III	484
Courts, Circuit Court	149
Courts, General District Court	153
Courts, Juvenile & Domestic Relations Court	151
Courts, Magistrates	155
Criteria for Establishment of Special Assessment Districts	E-55

D ebt Ceilings	598
Debt Per Capita	694
Debt Policies	E-49
Debt Service – Fiscal Trends	691
Debt Service as a Percentage of Expenditures	693
Debt Service Fund	589
Debt Service Projections	599
Debt Service Projections by Project	602
Demographic Environment	E-10
Dept. of General Services Administration, Maintenance & Storage Building	485
Dulles Area High School I (HS-6)	584
Dulles Area High School II (HS-7)	585
Dulles Area Library	546
Dulles Corridor Rapid Transit	494
Dulles Industrial Park Water & Sewer District	629
Dulles Multipurpose Center (Phase II)	543
Dulles/Route 28 Fire/Rescue/Sheriff's Station	506

E astern Loudoun Sheriff's Substation	517
Eastern Route 7 Safety Project	499
Eastern Vehicle Maintenance Facility	486
Economic Development	377
Economic Development Commission	4
Economic Environment	E-14
Electoral Board	4, 7
Emergency Homeless Shelter	523
Executive Summary	E-1
Extension Services, 4-H Youth Development	224
Extension Services, Agriculture & Natural Resources	222
Extension Services, Family & Consumer Services	226

F amily Services	228
Family Services, Administration	265
Family Services, Adult Protective Services	239
Family Services, Affordable Dwelling Unit	235
Family Services, Benefits	237
Family Services, Career Support Services	250
Family Services, Child Protective Services	241



**Loudoun County Government
FY 2008 Adopted Fiscal Plan**

Family Services, Community Partnership Development.....	257
Family Services, Community Support Services.....	243
Family Services, Comprehensive Services Act for At-Risk Youth and Families	255
Family Services, Contracts and Accountability	260
Family Services, Foster Care & Adoption	245
Family Services, Housing Choice Voucher Program	233
Family Services, Housing Policy	263
Family Services, Juvenile Detention Center	248
Family Services, Non-Residential Youth Programs	252
Federal Payments.....	R-23
Federal Revenue.....	679
Fire & Rescue Services.....	157
Fire & Rescue Services, Administration, Planning & Human Resources	178
Fire & Rescue Services, Communications & Support Services.....	167
Fire & Rescue Services, Emergency Medical Services & Public Education	163
Fire & Rescue Services, Fire Marshal's Office	174
Fire & Rescue Services, Fire-Rescue Training.....	172
Fire & Rescue Services, Office of Emergency Management.....	176
Fire & Rescue Services, Operations.....	165
Fire & Rescue Services, Volunteer Coordination	170
Fire and Rescue Commission	4
Fire Station Renovations.....	510
Fire/Emergency Medical Service Tax District	630
Fire/Rescue Capital Apparatus	509
First Night Leesburg.....	310
Fiscal Impact Committee.....	4
Fiscal Policy	E-46
Fiscal Trends – Assessed Value & Tax Raes.....	663
Fiscal Trends – Debt & Debt Service.....	689
Fiscal Trends – Demographic & Economic Trends.....	651
Fiscal Trends – Revenue & Expenditures.....	673
Fiscal Year 2008 Budget Process.....	E-9
FTE (Full-Time Equivalent) History by Department	E-34
Funding the CIP	441
FY 07/08 Use of Local Tax Funding/General Fund Balance	E-22
FY 07-12 Amended CIP Summary	434
FY 08 Appropriations Schedule	E-20
FY -08 Approved Government Enhancements	E-18
FY 08 Local Tax Funding	E-23
FY 2006-2008 Summary of Financial Sources and Uses of Fund Balance	E-27
FY 2008 Adopted Fiscal Plan Graphs.....	E-24

G eneral Fund Revenue	R-1
General Fund Revenue Sources	680
General Fund Transfer to Schools – Total & Per Pupil.....	687
General Government Expenditures Per Capita	683
General Registrar	51
General Services.....	55
General Services, Administrative Services	67
General Services, Facilities Support.....	62
General Services, Fleet Management	65
General Services, Public Works	60
Glossary	G-1



**Loudoun County Government
FY 2008 Adopted Fiscal Plan**

Good Shepherd Alliance	311
Government Office Space	487
Government Support Center Infrastructure & Lower Sycolin Sewer Pump Station.....	488
Graph for General Government Expenditures	1
Graph of Parks, Recreation and Culture Expenditures.....	323
Graph of Public Safety & Judicial Administration Expenditures.....	121
Graph of the Health & Welfare Expenditures.....	215
Graphs of Community Development Expenditures.....	361
Greater Washington Initiative.....	311
Gum Spring Library	547

H amilton Sewer Service District	631
Health Services	267
Health Services, Community Health	271
Health Services, Environmental Health	273
History of Adopted Budgets by Fund	E-35
History of Expenditures by Department	E-32
Housing Choice Voucher Fund	632
HS-3 Off-site Road Improvements	501

I mpact on Future Debt Ratios	468
Information Technology.....	69
Information Technology, Administration.....	85
Information Technology, Broadband Services.....	83
Information Technology, Communications Services.....	79
Information Technology, Computer Operations.....	73
Information Technology, Internet/Intranet Services	81
Information Technology, Systems Development & Support Services	77
Information Technology, Technology Services	75
Investment Policies	E-53

J uvenile Court Service Unit.....	181
Juvenile Detention Center.....	520
Juvenile Probation House	534

K irkpatrick Farm Fire/Rescue Station	511
--	-----

L a Voz of Loudoun.....	311
Land Acquisition Fund.....	475
Landfill Fee Waivers.....	322
Leesburg Area Elementary School (ES-15).....	564
Leesburg Area Elementary School (ES-24).....	571
Leesburg Area High School (HS-5)	583
Leesburg Park-and-Ride Lot.....	496
Leesburg South Fire/Rescue Station	512



**Loudoun County Government
FY 2008 Adopted Fiscal Plan**

Legal Resources Center (Law Library)	633
Legal Services of Northern Virginia	312
Library Board of Trustees.....	4
Library Services	325
Library Services, Administration	333
Library Services, Public Services.....	331
Library Services, Support Services.....	329
Lighting at Fields Farm.....	545
Local and Commonwealth Revenues	678
Local Gasoline Tax Fund	634
Local Non-Property Taxes	R-6
Long-Range Planning	E-43
Loudoun Abused Women's Shelter	312
Loudoun Arts Council.....	312
Loudoun Cares.....	313
Loudoun Community Free Clinic.....	313
Loudoun County Organizational Chart.....	E-7
Loudoun County Real Estate, Personal Property Machinery & Tools, etc. Tax Rates.....	671
Loudoun County Real Property Assessed Values	670
Loudoun County School System Enrollment	686
Loudoun Fair and Associates	313
Loudoun Literary Council	314
Loudoun Museum	314
Loudoun Small Business Development Center	314
Loudoun Soil & Water Conservation District Board (LSWCDB)	5, 7
Loudoun Valley Community Center Renovations	544
Loudoun Volunteer Caregivers	315

M ajor Private Employers in Loudoun County.....	697
Management & Financial Services	87
Management & Financial Services, Accounting & Financial Analysis	93
Management & Financial Services, Budget Analysis & Research.....	97
Management & Financial Services, Human Resources Management	91
Management & Financial Services, Human Resources Training	95
Management & Financial Services, Procurement.....	99
Mapping & Geographic Information	382
Mapping & Geographic Information, Land Records Development & Analysis	390
Mapping & Geographic Information, Land Records Maintenance	392
Mapping & Geographic Information, Public Information	386
Mapping & Geographic Information, System Development & Support.....	388
Mental Health Group Home, Ashburn.....	526
Mental Health Group Homes (2)	530
Mental Health Group Homes (2) – Mirror Ridge	525
Mental Health Medically Fragile Supported Living Residence #1.....	527
Mental Health Supported Living Residence #1.....	528
Mental Health Townhouses – Dulles South.....	529
Mental Health, Mental Retardation & Substance Abuse Services (MH/MR/SAS).....	275
Mental Health/Substance Abuse Adolescent Residences.....	535
Mental Retardation Townhouses	531
Metropolitan Washington Council of Governments (MWCOG)	317
Metropolitan Washington Ear.....	315
MH/MR/SAS, MH Day Support Services	289
MH/MR/SAS, MH Outpatient Services.....	282



**Loudoun County Government
FY 2008 Adopted Fiscal Plan**

MH/MR/SAS, MH Residential Services	296
MH/MR/SAS, MH/MR/SAS Administration	306
MH/MR/SAS, MH/SA Emergency Services	280
MH/MR/SAS, MH/SA Prevention & Community Outreach Services.....	291
MH/MR/SAS, MR Case Management Services.....	298
MH/MR/SAS, MR Community Support Services	300
MH/MR/SAS, MR Employment and Day Support Services	293
MH/MR/SAS, MR Group Home Services.....	287
MH/MR/SAS, Parent Infant Education (PIE).....	285
MH/MR/SAS, SA Outpatient Services	304
MH/MR/SAS, SA Residential Services	302
Middle School Renovations.....	580
Miscellaneous Revenue	R-15
Miscellaneous, Non-Departmental	429
Moorefield Station Elementary School (ES-16).....	565
Mother Net/Healthy Families Loudoun (MN/HFL).....	315

N et Debt as a Percentage of Assessed Value.....	695
Net Debt Outstanding.....	692
Net Debt Per Capita as a Percentage of Per Capita Income.....	696
Non-Residential Construction and Vacancy Rate.....	657
North Street Administration	549
Northern Virginia Community College.....	317
Northern Virginia Family Services.....	315
Northern Virginia Regional Commission	318
Northern Virginia Regional Park Authority	318
Northern Virginia Resource Center for the Deaf	316
Northern Virginia Transportation Commission.....	5

O ccoquan Watershed Monitoring Program	318
Open Space Advisory Committee.....	5
Operating Budget Policies.....	E-46
Other Financing Sources	R-16
Other Local Sources of Revenue.....	R-10

P arks, Recreation and Community Services	335
Parks, Recreation and Community Services, Adaptive Recreation.....	351
Parks, Recreation and Community Services, Administration	359
Parks, Recreation and Community Services, Aging Services	353
Parks, Recreation and Community Services, Children's Programs.....	340
Parks, Recreation and Community Services, Community Centers	349
Parks, Recreation and Community Services, Facilities Planning & Development	357
Parks, Recreation and Community Services, Maintenance Services.....	342
Parks, Recreation and Community Services, Parks	347
Parks, Recreation and Community Services, Sports.....	344
Parks, Recreation and Community Services, Youth Services	355
Passengers at Washington Dulles Airport	662
Per Capita Income	654
Personal Property and Real Property Taxes Per Capita	677



**Loudoun County Government
FY 2008 Adopted Fiscal Plan**

Personal Property Taxes.....	676
Peumansend Creek Regional Jail Authority Service Agreement.....	318
Planning Commission	5, 7
Planning Services	394
Planning Services, Application Review & Management	399
Planning Services, Community Information & Outreach.....	404
Planning Services, Community Planning	402
Policy Goals	E-46
Population	653
Proffer Fund	641
Property Tax Levy and Percentage of Tax Levy Collected.....	669
Public Information	101
Public Information, Community Relations	105
Public Information, Public Information/Cable TV	107
Public Safety Expenditures	684
Public Safety Firing Range.....	507
Public Safety Master Plan	514
Public Safety Master Plan Projects.....	515
Public Transportation Fund	643
Purcellville Park-and-Ride Lot.....	497
Purcellville Teen Center	316
Purpose of the Capital Improvement Program.....	433

R Real and Personal Property Tax Rates	R-2
Real Property Taxes	675
Regional Organizations and Contributions	308
Regional Park-and-Ride Lots	498
Reserve Policies	E-55
Residential & Business Property – Share of Real Property Valuation.....	668
Residential Building Permits Issued.....	656
Restricted Use Transient Occupancy Tax Fund	644
Retail Sales	658
Revenue Policies	E-51
Revolving Loan Fund	647
Risk Management Policies.....	E-55
Road Projects.....	500
Route 28 Transportation Improvement District	648
Rural Economic Development Council	5
Rust Library Expansion	548

S chedule of Major Financings	595
School Fund Revenue.....	650
Service Delivery Environment.....	E-16
Sheriff's Office	185
Sheriff's Office, Administrative & Technical Services	208
Sheriff's Office, Corrections & Detention	203
Sheriff's Office, Court Services	206
Sheriff's Office, Criminal Investigations	190
Sheriff's Office, Emergency Communications.....	201
Sheriff's Office, Field Operations	193
Sheriff's Office, Office of the Sheriff	212



**Loudoun County Government
FY 2008 Adopted Fiscal Plan**

Sheriff's Office, Special Operations	197
Social Services Board	5, 7
Solid Waste Assurance & Strategic Planning	413
Solid Waste Diversion & Recycling	411
Solid Waste Management	407
Solid Waste Management, Disposal Operations	415
South Riding Station Area Elementary School (ES-18)	566
Storm Water Management	489

T ax Exempt for Local Property Taxes/Personal Property	R-27
Telecommunications Committee	5
Total General Fund Revenue	681
Town of Hamilton (Sewer)	319
Town of Leesburg for School Resource Officers	316
Transitional Homeless Shelter	524
Transportation Services	418
Transportation Services, Administrative Services	426
Transportation Services, Highway & Transportation Planning	424
Transportation Services, Transit & Commuter Services	422
Treasurer, Accounting of Funds	119
Treasurer, Collection of County Revenue	115
Treasurer, Investment & Safeguarding County Funds	117
Treasurer, Office of	109
Treasurer, Project Fairness/Cost Recovery	113

U nderstanding the CIP	434
User's Guide	E-8

V-W ashington Airport Task Force	316
Western Loudoun Area Elementary School (ES-25)	572
Western Loudoun Sheriff's Substation	518
Western/Neersville Fire/Rescue Station	513
Woods Road Landfill Cell I Construction	555
Woods Road Landfill Maintenance Shop	554
Woods Road Landfill Sequence III Closure	556
Woods Road Landfill Sequence IV Closure	557
Woods Road Landfill Site Development	553

X-Y MCA of Loudoun	316
Youth Shelter	536

Z



**Loudoun County Government
FY 2008 Adopted Fiscal Plan**

Notes

LOUDOUN COUNTY BOARD OF SUPERVISORS

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

703-777-0204

Citizens Comment/Hotline: 703-777-0115

County Home Page: www.loudoun.gov



Board of Supervisors

Scott K. York
Chairman

Bruce E. Tulloch, Vice-Chairman
James G. Burton
Jim E. Clem
Eugene A. Delgaudio

Sally R. Kurtz
Stephen J. Snow
Mick Staton, Jr.
Lori L. Waters

Kirby M. Bowers
County Administrator

LOUDOUN COUNTY

Department of Management & Financial Services Staff

1 Harrison Street, SE, Fourth Floor

PO Box 7000

Leesburg, VA 20177-7000

703-777-0563

www.mgtsvc@loudoun.gov



Mark Adams, Chief Financial Officer/Director

Benjamin W. Mays, Deputy Chief Financial Officer

Ari J. Sky, Budget Officer

Beth Hilkemeyer, Research Manager

Jo Ellen Kerns, CPA, Senior Budget Analyst

Crystal Slade-Graybeal, Senior Budget Analyst

Suzanne Lane, Senior Budget Analyst

Lyda Kiser, Grants Analyst

Jill Allmon, Demographer

Jack Brown, Economist

Nan Paek, Budget Analyst

Alice Vlad, Capital Specialist

Lori Griffin, Budget Analyst

David Bennett, Grants Specialist

Linda Flynn, Administrative Manager

Special acknowledgement goes to the following:

Capital Construction:

Lewis Rauch, Jim Rauch

Information Technology:

Mike Bardos

General Services:

Jay Snyder, Ken Cunningham

Management & Financial Services:

Barbara Brock, Susan Hack,
Ron Pennington, Mark Withrow

Planning Services:

Julie Pastor

Loudoun County Public Schools:

Dr. Sam Adamo, Bev Tate, Kevin Lewis,
Janet Gorski

The GovMax Team, Sarasota, Florida

Distinguished Budget Presentation Award

The Government Finance Officers Association of the United States and Canada (GFOA) presented an award for Distinguished Budget Presentation to **Loudoun County, Virginia** for the annual budget for the fiscal year beginning July 1, 2006. In order to receive this award, a government unit must publish a budget document that meets program criteria as a policy document, as an operational guide, as a financial plan and as a communication device.

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





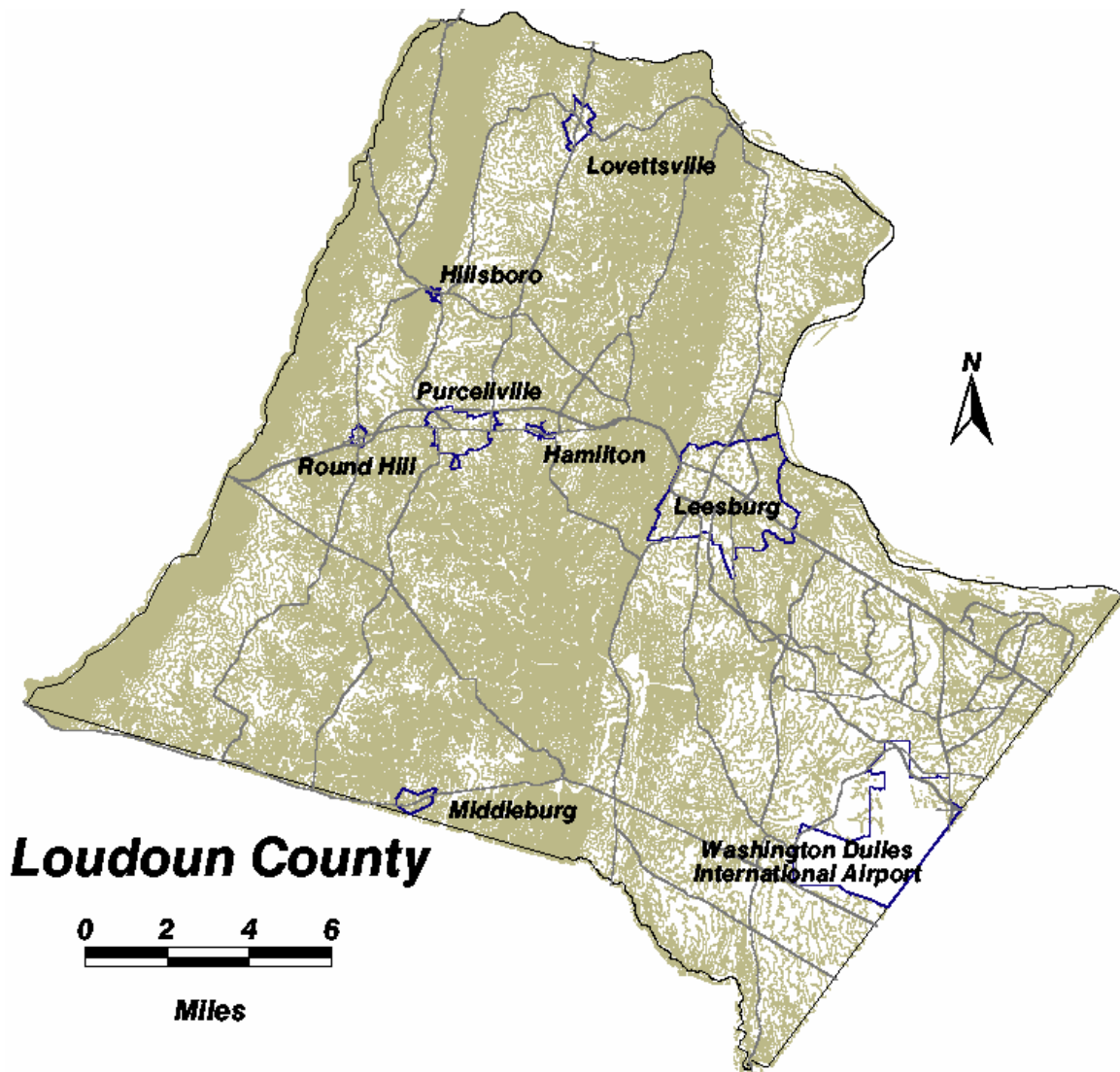
Loudoun County Mission

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

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



Map of Loudoun County





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 about 281,000 people. Loudoun is known for its beautiful scenery, rich history, comfortable neighborhoods, and high quality public services.

County Profile

Loudoun County is located 25 miles west of Washington, DC, in the Washington Metropolitan Area. Since the construction of the Dulles International Airport, new business and residential development have dominated the County's historically agricultural economy. Loudoun County's population nearly doubled in the 1990's; since 2000, Loudoun County has been 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.

County Population*	281,636	Land Area (square miles)	517
Adjusted Gross Income****	\$80,709	Unemployment Rate***	2.1%
Median Household Income**	\$98,483	Total Employment*	152,324
Public School Enrollment*	53,396	New Commercial Permits***	4,108,329 sf.
Cost Per Pupil*	\$13,120	New Residential Permits***	3,061 units
County & School Employees*	11,948	Office/Industrial Vacancy Rate***	12.7%

* Forecast FY08

**Calendar Year 2005

***Calendar Year 2006

****Calendar Year 2003

Top 10 Real Property Tax Payers

	% of Tax Base
Verizon Business (formerly MCI WorldCom)	0.63%
America Online/Time Warner	0.57%
Dulles Town Center Mall, LLC	0.40%
Virginia Electric and Power Company	0.33%
Toll Road Investors Partnership II, LP	0.33%
Chelsea GCA Realty Partnership LP	0.18%
P L Dulles LLC	0.18%
Qwest Communications Corp of VA	0.18%
Verizon Virginia Inc.	0.16%
L H O New Orleans LM LP	0.16%

Top 10 Employers (second quarter 2006)

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



Table of Contents

FY 2008 Adopted Fiscal Plan

Volume 1

	Page
<u>EXECUTIVE SUMMARY</u>	
Transmittal Letter from the Chairman of the Board	E-1
Loudoun County Organizational Chart	E-7
Users Guide	E-8
Fiscal Year 2008 Budget Process	E-9
Demographic Environment	E-10
Economic Environment	E-14
Service Delivery, Capital Improvement and Debt Service Environment	E-16
FY 08 Approved Government Enhancements	E-18
FY 08 Appropriation Schedule	E-20
FY 08 Use of Local Tax Funding/General Fund Balance	E-22
FY 08 Local Tax Funding	E-23
Fiscal Graphs	E-24
FY 2006-2008 Summary of Financial Sources and Uses of Fund Balances	E-27
History of Expenditures by Department	E-32
FTE History by Department	E-34
History of Adopted Budgets by Fund	E-35
County Funds, Fund Structure and Basis of Budgeting	E-36
Long-Range Planning	E-43
Fiscal Policy	E-46
 <u>GENERAL FUND REVENUE</u>	
General Fund Revenue	R-1
 <u>GENERAL GOVERNMENT ADMINISTRATION</u>	
Boards, Commissions and Committees	3
Capital Construction	11
Commissioner of the Revenue	15
County Administrator	30
County Assessor	42
County Attorney	46
General Registrar	51
General Services	55
Information Technology	69
Management and Financial Services	87
Public Information	101
Treasurer	109
 <u>PUBLIC SAFETY AND JUDICIAL ADMINISTRATION</u>	
Animal Care and Control	123
Clerk of the Circuit Court	133
Commonwealth's Attorney	137
Community Corrections	141
Courts	145
Fire and Rescue Services	157
Juvenile Court Service Unit	181
Sheriff's Office	185
 <u>HEALTH & WELFARE</u>	
Extension Services	217
Family Services	228
Health Services	267
Mental Health, Mental Retardation, and Substance Abuse Services	275
Regional Organizations and Contributions	308



Table of Contents

FY 2008 Adopted Fiscal Plan

Page

PARKS, RECREATION AND CULTURE

Library Services	325
Parks, Recreation and Community Services	335

COMMUNITY DEVELOPMENT

Building and Development	363
Economic Development	377
Mapping and Geographic Information	382
Planning Services	394
Solid Waste Management	407
Transportation Services	418

MISCELLANEOUS

Non-Departmental	429
------------------------	-----

Volume 2

CAPITAL IMPROVEMENT PROGRAM 433

County Capital Projects	471
School Capital Projects	559

DEBT SERVICE 589

OTHER FUNDS

Aldie Sewer Service District	613
Capital Asset Preservation Program	614
Central Services Fund	624
Comprehensive Services for At-Risk Youth & Families	625
Computer System Replacement Fund	627
Dulles Industrial Park Water & Sewer District	629
Fire/Emergency Medical Services Tax District	630
Hamilton Sewer Service District	631
Housing Choice Voucher Fund	632
Legal Resource Center (Law Library)	633
Local Gasoline Tax Fund	634
Proffer Fund	641
Public Transportation Fund	643
Restricted Use Transient Occupancy Tax Fund	644
Revolving Loan Fund	647
Route 28 Transportation Improvement District	648
School Fund Revenue	650

FISCAL TRENDS

Demographic & Economic Trends	651
Assessed Value & Tax Rates	663
Revenue & Expenditures	673
Debt & Debt Service	689

GLOSSARY G-1

INDEX I-1



Capital Improvement Program

CAPITAL IMPROVEMENT PROGRAM SUMMARY

.....

Capital Improvement Program - Executive Summary	Page 433
--	----------

.....

County Capital Projects	Page 471
-------------------------	----------

.....

School Capital Projects	Page 559
-------------------------	----------

.....



Loudoun County Government FY 2008 Adopted Fiscal Plan

Capital Improvement Program

Purpose of the Capital Improvement Program

The Capital Improvement Program is a capital planning process prescribed by Chapter 3 of the Revised General Plan, *Fiscal Planning and Public Facilities*. The plan requires the development of a ten-year Capital Needs Assessment (CNA) every two years and a six-year Capital Improvement Program (CIP) every year. The CNA precedes the CIP in the planning process. Under normal circumstances, only projects that have been identified in the CNA are included in the CIP. The CIP is also developed on a biennial basis, with the six-year period advancing every two years. FY 08 is the second year of the FY 07-12 biennium, with FY 09 through FY 12 serving as planning years. A new Capital Needs Assessment will be completed in FY 08 in advance of the FY 09-14 CIP planning period.

This section provides detailed information on the County's Adopted Capital Improvement Program (CIP) for Fiscal Years 2007 through 2012. The CIP provides a six-year forecast of General Government and School land, facility and equipment needs with a financing plan to implement each need. An effective CIP process is an important tool to promote advanced planning of future needs and the means to meet those needs. As a planning tool, the CIP ensures that land acquisitions and construction projects are coordinated and well-timed to avoid unnecessary or costly duplications. Also, since the CIP is reviewed and updated on an annual basis, long-range needs can be adjusted to reflect changing circumstances or priorities.

As a financial plan, the CIP facilitates land acquisition and facility planning in an environment of fiscal constraint. Projects under consideration are evaluated annually against one another to assure that only priority projects receive public funding. In addition, essential improvements are planned in a manner commensurate with the County's ability to pay. As growth continues, the CIP will aid the County in avoiding costly crisis expenditures that increase the tax rate. 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's operating budget in subsequent years.

The CIP Process

The FY 07-12 CIP process began approximately 10 months before the Board of Supervisors adopted the FY 07 County budget. County departments submitted proposed CIP requests based on the CNA, which included project justifications, project scope, discussion of alternatives, and cost estimates to the Department of Management and Financial Services. An inter-departmental Capital Projects Review Committee, composed of key staff representing a broad range of responsibilities, technical knowledge and perspectives, recommended 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 was forwarded to the County Administrator for final review and the County Administrator forwarded his recommended CIP to the Board of Supervisors in February 2006 with his proposed budget. A parallel process of CIP project development occurred within the School System, with review and approval of a proposed CIP by the School Board. The School Board's adopted CIP was forwarded to the County in early January 2006 and was incorporated into the County Administrator's proposed budget last year.

The biennial CIP process begun last year continued for the FY 08 budget process, with the Adopted FY 07-12 CIP serving as the basis for the County Administrator's Proposed FY 07-12 Amended CIP. Changes adopted by the Board of Supervisors since the FY 07-12 CIP was adopted were incorporated into the County Administrator's recommendations. Updates to the cost of approved projects, changes in land proffers, delays to project schedules, and project delays necessitated by the need to meet Board directives concerning debt capacity and the proposed tax rate were also incorporated. In addition, two projects were accelerated in response to specific direction by the Board of Supervisors.

The Board of Supervisors conducted its consideration of the proposed CIP during its March and April 2007 budget worksessions. Authority to spend public funds for purposes specified in the County operating and capital budget is accomplished through the adoption of an appropriations resolution by the Board of Supervisors. The CIP is a multi-year plan that does not constitute or require an appropriation of funds beyond those for the current year.

This six-year CIP is one of the final products of the County's process for forecasting and planning its future capital facility growth. This process attempts to address and adequately plan for projected capital expenditure needs associated with new development in Loudoun County. The CIP, in conjunction with the Service Plans, Fiscal Impact Model, the ten-year Capital Needs Assessment, and the Countywide Comprehensive Plan will develop and track the County's capital inventory for current and future fiscal years.



Loudoun County Government FY 2008 Adopted Fiscal Plan

Understanding the CIP

Capital projects are described in detail in the General Government and School project sections of the CIP. The appropriation and financing schedules on each project page illustrate funding and projected expenditures for each year of the six-year period, including any prior year allocations made by the Board. The prior allocation column includes funding approved by the Board of Supervisors through FY 06. The FY 07 - FY 12 capital project schedule constitutes the six-year CIP. The final column of each project page represents future fiscal years (FFY), reflecting project estimates beyond the six-year period. Estimated operating costs have been included on most detailed project pages to illustrate their full fiscal impact.

Project operating cost estimates include the following:

- (1) the impact of operating enhancements required for the facility in the year(s) of occurrence;
- (2) projections for direct costs to County departments 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 08 adopted budget. The per-pupil costs for operating a school are calculated differently by the County and School System. Loudoun County Public Schools (LCPS) calculations are based on a State calculation that takes out all capital facilities, pre-school, and detention center expenditures. In addition, enrollment numbers are adjusted for pre-school aged children and only 85% of the kindergarten students are used in the calculations. The FY 08 LCPS per pupil cost calculation is \$13,490. The County calculates per-pupil costs against the Schools' total adopted operating budget, including the cost of bus leases. The County's per-pupil cost, based upon that methodology, is \$13,120 in FY 08. Projected debt service expenditures are also included for each school project. Land acquisition costs have been adjusted by 15% annually to account for market inflation. Operating impact costs for County facilities have been adjusted by 4% annually to account for inflation while operating impacts for School facilities have been adjusted by 11% annually.

FY 07-12 Amended CIP Summary

The Schedule of Appropriations, which begins on page 455, summarizes the FY 07-12 Amended Capital Improvement Program for the General County Government and the School System, by project and funding source. The Schedule of Appropriations also summarizes capital expenditures prior to the FY 07-12 planning period. The amount of expenditures for the six-year CIP totals \$1.7 billion. Education remains the largest single spending category of the CIP at \$729 million for the six-year period, or 44% of total capital project expenditures. With the \$163 million budgeted in the Land Acquisition Fund for school site acquisitions included, total school expenditures are 54% of the planned capital expenditures. The remaining capital project expenditures forecast for the CIP consist of General Government projects, which total \$762 million over the course of the CIP.

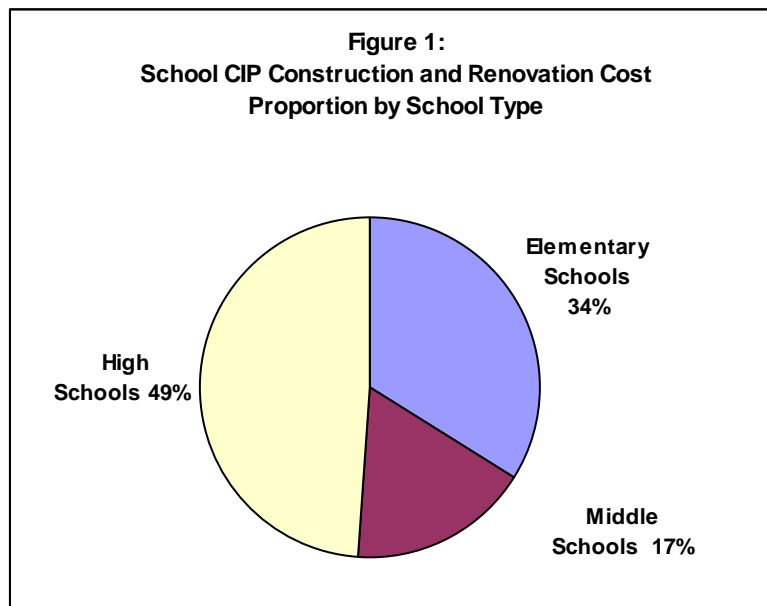
The first year of the FY 07-12 Amended CIP, was adopted last year at \$290.8 million, which includes \$214.7 million for education, \$54.2 million for general government facilities and \$21.9 million for transportation, all figures including site acquisition. Subsequent to the budget adoption, the Board of Supervisors placed an additional \$36 million in road funding on the November 2006 Referendum. The road bonds passed and the Board subsequently appropriated the funding as part of the FY 07 budget.

For the second year of the FY 07-12 Amended CIP, the Board of Supervisors appropriated \$142.1 million, which includes \$54.9 million for education and \$87.2 for general government facilities, all figures including site acquisition. The Board included two major projects initiated since the CIP was initially adopted in FY 07: (1) the County Government Center project was advanced from Future Fiscal Years to FY 11, reflective of the Board's issuance of a Public Private Education Infrastructure and Facility Act (PPEA) Request for Partnership Proposal (RFPP), and (2) the Board advanced the school system's Advanced Technology Academy project to FY 10.



Loudoun County Government FY 2008 Adopted Fiscal Plan

Education (School System) Projects - The education function includes 18 capital projects in the Amended FY 07-12 Capital Improvement Program. The adopted amended capital plan includes nine elementary, two middle, three high schools and the Advanced Technology Academy, to be constructed during the six-year planning period. The CIP also funds two renovation projects, including the renovation of an elementary school and one middle school. Supplemental funding for design and construction of the first two-story middle school facility was also added. Of the total school CIP, 34% goes toward construction and renovation of elementary schools, 17% for middle schools, and 49% for high schools.



Elementary School Projects - The elementary school category includes nine construction projects totaling \$227.7 million and one renovation project totaling \$23.8 million. The elementary school projects that are a part of the Amended FY 07-12 CIP are the following:

- ES-14 Brambleton Elementary School (\$24.9 million)
- ES-15 Leesburg Area Elementary School (\$23.0 million)
- ES-16 Moorefield Station Elementary School (\$23.9 million)
- ES-18 South Riding Station Elementary School (\$22.7 million)
- ES-19 Ashburn Area Elementary School (\$22.7 million)
- ES-20 Ashburn/Dulles Area Elementary School (\$26.9 million)
- ES-22 Ashburn/Dulles Area Elementary School (\$28.3 million)
- ES-24 Leesburg Area Elementary School (\$28.3 million)
- ES-25 Western Loudoun Area Elementary School (\$26.9 million)
- Catoctin Elementary School Renovation (\$23.8 million)

Middle School Projects - The middle school category includes two construction projects totaling \$96.9 million, one renovation project that increases funding to renovate four middle schools at an increased cost of \$13.8 million, and one project for supplemental funding of a prior year approved project for a two-story design and construction totaling \$12.2 million. The middle school projects that are a part of the adopted CIP are the following:

- MS-5 Ashburn/Dulles Area Middle School supplemental funding (\$12.2 million)
- MS-6 Ashburn/Dulles Area Middle School (\$47.5 million)
- MS-7 Ashburn/Dulles Area Middle School (\$49.4 million)
- Middle School Renovations (\$13.8 million)



Loudoun County Government FY 2008 Adopted Fiscal Plan

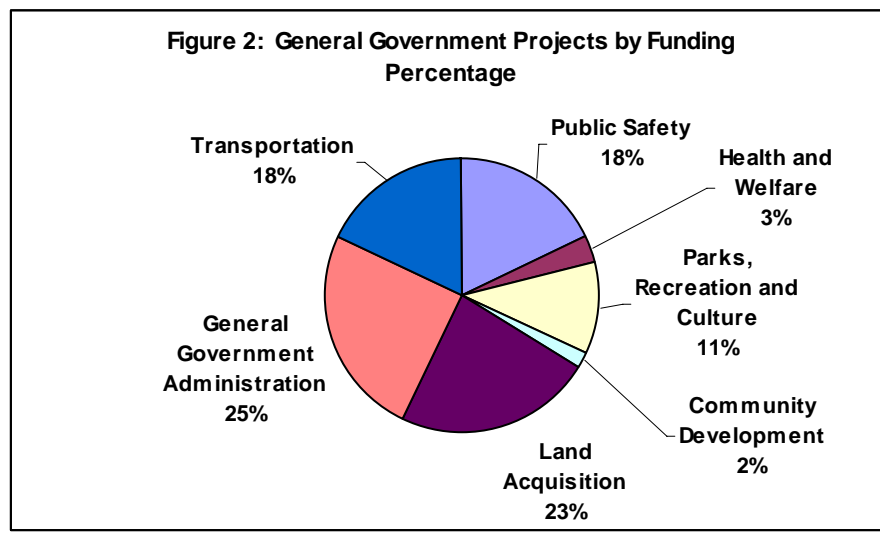
High School Projects - The high school category includes four construction projects totaling \$354.3 million, including the Advanced Technology Academy that was advanced from Future Fiscal Years to FY 10. The high school projects that are a part of the adopted CIP are the following:

- HS-5 Leesburg Area High School (\$83.1 million)
- HS-6 Dulles Area I High School (\$86.0 million)
- HS-7 Dulles Area II High School (\$96.2 million)
- Advanced Technology Academy (\$89.0 million)

School Renovation Projects - The Loudoun County Board of Supervisors requested the Loudoun County School Board to develop a six-year plan to renovate existing schools. The School Board conducted a facility assessment study, which was completed in November 2003. The study provided a comprehensive inventory of the school system's facility infrastructure needs and was a guiding factor in the Schools' six-year capital plan. One elementary school renovation (Catoctin) and supplemental funding for the middle school renovations are included in the Amended FY 07–12 CIP.

New School Openings - According to the timelines provided by the school system, 19 new schools (including the new Arcola school) will open over the six-year capital planning period. This includes previously funded schools scheduled to open in the FY 07–FY 12 planning period. This construction schedule results from the need to serve the County's ever-increasing student population. School system enrollment estimates indicate that the student population will increase at an average annual rate of around 5.8% per year for the next five years.

General Government Projects - The General Government portion of the Amended FY 07–12 CIP consists of 54 projects totaling \$924.5 million, including the value of land. Most CIP projects address service demands for the County's increasing population. It is estimated that the County's population will increase at an average annual rate of 3.4% during the CIP planning period.



Administration/General Government - The Administration/General Government category includes eight projects and land acquisition funding for both County and Schools. County Administration and the Office of Capital Construction will provide project management for these projects. The Administration/General Government projects that are part of the Amended CIP are:

- Land Acquisition Fund (\$46.9 million for the County and \$162.4 million for the Schools)
- Capital Project Management Support (\$28.5 million)
- Church Street Parking (\$1.8 million)
- Courtroom Additions (\$1.2 million)
- Courts Expansion and Parking, Phase III (\$38.5 million in this planning period)
- Eastern Vehicle Maintenance Facility (\$8.5 million)
- Government Office Space Plan (\$137.5 million)
- Govt. Support Center Infrastructure & Lower Sycolin Sewer Pump Station (\$3.8 million)
- Storm Water Management (\$11.3 million)



Loudoun County Government FY 2008 Adopted Fiscal Plan

Land Acquisition Fund - A total of \$209.4 million is included in the Amended FY 07-12 CIP for site acquisitions. A combination of general obligation bond or lease/purchase (36.4%); land or cash proffers (32.7%); local tax funding (29.0%), and state grant (1.9%) will be used to acquire land sites. The Land Acquisition Fund includes nine elementary school sites, three middle school sites, and three high school sites for the Loudoun County Public Schools, and 25 sites for General Government. The General Government land needs include six public safety sites, 13 health and welfare sites, two parks, recreation and culture sites, two transportation sites and two public use sites. Historically, the pattern of land acquisition for capital projects has been primarily dependent upon the ready availability of proffered sites. When proffered sites are not available, land purchases becomes a necessary feature of the CIP. In the Amended FY 07-12 CIP, two school sites were redesignated from proffered to purchased sites. A total of \$76.3 million in bond or lease/purchase financing, \$68.4 million in land or cash proffers, \$60.8 million in local tax funding, and \$4.0 million in state grant funds will be used to acquire the 40 sites. The co-location of County and School capital facilities remains a guiding policy for the Board of Supervisors in its land acquisition program.

Transportation - The Transportation category includes eight projects, one of which is a result of the Western Loudoun Area High School project (HS-3) siting at the County-owned Fields Farm property, just north of the Town of Purcellville. The Office of Transportation Services, the Office of Capital Construction, and Loudoun County Public Schools' Department of Construction will provide planning and project management for these projects. The Transportation projects that are part of the Amended CIP are:

- Commuter Transit Buses (\$7.2 million)
- Dulles Corridor Rapid Transit Project (\$90.0 million through FY 12)
- Leesburg Park & Ride Lot, including Sycolin Road Improvements (\$5.2 million)
- Purcellville Park & Ride Lot (\$0.5 million)
- Regional Park & Ride Lots (\$6.3 million)
- Eastern Route 7 Safety Project (\$2.9 million)
- Road Projects (\$48.7 million)
- HS-3 Off-Site Road Improvements (\$9.2 million)

Dulles Corridor Rapid Transit - With the completion of the original 103-mile Metrorail system in 2001, State, regional and local authorities have jointly proposed an extension of rapid transit services along the Dulles Corridor from Fairfax County's West Falls Church Metro Station to Loudoun County. This project would culminate with the implementation of a 23-mile Metrorail extension that would terminate at a station on the Dulles Greenway at Route 772. 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. As currently envisioned, 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. The Environmental Impact Statement (EIS) currently estimates that Loudoun's share of operating costs would total about \$8 million during the first year of operation. All costs are planning figures subject to change pending final decisions by the Dulles Task Force and the Federal Transit Administration.

Park & Ride Lots - The plan develops six regional park & ride lots. Projects in this category are currently managed by the County's Office of Transportation Services and Office of Capital Construction. These projects add park & ride lots for commuter use in the Towns of Leesburg, Purcellville, and Round Hill and in the Ashburn, Dulles and Sterling sub areas. The new projects are funded through a combination of Gas Tax and State transportation grant funding.

Road Projects - Road projects are assuming a higher profile in the FY 07-12 CIP and additional staffing and contract resources were approved in FY 07. A portion of the County's debt capacity has been utilized for road projects. Although there were \$5.2 million in cash proffers identified in FY 05 to fund several small road improvements in Loudoun County, there are no cash proffers for transportation budgeted in the FY 07-12 CIP. The initial round of preliminary engineering (\$13.3 million) and the Route 7/Loudoun County Parkway interchange construction (\$38.0 million) in FY 07 will be funded through general obligation bonds and the East Route 7 Safety Project will be funded by Gas Tax and local tax funding. All road projects would be accomplished in cooperation with the Virginia Department of Transportation (VDOT).

Public Safety - The Public Safety category includes 12 projects developed by the Office of the Sheriff and the Department of Fire and Rescue Services. The Office of Capital Construction will manage these projects. The Public Safety projects that are part of the adopted CIP are:

Combined Public Safety Facilities

- Brambleton Fire/Sheriff Station (\$2.1 million)
- Public Safety Firing Range (\$14.3 million)



Loudoun County Government FY 2008 Adopted Fiscal Plan

Fire and Rescue

- Aldie Fire/Rescue Station (\$8.3 million)
- Fire & Rescue Capital Vehicles (\$21.1 million)
- Fire Station Renovations (\$25.5 million)
- Kirkpatrick Farms Fire/Rescue Station (\$9.8 million)
- Leesburg South Fire/Rescue Station (\$0.8 million in current period)
- Western /Neersville Fire/Rescue Station (\$8.6 million)

Sheriff's Office

- Adult Detention Center Expansion (\$46.4 million in current period)
- Eastern Loudoun Sheriff Substation (\$8.0 million)
- Western Loudoun Sheriff Substation (\$8.3 million)

Other

- Juvenile Detention Center (\$11.6 million)

Combined Facilities – The CIP includes construction of a new Fire/Sheriff station in the Brambleton area to meet the demands of increased population and a Public Safety Firing Range in conjunction with the Metropolitan Washington Airports Authority (MWAA) and the Northern Virginia Criminal Justice Academy.

Fire and Rescue - The CIP includes construction of four new Fire/Rescue stations. There is also a project to renovate 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 for the County's Fire and Rescue system. The existing stations total approximately 128,000 square feet. A project to fund annual purchases of Fire/Rescue capital vehicles is also included.

Sheriff's Office – The largest project for the Sheriff's Office is construction of the new Adult Detention Center. The 84,000 square-foot Phase I of the new Adult Detention Center is scheduled to open in FY 07. Phase II is funded in the FY 07-12 CIP and Phase III will occur beyond the current planning period. This complete project includes the expansion of the core facilities (Phase I) to include the additions of three modules (Phases II-III) of 54,000 square feet each. Currently, the Commonwealth of Virginia has a moratorium on new jail beds and a legislative process is required to request additional bed capacity. This process was begun in FY 07 to meet the projected bed needs for a growing inmate population. Eastern and Western Sheriff's Substations are also included in the adopted CIP.

Other – The FY 06 CIP included funding for a Public Safety Master Plan to perform a comprehensive engineering study of existing government facilities and develop a long-term capital facility plan for Public Safety and Human Service program operations on the County's 92-acre government facilities site. The construction phase of the Public Safety Administration Building project has been delayed pending the results of this Master Plan. With the adoption of the Master Plan in FY 07, programming of projects at this site can begin. Four projects have been included in the Amended FY 07-12 CIP in Future Fiscal Years to initiate this process. The expansion of the Juvenile Detention Center that was already in the CIP now includes the construction of a Juvenile Assessment Center which will serve as a single point of service for juveniles in need of court appointed social services which was formerly programmed for inclusion in the Youth Shelter project.

Health and Welfare - The Health and Welfare category includes 12 projects in the current planning period. The Department of Mental Health, Mental Retardation and Substance Abuse Services (MH/MR/SAS) and the Department of Family Services program these facilities, while the Office of Capital Construction will manage the projects. There are also two facilities planned for future fiscal years. The Health and Welfare projects that are part of the adopted CIP are:

Family Services

- Emergency Homeless Shelter (\$2.3 million)
- Transitional Homeless Shelter (\$2.9 million)

MHMRAS

- MH Group Homes, Mirror Ridge and Ashburn (\$2.5 million)
- MH Supported Living Residences (\$2.3 million)
- MH Townhouse (\$0.6 million in current planning period)
- MR Group Homes and Townhouses (\$3.2 million in current planning period)

Youth

- Adolescent Day Treatment Facility (\$3.2 million)
- MH/SAS Adolescent Residences (\$5.7 million in current planning period)
- Youth Shelter (\$2.8 million)



Loudoun County Government FY 2008 Adopted Fiscal Plan

Department of Family Services' Emergency and Transitional Housing Shelters – The six-year capital plan develops two 45-bed shelter facilities in eastern or central Loudoun County to serve emergency and transitional housing needs of County residents.

Mental Health, Mental Retardation and Substance Abuse Residential Facilities - The capital plan includes ten residential living facilities during the current planning period to serve MH/MR/SA clients. Purchase or construction of a Mental Health Group Home in Ashburn and supplemental funding for the two Mirror Ridge group homes (in FY 07 due to escalating construction costs) are included. Two MH Supported Living residences, one specifically designed for medically fragile clients, and one MH Townhouse are included in this planning period. Mental Retardation facilities include one group home and three townhouses.

Youth Residential Programs - The adopted capital plan includes four projects that serve the County's growing youth population service needs. The Youth Shelter project constructs an 8,000 square foot residence to supplement the County's existing Youth Shelter. An Adolescent Day Treatment Facility is included to provide a 20-slot day program providing a range of intensive treatment, educational and rehabilitative services to chemically dependent and/or emotionally disturbed adolescents. Three Adolescent Residences (two in this planning period) are included to house 12-17 year old juveniles in need of MH/SA services for nine- to twelve-month stays. Funding for the Juvenile Detention Center Expansion is included in the Public Safety section.

Parks, Recreation and Culture - The Parks, Recreation, and Culture section includes ten projects in the planning period, which include facilities programmed by the Department of Library Services and the Department of Parks, Recreation, and Community Services. The Office of Capital Construction will manage these projects. The Parks, Recreation and Culture projects in the Amended CIP are:

Parks, Recreation and Community Services

- Brambleton District Park (\$6.0 million in the current planning period)
- Broadlands Recreation Center (\$34.2 million)
- Claude Moore Park Recreation Center (replacement revenue of \$2.0 million)
- Community Center Renovations (\$13.5 million)
- Dulles Multipurpose Center, Phase II (\$27.0 million)
- Loudoun Valley Community Center Renovation (\$0.2 million)
- Softball Field Lighting at Fields Farm

Libraries

- Gum Spring Regional Library (\$10.5 million)
- Rust Library Expansion (additional funding of \$2.2 million)

Other

- North Street Administration Building (\$9.3 million)

Parks, Recreation and Community Services - A district park is included for construction on a proffered site in the Brambleton area, with Phase I in FY 11 and completion of the park in a future fiscal year. The Broadlands Recreation Center is in the CIP with design and construction slated for FY 08/09. The Claude Moore Recreation Center was funded using a combination of cash proffers and revenues from the sale of the existing Sterling Annex facility. Replacement revenue of \$2 million was included in FY 07 in case the Sterling Annex is not sold.

The Board of Supervisors added funding for Phase II of the Dulles South Multipurpose Center, which will expand the facility to meet the County's recreation center facility standard. In addition, the Board added funding to light softball fields at the Fields Farm site.

The Department of Parks, Recreation and Community Services' (PRCS) community centers are some of the County's oldest facilities and are in need of continual repair and renovation. The adopted capital plan envisions a strategic planning process by PRCS in FY 07, followed by projects to renovate the Philomont, Lucketts, Bluemont, Sterling and Lovettsville Community Centers beginning in FY 08. Renovation of the Loudoun Valley Community Center was previously funded but an additional \$225,000 was added in FY 07 to ensure full funding of the project in the current construction cost environment.

Library Services - A project is included in FY 08 to build out a proffered 40,000 square foot two-floor office condominium for a library to serve the Dulles sub-area in the Stone Ridge development. An additional \$2.2 million was included in FY 07 for the Rust Library Renovation project.



Loudoun County Government FY 2008 Adopted Fiscal Plan

Other – The FY 06 adopted CIP funded design of the renovations to the school system's former North Street administration building to be used as a Leesburg Senior Center with offices for Parks, Recreation & Community Services' Aging Services Division and as space for administrative offices and Library support services. The FY 07-12 CIP includes funding for the renovations.

Community Development - The Community Development category consists of five projects at the County landfill. The Office of Solid Waste Management programs this facility and the Office of Capital Construction will manage these projects.

Office of Solid Waste Management

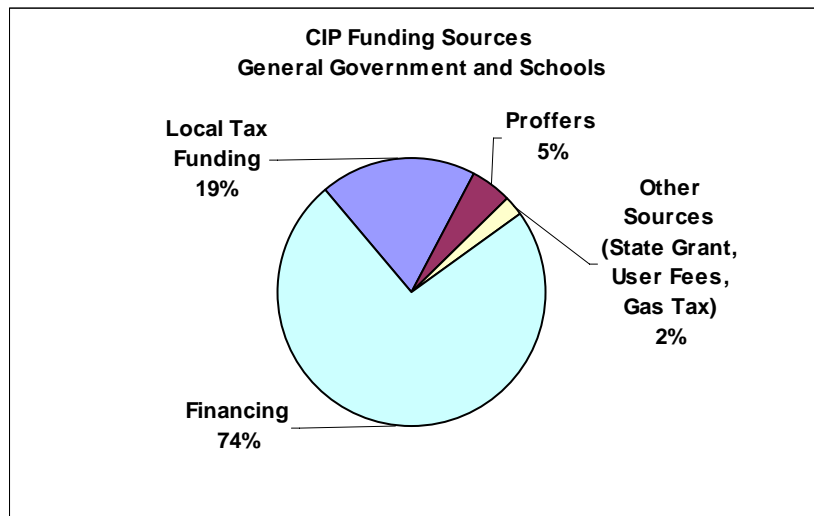
- Woods Road Landfill Site Development (\$7.6 million)
- Woods Road Landfill Maintenance Shop (\$1.1 million)
- Woods Road Cell I Construction (\$6.1 million)
- Woods Road Sequence III Closure (\$2.3 million)
- Woods Road Sequence IV Closure (\$3.5 million)

Woods Road Landfill – These projects continue the Solid Waste Management Plan scheduled cell development and closure activities at the Woods Road Landfill. The Phase III B construction project was completed in FY 05 and Cell II Closure began in late FY 06. Work on the Woods Road side of the landfill is scheduled to begin in FY 07 and continue (in this planning period) through the construction of Cell I. Closure of Sequence II and IV in the current section of the landfill will also be completed during this planning period. All projects are completely (100%) funded by fees collected at the landfill.



Loudoun County Government FY 2008 Adopted Fiscal Plan

Funding the CIP -Several methods have been used to finance and fund the CIP over the six-year planning period. These include the use of local tax funding from the General Fund, either from budgeted tax revenues or fund balance, general obligation bond financing, lease/purchase 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, and cash.



“Pay-as-you-go” Local Tax Funding (LTF) - The first source listed is local tax funding, which is often referred to as "pay-as-you-go" funding, in which the County does not borrow money to finance projects, but instead pays for improvements out of current receipts. For the Amended FY 07-12 CIP, \$313.1 million in local tax funding will be utilized to offset the cost of both General Government and School capital projects. In the six-year plan, over half of the capital projects will include some local funds and 18.9% percent of total CIP expenditures will be offset by “pay-as-you-go” funding during the six-year CIP period. The Board of Supervisors’ fiscal policy has a minimum guideline of 10% “pay-as-you-go” funding as a goal in financing the County’s capital facility needs.

Additional Local Tax Funds in the Capital Asset Preservation Program - In FY 02, the Board of Supervisors initiated a policy of funding capital asset preservation projects equal to at least one to two percent of the value of all buildings and additions in the County Government and School System. Although a total of \$7.1 million in local tax funding is included for use in this fund in FY 08, the six-year asset preservation funding plan averages less than 1%. The value and number of new facilities entering the fixed asset inventory is growing at a rate larger than the County’s ability to fund the CAPP at target levels.

Rollback Taxes - Board policy requires that rollback tax allocations must be used in the planning sub area from which the taxes are derived. There are no appropriations from rollback tax collections to fund any projects in the Amended FY 07-12 Capital Improvement Program.

Pledge Bond Financing - Pledge Bond Financing is adopted in the CIP for the Dulles Corridor Rapid Transit Project. The pledge bonds are to be secured with the value of BPOL tax revenue in the appropriate fiscal year they are issued.

Dulles Corridor Rapid Transit (FY 07 – FY 12, and Future Years)	\$240,000,000
---	---------------

Intergovernmental Funding -The Amended FY 07-12 CIP includes \$16.8 million in intergovernmental funds from Commonwealth of Virginia sources. The amount consists of lottery proceeds transferred to localities for School construction and State transportation grant funds.



Loudoun County Government FY 2008 Adopted Fiscal Plan

Developed Contributions (Proffers) – Developed contributions, also known as proffers, offset 3.9% of total CIP projected expenditures. Proffers are typically cash amounts, dedicated land, and/or in-kind services that are voluntarily granted to the County by developers to partially offset the future capital facility costs associated with specific land developments. Proffer contributions are typically gained from rezoning (i.e., a change of use for land). 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 use to residential use, housing units will more than likely be constructed on the parcels in the future. These new residential units will generate the need for County services and capital facilities such as schools, parks, libraries, and other facilities. Therefore, the development community offers contributions to help offset these future capital costs. The County maintains an inventory of all forms of proffers. Cash proffers accrue to the Public Facilities Fund. Proffers total \$74.5 million in the Amended FY 07-12 Capital Improvement Program.

Debt Financing – 74% of the Capital Improvement Program is debt financed. External bond financing typically includes three types: General Obligation Bonds (GO), which require approval by the voters; Virginia Public School Authority (VPSA) Bonds, and Revenue Bonds including those issued for the County by the Virginia Resource Authority (VRA). Bonding of projects is in various states of approval and is illustrated on the following pages.



Loudoun County Government
FY 2008 Adopted Fiscal Plan

Funding the CIP – Continued

- A. The following projects are adopted for general obligation bond financing requiring referendum. FY 08 Adopted bond referendum is as follows:

<u>Referendum</u> <u>Date</u>	<u>Project</u>	<u>Amount</u>
November 2007	<u>Schools:</u>	
	School Land Acquisition (2 ES, 1 HS)	\$15,475,000
	<i>Subtotal, Schools</i>	<u>\$15,475,000</u>
	<u>General Government:</u>	
	Aldie Fire/Rescue Station	\$8,300,000
	Fire Station Renovations I	10,000,000
	Eastern Loudoun Sheriff's Substation	5,360,000
	Western Loudoun Sheriff Substation	8,330,000
	Community Center Renovations	13,510,000
	Broadlands Recreation Center	31,425,000
	Gum Spring Library	7,130,000
	<i>Subtotal, General Government</i>	<u>\$84,055,000</u>
	Total 2007 Referendum	\$99,530,000

- B. The following projects are adopted for future general obligation bond financing requiring referendum. Future bond referenda will be as follows:

<u>Referendum</u> <u>Date</u>	<u>Project</u>	<u>Amount</u>
November 2008	<u>Schools:</u>	
	Leesburg Area Elementary School (ES-15)	\$18,670,000
	Moorefield Station Elementary School (ES-16)	18,665,000
	Dulles Area High School I (HS-6)	77,400,000
	<i>Subtotal, Schools</i>	<u>\$114,735,000</u>
	<u>General Government:</u>	
	Western/Neersville Loudoun Fire/Rescue Station	\$8,585,000
	Dulles Multipurpose Center Phase II	27,000,000
	<i>Subtotal, General Government</i>	<u>\$35,585,000</u>
	Total 2008 Referendum	\$150,320,000



**Loudoun County Government
FY 2008 Adopted Fiscal Plan**

Funding the CIP – Continued

November 2009	<u>Schools:</u>	
	Brambleton Elementary School (ES-14)	\$24,865,000
	Ashburn/Dulles Area Middle School (MS-6)	42,760,000
	School Land Sites (3 elementary, 1 middle)	4,970,000
	<i>Subtotal, Schools</i>	<u>\$72,595,000</u>
	 <u>General Government:</u>	
	Fire Station Renovations II	\$14,780,000
	Kirkpatrick Farms Fire/Rescue Station	12,075,000
	<i>Subtotal, General Government</i>	<u>\$26,855,000</u>
	Total 2009 Referendum	\$99,450,000
November 2010	<u>Schools:</u>	
	Ashburn/Dulles Area Elementary School (ES-20)	\$24,240,000
	Western Loudoun Area Elementary School (ES-25)	24,240,000
	Catoctin Elementary Renovation	21,380,000
	Ashburn/Dulles Area Middle School (MS-7)	44,425,000
	Dulles Area High School II (HS-7)	67,425,000
	<i>Subtotal, Schools</i>	<u>\$181,710,000</u>
	 <u>General Government:</u>	
	Brambleton District Park	\$9,000,000
	<i>Subtotal, General Government</i>	<u>\$9,000,000</u>
	Total 2010 Referendum	\$190,710,000
November 2011	<u>Schools:</u>	
	Ashburn/Dulles Area Elementary School (ES-22)	\$19,320,000
	Leesburg Area Elementary School (ES-24)	19,315,000
	<i>Subtotal, Schools</i>	<u>\$38,635,000</u>
	 <u>General Government:</u>	
	Leesburg South Fire/Rescue Station	\$12,475,000
	<i>Subtotal, General Government</i>	<u>\$12,475,000</u>
	Total 2011 Referendum	\$51,110,000



**Loudoun County Government
FY 2008 Adopted Fiscal Plan**

Funding the CIP – Continued

- C. The following projects were approved by Loudoun County voters by referendum for General Obligation Bond financing:

<u>Referendum Date</u>	<u>Project</u>	<u>Amount</u>
November 2006	<i><u>Schools:</u></i>	
	Dulles South Area Elementary School (ES-18) (So Riding Station)	\$19,465,000
	Ashburn Area Elementary School (ES-19) (One Loudoun)	19,460,000
	Leesburg Area High School (HS-5)	74,770,000
	Middle School Renovations, Phase II	12,440,000
	School Land Sites (2 middle, 1 high)	43,285,000
	<i>Subtotal, Schools</i>	<u>\$169,420,000</u>
	<i><u>General Government:</u></i>	
	North Street Building Renovation	\$9,330,000
	Land for three Public Safety Facilities	3,450,000
	<i>Subtotal, General Government</i>	<u>\$12,780,000</u>
	<i><u>Transportation Projects</u></i>	
	Loudoun County Parkway Interchange	\$38,000,000
	Transportation Project Design:	
	Route 50 / Route 606 Interchange	3,300,000
	Widening Route 50 Eastbound	2,100,000
	Route 7 / Route 659 Interchange	4,500,000
	Four-laning Route 659 Gloucester to Greenway	2,600,000
	Sycolin Road Overpass	300,000
	Route 7 / Route 690 Interchange	500,000
	<i>Subtotal, Transportation Projects</i>	<u>\$51,300,000</u>
	Total 2006 Referendum	\$233,500,000



**Loudoun County Government
FY 2008 Adopted Fiscal Plan**

Funding the CIP – Continued

November 2005	<u>Schools:</u>	
	Harmony Site Elementary School (ES-4) (Kenneth W. Culbert)	\$16,300,000
	LV Estates II Site Elementary School (ES-17) (Rosa Lee Carter)	16,300,000
	Arcola Elementary (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>	<u>\$180,440,000</u>
	 <u>General Government:</u>	
	Purcellville Fire & Rescue Station	<u>\$8,030,000</u>
	<i>Subtotal, General Government</i>	<u>\$8,030,000</u>
	 Total 2005 Referendum	\$188,470,000
November 2004	<u>Schools:</u>	
	Brambleton Area Elementary School (ES-9) (Creightons Corner)	\$12,935,000
	Ashburn/Dulles Middle School (MS-4) (Stone Hill)	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>	<u>\$92,605,000</u>
	 <u>General Government:</u>	
	Dulles South Multi-Purpose Center	\$9,000,000
	Loudoun Valley Community Center Renovation	3,730,000
	Lovettsville Park	1,300,000
	Franklin Park Performing Arts Center	1,400,000
	<i>Subtotal, General Government</i>	<u>\$15,430,000</u>
	 Total 2004 Referendum	\$108,035,000



**Loudoun County Government
FY 2008 Adopted Fiscal Plan**

Funding the CIP – Continued

November 2003	<u>Schools:</u>	
	Belmont Area Elementary School (ES-6) (Newton-Lee)	\$13,325,000
	Leesburg Area Elementary School (ES-13) (Sycolin Creek)	14,065,000
	<i>Subtotal, Schools</i>	<u>\$27,390,000</u>
	 <u>General Government:</u>	
	Brambleton Fire/Rescue/Sheriff Station	\$8,630,000
	Lansdowne Fire/Rescue/Sheriff Station	5,895,000
	<i>Subtotal, General Government</i>	<u>\$14,525,000</u>
	Total 2003 Referendum	\$41,915,000
November 2002	<u>Schools:</u>	
	South Riding Area High School (HS-2) (Freedom)	\$52,050,000
	Brambleton Area High School (HS-4) (Briar Woods)	52,930,000
	Broad Run High School Renovation/Addition	13,875,000
	<i>Subtotal, Schools</i>	<u>\$118,855,000</u>
	 <u>General Government:</u>	
	Dulles/Rt. 28 Fire/Sheriff Station	\$8,805,000
	<i>Subtotal, General Government</i>	<u>\$8,805,000</u>
	Total 2002 Referendum	\$127,660,000
November 2001	<u>Schools:</u>	
	Countryside Elementary School (ES-5)	\$12,560,000
	Ashburn Area Elementary School (ES-10) (Belmont Station)	12,560,000
	Leesburg Area Elementary School (ES-11)	
	(Frances Hazel Reid)	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>
	 <u>General Government:</u>	
	Rust Library Addition/Renovation	\$7,885,000
	Eastern Loudoun Recreation Center (Claude Moore)	17,000,000
	Carver School Rehabilitation	5,350,000
	Central Loudoun Regional Park (Philip A. Bolen)	16,260,000
	<i>Subtotal, General Government</i>	<u>\$46,495,000</u>
	Total 2001 Referendum	\$129,635,000



**Loudoun County Government
FY 2008 Adopted Fiscal Plan**

Funding the CIP – Continued

November 2000	<u>Schools:</u>	
	South Riding Elementary School (ES-2) (Hutchison Farm)	\$11,665,000
	Forest Ridge Elementary School (ES-3)	11,050,000
	Lansdowne Middle School (MS-1) (Belmont Ridge)	24,645,000
	Leesburg Area Middle School (MS-2) (Smartts Mill)	25,145,000
	Seneca Ridge High School (HS-1) (Dominion)	41,710,000
	Middle School Parking Lots	400,000
	Middle School Improvements	5,250,000
		<hr/> \$119,865,000
	<u>General Government:</u>	
	Public Safety Center – Broadlands	\$3,005,000
	Subtotal, General Government	<hr/> \$3,005,000
	Total 2000 Referendum	\$122,870,000

The following projects appear in the adopted CIP to be financed through Virginia Public School Authority (VPSA) general obligation bond financing, and do not require a referendum or voter approval:

FY 2007 – FY 2012	Moorefield Station Elementary School (ES-16) Design	\$960,000
	Ashburn/Dulles Area Middle School (MS-5) Supplemental and Design	12,200,000
		<hr/>
	Total VPSA Financing	\$13,160,000

PRIOR YEAR

FY 2005	Hamilton Elementary School Renovation	\$3,280,000
	Middle School Renovations	5,300,000
	Loudoun County High School Renovations	7,195,000
	School Site Land Acquisition	1,430,000
		<hr/> \$17,205,000
FY 2004	Brambleton Area Elementary School (ES-7) (Legacy)	\$15,126,000
	Kirkpatrick Farms Elementary School (ES-8) (Pinebrook)	15,565,000
		<hr/> \$30,691,000
FY 2002	School Administration Building	\$26,095,000
	Mercer Middle School (MS-3)	15,000,000
		<hr/> \$41,095,000
FY 2000	John W. Tolbert, Jr. Elementary School (ES-1)	\$12,060,000



**Loudoun County Government
FY 2008 Adopted Fiscal Plan**

Funding the CIP – Continued

- E. The following projects appear in the adopted CIP to be financed through Lease Purchase, and do not require a referendum or voter approval:

FY 2007– FY		
2012	Government Office Space	\$137,500,000
	Commuter Transit Buses	7,200,000
	Fire & Rescue Capital Apparatus	21,060,000
	Adult Detention Center Expansion	46,350,000
	Juvenile Detention Center Expansion	11,600,000
	Land Acquisition Fund	4,550,000
	Total Lease/Purchase Financing	\$228,260,000
PRIOR YEAR		
FY 2006	Commuter Transit Buses	\$1,500,000
	Fire & Rescue Capital Vehicles	2,165,000
		\$3,665,000
FY 2005	Commuter Transit Buses	\$335,000
FY 2004	Commuter Transit Buses	\$3,726,000
FY 2003	Adult Detention Center	\$22,680,000
	Public Safety Administration Building	12,310,000
		\$42,716,000



**Loudoun County Government
FY 2008 Adopted Fiscal Plan**

Previously Authorized Projects

General Government

Courts Expansion and Renovation - The construction of the new Law Library was completed in January 2006. Signage has been ordered, and installation is expected to be completed by July 2007.

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 County Sanitation Authority (LCSA) 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 LCSA in January 2007.

Transportation

Hibbs Bridge - The project restores and improves the existing historic stone arch bridge located on Snickersville Turnpike, Route 734, between Philomont and Mountville. The construction contract has been awarded, with construction completion planned for late 2007.

Public Safety

Adult Detention Center - The scope of this project constructs a new adult detention center for 172 secure custody and 48 community custody beds, program and support services, security operations, facility administration, building management areas and magistrate offices totaling approximately 85,000 gross square feet. Construction began in the fall of 2003 and is complete. The new jail is scheduled to open July 2007.

Brambleton Fire/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 contract for design services has been awarded. A Fall 2009 construction completion is anticipated.

Eastern Loudoun Sheriff's Substation - A sheriff's substation of approximately 18,000 square feet is planned for the Sterling Park area of the County. Plans are underway to a 4-acre parcel from the Loudoun County School Board. In anticipation of acquiring land in that region of the County, a contract for design services has been awarded. Design duration is 12 months from the contract award.

Fire and Rescue Burn Building And Training Center Expansion - The original project scope was the expansion of the existing Fire and Rescue Training Center. Design and construction of the facilities was planned to occur at two sites, with the classroom/administration addition attached to the existing building, and construction of the burn building, high-bay/tower, specialty props and training areas at the new Shellhorn site. Construction bids for the full scope of work were received in February 2005, but a contract could not be awarded as the low bid exceeded the construction budget. The scope of the project has been reduced to develop the high-bay training facilities and the burn building. Construction completion is scheduled for Summer 2007.

Fire Station Renovations - This project represents a phased approach to renovating volunteer company buildings. Funds were appropriated in FY 06 for life/safety improvements, and in FY 07 to begin design of renovations and additional life/safety repairs. This work includes the installation of emergency generators at five stations. The generators have been installed at four stations, with the fifth scheduled for completion in June 2007. Work to complete other life/safety improvements is underway at Purcellville Station #2, Middleburg Station, Round Hill Station, Sterling Station, and Leesburg Station #20. The Fire and Rescue Commission is working with the Office of Capital Construction and Fire and Rescue Services to develop a renovation schedule for the remaining work.

Lansdowne Fire/Rescue Station - This project constructs an 11,000 square-foot Fire/Rescue/Sheriff Station in the Lansdowne service area. A proffered site was negotiated, a zoning modification granted for building setbacks, and an agreement to convey is underway. The design of the facility started in the Fall of 2006 with expected completion in the Summer of 2007, and completion of construction approximately 15 months later.



Loudoun County Government FY 2008 Adopted Fiscal Plan

Previously Authorized Projects – Continued

Moorefield Station (Broadlands) Fire/Sheriff Station – This project provides for the construction of an 11,125 square-foot Fire/Rescue/Sheriff Station in the Moorefield Station area of the County. The Moorefield Station development proffered a four acre site in FY 03 for the station. The design phase was completed in December of 2006, with construction expected to bid in Summer 2007, and completion approximately 12 months from award of the construction contract.

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 scope is an assessment and upgrade of the existing onsite septic system. The project is currently in design and is targeted for completion in Fall 2007.

Public Safety Administration Building – The scope of this project is to construct a 55,000 square-foot public safety administration building for the Loudoun County Sheriff's Office to replace 17,000 square feet of leased space. The Board of Supervisors deferred this project pending the completion of a Master Plan that will evaluate the 20 year public safety space requirements at the site. This facility will be reprogrammed in the Capital Improvement Program.

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 has been awarded to Hughes Group Architects. Design documents will be completed in July 2007, with permitting to follow. An Annexation application for the property has been approved by the Town of Purcellville. Project completion is planned for December 2007.

Route 28/Dulles Fire/Sheriff Station – A Fire/Sheriff Station of approximately 13,000 square feet will be constructed in the Route 28/Dulles corridor to serve the public safety needs along Route 28. Voters approved general obligation bond financing for this project in November 2002. Obtaining a suitable land site for this project continues to delay the original project schedule. A project design and construction schedule will be finalized upon site acquisition. Additional funding for this project was approved as part of the FY 07 CIP due to escalation in construction material and labor costs.

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

MH 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, 05 and 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. The sixth and last home, a FY 06 townhouse, has not yet been purchased.

Parks, Recreation and Culture

Carver School Rehabilitation – The historical Carver School building, located in the Town of Purcellville, first opened in 1948. The school building has been renovated to serve as a Senior Activity Center. The project was completed and opened in March 2007.

Dulles South Multi-Purpose Center, Phase I – This two-phase project will consist of a recreation/community center modeled after the Claude Moore Park Recreation Center in Sterling. Phase I will include construction of 23,900 gross square feet (gsf) of community center and multi-purpose areas, including necessary infrastructure for the entire 91,300 gsf facility. Phase II construction, funded for 2009, will include 67,400 gsf of recreation center, competition pool, leisure pool, lockers, fitness area, gymnasium and program space. The complete design for the 91,300 gsf facility will be part of the Phase I work. The contract for Phase I was awarded in April 2007, with completion planned for Summer 2008.



Loudoun County Government FY 2008 Adopted Fiscal Plan

Previously Authorized Projects – Continued

Eastern Loudoun Respite Center - This project constructs a 4,000 gross-square-foot one-story building to be located in the Eastern Loudoun region. 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. Final design, plan review and permitting, bid award, construction and move-in is estimated to be approximately twenty-six months. An acceptable 7-acre site at Bles Park has been identified for this facility, and the design phase will begin in Fall 2007.

Edgar Tillet Memorial Park – This project is a proffered park site with the initial phase of ball fields and parking lot being 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 - Construction is scheduled for completion in June 2007.

Loudoun Valley Community Center - This project renovates the existing community center in Purcellville through voter approved general obligation bond financing in the FY 06 capital budget. A contract for design services was awarded late January 2006. Bids for the construction contract opened in May 2007 and are being evaluated. Construction is anticipated to begin in Summer 2007.

Philip A. Bolen Memorial Park – 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 an RFP 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 LCSA will be serving the area. A wetlands permit has been issued. The schedule for the project is being evaluated.

Woodgrove Park – Design documents for the construction of a restroom facility/concession stand and providing utilities to the site are complete. An IFB was advertised for construction bids, but the three bids received exceeded the budget. Value Engineering efforts have not produced viable options within the current budget.



**Loudoun County Government
FY 2008 Adopted Fiscal Plan**

Previously Authorized Projects - Continued

Elementary Schools

Kenneth W. Culbert Elementary School (Harmony Intermediate School Site) (ES-4) – This new elementary school will be an estimated 91,100 square feet and will be located on a site of approximately 20 acres adjacent to Harmony Intermediate School. This school will be designed for an anticipated program capacity of 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 one year and is now scheduled to open of Fall 2008.

Creighton's Corner Elementary School (Brambleton) (ES-9) – This new elementary school will be an estimated 91,100 square feet and will be located on a proffered site of approximately 15-20 acres within the Brambleton development. This school will be designed for an anticipated program capacity of 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 by Fall 2008.

Sycolin Creek Elementary School (Red Cedar) (ES-13) – This 84,000 square-foot elementary school with an anticipated 796-student program capacity was approved for general obligation bond financing on the November 2003 referendum. Due to site acquisition difficulties, the opening of Sycolin Creek ES has been delayed two years, and is now scheduled to open by Fall 2007.

Rosa Lee Carter Elementary School (Loudoun Valley Estates II/Ashburn) (ES-17) – This new elementary school will be an estimated 91,100 square feet and will be 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 program capacity of 875 students in grades K through 5. Referendum date was November 2005, and the school is scheduled to open by Fall 2007.

New Arcola Elementary School (Stone Ridge) – This new elementary school will be an estimated 91,100 square feet and will be located on a proffered site of approximately 15-20 acres within the Stone Ridge development. This school will be designed for an anticipated program capacity of 875 students in grades K through 5. Referendum date was November 2005, and the school is scheduled to open by Fall 2007.

Elementary School (South Riding Station) (ES-18) – This new elementary school will be an estimated 91,100 square feet and will be located on a proffered site of approximately 15-20 acres within the South Riding Station development. This school will be designed for an anticipated program capacity of 875 students in grades K through 5. Referendum date was November 2006, and the school is scheduled to open by Fall 2008.

Elementary School (One Loudoun) (ES-19) – This new elementary school will be an estimated 91,100 square feet and will be located on a proffered site of approximately 15-20 acres within the One Loudoun development. This school will be designed for an anticipated program capacity of 875 students in grades K through 5. Referendum date was November 2006, and the school is scheduled to open by Fall 2008.

Rolling Ridge Elementary School Renovation – This project includes 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 will be upgraded. Referendum date was November 2005, and the project will be completed by Fall 2007.

Sugarland Run Elementary Renovation – This project includes the addition of a full-size gymnasium, nine classrooms, fire suppression and sprinkler systems. The facility's heating, ventilation, air conditioning, mechanical and electrical systems will be upgraded. Referendum date was November 2005, and the project will be completed by Fall 2007.

Middle Schools

Stone Hill Middle School (Loudoun Valley Estates II/Ashburn) (MS-4) – This new middle school will be an estimated 168,780 square feet and will be located on a proffered site of approximately 35 acres in the Loudoun Valley Estates II development. The school will be designed for an anticipated program capacity of 1,350 students in grades 6 through 8. Referendum date was November 2004, and the school is scheduled to open by Fall 2007.



Loudoun County Government FY 2008 Adopted Fiscal Plan

Previously Authorized Projects - Continued

Middle School (Dulles Area) (MS-5) – This new middle school will be an estimated 168,780 square feet and will be 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 program capacity of 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 by Fall 2010.

Middle School Renovations (Phase 2) – This project includes the renovation of art rooms, improvements to the cafeteria, and upgrades to the auditorium and media center at Blue Ridge Middle School (Purcellville), J. Lupton Simpson Middle School (Leesburg), Seneca Ridge Middle School (Sterling), and Sterling Middle School (Sterling). 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 and will be located on County-owned property (Fields Farm Tract) north of Purcellville. The school will be designed for an anticipated program capacity of 1,600 students in grades 9 through 12. Referendum date was November 2005, and the school is scheduled to open mid-year during the 2008-2009 school year.

High School (Leesburg) (HS-5) – This new high school will be an estimated 279,650 square feet and will be located on a purchased site of approximately 60 acres in Leesburg. The school will be designed for an anticipated program capacity of 1,800 students in grades 9 through 12. Referendum date was November 2006, and the school is scheduled to open by Fall 2009.

Capital Improvement Program Summary
Schedule of Appropriations (in \$1000)
Adopted FY 07-12 Amended CIP

Functional Area	# Projects in FY 07-12	Prior FY	FY 07	FY 08	FY 09	FY 10	FY 11	FY 12	CIP Total	Future FY	Project Total
Land Acquisition	--	\$ 61,410	\$ 85,765	\$ 47,415	\$ 31,330	\$ 36,815	\$ 3,300	\$ 4,775	\$ 209,400	\$ -	\$ 270,810
General Government Admin	8	4,320	9,280	8,180	6,795	7,090	149,225	50,460	231,030	19,705	255,055
Transportation	8	26,175	59,806	4,745	58,930	2,265	43,100	1,200	170,046	150,000	346,221
Public Safety	12	48,005	14,200	54,075	35,100	36,780	10,930	13,630	164,715	180,895	393,615
Health and Welfare	12	1,222	1,040	2,385	5,295	9,110	1,140	6,610	25,580	14,415	41,217
Parks, Recreation and Culture	9	49,738	11,185	6,525	74,170	5,385	6,000	-	103,265	20,065	173,068
Community Development	5	2,290	3,065	5,625	6,070	2,250	3,500	-	20,510	-	22,800
GEN GOVT SUBTOTAL	54	\$ 193,160	\$ 184,341	\$ 128,950	\$ 217,690	\$ 99,695	\$ 217,195	\$ 76,675	\$ 924,546	\$ 385,080	\$ 1,502,786

Functional Area	# Projects in FY 07-12	Prior FY	FY 07	FY 08	FY 09	FY 10	FY 11	FY 12	CIP Total	Future FY	Project Total
Elementary Schools	10	-	45,460	960	45,920	24,870	77,620	56,640	251,470	32,290	283,760
Middle Schools	4	76,600	13,820	12,200	-	47,510	49,360	-	122,890	-	199,490
High Schools	4	-	83,080	-	86,000	89,000	96,210	-	354,290	40,960	395,250
SCHOOLS SUBTOTAL	18	\$ 76,600	\$ 142,360	\$ 13,160	\$ 131,920	\$ 161,380	\$ 223,190	\$ 56,640	\$ 728,650	\$ 73,250	\$ 878,500

CIP GRAND TOTAL 72 \$ 269,760 \$ 326,701 \$ 142,110 \$ 349,610 \$ 261,075 \$ 440,385 \$ 133,315 \$ 1,653,196 \$ 458,330 \$ 2,381,286

Fund Codes	Revenue Source		Prior FY	FY 07	FY 08	FY 09	FY 10	FY 11	FY 12	CIP Total	Future FY	Project Total
\$ - Local Tax Funds	Local Tax Funding	\$	\$ 52,731	\$ 41,576	\$ 19,005	\$ 60,180	\$ 57,105	\$ 57,645	\$ 77,575	\$ 313,086	\$ 19,820	\$ 385,637
GO - G O Bond	General Obligation Bond	GO	137,015	217,965	40,275	202,515	180,795	194,990	50,710	\$ 887,250	104,485	\$ 1,128,750
Other	Other Debt Financing	Other	-	-	3,300	5,900	-	-	-	9,200	-	9,200
L/P - Lease Purchase	Lease Purchase	L/P	30,405	7,650	44,235	9,385	19,610	142,350	5,030	\$ 228,260	184,025	\$ 442,690
FB	Fund Balance	CIPFB	-	-	-	-	-	-	-	-	-	-
GT, TF	Gas Tax/Transportation Fund	GT/TF	4,594	2,392	-	-	-	-	-	2,392	-	6,986
S - State Grant	State Grant	S	15,051	7,788	4,235	1,830	1,065	1,900	-	\$ 16,818	-	\$ 31,869
P - Profers	Profers (C.L.I)	P	18,944	48,265	12,275	13,730	250	-	-	\$ 74,520	-	\$ 93,464
VPSA - Bonds	VA Public School Auth Bonds	VPSA	6,730	-	13,160	-	-	-	-	\$ 13,160	-	\$ 19,890
PB - Pledge Bonds	Pledge Bonds	PB	-	-	-	50,000	-	40,000	-	\$ 90,000	150,000	\$ 240,000
F - Fees	Fees	F	2,290	3,065	5,625	6,070	2,250	3,500	-	\$ 20,510	-	\$ 22,800
C - Contributions	Contributions	C	-	-	-	-	-	-	-	-	-	-
Totals:			\$ 267,760	\$ 328,701	\$ 142,110	\$ 349,610	\$ 261,075	\$ 440,385	\$ 133,315	\$ 1,655,196	\$ 458,330	\$ 2,381,286

General Government Summary
Schedule of Appropriations (in \$1000)
Adopted FY 07-12 Amended CIP

Functional Area	# Projects in FY 07-12	Prior FY	FY 07	FY 08	FY 09	FY 10	FY 11	FY 12	CIP Total	Future FY	Project Total
Land Acquisition	--	\$ 61,410	\$ 85,765	\$ 47,415	\$ 31,330	\$ 36,815	\$ 3,300	\$ 4,775	\$ 209,400	\$ -	\$ 270,810
General Government Admin	8	4,320	9,280	8,180	6,795	7,090	149,225	50,460	231,030	19,705	255,055
Transportation	8	26,175	59,806	4,745	58,930	2,265	43,100	1,200	170,046	150,000	346,221
Public Safety	12	48,005	14,200	54,075	35,100	36,780	10,930	13,630	164,715	180,895	393,615
Health and Welfare	12	1,222	1,040	2,385	5,295	9,110	1,140	6,610	25,580	14,415	41,217
Parks, Recreation and Culture	9	49,738	11,185	6,525	74,170	5,385	6,000	-	103,265	20,065	173,068
Community Development	5	2,290	3,065	5,625	6,070	2,250	3,500	-	20,510	-	22,800
GRAND TOTAL	54	\$ 193,160	\$ 184,341	\$ 128,950	\$ 217,690	\$ 99,695	\$ 217,195	\$ 76,675	\$ 924,546	\$ 385,080	\$ 1,502,786

Fund Codes	Revenue Source		Prior FY	FY 07	FY 08	FY 09	FY 10	FY 11	FY 12	CIP Total	Future FY	Project Total
\$ - Local Tax Funds	Local Tax Funding	\$	48,761	29,369	19,005	42,995	40,970	16,165	59,570	\$ 208,074	12,495	\$ 269,330
GO - G O Bond	General Obligation Bond	GO	69,685	91,820	40,275	87,780	35,550	13,280	12,075	\$ 280,780	38,560	\$ 389,025
Other	Other Debt Financing	Other	-	-	3,300	5,900	-	-	-	\$ 9,200	-	\$ 9,200
L/P - Lease Purchase	Lease Purchase	L/P	30,405	7,650	44,235	9,385	19,610	142,350	5,030	\$ 228,260	184,025	\$ 442,690
FB	Fund Balance	CIPFB	-	-	-	-	-	-	-	\$ -	-	\$ -
GT, TF	Gas Tax/Transportation Fund	GT/TF	4,594	2,392	-	-	-	-	-	\$ 2,392	-	\$ 6,986
S - State Grant	State Grant	S	15,051	3,780	4,235	1,830	1,065	1,900	-	\$ 12,810	-	\$ 27,861
P - Proffers	Proffers (C.L.I.)	P	18,944	48,265	12,275	13,730	250	-	-	\$ 74,520	-	\$ 93,464
VP - Bonds	VA Public School Auth Bonds	VP	1,430	-	-	-	-	-	-	\$ -	-	\$ 1,430
PB - Pledge Bonds	Pledge Bonds	PB	-	-	-	50,000	-	40,000	-	\$ 90,000	150,000	\$ 240,000
F - Fees	Fees	F	2,290	3,065	5,625	6,070	2,250	3,500	-	\$ 20,510	-	\$ 22,800
C - Contributions	Contributions	C	-	-	-	-	-	-	-	\$ -	-	\$ -
	Totals:		\$ 191,160	\$ 186,341	\$ 128,950	\$ 217,690	\$ 99,695	\$ 217,195	\$ 76,675	\$ 924,546	\$ 385,080	\$ 1,502,786

Land Acquisition
Schedule of Appropriations (in \$1000)
Adopted FY 07-12 Amended CIP

Land Acquisition		Fund	Prior FY	FY 07	FY 08	FY 09	FY 10	FY 11	FY 12	CIP Total	Future FY	Project Total
Administration	Land Acquisition Fund - Co	\$,GO,P	\$ 24,565	\$ 13,390	\$ 5,715	\$ 10,695	\$ 9,075	\$ 3,300	\$ 4,775	\$ 46,950	\$ -	\$ 71,515
Administration	Land Acquisition Fund - Sch	\$,GO,P	\$ 36,845	\$ 72,375	\$ 41,700	\$ 20,635	\$ 27,740	-	-	\$ 162,450	-	\$ 199,295
Land Acquisition Subtotals			\$ 61,410	\$ 85,765	\$ 47,415	\$ 31,330	\$ 36,815	\$ 3,300	\$ 4,775	\$ 209,400	\$ -	\$ 270,810

Fund Codes	Revenue Source	Fund	Prior FY	FY 07	FY 08	FY 09	FY 10	FY 11	FY 12	CIP Total	Future FY	Project Total
\$ - Local Tax Funds	Local Tax Funding	\$	\$ 38,015	\$ 3,140	\$ 5,140	\$ 21,905	\$ 24,770	\$ 3,300	\$ 2,500	\$ 60,755	\$ -	\$ 98,770
GO - GO Bond	General Obligation Bond	GO	16,065	34,360	27,850	-	7,245	-	2,275	71,730	-	87,785
Other	Other Debt Financing	Other	-	-	-	-	-	-	-	-	-	-
L/P - Lease Purchase	Lease Purchase	L/P	-	-	-	-	4,550	-	-	4,550	-	4,550
FB	Fund Balance	CIPFB	-	-	-	-	-	-	-	-	-	-
GT, TF	Gas Tax/Transportation Fund	GT/TF	-	-	-	-	-	-	-	-	-	-
\$ - State Grant	State Grant	S	-	-	3,990	-	-	-	-	-	-	-
P - Profiers	Profiers (C, L, I)	P	5,900	48,265	10,435	9,425	250	-	-	3,990	-	3,990
VPSA - Bonds	VA Public School Auth Bonds	VPSA	1,430	-	-	-	-	-	-	66,375	-	74,275
PB - Pledge Bonds	Pledge Bonds	PB	-	-	-	-	-	-	-	-	-	1,430
F - Fees	Fees	F	-	-	-	-	-	-	-	-	-	-
C - Contributions	Contributions	C	-	-	-	-	-	-	-	-	-	-
Totals:			\$ 61,410	\$ 85,765	\$ 47,415	\$ 31,330	\$ 36,815	\$ 3,300	\$ 4,775	\$ 209,400	\$ -	\$ 270,810

General Government Administration
Schedule of Appropriations (in \$1000)
Adopted FY 07-12 Amended CIP

General Government Administration		Fund	Prior FY	FY 07	FY 08	FY 09	FY 10	FY 11	FY 12	CIP Total	Future FY	Project Total
General Services	Capital Project Mgmt Support	\$	\$ 1,530	\$ 3,165	\$ 4,900	\$ 4,945	\$ 5,090	\$ 5,140	\$ 5,295	\$ 28,535	\$ -	\$ 30,065
General Services	Church Street Parking Lot	\$	440	240	1,455	100	-	-	-	\$ 1,795	-	\$ 2,235
General Services	Courtroom Additions	\$	-	1,200	-	-	-	-	-	\$ 1,200	-	\$ 1,200
General Services	Courts Expan & Parking, Ph III	\$	-	-	-	-	-	3,500	35,000	\$ 38,500	1,750	\$ 40,250
General Services	DGS Admin., Maint & Storage	L/P	-	-	-	-	-	-	-	\$ -	17,955	\$ 17,955
General Services	Eastern Vehicle Maint Facility	\$	-	-	-	-	-	835	7,665	\$ 8,500	-	\$ 8,500
General Services	Government Office Space	L/P	-	-	-	-	-	137,500	-	\$ 137,500	-	\$ 137,500
Administration & General Services	Gov't Supp Ctr Infrastructure & Lwr Sycolin Swr Pump Stn	\$	-	3,425	325	-	-	-	-	\$ 3,750	-	\$ 3,750
General Services	Storm Water Management	\$	2,350	1,250	1,500	1,750	2,000	2,250	2,500	\$ 11,250	-	\$ 13,600
Gen Govt Admin Subtotals			\$ 4,320	\$ 9,280	\$ 8,180	\$ 6,795	\$ 7,090	\$ 149,225	\$ 50,460	\$ 231,030	\$ 19,705	\$ 255,055

Fund Codes	Revenue Source	Fund	Prior FY	FY 07	FY 08	FY 09	FY 10	FY 11	FY 12	CIP Total	Future FY	Project Total
\$ - Local Tax Funds	Local Tax Funding	\$	\$ 4,320	\$ 9,280	\$ 8,180	\$ 6,795	\$ 7,090	\$ 11,725	\$ 50,460	\$ 93,530	\$ 1,750	\$ 99,600
GO - G O Bond	General Obligation Bond	GO	-	-	-	-	-	-	-	\$ -	-	\$ -
Other	Other Debt Financing	Other	-	-	-	-	-	-	-	\$ -	-	\$ -
L/P - Lease Purchases	Lease Purchase	L/P	-	-	-	-	-	137,500	-	\$ 137,500	17,955	\$ 155,455
FB	Fund Balance	CIPFB	-	-	-	-	-	-	-	\$ -	-	\$ -
GT, TF	Gas Tax/Transportation Fund	GT/TF	-	-	-	-	-	-	-	\$ -	-	\$ -
S - State Grant	State Grant	S	-	-	-	-	-	-	-	\$ -	-	\$ -
P - Proffers	Proffers (C.L.I)	P	-	-	-	-	-	-	-	\$ -	-	\$ -
VPSA - Bonds	VA Public School Auth Bonds	VPSA	-	-	-	-	-	-	-	\$ -	-	\$ -
PB - Pledge Bonds	Pledge Bonds	PB	-	-	-	-	-	-	-	\$ -	-	\$ -
F - Fees	Fees	F	-	-	-	-	-	-	-	\$ -	-	\$ -
C - Contributions	Contributions	C	-	-	-	-	-	-	-	\$ -	-	\$ -
Totals:			\$ 4,320	\$ 9,280	\$ 8,180	\$ 6,795	\$ 7,090	\$ 149,225	\$ 50,460	\$ 231,030	\$ 19,705	\$ 255,055

Transportation
Schedule of Appropriations (in \$1000)
Adopted FY 07-12 Amended CIP

Transportation		Fund	Prior FY	FY 07	FY 08	FY 09	FY 10	FY 11	FY 12	CIP Total	Future FY	Project Total
Transportation	Commuter Transit Buses	L/P, S	\$ 13,834	\$ 1,200	\$ 1,200	\$ 1,200	\$ 1,200	\$ 1,200	\$ 1,200	\$ 7,200	\$ -	\$ 21,034
Transportation	Dulles Corridor Rapid Transit	PB	-	-	-	50,000	-	40,000	-	\$ 90,000	150,000	\$ 240,000
Transportation	Lburg P&R Lot & Sycolin Rd Impr	\$,GT,S	5,971	5,200	-	-	-	-	-	\$ 5,200	-	\$ 11,171
Transportation	Purcellville Park & Ride	GT,S	800	50	145	350	-	-	-	\$ 545	-	\$ 1,345
Transportation	Regional Park & Ride Lots	\$,GT,S	-	1,780	100	1,480	1,065	1,900	-	\$ 6,325	-	\$ 6,325
Transportation	Eastern Route 7 Safety Project	\$,GT	300	2,876	-	-	-	-	-	\$ 2,876	-	\$ 3,176
Transportation	Road Projects	GO,P	5,270	48,700	-	-	-	-	-	\$ 48,700	-	\$ 53,970
Transportation	HS-3 Off-Site Road Improvements	Other	-	-	3,300	5,900	-	-	-	\$ 9,200	-	\$ 9,200
Transportation Subtotals			\$ 26,175	\$ 59,806	\$ 4,745	\$ 58,930	\$ 2,265	\$ 43,100	\$ 1,200	\$ 170,046	\$ 150,000	\$ 346,221

Fund Codes	Revenue Source	Fund	Prior FY	FY 07	FY 08	FY 09	FY 10	FY 11	FY 12	CIP Total	Future FY	Project Total
\$ - Local Tax Funds	Local Tax Funding	\$	\$ 300	\$ 3,734	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 3,734	\$ -	\$ 4,034
GO - G O Bond	General Obligation Bond	GO	-	48,700	-	-	-	-	-	\$ 48,700	-	\$ 48,700
Other	Other Debt Financing	Other	-	-	3,300	5,900	-	-	-	\$ 9,200	-	\$ 9,200
L/P - Lease Purchase	Lease Purchase	L/P	5,560	1,200	1,200	1,200	1,200	1,200	1,200	\$ 7,200	-	\$ 12,760
FB	Fund Balance	CIPFB	-	-	-	-	-	-	-	\$ -	-	\$ -
GT, TF	Gas Tax/Transportation Fund	GT/TF	4,594	2,392	-	-	-	-	-	\$ 2,392	-	\$ 6,986
S - State Grant	State Grant	S	10,451	3,780	245	1,830	1,065	1,900	-	\$ 8,820	-	\$ 19,271
P - Proffers	Proffers (C,L,I)	P	5,270	-	-	-	-	-	-	\$ -	-	\$ 5,270
VPSA - Bonds	VA Public School Auth Bonds	VPSA	-	-	-	-	-	-	-	\$ -	-	\$ -
PB - Pledge Bonds	Pledge Bonds	PB	-	-	-	50,000	-	40,000	-	\$ 90,000	150,000	\$ 240,000
F - Fees	Fees	F	-	-	-	-	-	-	-	\$ -	-	\$ -
C - Contributions	Contributions	C	-	-	-	-	-	-	-	\$ -	-	\$ -
Totals:			\$ 26,175	\$ 59,806	\$ 4,745	\$ 58,930	\$ 2,265	\$ 43,100	\$ 1,200	\$ 170,046	\$ 150,000	\$ 346,221

Public Safety
Schedule of Appropriations (in \$1000)
Adopted FY 07-12 Amended CIP

Public Safety	Fund	Prior FY	FY 07	FY 08	FY 09	FY 10	FY 11	FY 12	CIP Total	Future FY	Project Total
Combined Facilities	\$,GO	\$ 8,130	\$ 2,130	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 2,130	\$ -	\$ 10,260
Combined Facilities	\$,GO	7,905	-	-	-	-	-	-	\$ -	-	7,905
Combined Facilities	\$	-	2,300	3,000	9,000	-	-	-	\$ 14,300	-	14,300
Fire & Rescue	GO	-	-	630	7,670	-	-	-	\$ 8,300	-	8,300
Fire & Rescue	L/P	2,165	3,525	3,270	3,310	3,475	3,650	3,830	\$ 21,060	-	23,225
Fire & Rescue	\$,GO	1,070	720	1,300	2,000	15,000	6,480	-	\$ 25,500	-	26,570
Fire & Rescue	GO	-	-	-	-	-	800	9,000	\$ 9,800	-	9,800
Fire & Rescue	GO	-	-	-	-	-	-	800	\$ 800	9,400	10,200
Fire & Rescue	\$,GO	515	-	-	665	7,920	-	-	\$ 8,585	-	9,100
PS Master Plan	\$	485	-	-	-	-	-	-	\$ -	-	485
PS Master Plan	\$	-	-	-	-	-	-	-	\$ -	72,400	72,400
Sheriff's Office	\$,L/P,S	27,735	2,925	39,765	3,660	-	-	-	\$ 46,350	90,000	164,085
Sheriff's Office	\$,GO	-	2,600	5,360	-	-	-	-	\$ 7,960	-	7,960
Sheriff's Office	GO	-	-	750	7,580	-	-	-	\$ 8,330	-	8,330
Other	GO	-	-	-	-	-	-	-	\$ -	9,095	9,095
Other	L/P	-	-	-	1,215	10,385	-	-	\$ 11,600	-	11,600
Public Safety Subtotals		\$ 48,005	\$ 14,200	\$ 54,075	\$ 35,100	\$ 36,780	\$ 10,930	\$ 13,630	\$ 164,715	\$ 180,895	\$ 393,615

Fund Codes	Revenue Source	Fund	Prior FY	FY 07	FY 08	FY 09	FY 10	FY 11	FY 12	CIP Total	Future FY	Project Total
\$ - Local Tax Funds	Local Tax Funding	\$	\$ 2,525	\$ 7,750	\$ 3,000	\$ 9,000	\$ -	\$ -	\$ -	\$ 19,750	\$ -	\$ 22,275
GO - G O Bond	General Obligation Bond	GO	16,035	-	8,040	17,915	22,920	7,280	9,800	\$ 65,955	18,495	100,485
Other	Other Debt Financing	Other	-	-	-	-	-	-	-	\$ -	-	-
L/P - Lease Purchase	Lease Purchase	L/P	24,845	6,450	43,035	8,185	13,860	3,650	3,830	\$ 79,010	162,400	266,255
FB	Fund Balance	CIPFB	-	-	-	-	-	-	-	\$ -	-	-
GT, TF	Gas Tax/Transportation Fund	GT/TF	-	-	-	-	-	-	-	\$ -	-	-
S - State Grant	State Grant	S	4,600	-	-	-	-	-	-	\$ -	-	4,600
P - Proffers	Proffers (C.L.I.)	P	-	-	-	-	-	-	-	\$ -	-	-
VPSA - Bonds	VA Public School Auth Bonds	VPSA	-	-	-	-	-	-	-	\$ -	-	-
PB - Pledge Bonds	Pledge Bonds	PB	-	-	-	-	-	-	-	\$ -	-	-
F - Fees	Fees	F	-	-	-	-	-	-	-	\$ -	-	-
C - Contributions	Contributions	C	-	-	-	-	-	-	-	\$ -	-	-
Totals:			\$ 48,005	\$ 14,200	\$ 54,075	\$ 35,100	\$ 36,780	\$ 10,930	\$ 13,630	\$ 164,715	\$ 180,895	\$ 393,615

Health And Welfare
Schedule of Appropriations (in \$1000)
Adopted FY 07-12 Amended CIP

Health and Welfare		Fund	Prior FY	FY 07	FY 08	FY 09	FY 10	FY 11	FY 12	CIP Total	Future FY	Project Total
DFS	Emergency Homeless Shelter	\$	\$	\$	\$	\$ 2,310	\$0	\$	\$	\$ 2,310	\$	\$ 2,310
DFS	Transitional Homeless Shelter	\$	-	-	-	-	-	270	2,590	\$ 2,860	-	\$ 2,860
MH/MR/SAS	MH Group Homes, Mirror Ridge (2)	\$, P	1,222	400	-	-	-	-	-	\$ 400	-	\$ 1,622
MH/MR/SAS	MH Group Home, Ashburn	\$	-	-	-	250	1,875	-	-	\$ 2,125	-	\$ 2,125
MH/MR/SAS	MH Medically Fragile Supp Living #1	\$	-	-	-	200	1,545	-	-	\$ 1,745	-	\$ 1,745
MH/MR/SAS	MH Supported Living Res #1	\$	-	-	-	-	570	-	-	\$ 570	-	\$ 570
MH/MR/SAS	MH Townhouses, Dulles South	\$	-	-	-	-	-	-	570	\$ 570	595	\$ 1,165
MH/MR/SAS	MR Group Homes (2)	\$	-	185	-	1,410	-	-	-	\$ 1,595	1,960	\$ 3,555
MH/MR/SAS	MR Townhouses	\$	-	-	-	505	-	550	570	\$ 1,625	595	\$ 2,220
Youth	Adolescent Day Treatment Facility	\$	-	-	-	-	2,870	-	-	\$ 3,220	-	\$ 3,220
Youth	Adolescent Trans Ind Liv w/ Office Space	\$	-	-	-	-	-	-	-	\$	4,235	\$ 4,235
Youth	Juvenile Probation House	L/P	-	-	-	-	-	-	-	\$	3,670	\$ 3,670
Youth	MH/SA Adolescent Residences	\$	-	-	-	270	2,250	320	2,880	\$ 5,720	3,360	\$ 9,080
Youth	Youth Shelter	\$	-	455	2,385	-	-	-	-	\$ 2,840	-	\$ 2,840
Health and Welfare Subtotals			\$ 1,222	\$ 1,040	\$ 2,385	\$ 5,295	\$ 9,110	\$ 1,140	\$ 6,610	\$ 25,580	\$ 14,415	\$ 41,217

Fund Codes	Revenue Source	Fund	Prior FY	FY 07	FY 08	FY 09	FY 10	FY 11	FY 12	CIP Total	Future FY	Project Total
\$ - Local Tax Fund	Local Tax Funding	\$	\$	\$ 1,040	\$ 2,385	\$ 5,295	\$ 9,110	\$ 1,140	\$ 6,610	\$ 25,580	\$ 10,745	\$ 36,325
GO - GO Bond	General Obligation Bond	GO	-	-	-	-	-	-	-	\$	-	\$
Other	Other Debt Financing	Other	-	-	-	-	-	-	-	\$	-	\$
L/P - Lease Purch	Lease Purchase	L/P	-	-	-	-	-	-	-	\$	3,670	\$ 3,670
FB	Fund Balance	CIPFB	-	-	-	-	-	-	-	\$	-	\$
GT, TF	Gas Tax/Transportation Fund	GT/TF	-	-	-	-	-	-	-	\$	-	\$
S - State Grant	State Grant	S	-	-	-	-	-	-	-	\$	-	\$
P - Profers	Profers (C.L.I.)	P	1,222	-	-	-	-	-	-	\$	-	\$ 1,222
VPSA - Bonds	VA Public School Auth Bonds	VPSA	-	-	-	-	-	-	-	\$	-	\$
PB - Pledge Bond	Pledge Bonds	PB	-	-	-	-	-	-	-	\$	-	\$
F - Fees	Fees	F	-	-	-	-	-	-	-	\$	-	\$
C - Contributions	Contributions	C	-	-	-	-	-	-	-	\$	-	\$
Totals:			\$ 1,222	\$ 1,040	\$ 2,385	\$ 5,295	\$ 9,110	\$ 1,140	\$ 6,610	\$ 25,580	\$ 14,415	\$ 41,217

Parks, Recreation and Culture
Schedule of Appropriations (in \$1000)
Adopted FY 07-12 Amended CIP

Parks, Recreation and Culture		Fund	Prior FY	FY 07	FY 08	FY 09	FY 10	FY 11	FY 12	CIP Total	Future FY	Project Total
PRCS	Brambleton District Park	P,GO	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 6,000	\$ -	\$ 6,000	\$ 3,000	\$ 9,000
PRCS	Broadlands Rec Ctr	GO,P	1,993	-	2,835	31,365	-	-	-	\$ 34,200	-	\$ 36,193
PRCS	Claude Moore Park Rec Ctr	\$,GO,P	24,839	-	-	-	-	-	-	-	-	\$ 24,839
PRCS	Community Center Renovations	GO	-	-	980	7,145	5,385	-	-	\$ 13,510	-	\$ 13,510
PRCS	Dulles Multipurpose Ctr Phase II	GO	9,335	-	-	27,000	-	-	-	\$ 27,000	-	\$ 36,335
PRCS	Loudoun Valley CC Renovation	\$,GO	3,920	225	-	-	-	-	-	\$ 225	-	\$ 4,145
PRCS	Sftbill Field Lighting at Fields Farm	\$	-	-	300	-	-	-	-	\$ 300	-	\$ 300
Library Services	Dulles Library	GO	-	-	-	-	-	-	-	\$ -	17,065	\$ 17,065
Library Services	Gum Spring Library	GO,P	-	-	1,840	8,660	-	-	-	\$ 10,500	-	\$ 10,500
Library Services	Rust Library Expansion	\$,GO	8,251	2,200	-	-	-	-	-	\$ 2,200	-	\$ 10,451
Other	North Street Administration	\$,GO	1,400	8,760	570	-	-	-	-	\$ 9,330	-	\$ 10,730
Parks, Rec & Culture Subtotals			\$ 49,738	\$ 11,185	\$ 6,525	\$ 74,170	\$ 5,385	\$ 6,000	\$ -	\$ 103,265	\$ 20,065	\$ 173,068

Fund Codes	Revenue Source	Fund	Prior FY	FY 07	FY 08	FY 09	FY 10	FY 11	FY 12	CIP Total	Future FY	Project Total
\$ - Local Tax Funds	Local Tax Funding	\$	3,601	\$ 4,425	\$ 300	\$ -	\$ -	\$ -	\$ -	\$ 4,725	\$ -	\$ 8,326
GO - G O Bond	General Obligation Bond	GO	37,585	8,760	4,385	69,865	5,385	6,000	-	\$ 94,395	20,065	\$ 152,045
Other	Other Debt Financing	Other	-	-	-	-	-	-	-	\$ -	-	\$ -
L/P - Lease Purchase	Lease Purchase	L/P	-	-	-	-	-	-	-	\$ -	-	\$ -
FB	Fund Balance	CIPFB	-	-	-	-	-	-	-	\$ -	-	\$ -
GT, TF	Gas Tax/Transportation Fund	GT/TF	-	-	-	-	-	-	-	\$ -	-	\$ -
S - State Grant	State Grant	S	-	-	-	-	-	-	-	\$ -	-	\$ -
P - Proffers	Proffers (C.L.I)	P	6,552	-	1,840	4,305	-	-	-	\$ 6,145	-	\$ 12,697
VPSA - Bonds	VA Public School Auth Bonds	VPSA	-	-	-	-	-	-	-	\$ -	-	\$ -
PB - Pledge Bonds	Pledge Bonds	PB	-	-	-	-	-	-	-	\$ -	-	\$ -
F - Fees	Fees	F	-	-	-	-	-	-	-	\$ -	-	\$ -
C - Contributions	Contributions	C	-	-	-	-	-	-	-	\$ -	-	\$ -
Totals:			\$ 47,738	\$ 13,185	\$ 6,525	\$ 74,170	\$ 5,385	\$ 6,000	\$ -	\$ 105,265	\$ 20,065	\$ 173,068

Community Development
Schedule of Appropriations (in \$1000)
Adopted FY 07-12 Amended CIP

Community Development		Fund	Prior FY	FY 07	FY 08	FY 09	FY 10	FY 11	FY 12	CIP Total	Future FY	Project Total
Woods Road Landfill Site Development		F	\$ 2,290	\$ 1,940	\$ 5,625	\$ -	\$ -	\$ -	\$ -	\$ 7,565	\$ -	\$ 9,855
Woods Road Landfill Maintenance Shop		F	-	1,125	-	-	-	-	-	1,125	-	1,125
Woods Road Landfill Cell I Construction		F	-	-	-	6,070	-	-	-	6,070	-	6,070
Woods Road Landfill Sequence III Closure		F	-	-	-	-	2,250	-	-	2,250	-	2,250
Woods Road Landfill Sequence IV Closure		F	-	-	-	-	-	3,500	-	3,500	-	3,500
Community Development Subtotals			\$ 2,290	\$ 3,065	\$ 5,625	\$ 6,070	\$ 2,250	\$ 3,500	\$ -	\$ 20,510	\$ -	\$ 22,800

Fund Codes	Revenue Source	Fund	Prior FY	FY 07	FY 08	FY 09	FY 10	FY 11	FY 12	CIP Total	Future FY	Project Total
\$ - Local Tax Funds	Local Tax Funding	\$	-	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
GO - G O Bond	General Obligation Bond	GO	-	-	-	-	-	-	-	\$ -	-	\$ -
Other	Other Debt Financing	Other	-	-	-	-	-	-	-	\$ -	-	\$ -
L/P - Lease Purchase	Lease Purchase	L/P	-	-	-	-	-	-	-	\$ -	-	\$ -
FB	Fund Balance	CIPFB	-	-	-	-	-	-	-	\$ -	-	\$ -
GT, TF	Gas Tax/Transportation Fund	GT/TF	-	-	-	-	-	-	-	\$ -	-	\$ -
S - State Grant	State Grant	S	-	-	-	-	-	-	-	\$ -	-	\$ -
P - Proffers	Proffers (C.L.I.)	P	-	-	-	-	-	-	-	\$ -	-	\$ -
VPSA - Bonds	VA Public School Auth Bonds	VPSA	-	-	-	-	-	-	-	\$ -	-	\$ -
PB - Pledge Bonds	Pledge Bonds	PB	-	-	-	-	-	-	-	\$ -	-	\$ -
F - Fees	Fees	F	2,290	3,065	5,625	6,070	2,250	3,500	-	\$ 20,510	-	\$ 22,800
C - Contributions	Contributions	C	-	-	-	-	-	-	-	\$ -	-	\$ -
Totals:			\$ 2,290	\$ 3,065	\$ 5,625	\$ 6,070	\$ 2,250	\$ 3,500	\$ -	\$ 20,510	\$ -	\$ 22,800

Schools Summary
Schedule of Appropriations (in \$1000)
Adopted FY 07-12 Amended CIP

School Type	# Proj	Prior FY	FY 07	FY 08	FY 09	FY 10	FY 11	FY 12	CIP Total	Future FY	Total
Elementary Schools	10	\$ -	\$ 45,460	\$ 960	\$ 45,920	\$ 24,870	\$ 77,620	\$ 56,640	\$ 251,470	\$ 32,290	\$ 283,760
Middle Schools	4	76,600	13,820	12,200	-	47,510	49,360	-	\$ 122,890	-	\$ 199,490
High Schools	4	-	83,080	-	86,000	89,000	96,210	-	\$ 354,290	40,960	\$ 395,250
ALL SCHOOLS TOTAL:		\$ 76,600	\$ 142,360	\$ 13,160	\$ 131,920	\$ 161,380	\$ 223,190	\$ 56,640	\$ 728,650	\$ 73,250	\$ 878,500

Revenue Source	Fund	Prior FY	FY 07	FY 08	FY 09	FY 10	FY 11	FY 12	CIP Total	Future FY	Project Total
Local Tax Funding	LTF	\$ 3,970	\$ 12,207	\$ -	\$ 17,185	\$ 16,135	\$ 41,480	\$ 18,005	\$ 105,012	\$ 7,325	\$ 116,307
General Obligation Bond	GO	67,330	126,145	-	114,735	145,245	181,710	38,635	606,470	65,925	739,725
State Grant-Lottery	State	-	4,008	-	-	-	-	-	4,008	-	4,008
CIP Fund Balance	CIPFB	-	-	-	-	-	-	-	-	-	-
VA Public Sch Authority	VPSA	5,300	-	13,160	-	-	-	-	13,160	-	18,460
Totals:		\$ 76,600	\$ 142,360	\$ 13,160	\$ 131,920	\$ 161,380	\$ 223,190	\$ 56,640	\$ 728,650	\$ 73,250	\$ 878,500

Elementary Schools
Schedule of Appropriations (in \$1000)
Adopted FY 07-12 Amended CIP

Elementary Schools													
Type	Project Title	Fund	Prior FY	FY 07	FY 08	FY 09	FY 10	FY 11	FY 12	CIP Total	Future FY	Total	
Elementary	ES-14 Brambleton	\$,GO	\$	-	\$	-	24,870	\$	-	\$	24,870	\$	24,870
Elementary	ES-15 Leesburg Area	\$,GO	-	-	-	22,960	-	-	-	\$	22,960	-	\$ 22,960
Elementary	ES-16 Moorefield Station	\$,GO,VP,SA	-	-	960	22,960	-	-	-	\$	23,920	-	\$ 23,920
Elementary	ES-18 South Riding Station	\$,GO,S	-	22,730	-	-	-	-	-	\$	22,730	-	\$ 22,730
Elementary	ES-19 Ashburn Area	\$,GO,S	-	22,730	-	-	-	-	-	\$	22,730	-	\$ 22,730
Elementary	ES-20 Ashburn/Dulles Area	\$,GO	-	-	-	-	-	26,930	-	\$	26,930	-	\$ 26,930
Elementary	ES-21 Ashburn/Dulles Area	\$,GO	-	-	-	-	-	-	-	\$	-	32,290	\$ 32,290
Elementary	ES-22 Ashburn/Dulles Area	\$,GO	-	-	-	-	-	-	28,320	\$	28,320	-	\$ 28,320
Elementary	ES-24 Leesburg Area	\$,GO	-	-	-	-	-	-	28,320	\$	28,320	-	\$ 28,320
Elementary	ES-25 Western Loudoun	\$,GO	-	-	-	-	-	26,930	-	\$	26,930	-	\$ 26,930
Elementary	Catoclin ES Renovation	\$,GO	-	-	-	-	-	23,760	-	\$	23,760	-	\$ 23,760
	Elementary Sub Total:		\$	\$ 45,460	\$ 960	\$ 45,920	\$ 24,870	\$ 77,620	\$ 56,640	\$ 251,470	\$ 32,290	\$ 283,760	

Fund Codes	Revenue Source	Prior FY	FY 07	FY 08	FY 09	FY 10	FY 11	FY 12	CIP Total	Future FY	Total
\$	Local Tax Funding	\$ -	2,517	\$ -	8,585	\$ 2,485	\$ 7,760	\$ 18,005	\$ 39,352	\$ 3,230	\$ 42,582
GO	General Obligation Bonds	-	38,935	-	37,335	22,385	69,860	38,635	\$ 207,150	29,060	\$ 236,210
\$	State Grant-Lottery	-	4,008	-	-	-	-	-	\$ 4,008	-	\$ 4,008
CIPFB	CIP Fund Balance	-	-	-	-	-	-	-	\$ -	-	\$ -
VP	Virginia Public School Bond	-	-	960	-	-	-	-	\$ 960	-	\$ 960
	Elementary Sub Total:	\$ -	\$ 45,460	\$ 960	\$ 45,920	\$ 24,870	\$ 77,620	\$ 56,640	\$ 251,470	\$ 32,290	\$ 283,760

Middle Schools
Schedule of Appropriations (in \$1000)
Adopted FY 07-12 Amended CIP

Middle Schools												
Type	Project Title	Fund	Prior FY	FY 07	FY 08	FY 09	FY 10	FY 11	FY 12	CIP Total	Future FY	Total
Middle	MS-5 Supplemental & 2-Story	\$,GO,VP&SA	\$ 39,675	\$ -	\$ 12,200	\$ -	\$ -	\$ -	\$ -	\$ 12,200	\$ -	\$ 51,875
Middle	MS-6 Ashburn/Dulles Area	\$,GO	-	-	-	-	47,510	-	-	\$ 47,510	-	\$ 47,510
Middle	MS-7 Ashburn/Dulles Area	\$,GO	-	-	-	-	-	49,360	-	\$ 49,360	-	\$ 49,360
Middle	Middle School Renovations	\$,GO,VP&SA	36,925	13,820	-	-	-	-	-	\$ 13,820	-	\$ 50,745
	Middle School Sub Total:		\$ 76,600	\$ 13,820	\$ 12,200	\$ -	\$ 47,510	\$ 49,360	\$ -	\$ 122,890	\$ -	\$ 199,490

Fund Codes	Revenue Source	Prior FY	FY 07	FY 08	FY 09	FY 10	FY 11	FY 12	CIP Total	Future FY	Total
\$	Local Tax Funding	3,970	1,380	\$ -	\$ -	\$ 4,750	\$ 4,935	\$ -	\$ 11,065	\$ -	\$ 15,035
GO	General Obligation Bonds	67,330	12,440	-	-	42,760	44,425	-	\$ 99,825	-	\$ 166,955
S	State Grant-Lottery	-	-	-	-	-	-	-	\$ -	-	\$ -
CIP&B	CIP Fund Balance	-	-	-	-	-	-	-	\$ -	-	\$ -
VP&SA	Virginia Public School Bond	5,300	-	12,200	-	-	-	-	\$ 12,200	-	\$ 17,500
	Middle School Sub Total:	\$ 76,600	\$ 13,820	\$ 12,200	\$ -	\$ 47,510	\$ 49,360	\$ -	\$ 122,890	\$ -	\$ 199,490

High Schools **Schedule of Appropriations (in \$1000)** **Adopted FY 07-12 Amended CIP**

High Schools												
Type	Project Title	Fund	Prior FY	FY 07	FY 08	FY 09	FY 10	FY 11	FY 12	CIP Total	Future FY	Total
High	HS-5 Leesburg Area	\$,GO	\$ -	83,080	\$ -	\$ -	\$ -	\$ -	-	\$ 83,080	\$ -	\$ 83,080
High	HS-6 Dulles Area I	\$,GO	-	-	-	86,000	-	-	-	\$ 86,000	-	\$ 86,000
High	HS-7 Dulles Area II	\$,GO	-	-	-	-	-	96,210	-	\$ 96,210	-	\$ 96,210
High	Advanced Tech Acad	\$,GO	-	-	-	-	89,000	-	-	\$ 89,000	-	\$ 89,000
High	CS Monroe Renovation	\$,GO	-	-	-	-	-	-	-	\$ -	40,960	\$ 40,960
	High School Sub Total:		\$ -	\$ 83,080	\$ -	\$ 86,000	\$ 89,000	\$ 96,210	\$ -	\$ 354,290	\$ 40,960	\$ 395,250

Fund Codes		Revenue Source	Prior FY	FY 07	FY 08	FY 09	FY 10	FY 11	FY 12	CIP Total	Future FY	Total
\$		Local Tax Funding	-	\$ 8,310	\$ -	\$ 8,600	\$ 8,900	\$ 28,785	\$ -	\$ 54,595	\$ 4,095	\$ 58,690
GO		General Obligation Bonds	-	74,770	-	77,400	80,100	67,425	-	\$ 299,895	36,865	\$ 336,560
\$		State Grant-Lottery	-	-	-	-	-	-	-	\$ -	-	-
CIPFB		CIP Fund Balance	-	-	-	-	-	-	-	\$ -	-	-
VPSA		Virginia Public School Bond	-	-	-	-	-	-	-	\$ -	-	-
		High School Sub Total:	\$ -	\$ 83,080	\$ -	\$ 86,000	\$ 89,000	\$ 96,210	\$ -	\$ 354,290	\$ 40,960	\$ 395,250

Loudoun County Capital Improvement Program
Impact on Future Debt Ratios (1)
Adopted FY 07 - 12 Amended CIP

	FY 07	FY 08	FY 09	FY 10	FY 11	FY 12
Beginning Net Tax Supported Debt	\$946,870,968	\$1,065,912,187	\$1,174,900,637	\$1,318,467,843	\$1,404,247,844	\$1,517,633,229
New Debt Issued	197,306,000	198,455,000	248,800,000	196,250,000	238,275,000	195,735,000
Retired Debt (Old)	78,264,781	76,367,550	77,733,794	65,835,999	61,135,615	57,439,451
Retired Debt (New)	0	13,099,000	27,499,000	44,634,000	63,754,000	77,345,000
Ending Net Tax Supported Debt	\$1,065,912,187	\$1,174,900,637	\$1,318,467,843	\$1,404,247,844	\$1,517,633,229	\$1,578,583,778
Population	270,056	281,659	293,263	304,867	316,471	328,074
Public School Enrollment	50,478	53,396	56,185	59,305	63,014	66,887
Estimated Property Value (in Millions)	\$66,636	\$71,545	\$76,823	\$82,507	\$88,629	\$95,223
Per Capita Income	\$46,116	\$47,782	\$49,992	\$52,304	\$54,723	\$57,253
Expenditures (in Thousands)	\$1,394,000	\$1,603,000	\$1,843,000	\$2,119,000	\$2,437,000	\$2,803,000
Debt Service	\$121,940,553	\$141,210,022	\$162,682,812	\$176,745,135	\$195,287,189	\$210,687,821
Ratios:						
Debt Per Capita (\$2,500)	\$3,947	\$4,171	\$4,496	\$4,606	\$4,795	\$4,812
Debt to Estimated Property Value (3.0%)	1.60%	1.64%	1.72%	1.70%	1.71%	1.66%
Debt to Per Capita Income (7.5%)	8.56%	8.73%	8.99%	8.81%	8.76%	8.40%
Debt Service to Expenditures (10.0%)	8.75%	8.81%	8.83%	8.34%	8.01%	7.52%
(Note: Numbers in parentheses represent Fiscal Policy target ratios.)						
Affordability Index: (2)						
Outstanding Debt Permitted	\$1,361,528,940	\$1,459,965,546	\$1,568,588,102	\$1,684,854,294	\$1,809,330,867	\$1,942,607,044
Projected Outstanding Debt	\$1,065,912,187	\$1,174,900,637	\$1,318,467,843	\$1,404,247,844	\$1,517,633,229	\$1,578,583,778
Overlapping Debt: (3)						
Overlapping Debt Permitted	\$666,360,000	\$715,450,000	\$768,230,000	\$825,070,000	\$886,290,000	\$952,230,000
Projected Overlapping Debt	\$171,171,030	\$189,260,000	\$184,800,000	\$180,300,000	\$175,800,000	\$171,300,000

(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 2008 Adopted Fiscal Plan**

**Capital Improvement Program
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 following "Schedule of Major Financing - Fiscal Years 2007-2012" in the maximum amount of \$1,282,071,000.

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: Public Inspection - This intent shall be in full force and effect with adoption of the Capital Improvement Program. 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 2008 Adopted Fiscal Plan**

Notes



County Capital Projects

<u>Administration</u>	Page
Land Acquisition Fund.....	475
 <u>General Government</u>	
Capital Project Management Support	481
Church Street Parking Lot.....	482
Courtroom Additions	483
Courts Expansion and Parking, Phase III	484
Dept. of General Services Administration, Maintenance & Storage Building	485
Eastern Vehicle Maintenance Facility	486
Government Office Space	487
Government Support Center Infrastructure & Lower Sycolin Sewer Pump Station.....	488
Storm Water Management.....	489
 <u>Transportation</u>	
Commuter Transit Buses	493
Dulles Corridor Rapid Transit.....	494
Leesburg Park-and-Ride & Sycolin Road Improvements	496
Purcellville Park-and-Ride Lot.....	497
Regional Park-and-Ride Lots	498
Eastern Route 7 Safety Project.....	499
Road Projects.....	500
HS-3 Off-site Road Improvements	501
 <u>Public Safety</u>	
<u>Combined Facilities</u>	
Brambleton Fire/Rescue/Sheriff's Station	505
Dulles/Route 28 Fire/Rescue/Sheriff's Station.....	506
Public Safety Firing Range.....	507
<u>Fire and Rescue</u>	
Aldie Fire/Rescue Station.....	508
Fire/Rescue Capital Apparatus	509
Fire Station Renovations.....	510
Kirkpatrick Farm Fire/Rescue Station	511
Leesburg South Fire/Rescue Station	512
Western/Neersville Fire/Rescue Station	513
<u>Master Plan</u>	
Public Safety Master Plan	514
Public Safety Master Plan Projects	515
<u>Sheriff</u>	
Adult Detention Center (Phases I, II & III).....	516
Eastern Loudoun Sheriff's Substation.....	517
Western Loudoun Sheriff's Substation.....	518
<u>Other</u>	
Animal Care Pet Adoption Center	519
Juvenile Detention Center.....	520



County Capital Projects

Health and Welfare

Family Services

Emergency Homeless Shelter	523
Transitional Homeless Shelter	524

MH/MR/SAS

Mental Health Group Homes (2) –Mirror Ridge	525
Mental Health Group Home, Ashburn	526
Mental Health Medically Fragile Supported Living Residence #1	527
Mental Health Supported Living Residence #1	528
Mental Health Townhouses – Dulles South	529
Mental Retardation Group Homes (2)	530
Mental Retardation Townhouses	531

Youth Facilities (DFS, MH/MR/SAS and JSCU)

Adolescent Day Treatment Facility (MH/SAS)	532
Adolescent Transitional Independent Living with Office Space	533
Juvenile Probation House	534
Mental Health/Substance Abuse Adolescent Residences	535
Youth Shelter	536

Parks, Recreation and Culture

Parks, Recreation and Community Services

Brambleton District Park	539
Broadlands Recreation Center	540
Claude Moore Park Recreation Center	541
Community Center Renovations	542
Dulles Multipurpose Center (Phase II)	543
Loudoun Valley Community Center Renovations	544
Lighting at Fields Farm	545

Libraries

Dulles Area Library	546
Gum Spring Library	547
Rust Library Expansion	548

Other

North Street Administration	549
-----------------------------------	-----

Community Development

Woods Road Landfill Site Development	553
Woods Road Landfill Maintenance Shop	554
Woods Road Landfill Cell I Construction	555
Woods Road Landfill Sequence III Closure	556
Woods Road Landfill Sequence IV Closure	557



County Capital Projects

Administration

Land Acquisition
Schedule of Appropriations (in \$1000)
Adopted FY 07-12 Amended CIP

Land Acquisition		Fund		Prior FY	FY 07	FY 08	FY 09	FY 10	FY 11	FY 12	CIP Total	Future FY	Project Total
Administration	Land Acquisition Fund - Co	\$,GO,P	\$	24,565	\$ 13,390	\$ 5,715	\$ 10,695	\$ 9,075	\$ 3,300	\$ 4,775	\$ 46,950	\$ -	\$ 71,515
Administration	Land Acquisition Fund - Sch	\$,GO,P		36,845	72,375	41,700	20,635	27,740	-	-	\$ 162,450	-	\$ 199,295
Land Acquisition Subtotals			\$	61,410	\$ 85,765	\$ 47,415	\$ 31,330	\$ 36,815	\$ 3,300	\$ 4,775	\$ 209,400	\$ -	\$ 270,810

Fund Codes	Revenue Source	Fund		Prior FY	FY 07	FY 08	FY 09	FY 10	FY 11	FY 12	CIP Total	Future FY	Project Total
\$ - Local Tax Funds	Local Tax Funding	\$	\$	38,015	\$ 3,140	\$ 5,140	\$ 21,905	\$ 24,770	\$ 3,300	\$ 2,500	\$ 60,755	\$ -	\$ 98,770
GO - G O Bond	General Obligation Bond	GO		16,065	34,360	27,850	-	7,245	-	2,275	\$ 71,730	-	\$ 87,795
Other	Other Debt Financing	Other		-	-	-	-	-	-	-	\$ -	-	\$ -
L/P - Lease Purchase	Lease Purchase	L/P		-	-	-	-	4,550	-	-	\$ 4,550	-	\$ 4,550
FB	Fund Balance	CIPFB		-	-	-	-	-	-	-	\$ -	-	\$ -
GT, TF	Gas Tax/Transportation Fund	GT/TF		-	-	-	-	-	-	-	\$ -	-	\$ -
S - State Grant	State Grant	S		-	-	3,990	-	-	-	-	\$ 3,990	-	\$ 3,990
P - Proffers	Proffers (C, L, I)	P		5,900	48,265	10,435	9,425	250	-	-	\$ 68,375	-	\$ 74,275
VPSA - Bonds	VA Public School Auth Bonds	VPSA		1,430	-	-	-	-	-	-	\$ -	-	\$ 1,430
PB - Pledge Bonds	Pledge Bonds	PB		-	-	-	-	-	-	-	\$ -	-	\$ -
F - Fees	Fees	F		-	-	-	-	-	-	-	\$ -	-	\$ -
C - Contributions	Contributions	C		-	-	-	-	-	-	-	\$ -	-	\$ -
Totals:			\$	61,410	\$ 85,765	\$ 47,415	\$ 31,330	\$ 36,815	\$ 3,300	\$ 4,775	\$ 209,400	\$ -	\$ 270,810



**Loudoun County Government
FY 2008 Adopted Fiscal Plan**

Land Acquisition Fund

County Project Description:

Historically, land acquisition for capital projects has been primarily dependent upon proffered land sites. In recent CIPs the supply of proffered sites has decreased and land purchases have become a necessary capital project cost.

The Board of Supervisors took action to consolidate land purchase funding for General Government and Schools sites into a single capital account in FY 02. This account provides the County flexibility in its 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.

During the six-year capital plan, the County will acquire five school sites and four public use sites through land proffers. The Schools will provide an additional public use site by declaring as surplus four acres at an existing elementary school. The County will purchase ten school sites and 21 general government sites using a combination of voter approved general obligation bond financing, lease/purchase financing, local tax funding, State Grants (lottery funds), and cash proffers.

Two Dulles Area elementary school sites, ES-20 and ES-21, which were shown as being proffered in the Adopted FY 07 Budget document, now need to be purchased in FY 08. Also, additional funding is needed for land purchases for two previously approved projects, the Purcellville Park-and-Ride Lot and Western Loudoun Area Elementary School ES-25.

Referenda Dates:

November 2006, 2007, 2009, and 2011.

FY 07 County Land Acquisition

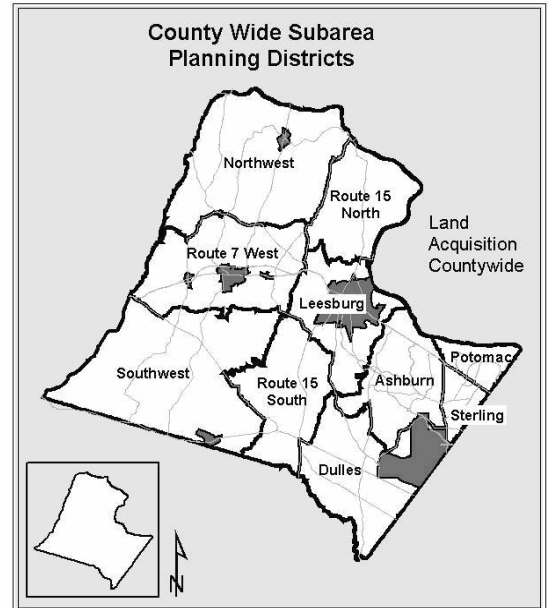
The planned land acquisitions include three proffered sites, four purchased sites, and one transferred site:

- MR Group Home, Round Hill (Proffer)
- Brambleton District Park (Proffer)
- Gum Spring Library (Proffer)
- Aldie Fire/Rescue Station (Purchase)
- Western/Neersville Fire/Rescue Station (Purchase)
- Eastern Loudoun Sheriff's Substation (Transfer from Schools)
- Western Loudoun Sheriff's Substation (Purchase)
- Emergency Homeless Shelter (Purchase)

FY 08 County Land Acquisition

The planned land acquisitions include one proffered site and five purchased sites:

- MH Medically Fragile SL Residence #1 (Proffer)
- Park-and-Ride Lot #4, Dulles Subarea (Purchase)
- MH Group Home, Ashburn (Cash proffer purchase)
- MH/SAS Adolescent Day Treatment Facility (Cash proffer purchase)
- MH/SAS Adolescent Residence (Cash proffer purchase)



FY 07 Schools Land Acquisition

The planned land acquisitions include three proffered sites and two purchased sites:

- ES-18 South Riding Station Elementary School (Proffer)
- ES-19 Ashburn Area Elementary School (Proffer)
- HS-6 Dulles Area I High School (Proffer)
- MS-7 Ashburn/Dulles Area Middle School (Purchase)
- HS-7 Dulles Area II High School (Purchase)

FY 08 Schools Land Acquisition

The planned land acquisitions include one proffered site and three purchased sites:

- ES-16 Moorefield Station Elementary School (Proffer)
- ES-20 Ashburn/Dulles Area Elem School (Purchase)
- MS-6 Ashburn/Dulles Area Middle School (Purchase)
- HS-10 Western Loudoun Area High School (Purchase)

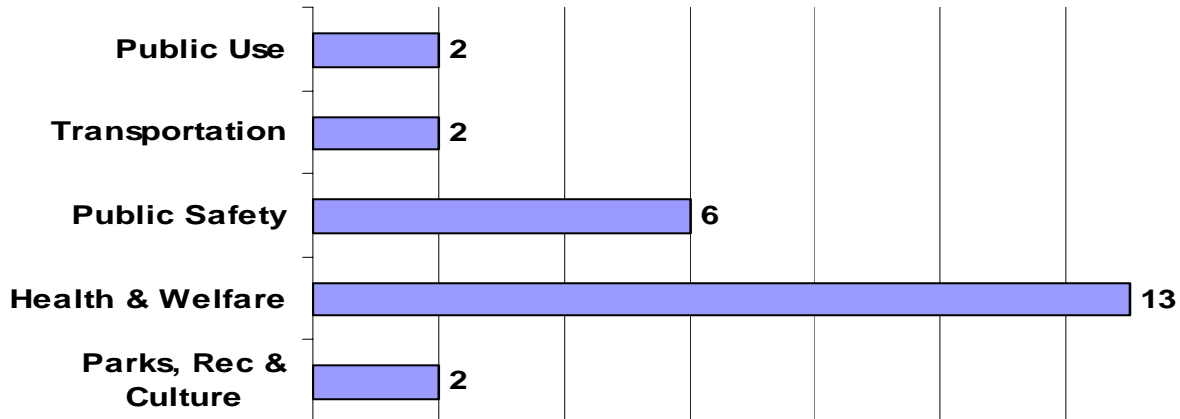
CAPITAL (\$ in Thousands)	Prior Alloc.	FY 2007 Adopted	FY 2008 Adopted	FY 2009	FY 2010	FY 2011	FY 2012	6 Year Total	Future FY's	Project Total
Land Acquisition	61,410	85,765	47,415	31,330	36,815	3,300	4,775	209,400	0	270,810
Total Cost	61,410	85,765	47,415	31,330	36,815	3,300	4,775	209,400	0	270,810
State Grant Program	0	0	3,990	0	0	0	0	3,990	0	3,990
G.O. Bond Sales	16,065	34,360	27,850	0	7,245	0	2,275	71,730	0	87,795
VPSA	1,430	0	0	0	0	0	0	0	0	1,430
Lease/Purchase	0	0	0	0	4,550	0	0	4,550	0	4,550
Proffers – Land/Cash	5,900	48,265	10,435	9,425	250	0	0	68,375	0	74,275
Local Tax Funding	38,015	3,140	5,140	21,905	24,770	3,300	2,500	60,755	0	98,770
Total Financing	61,410	85,765	47,415	31,330	36,815	3,300	4,775	209,400	0	270,810

Operating Impact (\$ in Thousands)	FY 2007 Adopted	FY 2008 Adopted	FY 2009	FY 2010	FY 2011	FY 2012	Total Impacts
Operations & Maintenance	0	0	0	0	0	0	0
Debt Service	0	3,708	6,128	6,091	6,393	6,594	28,914
Project Total	0	3,708	6,128	6,091	6,393	6,594	28,914



Land Acquisition Fund (Site Acquisition Schedule)

General Government Site Acquisition - 25 Sites



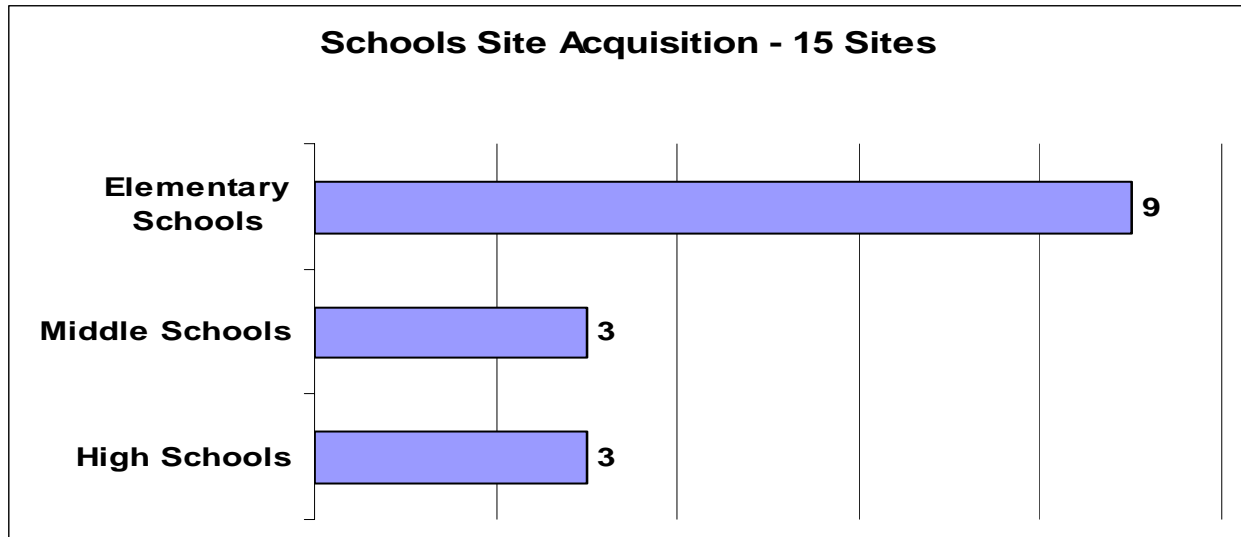
Proffered Sites	Source	Land	FY 07	FY 08	FY 09	FY 10	FY 11	FY 12	Total
MR Group Home, Round Hill	Proffer	1 site	X						1
Brambleton District Park	Proffer	26 acres	X						1
Gum Spring Library (Ofc cndo)	Proffer	2 floors	X						1
Medically Fragile SLR #1	Proffer	1 site		X					1
Proffered Site Totals			3	1	0	0	0	0	4

Site Acquisition	Source	Land	FY 07	FY 08	FY 09	FY 10	FY 11	FY 12	Total
Aldie Fire/Rescue Station	GO	5 acres	X						1
Western/Neersville F/R Station	GO	5 acres	X						1
E Loudoun Sheriff's Substation	Schools	5 acres	X						1
W Loudoun Sheriff's Substatin	GO	5 acres	X						1
Emergency Homeless Shelter	\$	1 site	X						1
Park-and-Ride Lot #4	\$	4 acres		X					1
Purcellville Park-and-Ride Lot (additional funding)	\$	4 acres		X					0
MH Group Home, Ashburn	\$Proffer	1 site		X					1
Adolescent Day Treatment Fac	\$Proffer	1 site		X					1
MH/SA Adolescent Residence	\$Proffer	1 site		X					1
Eastern Vehicle Maint Facility	\$	15 acres			X				1
Park-and-Ride Lot #5	\$	5 acres			X				1
Transitional Homeless Shelter	\$	1.5 acres			X				1
MR Townhouses	\$	3 sites			X		X	X	3
DGS Admin., Maint & Storage	L/P	10 acres				X			1
Kirkpatrick Farms F/R Station	GO	5 acres				X			1
MH Supported Living Res. #1	\$Proffer	1 site				X			1
MH/SA Adolescent Residence	\$	1 site					X		1
Leesburg So F/R Station	GO	5 acres						X	1
MH Townhouses, Dulles South	\$	1 site						X	1
Site Acquisition Totals			5	4	4	3	2	3	21

TOTAL County Sites	8	5	4	3	2	3	25
---------------------------	----------	----------	----------	----------	----------	----------	-----------



Land Acquisition Fund (Site Acquisition Schedule)



Proffered Sites		Source	Land	FY 07	FY 08	FY 09	FY 10	FY 11	FY 12	Total
(ES-14)	Brambleton Elementary School	Proffer	20 acres			X				1
(ES-16)	Moorefield Station Elem School	Proffer	20 acres		X					1
(ES-18)	South Riding Station Elem School	Proffer	20 acres	X						1
(ES-19)	Ashburn Area Elementary School	Proffer	20 acres	X						1
(HS-6)	Dulles Area I High School	Proffer	75 acres	X						1
Proffer Site Totals				3	1	1	0	0	0	5
Site Acquisition		Source	Land	FY 07	FY 08	FY 09	FY 10	FY 11	FY 12	Total
(ES-20)	Ashburn/Dulles Area Elem School	GO, \$,S	20 acres		X					1
(ES-21)	Ashburn/Dulles Area Elem School	\$	20 acres			X				1
(ES-22)	Ashburn/Dulles Area Elem School	GO, \$	20 acres				X			1
(ES-24)	Leesburg Area Elementary School	GO, \$	20 acres				X			1
(ES-25)	Western Loudoun Area Elem School (additional funding)	\$	20 acres		X					0
(ES-26)	Western Loudoun Area Elem School	GO, \$	20 acres				X			1
(MS-6)	Ashburn/Dulles Area Middle School	GO	35 acres		X					1
(MS-7)	Ashburn/Dulles Area Middle School	GO, \$	35 acres	X						1
(MS-10)	W Loudoun Area Middle School	GO, \$	35 acres				X			1
(HS-7)	Dulles Area II High School	GO, \$	75 acres	X						1
(HS-10)	Western Loudoun Area High School	GO, \$	75 acres		X					1
Site Acquisition Totals				2	3	1	4	0	0	10
TOTAL School Sites				5	4	2	4	0	0	15



Notes



County Capital Projects

General Government



**Loudoun County Government
FY 2008 Adopted Fiscal Plan**

Capital Project Management Support

County Project Description:

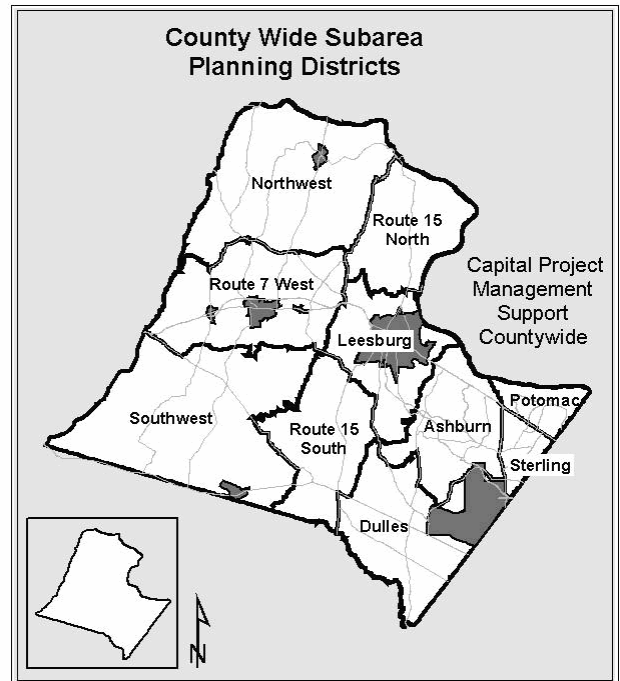
During FY 05, the County Administrator established an interdepartmental task force to review the County's capital project delivery process and develop recommendations for organizational and process improvements. The team, which consisted of representatives from five departments, identified additional resource requirements and recommended that the County establish a separate agency to serve as a dedicated resource for capital facility construction management. The Board of Supervisors approved the creation of the Office of Capital Construction during the FY 07 budget process. In addition, the Board added resources to several agencies in the Capital Projects Fund to provide support for the project development process.

Office of Capital Construction (\$4,194,000)

The Office of Capital Construction, established in FY 07, provides management and technical expertise, services and research in the area of capital facility construction management. Information on this agency may be found on page 11 in Volume 1 of this document.

Technical Support Staff (\$406,000)

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 stay on schedule. These positions are supported by local tax funding in the Capital Projects Fund and are included in their departments' respective operating budgets.



CAPITAL (\$ in Thousands)	Prior Alloc.	FY 2007 Adopted	FY 2008 Adopted	FY 2009	FY 2010	FY 2011	FY 2012	6 Year Total	Future FY's	Project Total
Operating Support (Staffing)	1,180	1,899	3,329	3,327	3,424	3,424	3,527	18,930	0	20,110
Professional Services	250	256	300	300	300	300	300	1,756	0	2,006
Operations and Maintenance	100	1,010	1,271	1,318	1,366	1,416	1,468	7,849	0	7,949
Total Cost	1,530	3,165	4,900	4,945	5,090	5,140	5,295	28,535	0	30,065
Local Tax Funding	1,530	3,165	4,900	4,945	5,090	5,140	5,295	28,535	0	30,065
Total Financing	1,530	3,165	4,900	4,945	5,090	5,140	5,295	28,535	0	30,065

Operating Impact (\$ in Thousands)	FY 2007 Adopted	FY 2008 Adopted	FY 2009	FY 2010	FY 2011	FY 2012	Total Impacts
Debt Service	0	0	0	0	0	0	0
Project Total	0	0	0	0	0	0	0



Church Street Parking Lot

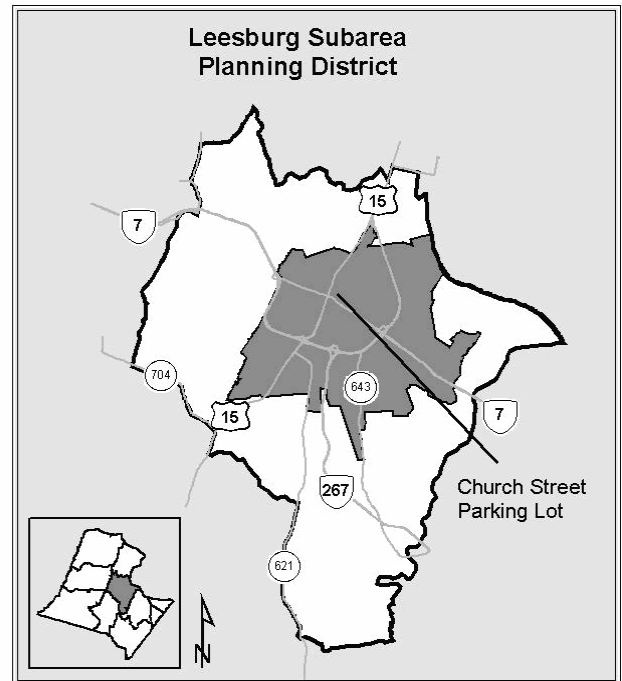
County Project Description:

This project provides for the construction of a parking lot on the site of the existing Adult Detention Center (ADC) in Leesburg following its scheduled demolition in FY 08. The scope of work includes paving and associated storm water management, landscaping and lighting improvements. Archaeological and environmental studies are required to complete the construction documents. In addition, telecommunications and data cabling must be relocated from the building site before the demolition phase of the old jail may begin.

The project will provide a total of 246 parking spaces for use by the Courts at the old jail site upon completion of the project.

Operating Impact:

Operating expenses consist of general maintenance and utility costs to light the parking lot.



CAPITAL (\$ in Thousands)	Prior Alloc.	FY 2007 Adopted	FY 2008 Adopted	FY 2009	FY 2010	FY 2011	FY 2012	6 Year Total	Future FY's	Project Total
Professional Services	180	240	0	0	0	0	0	240	0	420
Furniture, Fixtures, and Equip	0	0	0	100	0	0	0	100	0	100
Construction	260	0	1,455	0	0	0	0	1,455	0	1,715
Total Cost	440	240	1,455	100	0	0	0	1,795	0	2,235
Local Tax Funding	440	240	1,455	100	0	0	0	1,795	0	2,235
Total Financing	440	240	1,455	100	0	0	0	1,795	0	2,235
Operating Impact (\$ in Thousands)		FY 2007 Adopted	FY 2008 Adopted	FY 2009	FY 2010	FY 2011	FY 2012	Total Impacts		
Operations & Maintenance		0	0	7	7	7	8	29		
Debt Service		0	0	0	0	0	0	0		
Project Total		0	0	7	7	7	8	29		



Courtroom Additions

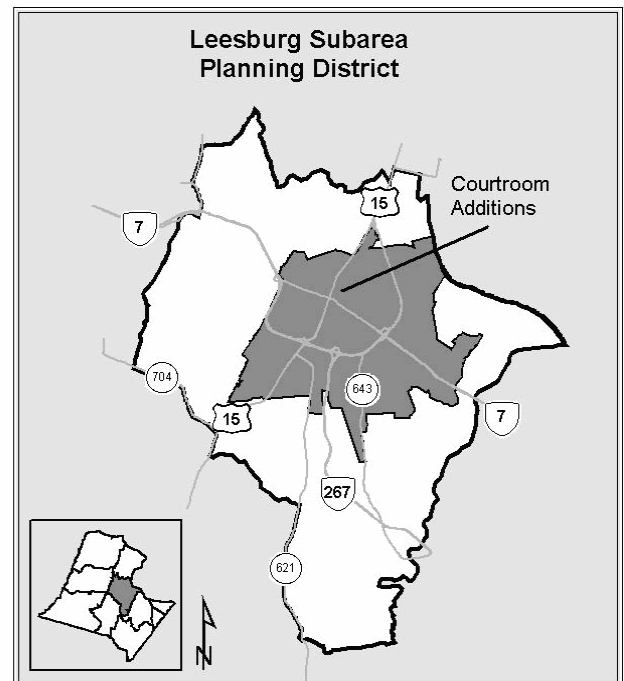
County Project Description:

The County completed the construction of a new 83,000 square-foot courthouse with eight courtrooms and ten judges' chambers in FY 04. During the second phase of construction, space for two additional courtrooms was included in the shell of the building for future expansion needs.

This project provides for completion of the two courtrooms to support operation of the District and Circuit Courts. The project will build out approximately 3,500 square feet of courtroom space for use in FY 08.

Operating Impact:

The project is expected to open during the first half of FY 08. General maintenance and utility costs are included in the Department of General Services' operating budget. Five (5.00) additional FTE were approved for the Sheriff's Office in FY 07 to provide County complex security.



CAPITAL (\$ in Thousands)	Prior Alloc.	FY 2007 Adopted	FY 2008 Adopted	FY 2009	FY 2010	FY 2011	FY 2012	6 Year Total	Future FY's	Project Total
Professional Services	0	55	0	0	0	0	0	55	0	55
Furniture, Fixtures, and Equip	0	65	0	0	0	0	0	65	0	65
Const of Existing Bldgs	0	1,080	0	0	0	0	0	1,080	0	1,080
Total Cost	0	1,200	0	0	0	0	0	1,200	0	1,200
Local Tax Funding	0	1,200	0	0	0	0	0	1,200	0	1,200
Total Financing	0	1,200	0	0	0	0	0	1,200	0	1,200

Operating Impact (\$ in Thousands)	FY 2007 Adopted	FY 2008 Adopted	FY 2009	FY 2010	FY 2011	FY 2012	Total Impacts
Operations & Maintenance	0	460	850	865	885	905	3,965
Debt Service	0	0	0	0	0	0	0
Project Total	0	460	850	865	885	905	3,965



Courts Expansion and Parking, Phase III

County Project Description:

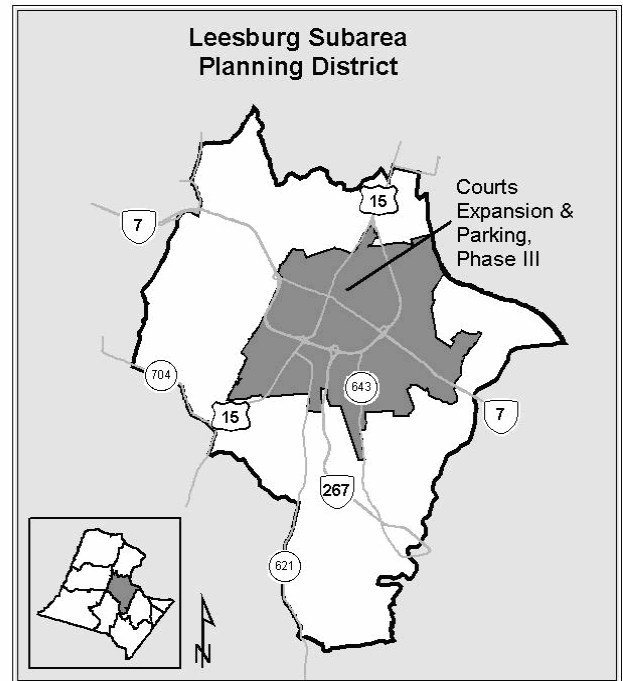
This project provides for the construction of a new facility for the General District Court and its clerk's office. The expansion would consist of approximately 100,000 square feet of courtroom and judicial office space and a 300-space structured parking garage. Currently, a Courts Facility Assessment and Expansion Plan is being developed for the next phase of County Court function that will further refine the scope of this project.

Phases I and II of the project included renovation of the old courts and administration buildings, and construction of new court facilities from FY 98 through FY 04.

Loudoun County has grown more rapidly than projections anticipated in a 1997 court study. The increasing pace of development activity 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.

Operating Impact:

This project would be constructed during FY 12, thus no operational impact occurs during the six-year planning period.



CAPITAL (\$ in Thousands)	Prior Alloc.	FY 2007 Adopted	FY 2008 Adopted	FY 2009	FY 2010	FY 2011	FY 2012	6 Year Total	Future FY's	Project Total
Professional Services	0	0	0	0	0	3,500	0	3,500	0	3,500
Furniture, Fixtures, and Equip	0	0	0	0	0	0	0	0	1,750	1,750
Construction	0	0	0	0	0	0	35,000	35,000	0	35,000
Total Cost	0	0	0	0	0	3,500	35,000	38,500	1,750	40,250
Local Tax Funding	0	0	0	0	0	3,500	35,000	38,500	1,750	40,250
Total Financing	0	0	0	0	0	3,500	35,000	38,500	1,750	40,250
Operating Impact (\$ in Thousands)		FY 2007 Adopted	FY 2008 Adopted	FY 2009	FY 2010	FY 2011	FY 2012	Total Impacts		
Operations & Maintenance		0	0	0	0	0	0	0		
Debt Service		0	0	0	0	0	0	0		
Project Total		0	0	0	0	0	0	0		



**Loudoun County Government
FY 2008 Adopted Fiscal Plan**

Dept of General Services Administration, Maintenance & Storage Building

County Project Description:

This project provides for the construction of a 60,000 square-foot structure on a 10-acre site for the Department of General Services, containing administrative offices, maintenance shops and warehouse space, potentially on the expanded Government Support Center Site.

The current warehouse, jointly occupied by the County and School System, no longer has the space capacity to serve the needs of both occupants. Until this project is completed, the County will continue to lease space to meet its needs for office, shops and warehousing. During this leasing phase, the current warehouse will revert solely to the School System.

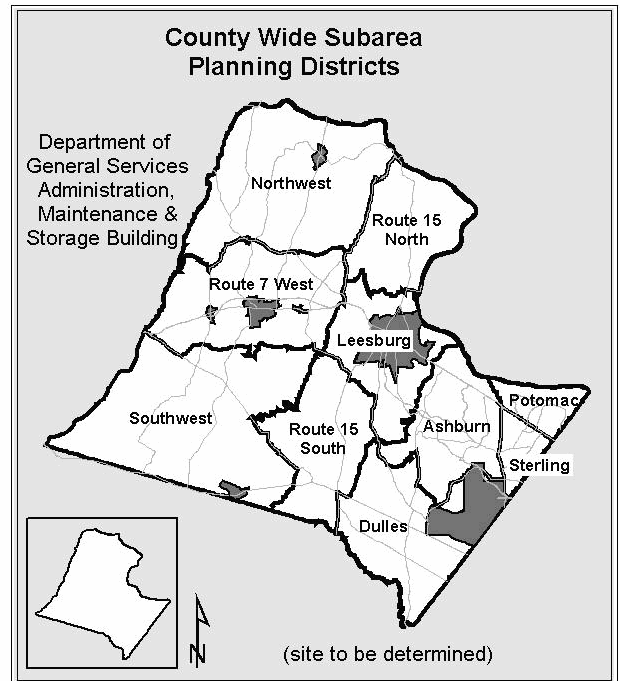
This new building would include indoor storage areas, shipping and receiving areas, space for surplus material awaiting disposition, secure storage for high-value items, staging areas for project materials, air-conditioned space for storage of archived records, and shop space to support the County's public works and facility support programs. Loading docks, an outside material staging area, protected equipment storage areas, and parking are also included. The storage requirements for non-public safety agencies are included in this project.

Operating Impact:

This project has been included in future fiscal years due to debt cap limitations, thus no operational impact occurs during the six-year planning period.

Debt Service:

This project is proposed for lease/purchase financing in future fiscal years, thus no debt service occurs during the six-year planning period.



CAPITAL (\$ in Thousands)	Prior Alloc.	FY 2007 Adopted	FY 2008 Adopted	FY 2009	FY 2010	FY 2011	FY 2012	6 Year Total	Future FY's	Project Total
Professional Services	0	0	0	0	0	0	0	0	1,850	1,850
Furniture, Fixtures, and Equip	0	0	0	0	0	0	0	0	665	665
Construction	0	0	0	0	0	0	0	0	15,440	15,440
Total Cost	0	0	0	0	0	0	0	0	17,955	17,955
Lease/Purchase	0	0	0	0	0	0	0	0	17,955	17,955
Total Financing	0	0	0	0	0	0	0	0	17,955	17,955
Operating Impact (\$ in Thousands)		FY 2007 Adopted	FY 2008 Adopted	FY 2009	FY 2010	FY 2011	FY 2012	Total Impacts		
Operations & Maintenance		0	0	0	0	0	0	0		
Debt Service		0	0	0	0	0	0	0		
Project Total		0	0	0	0	0	0	0		



Eastern Vehicle Maintenance Facility

County Project Description:

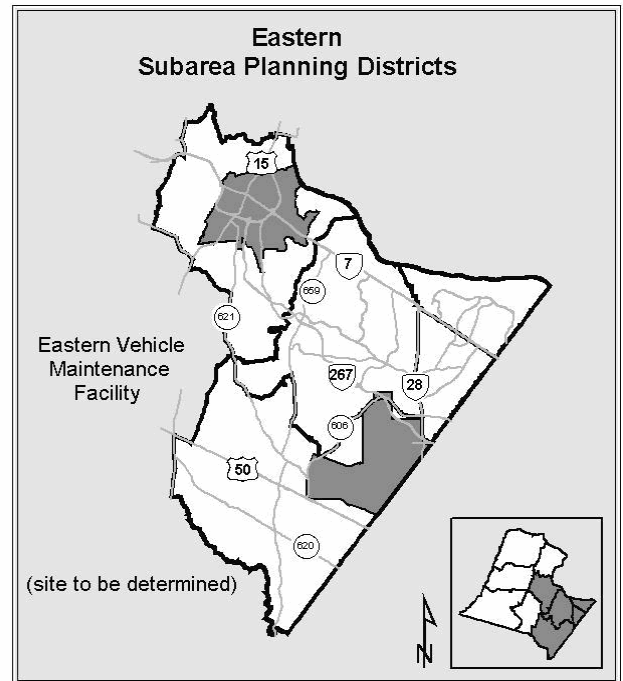
This joint project provides for the construction of a combined County and School satellite vehicle maintenance facility in Eastern Loudoun County. The facility would require an approximate 30-acre site with a minimum of 15 buildable acres to accommodate a maintenance building of approximately 25,000 square feet, a covered fueling facility of about 3,000 square feet, and parking to support School vehicles and buses, County vehicles, including public safety vehicles and commuter buses, and an impound vehicle lot.

The facility site must be appropriately zoned for this use, and a Special Exception (SPEX) requirement is expected. The fueling facility would be contractor-developed and operated under the School's fuel contract.

No County or School vehicle maintenance and storage areas exist in Eastern Loudoun County. The FY 05 - FY 14 Proposed Capital Needs Assessment originally proposed this facility for FY 09.

Operating Impact:

This project would be constructed during FY 12, thus no operational impact occurs during the six-year planning period.



CAPITAL (\$ in Thousands)	Prior Alloc.	FY 2007 Adopted	FY 2008 Adopted	FY 2009	FY 2010	FY 2011	FY 2012	6 Year Total	Future FY's	Project Total
Professional Services	0	0	0	0	0	835	0	835	0	835
Construction	0	0	0	0	0	0	7,665	7,665	0	7,665
Total Cost	0	0	0	0	0	835	7,665	8,500	0	8,500
Local Tax Funding	0	0	0	0	0	835	7,665	8,500	0	8,500
Total Financing	0	0	0	0	0	835	7,665	8,500	0	8,500

Operating Impact (\$ in Thousands)	FY 2007 Adopted	FY 2008 Adopted	FY 2009	FY 2010	FY 2011	FY 2012	Total Impacts
Operations & Maintenance	0	0	0	0	0	0	0
Debt Service	0	0	0	0	0	0	0
Project Total	0	0	0	0	0	0	0



**Loudoun County Government
FY 2008 Adopted Fiscal Plan**

Government Office Space

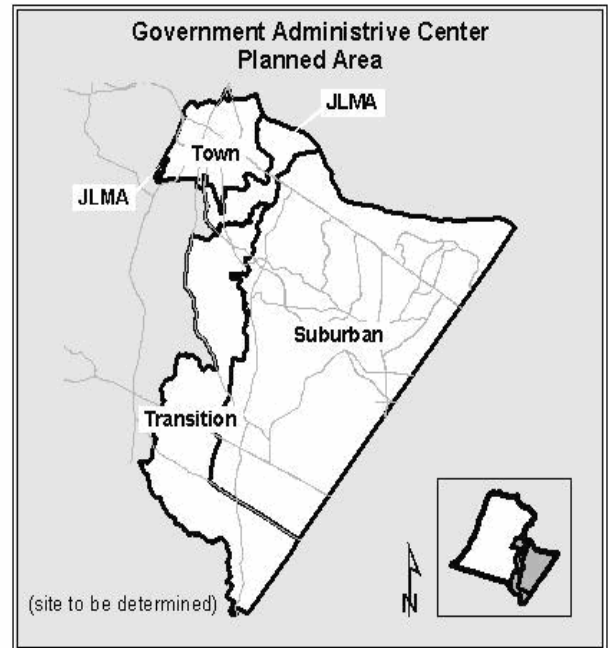
County Project Description:

During the FY 01 budget process, the Board of Supervisors added a project to the CIP for future government office needs. The Government Office Space project remained in the CIP six-year planning period until the Adopted FY 04 Budget, in which the project was moved to a future fiscal year. Board of Supervisors approved the project to FY 11 during the FY 08 budget process.

On September 5, 2006, the Board of Supervisors authorized the County Administrator to develop a capital improvement project that consolidates several County facilities into a central facility and measurably reduces the County's reliance on leased office space. On November 6, 2006, a Request for Partnership Proposal (RFPP), under the Public-Private Education Facilities and Infrastructure Act of 2002 (PPEA), was issued for a Government Administrative Center. As of the February 21, 2007 due date, the County received 13 proposals. Although each proposal had merit and advantages, the Board moved five particular sites forward on May 15, 2007. These five proposed sites are scheduled to be further evaluated by County staff.

The RFPP requested submission of proposals from qualified private entities for the development, design, financing, construction, equipping, and furnishing of a new Government Administrative Center. The location shall be able to support one office building of approximately 400,000 square feet to house the County's general government agencies and a separate, co-located office building of approximately 100,000 square feet to house elements of the County's human/community services agencies. The property shall also be able to support sufficient parking facilities for County-owned vehicles in addition to all other parking requirements, additional land to accommodate another 300,000 square feet of facility space, and all required landscaping and infrastructure.

The buildings shall include office, customer service counter and waiting areas, customer support, program support, public meeting, conferencing, information technology, and building support spaces. In addition, the project must provide for food service, dining, and employee fitness, either as part of the County buildings or within walking distance. The County envisions a campus that is welcoming, easily accessible, constantly used by its occupants and citizens, yet frugally and beautifully designed.



Operating Impact:

Operating impacts are beyond the six-year capital planning period. Future operating impacts will be developed as specific building and operational plans are finalized. The RFPP process was initiated in order to eventually reprogram current lessee expenditures into future debt service.

CAPITAL (\$ in Thousands)	Prior Alloc.	FY 2007 Adopted	FY 2008 Adopted	FY 2009	FY 2010	FY 2011	FY 2012	6 Year Total	Future FY's	Project Total
Professional Services	0	0	0	0	0	13,500	0	13,500	0	13,500
Furniture, Fixtures, and Equip	0	0	0	0	0	11,000	0	11,000	0	11,000
Construction	0	0	0	0	0	113,000	0	113,000	0	113,000
Total Cost	0	0	0	0	0	137,500	0	137,500	0	137,500
Lease/Purchase	0	0	0	0	0	137,500	0	137,500	0	137,500
Total Financing	0	0	0	0	0	137,500	0	137,500	0	137,500
Operating Impact (\$ in Thousands)		FY 2007 Adopted	FY 2008 Adopted	FY 2009	FY 2010	FY 2011	FY 2012	Total Impacts		
Operations & Maintenance		0	0	0	0	0	0	0		
Debt Service		0	0	0	0	0	3,491	3,491		
Project Total		0	0	0	0	0	3,491	3,491		



Govt Support Center Infrastructure & Lower Sycolin Sewer Pump Station

County Project Description:

Government Support Center Infrastructure (\$2,550,000)

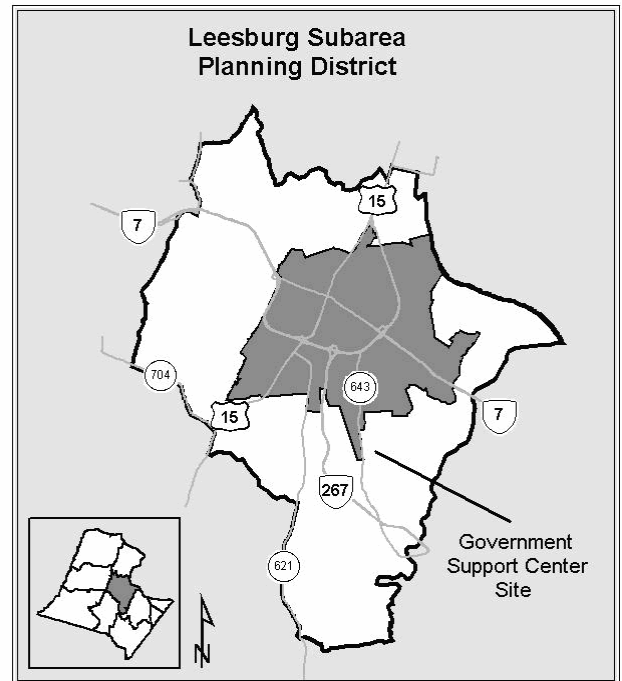
This project provides for the construction of capital infrastructure and any associated road improvements identified in the Loudoun County Government Support Center Master Plan, the Countywide Transportation Plan and the Town of Leesburg's Water and Sewer Master Plan.

The Town's approved utilities plan necessitates the extension of a sewer system to the proposed Lower Sycolin sewer pump station. This project reroutes the existing sanitary sewer system on the original 92-acre Government Support Center site and extends the system for the 462-acre Shellhorn Tract to that pump station.

Lower Sycolin Sewer Pump Station (\$1,200,000)

This project also provides for the construction of the Lower Sycolin sewer pump station to support the existing and planned facilities on the Government Support Center site, as well as the Shellhorn tract. The planned Phase II Adult Detention Center Expansion will create wastewater flows exceeding the capacity of the existing airport pump station. A Town of Leesburg/County workgroup has completed a report on providing water and sewer to Bolen Park. Submission of the report is pending final determination by the Board of Supervisors on whether the Town or the Loudoun County Sanitation Authority (LCSA) will be providing service to the area.

The Board approved FY 07 funding for design and construction to have the pump station completed and operational prior to the opening of Phase II of the new ADC.



Operating Impact:

There will be minimal operating impact for the infrastructure project. The sewer provider will maintain the main lines, and County responsibility will be limited to minimal lateral maintenance. There are no operating budget impacts for the pump station project. The facility will be owned and operated by the designated utility provider.

CAPITAL (\$ in Thousands)	Prior Alloc.	FY 2007 Adopted	FY 2008 Adopted	FY 2009	FY 2010	FY 2011	FY 2012	6 Year Total	Future FY's	Project Total
Professional Services	0	500	0	0	0	0	0	500	0	500
Construction of Roads	0	0	325	0	0	0	0	325	0	325
Const of Water/Sewer Facilities	0	1,200	0	0	0	0	0	1,200	0	1,200
Const of Site Infrastructure	0	1,725	0	0	0	0	0	1,725	0	1,725
Total Cost	0	3,425	325	0	0	0	0	3,750	0	3,750
Local Tax Funding	0	3,425	325	0	0	0	0	3,750	0	3,750
Total Financing	0	3,425	325	0	0	0	0	3,750	0	3,750
Operating Impact (\$ in Thousands)		FY 2007 Adopted	FY 2008 Adopted	FY 2009	FY 2010	FY 2011	FY 2012	Total Impacts		
Operations & Maintenance		0	0	0	0	0	0	0		
Debt Service		0	0	0	0	0	0	0		
Project Total		0	0	0	0	0	0	0		



Storm Water Management

County Project Description:

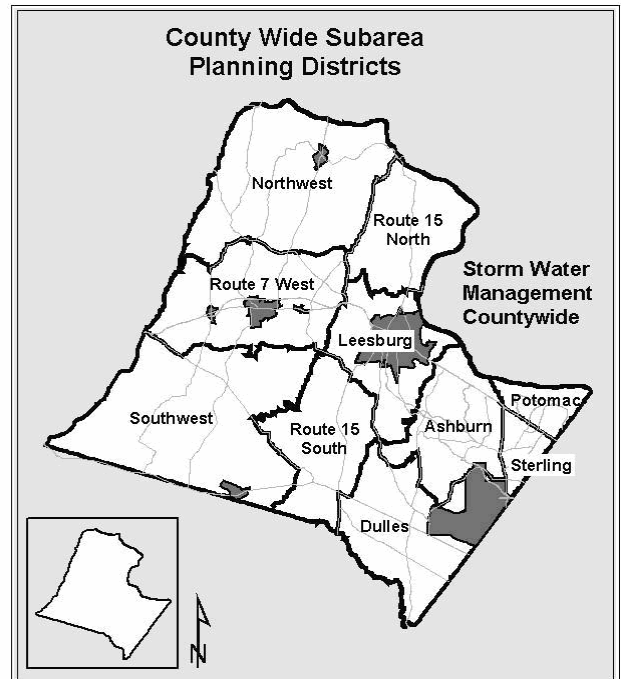
The County has substantially completed a storm water infrastructure location and condition survey and has initiated an overall storm water management program to meet the Environmental Protection Agency's Phase II stormwater discharge permit requirements and to repair and maintain County-owned stormwater infrastructure Countywide.

The infrastructure survey and the development of the overall storm water management program have identified projects and storm water management activities to be supported by these capital funds. Additionally, this funding will provide for maintenance, repair and replacement of selected system components to move toward restoration of the system to its original design capabilities.

The Board of Supervisors approved the development of a long-range storm water management strategic plan with a view toward identifying the need to construct additional capital facilities in the FY 05 - 14 time frame. The strategic plan is scheduled to be completed in calendar 2007. This capital project will provide funding to meet anticipated storm water management needs countywide.

Operating Impact:

The Department of General Services manages this program. The annual cost for personnel and operations is projected at \$170,000 in FY 08.



CAPITAL (\$ in Thousands)	Prior Alloc.	FY 2007 Adopted	FY 2008 Adopted	FY 2009	FY 2010	FY 2011	FY 2012	6 Year Total	Future FY's	Project Total
Const of Water/Sewer Facilities	2,350	1,250	1,500	1,750	2,000	2,250	2,500	11,250	0	13,600
Total Cost	2,350	1,250	1,500	1,750	2,000	2,250	2,500	11,250	0	13,600
Local Tax Funding	2,350	1,250	1,500	1,750	2,000	2,250	2,500	11,250	0	13,600
Total Financing	2,350	1,250	1,500	1,750	2,000	2,250	2,500	11,250	0	13,600
Operating Impact (\$ in Thousands)		FY 2007 Adopted	FY 2008 Adopted	FY 2009	FY 2010	FY 2011	FY 2012	Total Impacts		
Operations & Maintenance		160	170	173	180	187	195	1,065		
Debt Service		0	0	0	0	0	0	0		
Project Total		160	170	173	180	187	195	1,065		



Notes



County Capital Projects

Transportation

Transportation
Schedule of Appropriations (in \$1000)
Adopted FY 07-12 Amended CIP

Transportation		Fund	Prior FY	FY 07	FY 08	FY 09	FY 10	FY 11	FY 12	CIP Total	Future FY	Project Total
Transportation	Commuter Transit Buses	L/P,S	\$ 13,834	\$ 1,200	\$ 1,200	\$ 1,200	\$ 1,200	\$ 1,200	\$ 1,200	\$ 7,200	\$ -	\$ 21,034
Transportation	Dulles Corridor Rapid Transit	PB	-	-	-	50,000	-	40,000	-	\$ 90,000	150,000	\$ 240,000
Transportation	L'burg P&R Lot & Sycolin Rd Impr	\$.GT,S	5,971	5,200	-	-	-	-	-	\$ 5,200	-	\$ 11,171
Transportation	Purcellville Park & Ride	GT,S	800	50	145	350	-	-	-	\$ 545	-	\$ 1,345
Transportation	Regional Park & Ride Lots	\$.GT,S	-	1,780	100	1,480	1,065	1,900	-	\$ 6,325	-	\$ 6,325
Transportation	Eastern Route 7 Safety Project	\$, GT	300	2,876	-	-	-	-	-	\$ 2,876	-	\$ 3,176
Transportation	Road Projects	GO,P	5,270	48,700	-	-	-	-	-	\$ 48,700	-	\$ 53,970
Transportation	HS-3 Off-Site Road Improvements	Other	-	-	3,300	5,900	-	-	-	\$ 9,200	-	\$ 9,200
Transportation Subtotals			\$ 26,175	\$ 59,806	\$ 4,745	\$ 58,930	\$ 2,265	\$ 43,100	\$ 1,200	\$ 170,046	\$ 150,000	\$ 346,221

Fund Codes	Revenue Source	Fund	Prior FY	FY 07	FY 08	FY 09	FY 10	FY 11	FY 12	CIP Total	Future FY	Project Total
\$ - Local Tax Funds	Local Tax Funding	\$	\$ 300	\$ 3,734	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 3,734	\$ -	\$ 4,034
GO - G O Bond	General Obligation Bond	GO	-	48,700	-	-	-	-	-	\$ 48,700	-	\$ 48,700
Other	Other Debt Financing	Other	-	-	3,300	5,900	-	-	-	\$ 9,200	-	\$ 9,200
L/P - Lease Purchase	Lease Purchase	L/P	5,560	1,200	1,200	1,200	1,200	1,200	1,200	\$ 7,200	-	\$ 12,760
FB	Fund Balance	CIPFB	-	-	-	-	-	-	-	\$ -	-	\$ -
GT, TF	Gas Tax/Transportation Fund	GT/TF	4,594	2,392	-	-	-	-	-	\$ 2,392	-	\$ 6,986
S - State Grant	State Grant	S	10,451	3,780	245	1,830	1,065	1,900	-	\$ 8,820	-	\$ 19,271
P - Proffers	Proffers (C,L,I)	P	5,270	-	-	-	-	-	-	\$ -	-	\$ 5,270
VPSA - Bonds	VA Public School Auth Bonds	VPSA	-	-	-	-	-	-	-	\$ -	-	\$ -
PB - Pledge Bonds	Pledge Bonds	PB	-	-	-	50,000	-	40,000	-	\$ 90,000	150,000	\$ 240,000
F - Fees	Fees	F	-	-	-	-	-	-	-	\$ -	-	\$ -
C - Contributions	Contributions	C	-	-	-	-	-	-	-	\$ -	-	\$ -
Totals:			\$ 26,175	\$ 59,806	\$ 4,745	\$ 58,930	\$ 2,265	\$ 43,100	\$ 1,200	\$ 170,046	\$ 150,000	\$ 346,221



Commuter Transit Buses

County Project Description:

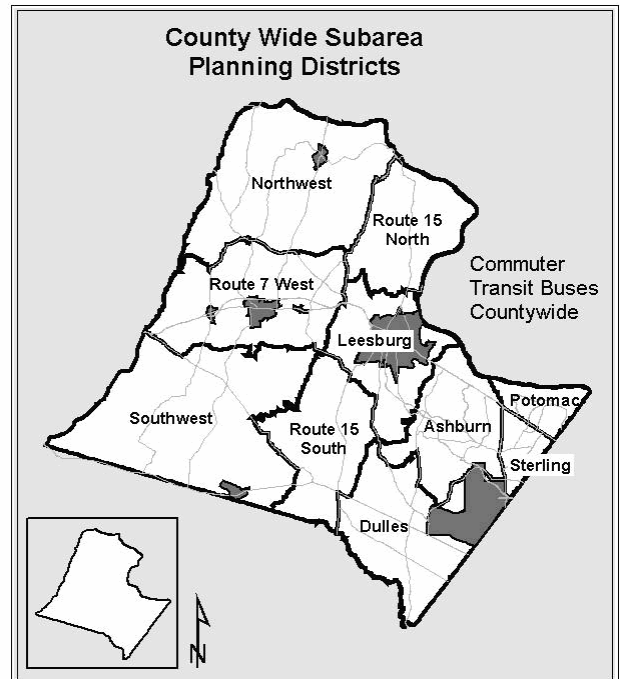
This project provides for the acquisition of transit buses in support of the County's commuter bus service. The transit bus acquisition schedule was approved by the Board of Supervisors in FY 04, when the first 22 buses were acquired. The current operating plan acquires two transit buses yearly through 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 plan for 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 included in the FY 08 adopted budget, the commuter bus fleet will total 35 buses.

Operating Impact:

The Commuter Bus program's operating and debt service impacts are covered through a combination of fare revenues, State operating assistance, and gasoline tax revenues. There is no impact on local tax funding.



CAPITAL (\$ in Thousands)	Prior Alloc.	FY 2007 Adopted	FY 2008 Adopted	FY 2009	FY 2010	FY 2011	FY 2012	6 Year Total	Future FY's	Project Total
Bus Acquisition	13,834	1,200	1,200	1,200	1,200	1,200	1,200	7,200	0	21,034
Total Cost	13,834	1,200	1,200	1,200	1,200	1,200	1,200	7,200	0	21,034
State Grant - Capital Assistance	4,625	0	0	0	0	0	0	0	0	4,625
State Grant - Congestion Relief	2,000	0	0	0	0	0	0	0	0	2,000
State Revenues - Dulles Toll Road	1,564	0	0	0	0	0	0	0	0	1,564
State Grant - Capital Lease Assistance	85	0	0	0	0	0	0	0	0	85
Lease/Purchase	335	0	0	0	0	0	0	0	0	335
Lease/Purchase	1,500	1,200	1,200	1,200	1,200	1,200	1,200	7,200	0	8,700
Lease/Purchase	3,726	0	0	0	0	0	0	0	0	3,726
Total Financing	13,834	1,200	1,200	1,200	1,200	1,200	1,200	7,200	0	21,034

Operating Impact (\$ in Thousands)	FY 2007 Adopted	FY 2008 Adopted	FY 2009	FY 2010	FY 2011	FY 2012	Total Impacts
Operations & Maintenance	0	0	0	0	0	0	0
Debt Service	0	60	618	888	1,146	1,392	4,104
Project Total	0	60	618	888	1,146	1,392	4,104



Dulles Corridor Rapid Transit

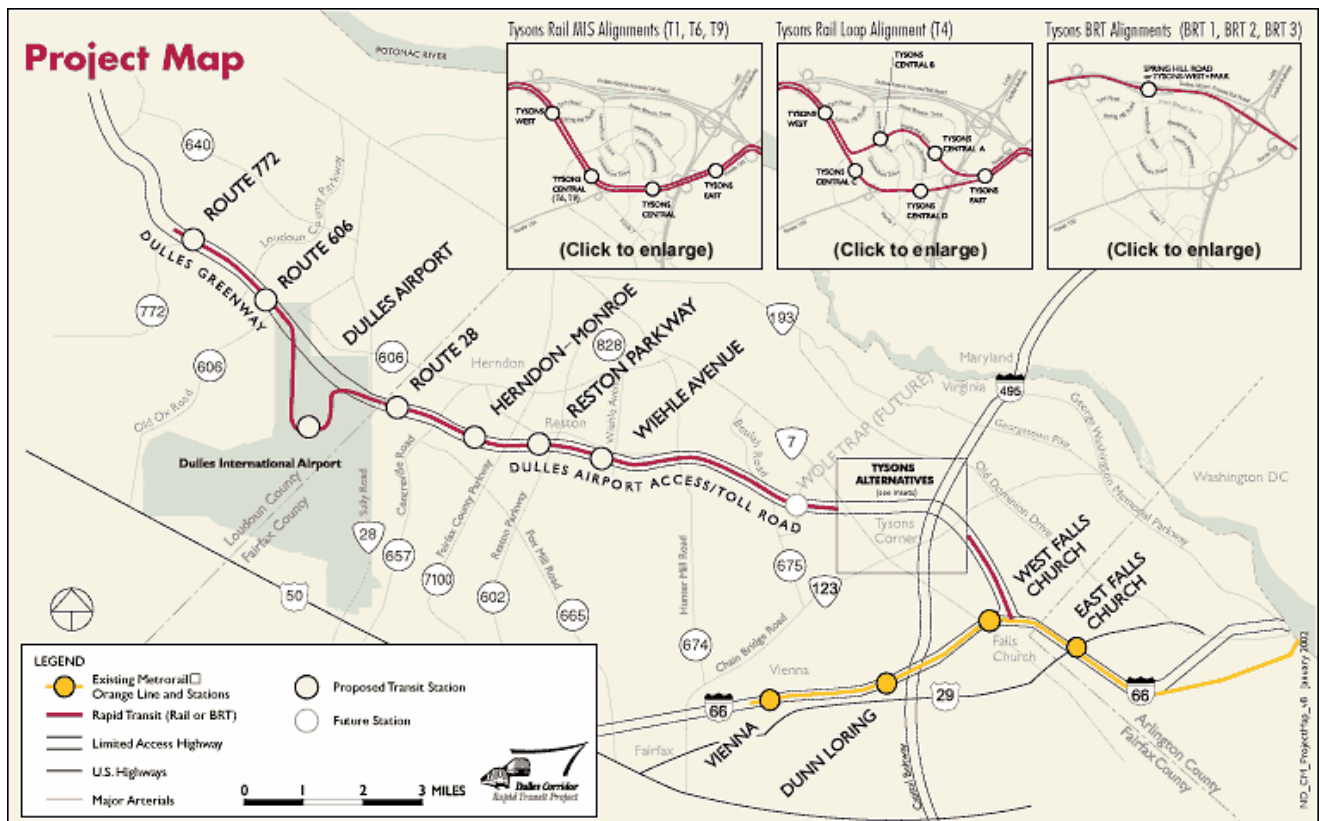
County Project Description:

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 that would terminate at a station on the Dulles Greenway at Route 772. 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.

Jurisdictions seeking Federal transit funding are required to conform to extensive application requirements. The Virginia Department of Rail and Public Transportation (VDOT), which initially served as the managing agency, released a Draft Environmental Impact Statement (EIS) in June 2002. In conformance with the Federal application process, public hearings were held, with the project steering committee identifying its Locally Preferred Alternative (LPA) in October 2002. Subsequent to the selection of the LPA and under guidance from the Federal Transit Administration, VDOT submitted a Supplemental Draft EIS that divided the LPA into two phases. The first phase 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. The proposal, which was approved by the State on March 27, 2006, will allow MWAA to expedite the development of the rapid transit project and ensure its financial viability. Subsequently, in December 2006, the Dulles Toll Road Transfer Agreement was signed by DTR and MWAA.

The Fairfax County Board of Supervisors approved the creation of a Special Tax District to finance the County's share of Phase I capital costs in February 2004. On June 10, 2004, the Federal Transit Administration (FTA) authorized the commencement of preliminary engineering. The final environmental impact statement was approved by the FTA in December 2004 and construction on Phase I is anticipated to commence in 2007. Preliminary engineering activities will be funded by a combination of State and Federal appropriations. Loudoun County's contributions will not be required until Phase 2 construction gets underway in FY 09.





**Loudoun County Government
FY 2008 Adopted Fiscal Plan**

Dulles Corridor Rapid Transit

The Department of Rail and Public Transportation (DRPT) completed Preliminary Engineering for the Wiehle Avenue Extension (Phase 1) in June 2006. The project is currently conducting supplemental engineering activities to support right-of-way acquisition and utility relocation. The Metropolitan Washington Airports Authority, in cooperation with DRPT, is submitting elements of the updated Request to Enter Final Design to the Federal Transit Administration between May 2007 and July 2007. Approval to enter final design is expected to take place in Fall 2007, with utility relocation commencing in September 2007.

In December 2006, Phase 2 Preliminary Engineering was completed to the 65% level. MWAA anticipates completing 100% Phase 2 PE effort by early 2008.

Project Costs:

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 in the EIS. The DTR, Federal Transit Administration, the State of Virginia, Fairfax County, the Metropolitan Washington Airport Authority 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 an application to the Federal Transit Administration. Loudoun County's contributions towards Phase 2 construction would begin in FY 09, with the projected share to be funded through the sale of Pledge Bonds. The annual debt service on the Pledge Bonds will use approximately \$20 million in BPOL tax revenues.

Loudoun County Project Costs:

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. The EIS currently estimates that Loudoun's share of operating costs would total about \$8 million during the first year of operation. The FY 02 fiscal plan established a Public Transportation Fund which provides the resources necessary to continue County support for organizations currently receiving gasoline tax subsidies. All costs are planning figures and are subject to change pending final decisions by the Dulles Task Force and the Federal Transit Administration.

CAPITAL (\$ in Thousands)	Prior Alloc.	FY 2007 Adopted	FY 2008 Adopted	FY 2009	FY 2010	FY 2011	FY 2012	6 Year Total	Future FY's	Project Total
Pay/Contribution Regional Orgs	0	0	0	50,000	0	40,000	0	90,000	150,000	240,000
Total Cost	0	0	0	50,000	0	40,000	0	90,000	150,000	240,000
Pledge Bonds	0	0	0	50,000	0	40,000	0	90,000	150,000	240,000
Total Financing	0	0	0	50,000	0	40,000	0	90,000	150,000	240,000
Operating Impact (\$ in Thousands)		FY 2007 Adopted	FY 2008 Adopted	FY 2009	FY 2010	FY 2011	FY 2012	Total Impacts		
Operations & Maintenance		0	0	0	0	0	0	0		
Debt Service		0	0	0	5,000	4,875	8,750	18,625		
Project Total		0	0	0	5,000	4,875	8,750	18,625		



Leesburg Park-and-Ride & Sycolin Road Improvements

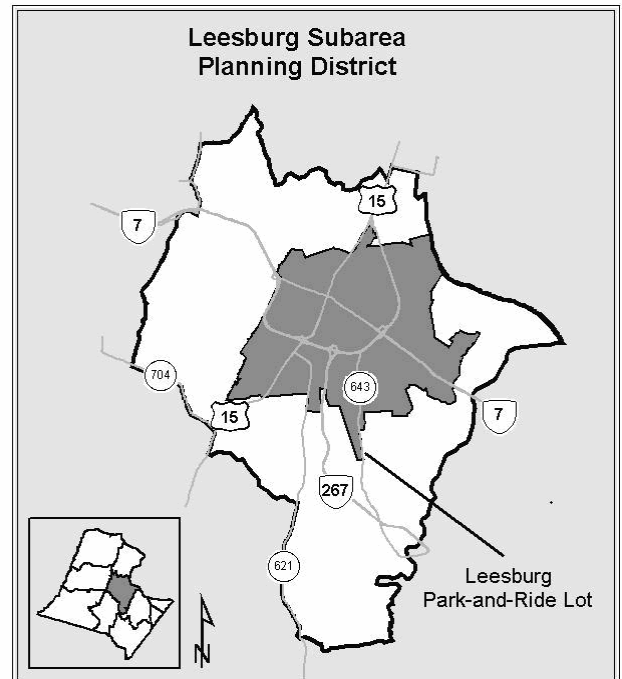
County Project Description:

This project provides for the construction of a 600-700 space park-and-ride lot for the Leesburg area to replace a 365-space leased lot. This project is a required element of the Metropolitan Washington Council of Government's (COG) Constrained Long-Range Plan for transportation improvements needed to achieve regional air quality objectives. In addition, it is also a supported objective of the Virginia Department of Transportation's District-Wide Park and Ride Lot Feasibility Study.

In 2005, the Board of Supervisors approved a special exception to locate the lot on a ten-acre parcel owned by the County adjacent to Philip A. Bolen Park. In FY 06, \$2.2 million from the Public Transportation Fund was allocated to fund the design phase of this project.

The lot will be paved and lighted. In addition, a raised concrete waiting area with suitable protection from the weather for patrons is planned, as are bicycle lockers, telephone service and other commuter amenities. The project includes four-lane improvements to Sycolin Road from Government Center Drive to the entrance to the park-and-ride lot. Additional local tax funding was approved in FY 07 to complete the park-and-ride lot and for the improvements to Sycolin Road which are needed for access to the lot.

The design contract was awarded in September 2006. Construction completion for both Phase I (400 spaces) and Phase II (291 spaces) is anticipated in Spring 2008.



Operating Impact:

Annual operating impacts are projected to total \$10,000 in FY 09 for utilities and maintenance for the surface parking lot.

CAPITAL (\$ in Thousands)	Prior Alloc.	FY 2007 Adopted	FY 2008 Adopted	FY 2009	FY 2010	FY 2011	FY 2012	6 Year Total	Future FY's	Project Total
Professional Services	2,700	0	0	0	0	0	0	0	0	2,700
Construction of Roads	0	2,200	0	0	0	0	0	2,200	0	2,200
Const of Site Infrastructure	3,271	3,000	0	0	0	0	0	3,000	0	6,271
Total Cost	5,971	5,200	0	0	0	0	0	5,200	0	11,171
Outdoor Recreation/148/14302	0	350	0	0	0	0	0	350	0	350
State Grant/CMAQ	1,577	1,600	0	0	0	0	0	1,600	0	3,177
Local Transportation Fund	2,200	0	0	0	0	0	0	0	0	2,200
Gas Tax	2,194	250	0	0	0	0	0	250	0	2,444
Local Tax Funding	0	3,000	0	0	0	0	0	3,000	0	3,000
Total Financing	5,971	5,200	0	0	0	0	0	5,200	0	11,171
Operating Impact (\$ in Thousands)		FY 2007 Adopted	FY 2008 Adopted	FY 2009	FY 2010	FY 2011	FY 2012	Total Impacts		
Operations & Maintenance		0	2	10	10	10	10	42		
Debt Service		0	0	0	0	0	0	0		
Project Total		0	2	10	10	10	10	42		



**Loudoun County Government
FY 2008 Adopted Fiscal Plan**

Purcellville Park-and-Ride Lot

County Project Description:

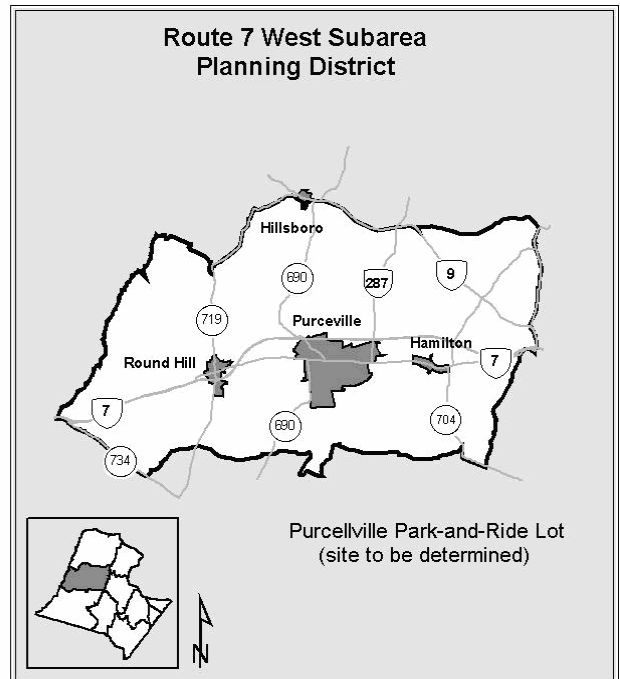
This project provides for property acquisition and construction of a 150- to 200-space park-and-ride lot in the Purcellville area to replace two temporary lots in the Purcellville/Hamilton area that were developed through agreements with local churches. This project is included in the National Capital Region Transportation Planning Board's Regional Transportation Improvement Program (TIP) for transportation improvements needed to achieve regional air quality objectives. County staff continues to also review property availability for a long-range lease to meet parking needs for the Purcellville/Hamilton area.

A site of at least four useable acres will be required in the Purcellville/Hamilton area to accommodate eventual expansion to over 200 spaces. The lot will be lighted and paved. In addition, a raised concrete waiting area with suitable protection from the weather for patrons will be provided, as will bicycle lockers, telephone service and other commuter amenities.

Additional state grant funding is being added in FY 07 – 09 due to escalation in construction material and labor costs. Additional funding has also been added to the Land Acquisition Fund in FY 08 for escalation in land costs for this project.

Operating Impact:

Annual operating impacts are projected to total \$5,000 for utilities and maintenance in FY 09.



CAPITAL (\$ in Thousands)	Prior Alloc.	FY 2007 Adopted	FY 2008 Adopted	FY 2009	FY 2010	FY 2011	FY 2012	6 Year Total	Future FY's	Project Total
Professional Services	80	50	0	0	0	0	0	50	0	130
Const of Site Infrastructure	720	0	145	350	0	0	0	495	0	1,215
Total Cost	800	50	145	350	0	0	0	545	0	1,345
State Grant/CMAQ	600	50	145	350	0	0	0	545	0	1,145
Gas Tax	200	0	0	0	0	0	0	0	0	200
Total Financing	800	50	145	350	0	0	0	545	0	1,345
Operating Impact (\$ in Thousands)		FY 2007 Adopted	FY 2008 Adopted	FY 2009	FY 2010	FY 2011	FY 2012	Total Impacts		
Operations & Maintenance		0	0	5	5	5	5	20		
Debt Service		0	0	0	0	0	0	0		
Project Total		0	0	5	5	5	5	20		



Regional Park-and-Ride Lots

County 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 capital facilities standard for the Office of Transportation Services includes the need for one regional park-and-ride lot per 25 square miles in the suburban planning area and one lot per 100 square miles in the remainder of the County. The proposed FY 09 – FY 18 Capital Needs Assessment has identified the need for nine suburban regional park-and-ride lots by FY 2018. During the FY 07 – FY 12 capital planning period three suburban regional park-and-ride lots are scheduled for development:

Regional Park-and-Ride Lot #3 - Ashburn Subarea

Constructs a 280-space surface parking lot on the site of the future Route 772 rail station north garage. The area to be dedicated for this lot is a 3.79 acre site proffered by Ryan Park Center Proffer IX.C. (ZMAP 1995-0010; ZCPA 1995-0005).

Regional Park-and-Ride Lot #4 - Dulles Subarea

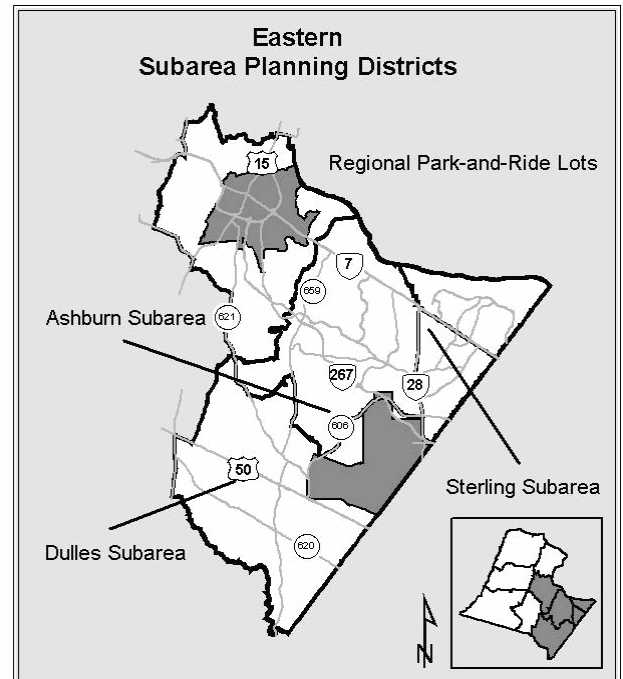
Acquires property and constructs a 150-space surface parking lot in the Route 50 corridor. This lot will serve the suburban policy area that is oriented toward the Route 50 corridor to serve carpool and vanpool uses. Ultimate capacity of the lot will be contingent upon the type(s) of transit services offered and growth in the corridor. Therefore, lot size should allow for significant expansion in excess of 400 spaces and future bus operations.

Regional Park-and-Ride Lot #5 - Sterling Subarea

Acquires property to expand the capacity of a 100-space surface parking lot proffered at or near Dulles Town Center (reference 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 - Round Hill

Constructs a 75-space surface parking lot on a proffered site (reference ZMAP 1989-0004 #13) on Evening Star Drive in the Round Hill area.



Funding:

These projects will be 80% funded by Federal Congestion Mitigation/Air Quality (CMAQ) grants and 20% State matching funds from the Virginia Department of Transportation.

Operating Impact:

Annual operating impacts are projected to total \$5,000 per lot for utilities and maintenance.

CAPITAL (\$ in Thousands)	Prior Alloc.	FY 2007 Adopted	FY 2008 Adopted	FY 2009	FY 2010	FY 2011	FY 2012	6 Year Total	Future FY's	Project Total
Professional Services	0	200	100	80	145	0	0	525	0	525
Const of Site Infrastructure	0	1,580	0	1,400	920	1,900	0	5,800	0	5,800
Total Cost	0	1,780	100	1,480	1,065	1,900	0	6,325	0	6,325
State Grant/CMAQ	0	1,780	100	1,480	1,065	1,900	0	6,325	0	6,325
Total Financing	0	1,780	100	1,480	1,065	1,900	0	6,325	0	6,325

Operating Impact (\$ in Thousands)	FY 2007 Adopted	FY 2008 Adopted	FY 2009	FY 2010	FY 2011	FY 2012	Total Impacts
Operations & Maintenance	0	0	5	10	10	15	40
Debt Service	0	0	0	0	0	0	0
Project Total	0	0	5	10	10	15	40



**Loudoun County Government
FY 2008 Adopted Fiscal Plan**

Eastern Route 7 Safety Project

County Project Description:

The Board of Supervisors added funding during the FY 07 budget worksessions for improvements to Route 7 traffic operations, between Countryside Boulevard and the Fairfax County line. These improvements were recommended in a November 2005 Eastern Route 7 Traffic Flow Study prepared by the Virginia Department of Transportation.

Spot improvements will be implemented at the following locations along Route 7:

- Community Plaza-Lakeland Drive;
- Augusta Drive;
- Cardinal Glen Circle at Sterling Boulevard;
- Potomac View Drive.

Access restrictions will be implemented at Route 7:

- Bartholomew Fair Drive at Campus Drive.

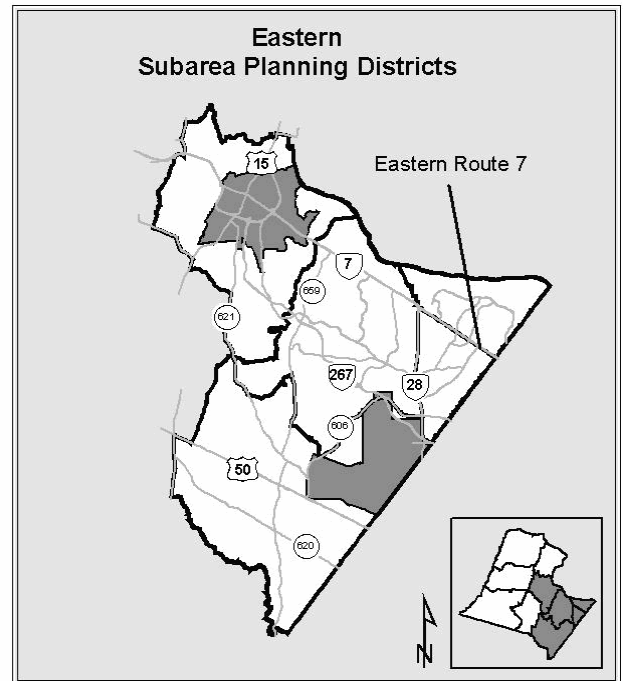
The estimated time for completion of this project is 24 months. The project is currently in the design phase.

Funding:

This project consists of proceeds from the sale of property in the Sterling Subarea and a transfer from the Local Gasoline Tax Fund.

Operating Impact:

There is no projected maintenance cost from the construction of this project. All improvements would be constructed to VDOT standards and would be incorporated into the State road maintenance system.



CAPITAL (\$ in Thousands)	Prior Alloc.	FY 2007 Adopted	FY 2008 Adopted	FY 2009	FY 2010	FY 2011	FY 2012	6 Year Total	Future FY's	Project Total
Professional Services	300	0	0	0	0	0	0	0	0	300
Construction of Roads	0	2,876	0	0	0	0	0	2,876	0	2,876
Total Cost	300	2,876	0	0	0	0	0	2,876	0	3,176
Gas Tax	0	2,142	0	0	0	0	0	2,142	0	2,142
Local Tax Funding	300	734	0	0	0	0	0	734	0	1,034
Total Financing	300	2,876	0	0	0	0	0	2,876	0	3,176
Operating Impact (\$ in Thousands)		FY 2007 Adopted	FY 2008 Adopted	FY 2009	FY 2010	FY 2011	FY 2012	Total Impacts		
Operations & Maintenance		0	0	0	0	0	0	0		
Debt Service		0	0	0	0	0	0	0		
Project Total		0	0	0	0	0	0	0		



**Loudoun County Government
FY 2008 Adopted Fiscal Plan**

Road Projects

County Project Description:

In recent years, a few relatively small road improvement projects have been included in the CIP, primarily utilizing proffer funding (the \$5.27 million in Prior Allocation below). Based on a Board initiative to more aggressively address road transportation needs, a new category for transportation projects was added to the debt capacity calculations, and road projects were adopted in the FY 07 CIP.

The Board included \$12.5 million in the FY 07 Adopted Budget for preliminary design on four road projects:

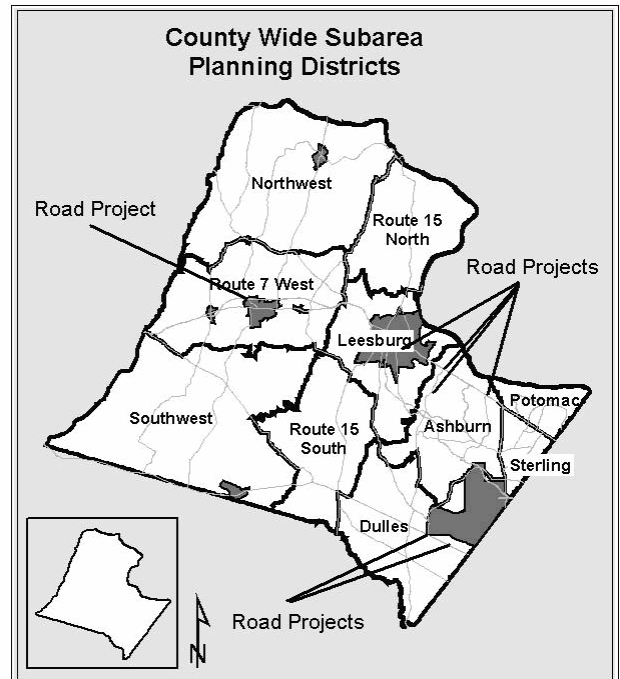
- Route 50 and Route 606 (Loudoun County Parkway) interchange (\$3,300,000);
- Widening of Route 50 from Route 742 (Poland Road) to the Fairfax County line (\$2,100,000);
- Route 7 and Route 659 (Belmont Ridge) interchange (\$4,500,000);
- Four-laning of Route 659 (Belmont Ridge) from Gloucester Parkway to the Dulles Greenway (\$2,600,000). The funding was subsequently eliminated following a commitment by the Virginia Department of Transportation (VDOT) to complete the project.

On July 5, 2006, the Board of Supervisors approved three additional projects to be added to the November referendum:

- Project design for Sycolin Road (at Route 7/Route 15 Bypass) overpass (\$300,000);
- Project design for Route 7 and Route 690 (Hillsboro Road) interchange (\$500,000);
- Construction of Route 7 and Route 606 (Loudoun County Parkway) interchange (\$38,000,000).

On November 7, 2006, voters approved referenda for all of the projects.

Whenever possible, Public-Private Transportation Act (PPTA) or Public-Private Educational Facilities and Infrastructure Act of 2002 (PPEA) opportunities will be investigated for use in construction and management of projects.



Funding:

Efforts to secure proffer funding for road projects will continue to be a priority, especially where proffers and County funding can be effectively combined. These projects will be financed through general obligation bonds.

Operating Impact:

There will be no projected road maintenance cost as all roads would be constructed to VDOT standards and would become part of the VDOT system for maintenance.

CAPITAL (\$ in Thousands)	Prior Alloc.	FY 2007 Adopted	FY 2008 Adopted	FY 2009	FY 2010	FY 2011	FY 2012	6 Year Total	Future FY's	Project Total
Professional Services	0	10,700	0	0	0	0	0	10,700	0	10,700
Construction of Roads	5,270	38,000	0	0	0	0	0	38,000	0	43,270
Total Cost	5,270	48,700	0	0	0	0	0	48,700	0	53,970
 G.O. Bond Sales	0	48,700	0	0	0	0	0	48,700	0	48,700
Proffers - Cash	5,270	0	0	0	0	0	0	0	0	5,270
Total Financing	5,270	48,700	0	0	0	0	0	48,700	0	53,970

Operating Impact (\$ in Thousands)	FY 2007 Adopted	FY 2008 Adopted	FY 2009	FY 2010	FY 2011	FY 2012	Total Impacts
Operations & Maintenance	0	0	0	0	0	0	0
Debt Service	0	3,550	4,781	4,660	4,538	4,416	21,945
Project Total	0	3,550	4,781	4,660	4,538	4,416	21,945



HS-3 Off-Site Road Improvements

County Project Description:

Loudoun County Public School staff, in conjunction with the County Office of Transportation Services and the Town of Purcellville, conducted a traffic study for the Western Loudoun Area High School (HS-3) proposed location on the County-owned Fields Farm property, north of Purcellville. An independent traffic consultant performed counts and analysis on nineteen intersections from Purcellville to Route 9. Five intersection improvements were identified as being eventually necessary as a result of the study.

The five intersections to be improved are as follows;

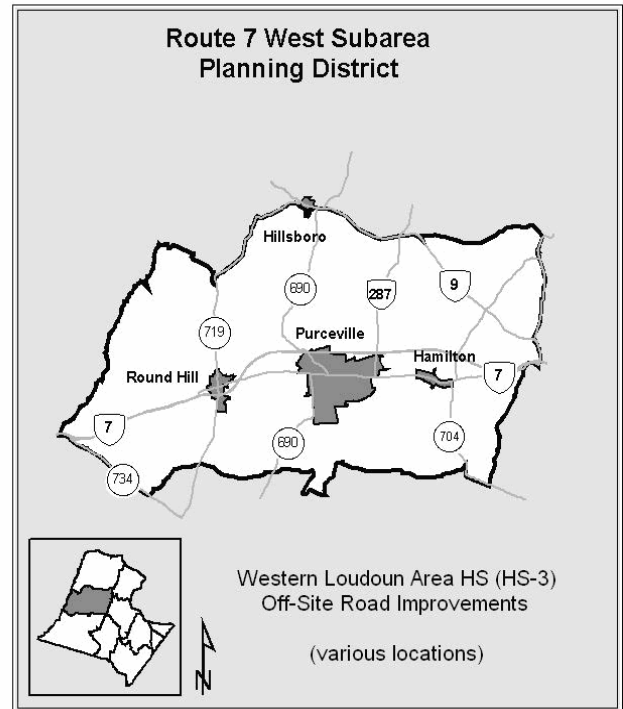
- Hirst Drive and Maple Avenue
- Hirst Drive and Hatcher Avenue
- Alder School Road (Route 711) and Purcellville Road (Route 611)
- Alder School Road (Route 711) and Hillsboro Road (Route 690)
- Charles Town Road (Route 9) and Hillsboro Road (Route 690)

The first three intersection improvements listed above involve the addition of turn lanes to improve traffic flow. The last two improvements listed involve the construction of one-lane roundabouts.

The Board of Supervisors added \$5.9 million in FY 09 during the FY 08 budget process for paving Alder School Road (Route 711) from Woodgrove Road (Route 719) to Hillsboro Road (Route 690).

Operating Impact:

There will be no projected road maintenance cost as all roads would be constructed to Virginia Department of Transportation (VDOT) standards and would become part of the VDOT system for maintenance.



CAPITAL (\$ in Thousands)	Prior Alloc.	FY 2007 Adopted	FY 2008 Adopted	FY 2009	FY 2010	FY 2011	FY 2012	6 Year Total	Future FY's	Project Total
Professional Services	0	0	330	590	0	0	0	920	0	920
Construction of Roads	0	0	2,970	5,310	0	0	0	8,280	0	8,280
Total Cost	0	0	3,300	5,900	0	0	0	9,200	0	9,200
Other Debt Financing	0	0	3,300	5,900	0	0	0	9,200	0	9,200
Total Financing	0	0	3,300	5,900	0	0	0	9,200	0	9,200
Operating Impact (\$ in Thousands)		FY 2007 Adopted	FY 2008 Adopted	FY 2009	FY 2010	FY 2011	FY 2012	Total Impacts		
Operations & Maintenance		0	0	0	0	0	0	0		
Debt Service		0	0	478	904	881	858	3,121		
Project Total		0	0	478	904	881	858	3,121		



Notes



County Capital Projects

Public Safety

Public Safety
Schedule of Appropriations (in \$1000)
Adopted FY 07-12 Amended CIP

Public Safety		Fund	Prior FY	FY 07	FY 08	FY 09	FY 10	FY 11	FY 12	CIP Total	Future FY	Project Total
Combined Facilities	Brambleton Fire/Resc/Sheriff Stn	\$,GO	\$ 8,130	\$ 2,130	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 2,130	\$ -	\$ 10,260
Combined Facilities	Dulles/Rt28 Fire/Resc/Sheriff Stn	\$,GO	7,905	-	-	-	-	-	-	\$ -	-	\$ 7,905
Combined Facilities	Public Safety Firing Range	\$	-	2,300	3,000	9,000	-	-	-	\$ 14,300	-	\$ 14,300
Fire & Rescue	Aldie Fire/Rescue Station	GO	-	-	630	7,670	-	-	-	\$ 8,300	-	\$ 8,300
Fire & Rescue	Fire/Rescue Capital Apparatus	L/P	2,165	3,525	3,270	3,310	3,475	3,650	3,830	\$ 21,060	-	\$ 23,225
Fire & Rescue	Fire Station Renovations	\$,GO	1,070	720	1,300	2,000	15,000	6,480	-	\$ 25,500	-	\$ 26,570
Fire & Rescue	Kirkpatrick Farms F/R Stn	GO	-	-	-	-	-	800	9,000	\$ 9,800	-	\$ 9,800
Fire & Rescue	Leesburg So F/R Stn	GO	-	-	-	-	-	-	800	\$ 800	9,400	\$ 10,200
Fire & Rescue	Western/Neersville F/R Sta	\$,GO	515	-	-	665	7,920	-	-	\$ 8,585	-	\$ 9,100
PS Master Plan	Public Safety Master Plan	\$	485	-	-	-	-	-	-	\$ -	-	\$ 485
PS Master Plan	Public Safety Master Plan Projects	\$	-	-	-	-	-	-	-	\$ -	72,400	\$ 72,400
Sheriff's Office	Adult Detention Ctr Expansion	\$/L/P,S	27,735	2,925	39,765	3,660	-	-	-	\$ 46,350	90,000	\$ 164,085
Sheriff's Office	E Loudoun Sheriff's Substn	\$,GO	-	2,600	5,360	-	-	-	-	\$ 7,960	-	\$ 7,960
Sheriff's Office	W Loudoun Sheriff's Substn	GO	-	-	750	7,580	-	-	-	\$ 8,330	-	\$ 8,330
Other	Animal Care Pet Adoption Ctr	GO	-	-	-	-	-	-	-	\$ -	9,095	\$ 9,095
Other	Juvenile Detention Center	L/P	-	-	-	1,215	10,385	-	-	\$ 11,600	-	\$ 11,600
Public Safety Subtotals			\$ 48,005	\$ 14,200	\$ 54,075	\$ 35,100	\$ 36,780	\$ 10,930	\$ 13,630	\$ 164,715	\$ 180,895	\$ 393,615

Fund Codes	Revenue Source	Fund	Prior FY	FY 07	FY 08	FY 09	FY 10	FY 11	FY 12	CIP Total	Future FY	Project Total
\$ - Local Tax Funds	Local Tax Funding	\$	\$ 2,525	\$ 7,750	\$ 3,000	\$ 9,000	\$ -	\$ -	\$ -	\$ 19,750	\$ -	\$ 22,275
GO - G O Bond	General Obligation Bond	GO	16,035	-	8,040	17,915	22,920	7,280	9,800	\$ 65,955	18,495	\$ 100,485
Other	Other Debt Financing	Other	-	-	-	-	-	-	-	\$ -	-	\$ -
L/P - Lease Purchase	Lease Purchase	L/P	24,845	6,450	43,035	8,185	13,860	3,650	3,830	\$ 79,010	162,400	\$ 266,255
FB	Fund Balance	CIPFB	-	-	-	-	-	-	-	\$ -	-	\$ -
GT, TF	Gas Tax/Transportation Fund	GT/TF	-	-	-	-	-	-	-	\$ -	-	\$ -
S - State Grant	State Grant	S	4,600	-	-	-	-	-	-	\$ -	-	\$ 4,600
P - Proffers	Proffers (C,L,I)	P	-	-	-	-	-	-	-	\$ -	-	\$ -
VPASA - Bonds	VA Public School Auth Bonds	VPASA	-	-	-	-	-	-	-	\$ -	-	\$ -
PB - Pledge Bonds	Pledge Bonds	PB	-	-	-	-	-	-	-	\$ -	-	\$ -
F - Fees	Fees	F	-	-	-	-	-	-	-	\$ -	-	\$ -
C - Contributions	Contributions	C	-	-	-	-	-	-	-	\$ -	-	\$ -
Totals:			\$ 48,005	\$ 14,200	\$ 54,075	\$ 35,100	\$ 36,780	\$ 10,930	\$ 13,630	\$ 164,715	\$ 180,895	\$ 393,615



Brambleton Fire/Rescue/Sheriff's Station

County Project Description:

This project provides for the construction of a fire/rescue/sheriff's station at an appropriately zoned five-acre site in the Brambleton area of the County. The project has been planned as a fire/rescue/sheriff's station of about 23,000 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, offices and a repair shop.

The 10,000 square-foot law enforcement area will include offices, a workroom, interview room, processing areas, evidence storage, and equipment storage.

Combined volunteer and career staffing for the fire/rescue station will consist of 24-hour, 7-day-a-week pumper and ambulance coverage by career staff.

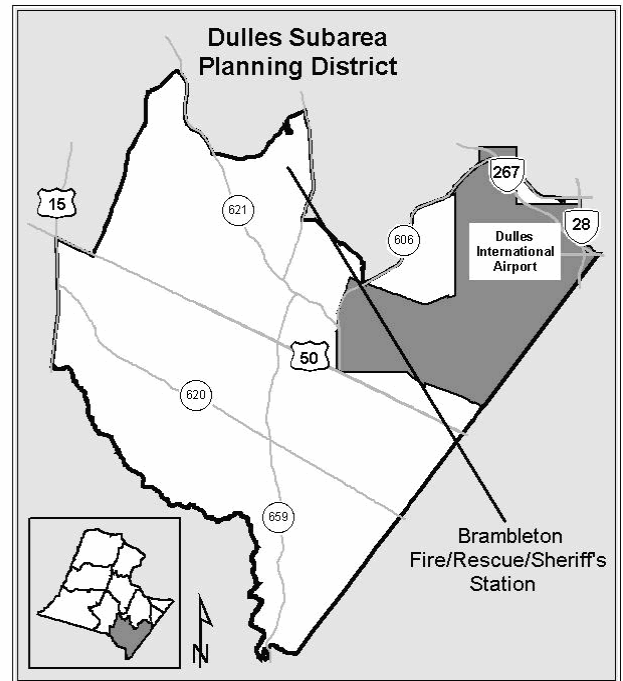
FY 07 funding increased due to escalation in construction material and labor costs. A Request for Proposal for design services was issued in January 2007. The contract for design services has been awarded, and construction completion is anticipated in Fall 2009.

Referendum Date:

Funding for the project is derived from the issuance of general obligation bonds approved on the November 2003 referendum and local tax funding.

Operating Impact:

Operating expenditures will occur in FY 09 and will be budgeted as a part of the departments' FY 09 operating budgets. Annual operating costs are projected at \$4.8 million in FY 09.



CAPITAL (\$ in Thousands)	Prior Alloc.	FY 2007 Adopted	FY 2008 Adopted	FY 2009	FY 2010	FY 2011	FY 2012	6 Year Total	Future FY's	Project Total
Professional Services	490	0	0	0	0	0	0	0	0	490
Furniture, Fixtures, and Equip	1,380	0	0	0	0	0	0	0	0	1,380
Construction	6,260	2,130	0	0	0	0	0	2,130	0	8,390
Total Cost	8,130	2,130	0	0	0	0	0	2,130	0	10,260
G.O. Bond Sales	8,130	0	0	0	0	0	0	0	0	8,130
Local Tax Funding	0	2,130	0	0	0	0	0	2,130	0	2,130
Total Financing	8,130	2,130	0	0	0	0	0	2,130	0	10,260

Operating Impact (\$ in Thousands)	FY 2007 Adopted	FY 2008 Adopted	FY 2009	FY 2010	FY 2011	FY 2012	Total Impacts
Operations & Maintenance	0	0	4,870	5,060	5,265	5,475	20,670
Debt Service	0	500	899	873	846	820	3,938
Project Total	0	500	5,769	5,933	6,111	6,295	24,608



Dulles/Route 28 Fire/Rescue/Sheriff's Station

County Project Description:

This project provides for the construction of a fire/rescue/sheriff's station at an appropriately zoned five-acre site in the Route 28 service area in Loudoun County. The project has been planned as a fire/rescue/sheriff's station of approximately 13,000 square feet.

In FY 07, the Board re-allocated \$2.6 million in proposed funding from this project toward a new stand-alone Eastern Sheriff's Substation. This combined station will still provide for a Sheriff's Office presence, but will be smaller than originally planned before the Eastern Sheriff's substation was added.

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, offices and a repair shop.

The 1,500 square-foot law enforcement area will include offices, a roll call room and storage. Although initially planned as a full service Sheriff's substation, the location did not lend itself to proper coverage of the Sterling and Sugarland areas; and therefore, the Eastern Loudoun Sheriff's Substation was added as a separate project.

Combined volunteer and career staffing for the fire/rescue station is anticipated with 24-hour, 7-day-a-week pumper and ambulance coverage by career staff.

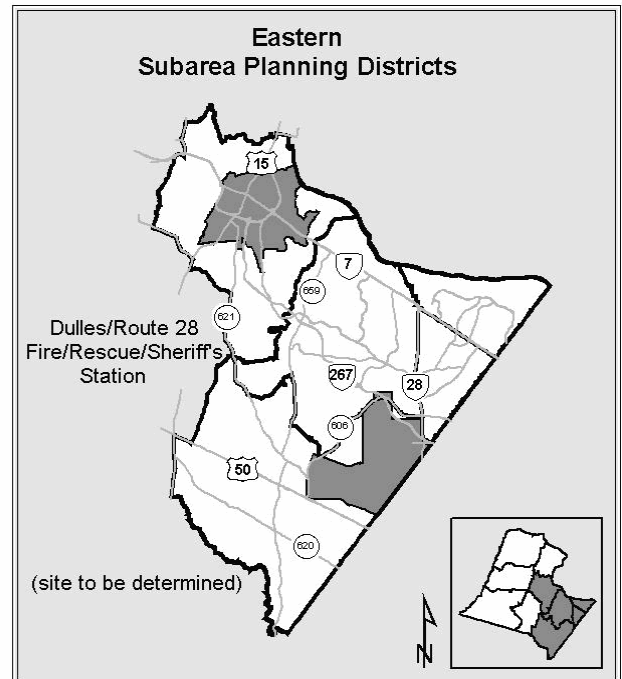
A project design and construction schedule will be finalized upon site acquisition.

Referendum Date:

Funding for the project is derived from the issuance of general obligation bonds approved by voters on the November 2002 referendum.

Operating Impact:

Operating expenditures will occur in FY 10 and will be budgeted as part of the departments' FY 10 operating budgets. Annual operating costs are projected at \$1.8 million in FY 10.



CAPITAL (\$ in Thousands)	Prior Alloc.	FY 2007 Adopted	FY 2008 Adopted	FY 2009	FY 2010	FY 2011	FY 2012	6 Year Total	Future FY's	Project Total
Professional Services	660	0	0	0	0	0	0	0	0	660
Furniture, Fixtures, and Equip	1,760	0	0	0	0	0	0	0	0	1,760
Construction	5,485	0	0	0	0	0	0	0	0	5,485
Total Cost	7,905	0	0	0	0	0	0	0	0	7,905
G.O. Bond Sales	7,905	0	0	0	0	0	0	0	0	7,905
Total Financing	7,905	0	0	0	0	0	0	0	0	7,905

Operating Impact (\$ in Thousands)	FY 2007 Adopted	FY 2008 Adopted	FY 2009	FY 2010	FY 2011	FY 2012	Total Impacts
Operations & Maintenance	0	0	0	1,835	1,720	1,790	5,345
Debt Service	0	0	188	1,033	1,000	966	3,187
Project Total	0	0	188	2,868	2,720	2,756	8,532



Public Safety Firing Range

County Project Description:

This project proposes 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. The Loudoun County Sheriff's Office currently uses a leased facility, which has limited service capacity and lifecycle use.

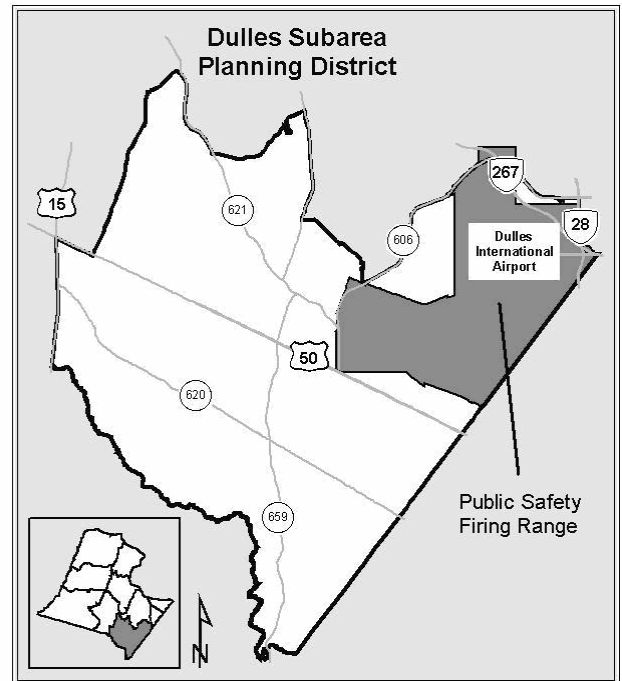
Loudoun County would secure dedicated and shared training facilities for law enforcement firearms training to include:

- 24-point, 50-yard firing range;
- 300-yard precision rifle range with tower;
- a tactical firing range;
- 16,500 sf classroom/office training building;
- gas house/decontamination training facility;
- ammunition/target storage facility;
- match house training facilities; and
- dedicated/secure parking lot.

An inter-jurisdictional agreement is under development, which will be presented to the Board of Supervisors for review in FY 08. Funding in the capital plan was approved during the FY 07 budget process for the County's pro rata share of the design and site development costs. The FY 08 capital plan includes funding for the County's pro rata share of the water/sewer infrastructure design and construction to the site. The FY 09 capital plan provides an estimate of the County's pro rata share of the project's construction costs. Final pro rata construction funding will be determined by the time of the proposed FY 09 Capital Improvement Program budget.

Operating Impact:

The operating impact for the new facility is being reviewed as a part of the development of the inter-jurisdictional agreement. Final operating impact will be presented in the FY 09 capital plan.



CAPITAL (\$ in Thousands)	Prior Alloc.	FY 2007 Adopted	FY 2008 Adopted	FY 2009	FY 2010	FY 2011	FY 2012	6 Year Total	Future FY's	Project Total
Professional Services	0	1,200	3,000	0	0	0	0	4,200	0	4,200
Construction	0	1,100	0	9,000	0	0	0	10,100	0	10,100
Total Cost	0	2,300	3,000	9,000	0	0	0	14,300	0	14,300
Local Tax Funding	0	2,300	3,000	9,000	0	0	0	14,300	0	14,300
Total Financing	0	2,300	3,000	9,000	0	0	0	14,300	0	14,300

Operating Impact (\$ in Thousands)	FY 2007 Adopted	FY 2008 Adopted	FY 2009	FY 2010	FY 2011	FY 2012	Total Impacts
Operations & Maintenance	0	0	0	0	0	0	0
Debt Service	0	0	0	0	0	0	0
Project Total	0	0	0	0	0	0	0



Aldie Fire/Rescue Station

County Project Description:

This project provides for the construction of a fire/rescue station at an appropriately zoned five-acre site in the Aldie service area. The project has been planned as a fire and rescue station of approximately 13,000 square feet. This station will replace the Aldie Volunteer Fire Company #7 Station in the Aldie/Route 50 area.

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.

Construction costs are only projected for planning purposes. Final construction costs will be set at the 35% design development stage of the project. The design will begin when a suitable site is identified.

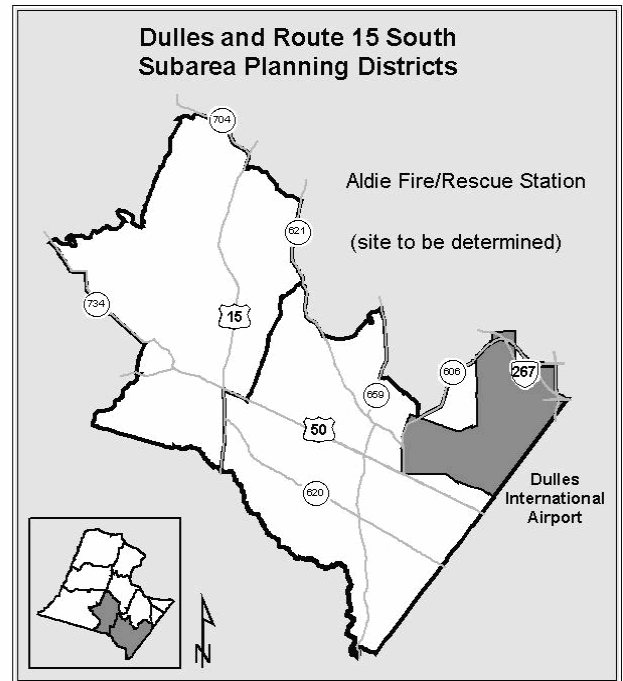
Referenda Dates:

November 2007 (Facility)

Funding for land is derived from the issuance of general obligation bonds approved by voters on the November 2006 referendum.

Operating Impact:

Operating expenditures will not occur until FY 10 and will be budgeted as part of the volunteer company's and Fire and Rescue Services' FY 10 operating budgets.



CAPITAL (\$ in Thousands)	Prior Alloc.	FY 2007 Adopted	FY 2008 Adopted	FY 2009	FY 2010	FY 2011	FY 2012	6 Year Total	Future FY's	Project Total
Professional Services	0	0	630	0	0	0	0	630	0	630
Furniture, Fixtures, and Equip	0	0	0	1,800	0	0	0	1,800	0	1,800
Construction	0	0	0	5,870	0	0	0	5,870	0	5,870
Total Cost	0	0	630	7,670	0	0	0	8,300	0	8,300
G.O. Bond Sales	0	0	630	7,670	0	0	0	8,300	0	8,300
Total Financing	0	0	630	7,670	0	0	0	8,300	0	8,300
Operating Impact (\$ in Thousands)		FY 2007 Adopted	FY 2008 Adopted	FY 2009	FY 2010	FY 2011	FY 2012	Total Impacts		
Operations & Maintenance		0	0	0	350	140	145	635		
Debt Service		0	0	200	570	1,018	987	2,775		
Project Total		0	0	200	920	1,158	1,132	3,410		



**Loudoun County Government
FY 2008 Adopted Fiscal Plan**

Fire/Rescue Capital Apparatus

County 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 financing program. The Department of Fire and Rescue Services, through the Board-adopted Service Plan, and in consultation with the volunteer companies, identifies fire and rescue vehicles for purchase or replacement and submits an annual capital vehicle enhancement for funding consideration.

FY 07 New Capital Apparatus Acquisitions:

• Aerial Truck, Dulles South Station #19	\$1,250,000
• Ambulance, Neersville Station #16	215,000
• Tanker, Purcellville Station #2	375,000
• Engine, Round Hill	500,000
• Tanker, Lucketts Station #10	360,000
• Ambulance, Middleburg Station #3	75,000
• Aerial Truck, Leesburg	<u>750,000</u>
Total:	\$3,525,000

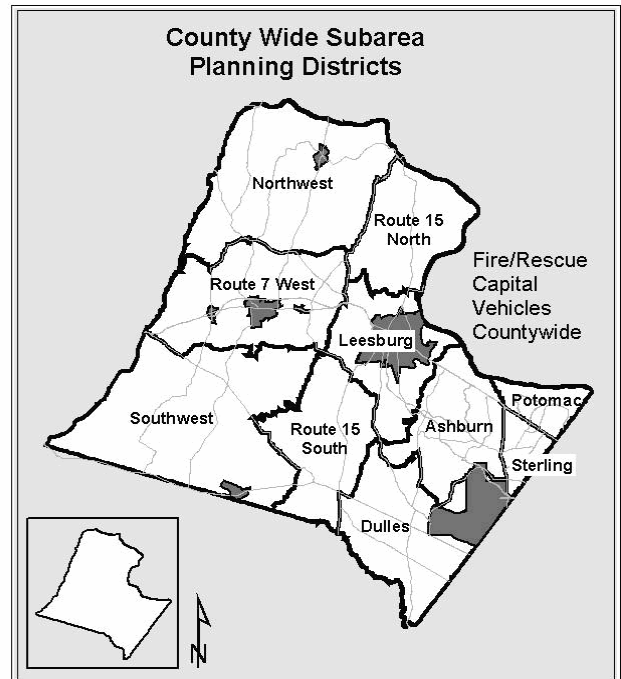
FY 08 New Capital Apparatus Acquisitions:

• Heavy Duty Squad, Loudoun Rescue	\$750,000
• Engine, Middleburg	550,000
• Engine, LCFR-Training	550,000
• Spare Ladder, LCFR-System	681,000
• Ambulance, Arcola	67,000
• Engine, Purcellville	260,000
• Engine, Arcola	180,000
• Engine, Leesburg	<u>232,000</u>
Total:	\$3,270,000

FY 09 – FY 12 master lease amounts are projected planning figures reflecting the average amount of capital vehicle enhancements anticipated for the fire and rescue system.

Operating Impact:

Operating expenditures include projections for capital vehicle depreciation and maintenance costs associated with the operation of new fire apparatus.



CAPITAL (\$ in Thousands)	Prior Alloc.	FY 2007 Adopted	FY 2008 Adopted	FY 2009	FY 2010	FY 2011	FY 2012	6 Year Total	Future FY's	Project Total
Capital Vehicles (not buses)	2,165	3,525	3,270	3,310	3,475	3,650	3,830	21,060	0	23,225
Total Cost	2,165	3,525	3,270	3,310	3,475	3,650	3,830	21,060	0	23,225
Lease/Purchase	2,165	3,525	3,270	3,310	3,475	3,650	3,830	21,060	0	23,225
Total Financing	2,165	3,525	3,270	3,310	3,475	3,650	3,830	21,060	0	23,225
Operating Impact (\$ in Thousands)		FY 2007 Adopted	FY 2008 Adopted	FY 2009	FY 2010	FY 2011	FY 2012	Total Impacts		
Operations & Maintenance		0	0	1,905	2,505	3,105	3,705	11,220		
Debt Service		0	170	1,749	2,494	3,253	4,011	11,677		
Project Total		0	170	3,654	4,999	6,358	7,716	22,897		



**Loudoun County Government
FY 2008 Adopted Fiscal Plan**

Fire Station Renovations

County Project Description:

This project provides funding for the renovation of existing fire/rescue stations within Fire, Rescue and Emergency Management Services.

This project represents a phased approach to renovating volunteer company buildings, incorporating the recommendations of the 2001 EMSSTAR study while serving as an estimate for potential capital costs to implement the study's recommendations. The Fire and Rescue Commission continues to work with the Office of Capital Construction and Fire and Rescue Services to determine scopes of work and level of participation from the volunteer companies.

Adopted FY 07 funds estimate the potential costs to begin the design of 2-3 renovations and life/safety repairs. Pending final participation agreements, construction costs are projected for planning purposes. Final construction costs will be set at the 35% design development stage of the project for participating stations.

Local tax funding was adopted in FY 06 to address health and life safety improvements required at various volunteer stations throughout the County, such as the installation of emergency generators at five stations. The generators were installed in January 2007.

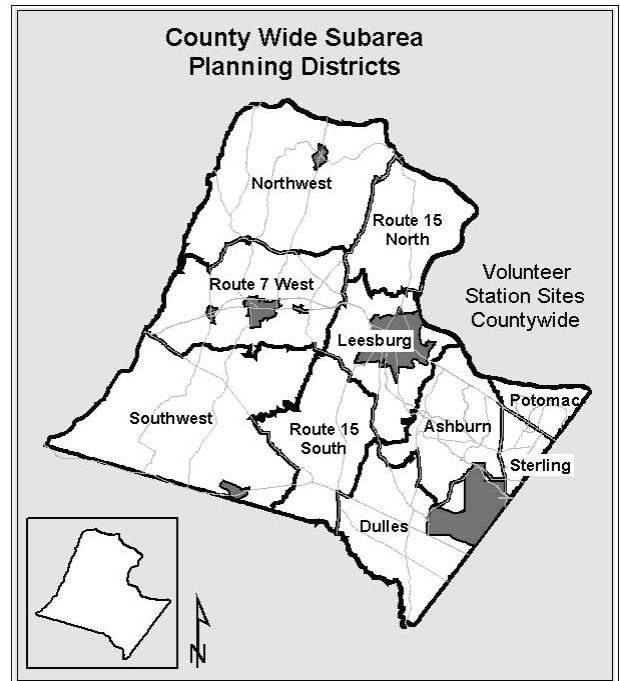
Referenda Dates:

November 2007 (\$10 M)

November 2009 (\$14.78 M)

Operating Impact:

Operating impacts are currently undetermined.



CAPITAL (\$ in Thousands)	Prior Alloc.	FY 2007 Adopted	FY 2008 Adopted	FY 2009	FY 2010	FY 2011	FY 2012	6 Year Total	Future FY's	Project Total
Professional Services	310	720	0	0	0	0	0	720	0	1,030
Const of Existing Bldgs	760	0	1,300	2,000	15,000	6,480	0	24,780	0	25,540
Total Cost	1,070	720	1,300	2,000	15,000	6,480	0	25,500	0	26,570
G.O. Bond Sales	0	0	1,300	2,000	15,000	6,480	0	24,780	0	24,780
Local Tax Funding	1,070	720	0	0	0	0	0	720	0	1,790
Total Financing	1,070	720	1,300	2,000	15,000	6,480	0	25,500	0	26,570
Operating Impact (\$ in Thousands)		FY 2007 Adopted	FY 2008 Adopted	FY 2009	FY 2010	FY 2011	FY 2012	Total Impacts		
Operations & Maintenance		0	0	0	0	0	0	0		
Debt Service		0	33	178	490	2,043	2,526	5,270		
Project Total		0	33	178	490	2,043	2,526	5,270		



Kirkpatrick Farms Fire/Rescue Station

County 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 in Loudoun County. The project has been planned as a fire and rescue station of approximately 13,000 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, offices and a repair shop.

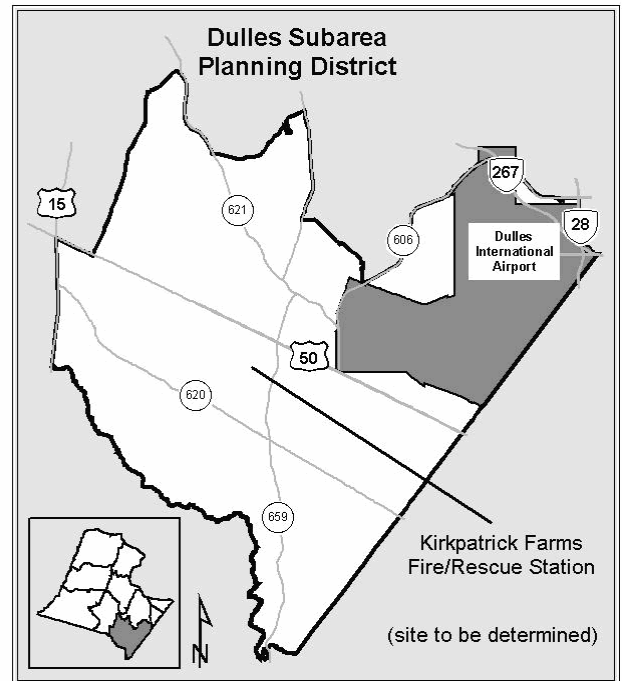
Proffer negotiations for a satisfactory parcel and temporary station facility are pending. Staffing for the fire/rescue station is anticipated with 24-hour, 7-day-a-week pumper and ambulance coverage by career staff.

Referendum Date:

November 2009

Operating Impact:

Operating expenditures will not occur during the six-year planning period for the permanent station. However, emergence of a viable temporary station option could necessitate operating funding as early as FY 09.



CAPITAL (\$ in Thousands)	Prior Alloc.	FY 2007 Adopted	FY 2008 Adopted	FY 2009	FY 2010	FY 2011	FY 2012	6 Year Total	Future FY's	Project Total
Professional Services	0	0	0	0	0	800	0	800	0	800
Furniture, Fixtures, and Equip	0	0	0	0	0	0	2,400	2,400	0	2,400
Construction	0	0	0	0	0	0	6,600	6,600	0	6,600
Total Cost	0	0	0	0	0	800	9,000	9,800	0	9,800
G.O. Bond Sales	0	0	0	0	0	800	9,000	9,800	0	9,800
Total Financing	0	0	0	0	0	800	9,000	9,800	0	9,800
Operating Impact (\$ in Thousands)		FY 2007 Adopted	FY 2008 Adopted	FY 2009	FY 2010	FY 2011	FY 2012	Total Impacts		
Operations & Maintenance		0	0	0	0	0	0	0		
Debt Service		0	0	0	0	229	423	652		
Project Total		0	0	0	0	229	423	652		



**Loudoun County Government
FY 2008 Adopted Fiscal Plan**

Leesburg South Fire/Rescue Station

County Project Description:

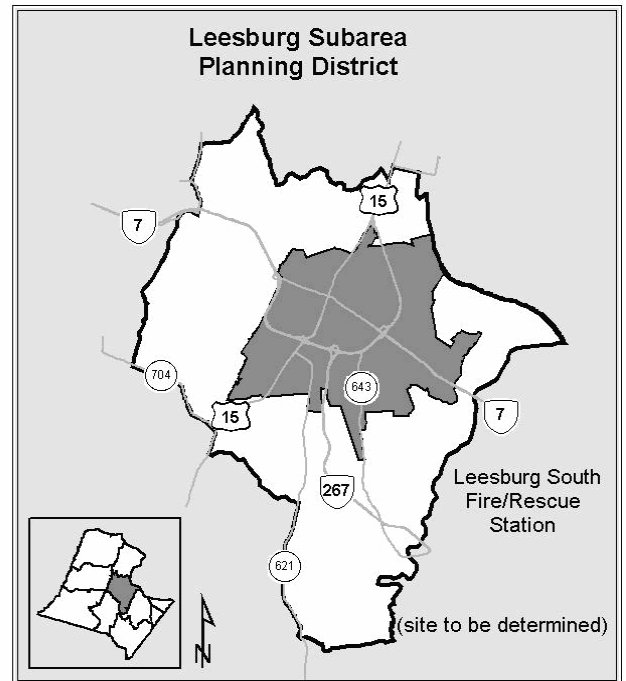
This project provides for the construction of a fire/rescue station at an appropriately zoned five-acre site in the Leesburg Subarea Planning District in Loudoun County. The project has been planned as a fire/rescue station of approximately 13,000 square feet.

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, 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.

Referendum Date:
November 2011

Operating Impact:
Operating expenditures will not occur during the six-year capital planning period.



CAPITAL (\$ in Thousands)	Prior Alloc.	FY 2007 Adopted	FY 2008 Adopted	FY 2009	FY 2010	FY 2011	FY 2012	6 Year Total	Future FY's	Project Total
Professional Services	0	0	0	0	0	0	800	800	0	800
Furniture, Fixtures, and Equip	0	0	0	0	0	0	0	0	3,000	3,000
Construction	0	0	0	0	0	0	0	0	6,400	6,400
Total Cost	0	0	0	0	0	0	800	800	9,400	10,200
G.O. Bond Sales	0	0	0	0	0	0	800	800	9,400	10,200
Total Financing	0	0	0	0	0	0	800	800	9,400	10,200
Operating Impact (\$ in Thousands)		FY 2007 Adopted	FY 2008 Adopted	FY 2009	FY 2010	FY 2011	FY 2012	Total Impacts		
Operations & Maintenance		0	0	0	0	0	0	0		
Debt Service		0	0	0	0	0	0	0		
Project Total		0	0	0	0	0	0	0		



**Loudoun County Government
FY 2008 Adopted Fiscal Plan**

Western/Neersville Fire/Rescue Station

County 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 project has been planned as a fire and rescue station of approximately 13,000 square feet. This project amends the previously adopted plan to construct a combined fire/rescue and Sheriff's station.

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, 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. The Board approved funding in FY 06 to provide temporary operational quarters for the Neersville Station in the interim period before a permanent replacement station is constructed.

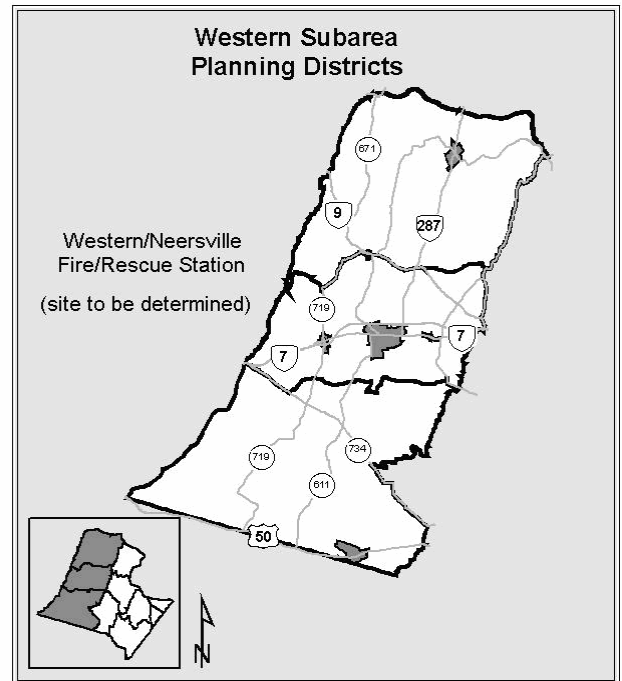
Referenda Dates:

November 2008 (Facility)

Funding for land is derived from the issuance of general obligation bonds approved by voters on the November 2006 referendum.

Operating Impact:

Operating expenditures will occur in FY 11 and will be included as a part of Fire and Rescue Services' operating budget.



CAPITAL (\$ in Thousands)	Prior Alloc.	FY 2007 Adopted	FY 2008 Adopted	FY 2009	FY 2010	FY 2011	FY 2012	6 Year Total	Future FY's	Project Total
Professional Services	0	0	0	665	0	0	0	665	0	665
Furniture, Fixtures, and Equip	0	0	0	0	1,675	0	0	1,675	0	1,675
Construction	0	0	0	0	6,245	0	0	6,245	0	6,245
Const of Existing Bldgs	515	0	0	0	0	0	0	0	0	515
Total Cost	515	0	0	665	7,920	0	0	8,585	0	9,100
G.O. Bond Sales	0	0	0	665	7,920	0	0	8,585	0	8,585
Local Tax Funding	515	0	0	0	0	0	0	0	0	515
Total Financing	515	0	0	665	7,920	0	0	8,585	0	9,100
Operating Impact (\$ in Thousands)		FY 2007 Adopted	FY 2008 Adopted	FY 2009	FY 2010	FY 2011	FY 2012	Total Impacts		
Operations & Maintenance		0	0	0	0	365	145	510		
Debt Service		0	0	0	245	559	1,078	1,882		
Project Total		0	0	0	245	924	1,223	2,392		

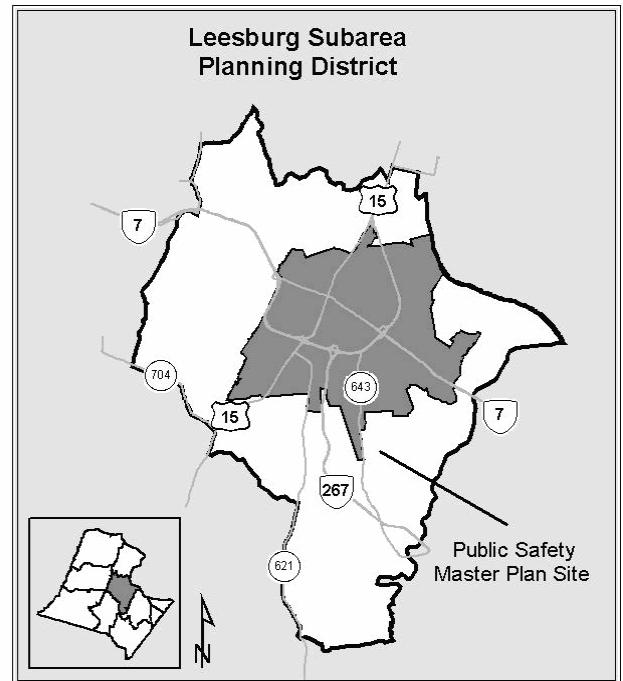


Public Safety Master Plan

County Project Description:

This project provides for a comprehensive engineering study of existing government facilities to develop a long-term capital facility plan for public safety and human services program operations on the 92-acre Government Support Center site. The study includes a review of current Fire and Rescue Services administrative office space and training operations as it impacts the current E911 and EOC structures, the future phases of the Adult and Juvenile Detention facilities expansions, Sheriff's Office administrative office space, Criminal Investigations Division, Special Operations Division, a Vehicle Administration facility to garage specialized vehicles, a human services facility, and telephone and data infrastructure to include a building housing the Department of Information Technology. The study was funded by a transfer from the Public Safety Communications Fund.

The Board of Supervisors endorsed Option Two of the Public Safety Master Plan on November 8, 2006. The Master Plan provides a planning guide to maximize the County's ability to provide public safety facilities on land currently owned by the County for its residents and businesses. All of the more than 20 projects included in the Master Plan are included in the Proposed FY 09 - FY 18 Capital Needs Assessment (CNA) currently under review. Four projects were adopted during the FY 07 - FY 12 Amended CIP process in Future Fiscal Years as "Public Safety Master Plan Projects." All of the projects will be considered in the next biennial CIP process (covering FY 09 - FY 14).



CAPITAL (\$ in Thousands)	Prior Alloc.	FY 2007 Adopted	FY 2008 Adopted	FY 2009	FY 2010	FY 2011	FY 2012	6 Year Total	Future FY's	Project Total
Professional Services	485	0	0	0	0	0	0	0	0	485
Total Cost	485	0	0	0	0	0	0	0	0	485
E911 Fund	485	0	0	0	0	0	0	0	0	485
Total Financing	485	0	0	0	0	0	0	0	0	485
Operating Impact (\$ in Thousands)		FY 2007 Adopted	FY 2008 Adopted	FY 2009	FY 2010	FY 2011	FY 2012	Total Impacts		
Operations & Maintenance		0	0	0	0	0	0	0		
Debt Service		0	0	0	0	0	0	0		
Project Total		0	0	0	0	0	0	0		



Public Safety Master Plan Projects

County Project Description:

The Board of Supervisors endorsed Option Two of the Public Safety Master Plan on November 8, 2006. The Master Plan provides a planning guide to maximize the County's ability to provide public safety facilities on land currently owned by the County for its residents and businesses. All of the more than 20 projects included in the Master Plan are included in the Proposed FY 09 - FY 18 Capital Needs Assessment (CNA), currently under review. Four projects were adopted during the FY 07 - FY 12 Amended CIP process in Future Fiscal Years, shown below. All of the projects will be considered in the next biennial CIP process (covering FY 09 - FY 14). Three of the four projects (except for the Inebriate Center) are also components of the Board-adopted 20-year Service Plan for Loudoun County's Fire and Rescue System.

Fire/Rescue Administration/Training Facilities with Parking (\$20,985,000)

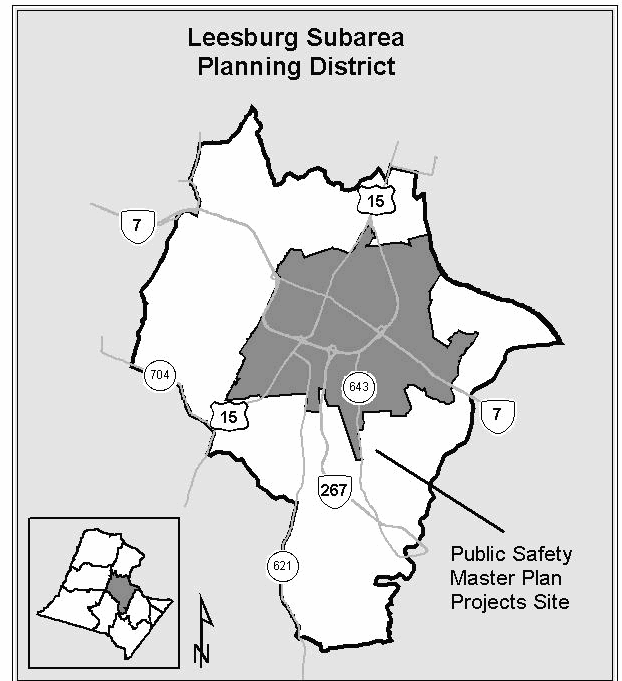
This project provides for the construction of a 34,000 square-foot facility for anticipated expansion of administration and classroom space due to forecasted growth in staffing and training activity. The construction of this facility will eliminate the current need to lease several facilities by consolidating all departmental operations, thus providing the opportunity to improve service to the community. Although the Public Safety Master Plan proposes this facility in FY 08, it is shown in Future Fiscal Years due to debt cap limitations.

Fire/Rescue Support Services Facility (\$24,355,000)

This project provides for the construction of a 66,000 square-foot facility to house the following functions: warehouse/central supply, fleet maintenance, and Self-Contained Breathing Apparatus (SCBA) repair. This multipurpose facility would include: apparatus/communications hardware maintenance, breathing unit repair, departmental warehousing program space, a dedicated apparatus repair facility as well as warehousing and supply distribution facilities. Although the Public Safety Master Plan proposes this multipurpose facility in FY 09, it is shown in Future Fiscal Years due to debt cap limitations.

Public Inebriate Center (\$2,195,000)

The Board of Supervisors included the public inebriate center facility as part of the Public Safety Master Plan. Virginia enables localities to establish public inebriate diversion facilities for placement of public inebriates in lieu of arrest and confinement in jail. This project provides for the construction of a minimum 10-bed facility of approximately 3,000 square feet, located adjacent to or near the new ADC, near Leesburg. Operating costs for the facility are estimated to be lower than the operating costs for housing the same inmates at the ADC. Although the Public Safety Master Plan proposes this facility in FY 10, it is shown in Future Fiscal Years due to debt cap limitations.



ECC (E911 Center)/EOC Center (\$24,865,000)

This project provides for the construction of a permanent 27,000 square-foot facility for a state-of-the-art Emergency Operations Center (EOC), and expansion of the current Emergency Communication Center (ECC/E911 Center). The adopted Public Safety Master Plan (Option Two) provides three possible locations for this facility. Final location on the County site is pending the Board of Supervisors' designation. Although the Public Safety Master Plan proposes this project in FY 12, it is shown in Future Fiscal Years due to debt cap limitations.

Operating Impact:

The projects were adopted in Future Fiscal Years due to debt cap limitations, thus there is no operational impact during the six-year planning period.

CAPITAL (\$ in Thousands)	Prior Alloc.	FY 2007 Adopted	FY 2008 Adopted	FY 2009	FY 2010	FY 2011	FY 2012	6 Year Total	Future FY's	Project Total
Professional Services	0	0	0	0	0	0	0	0	9,280	9,280
Furniture, Fixtures, and Equip	0	0	0	0	0	0	0	0	1,240	1,240
Construction	0	0	0	0	0	0	0	0	61,880	61,880
Total Cost	0	0	0	0	0	0	0	0	72,400	72,400
Lease/Purchase	0	0	0	0	0	0	0	0	72,400	72,400
Total Financing	0	0	0	0	0	0	0	0	72,400	72,400

Operating Impact (\$ in Thousands)	FY 2007 Adopted	FY 2008 Adopted	FY 2009	FY 2010	FY 2011	FY 2012	Total Impacts
Operations & Maintenance	0	0	0	0	0	0	0
Debt Service	0	0	0	0	0	0	0
Project Total	0	0	0	0	0	0	0



Adult Detention Center (Phases I, II & III)

County Project Description:

The new 84,000 square-foot Adult Detention Center (ADC), which will accommodate an inmate population of 220, is scheduled to open 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. This new facility is Phase I of a multi-phase project, and is shown as Prior Allocations (\$27,735,000).

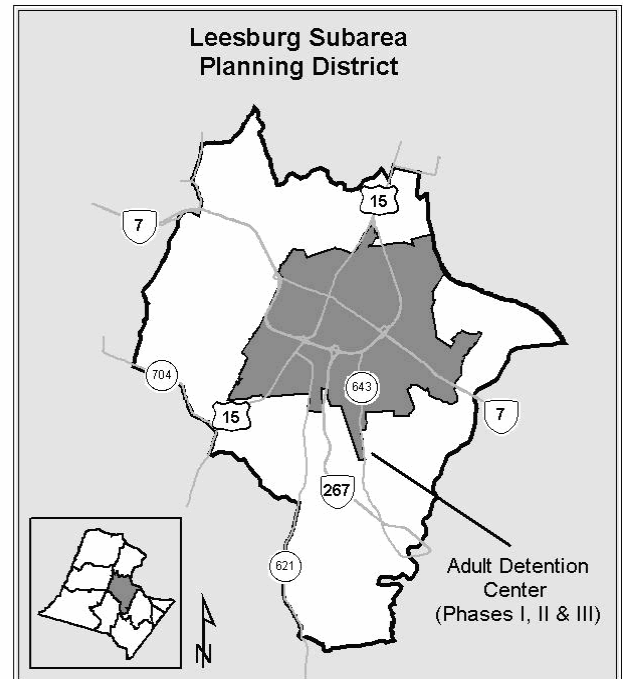
In FY 05, the Sheriff's Office received approval from the Virginia Board of Corrections for the Phase II facility additions and State funding. In July 2006, the Sheriff's Office and the County began this phase of the project with plans to complete and open the facility additions in FY 10. The expansion includes approximately 124,000 square feet of additional space and will renovate approximately 9,400 square feet of existing space. At completion, the facility will accommodate an inmate population of 460. Currently the County is negotiating a contract for design and construction under the Public-Private Education Facilities and Infrastructure Act of 2002 (PPEA).

Phase II additions shall include the following:

- Additional inmate housing
- New intake/booking/receiving
- Renovations for new medical/larger medical area
- Renovations for new video visitation
- New magistrates' office
- Expansion to administration and staff services

The County will apply for State funding, which is anticipated to offset 25% of the total cost. The revenue will be shown in future documents after it has been awarded. Phase II project funding is shown in FY 07 through FY 09 (\$46,350,000).

The Phase III expansion of the ADC is shown in Future Fiscal Years (\$90,000,000).



Operating Impact:

The annual operating budget for personnel, operations, utilities and maintenance will total approximately \$2.48 million in FY 09 for Phase II. Enhancements adopted in FY 08 provide for the recruitment and training of personnel to support this facility.

CAPITAL (\$ in Thousands)	Prior Alloc.	Adopted	FY 2008 Adopted	FY 2009	FY 2010	FY 2011	FY 2012	6 Year Total	Future FY's	Project Total
Professional Services	1,345	2,925	950	0	0	0	0	3,875	10,800	16,020
Furniture, Fixtures, and Equip	1,130	0	0	3,660	0	0	0	3,660	9,000	13,790
Construction	25,260	0	38,815	0	0	0	0	38,815	70,200	134,275
Total Cost	27,735	2,925	39,765	3,660	0	0	0	46,350	90,000	164,085
State Grant Program	4,600	0	0	0	0	0	0	0	90,000	94,600
Lease/Purchase	22,680	2,925	39,765	3,660	0	0	0	46,350	0	69,030
Local Tax Funding	455	0	0	0	0	0	0	0	0	455
Total Financing	27,735	2,925	39,765	3,660	0	0	0	46,350	0	74,085

Operating Impact (\$ in Thousands)	FY 2007 Adopted	FY 2008 Adopted	FY 2009	FY 2010	FY 2011	FY 2012	Total Impacts
Operations & Maintenance	0	526	2,485	2,560	2,660	2,770	11,001
Debt Service	0	0	1,000	3,863	4,810	4,685	14,358
Project Total	0	526	3,485	6,423	7,470	7,455	25,359



**Loudoun County Government
FY 2008 Adopted Fiscal Plan**

Eastern Loudoun Sheriff's Substation

County Project Description:

This project provides for the construction of a sheriff's substation at an appropriately zoned five-acre site in the Sterling Subarea Planning District. 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 the Dulles/Route 28 area.

This project provides for visual law enforcement presence in the most densely populated area in the County. The substation will allow for more efficient delivery of law enforcement services in the eastern part of the County.

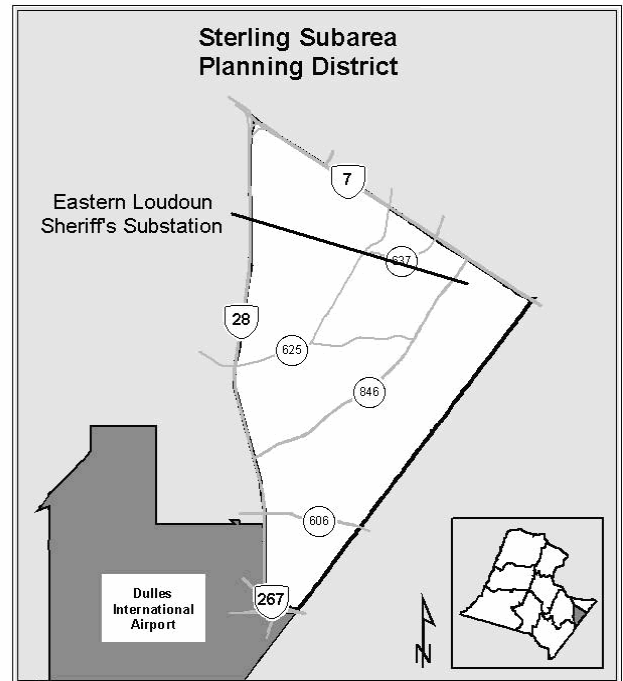
Discussions are underway concerning transfer of approximately four acres of surplus school land in Sterling Park for this substation. This project anticipates site acquisition in early FY 08. A design contract has been awarded. The substation is scheduled to open in FY 09.

Referendum Date:

November 2007

Operating Impact:

Annual operating costs are projected to total \$2.3 million in the first year of operation in FY 09, which will be included as a part of the department's budget. Enhancements adopted in FY 08 provide for the recruitment and training of personnel to support this facility.



CAPITAL (\$ in Thousands)	Prior Alloc.	FY 2007 Adopted	FY 2008 Adopted	FY 2009	FY 2010	FY 2011	FY 2012	6 Year Total	Future FY's	Project Total
Professional Services	0	740	0	0	0	0	0	740	0	740
Furniture, Fixtures, and Equip	0	0	700	0	0	0	0	700	0	700
Construction	0	1,860	4,660	0	0	0	0	6,520	0	6,520
Total Cost	0	2,600	5,360	0	0	0	0	7,960	0	7,960
G.O. Bond Sales	0	0	5,360	0	0	0	0	5,360	0	5,360
Local Tax Funding	0	2,600	0	0	0	0	0	2,600	0	2,600
Total Financing	0	2,600	5,360	0	0	0	0	7,960	0	7,960
Operating Impact (\$ in Thousands)		FY 2007 Adopted	FY 2008 Adopted	FY 2009	FY 2010	FY 2011	FY 2012	Total Impacts		
Operations & Maintenance		0	776	2,315	1,335	1,390	1,445	7,261		
Debt Service		0	0	200	354	523	509	1,586		
Project Total		0	776	2,515	1,689	1,913	1,954	8,847		



Western Loudoun Sheriff's Substation

County 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 operating 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.

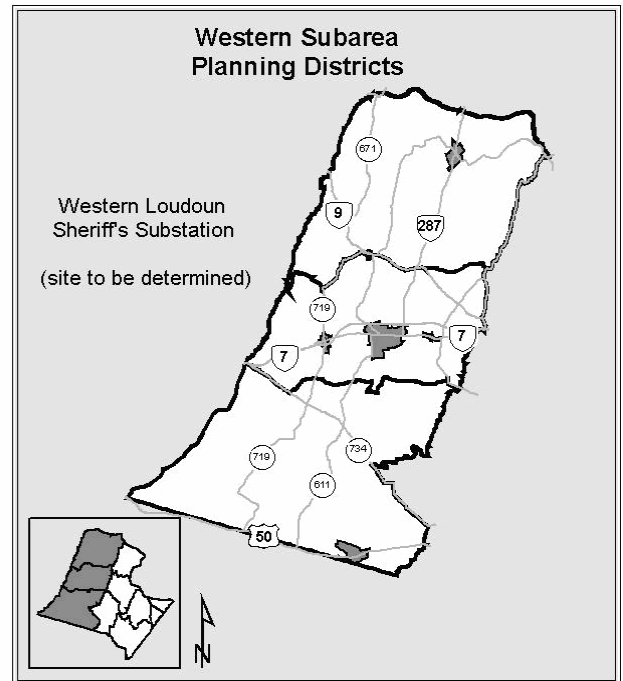
Referenda Dates:

November 2007 (Facility)

Funding for land is derived from the issuance of general obligation bonds approved by voters on the November 2006 referendum.

Operating Impact:

Operating expenditures will occur in FY 10 and will be included as part of the FY 10 operating budget. Annual operating costs are projected to total \$2.4 million in the first year of operation.



CAPITAL (\$ in Thousands)	Prior Alloc.	FY 2007 Adopted	FY 2008 Adopted	FY 2009	FY 2010	FY 2011	FY 2012	6 Year Total	Future FY's	Project Total
Professional Services	0	0	750	0	0	0	0	750	0	750
Furniture, Fixtures, and Equip	0	0	0	735	0	0	0	735	0	735
Construction	0	0	0	6,845	0	0	0	6,845	0	6,845
Total Cost	0	0	750	7,580	0	0	0	8,330	0	8,330
G.O. Bond Sales	0	0	750	7,580	0	0	0	8,330	0	8,330
Total Financing	0	0	750	7,580	0	0	0	8,330	0	8,330
Operating Impact (\$ in Thousands)		FY 2007 Adopted	FY 2008 Adopted	FY 2009	FY 2010	FY 2011	FY 2012	Total Impacts		
Operations & Maintenance		0	0	0	2,410	1,390	1,445	5,245		
Debt Service		0	0	200	578	927	900	2,605		
Project Total		0	0	200	2,988	2,317	2,345	7,850		



Animal Care Pet Adoption Center

County Project Description:

This project provides for the construction of an 18,000 square-foot Pet Adoption Center to serve the eastern part of the County.

An eastern facility will provide services for the densest concentration of human and pet populations. Animal Control Officers with responsibility for patrolling the eastern part of the County will operate more efficiently if they have a base office closer to the neighborhoods where they provide services; thus reducing response time due to significant travel.

The Pet Adoption Center 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.

Construction costs are only projected for planning purposes. Final construction costs will be set at the 35% Design Development stage of the project.

Referendum Date:

To be determined.

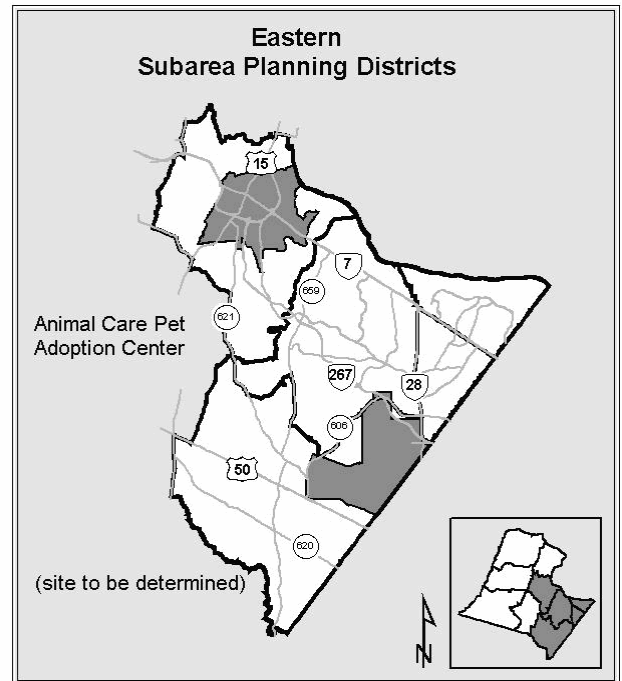
Operating Impact:

The project was adopted in Future Fiscal Years due to debt cap limitations, thus no operational impact occurs during the six-year planning period.

Lease Option:

An option to lease 18,000 square-feet of space in eastern Loudoun is contingent upon appropriate zoning and building availability. The projected annual cost to lease space in the east in FY 13 is approximately \$595,000.

A 20-year cost comparison of a lease-versus-own option indicates lease costs of \$16,090,000. A 20-year debt financing program would cost \$10,460,000.



CAPITAL (\$ in Thousands)	Prior Alloc.	FY 2007 Adopted	FY 2008 Adopted	FY 2009	FY 2010	FY 2011	FY 2012	6 Year Total	Future FY's	Project Total
Professional Services	0	0	0	0	0	0	0	0	1,100	1,100
Construction	0	0	0	0	0	0	0	0	7,995	7,995
Total Cost	0	0	0	0	0	0	0	0	9,095	9,095
G.O. Bond Sales	0	0	0	0	0	0	0	0	9,095	9,095
Total Financing	0	0	0	0	0	0	0	0	9,095	9,095
Operating Impact (\$ in Thousands)		FY 2007 Adopted	FY 2008 Adopted	FY 2009	FY 2010	FY 2011	FY 2012	Total Impacts		
Operations & Maintenance		0	0	0	0	0	0	0		
Debt Service		0	0	0	0	0	0	0		
Project Total		0	0	0	0	0	0	0		



Juvenile Detention Center

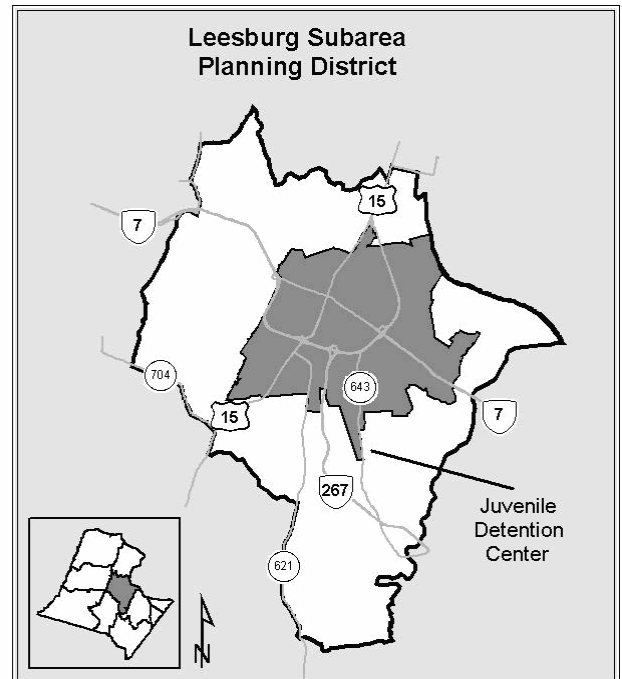
County Project Description:

This project was originally proposed, in the six-year capital plan, 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 impact the continued use of the existing JDC facility as a juvenile detention facility. A new 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. A planning study is currently underway with the Virginia State Department of Corrections (DOC) to meet state requirements for the construction of the new facility. This study will determine the final scope of the project.

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 detox beds for juveniles, six staff workstations and several interview rooms.

The budget presented for this project is a placeholder pending the final concept approval from the DOC. Updated budget projections will be provided during the Proposed FY 09 Capital Improvement Program budget submission. Lease/Purchase financing is proposed to fund this project.



Operating Impact:

An updated annual operating impact will be determined at the end of the Planning Study and be provided during the FY 09 capital budget.

CAPITAL (\$ in Thousands)	Prior Alloc.	FY 2007 Adopted	FY 2008 Adopted	FY 2009	FY 2010	FY 2011	FY 2012	6 Year Total	Future FY's	Project Total
Professional Services	0	0	0	1,215	0	0	0	1,215	0	1,215
Furniture, Fixtures, and Equip	0	0	0	0	825	0	0	825	0	825
Const of Existing Bldgs	0	0	0	0	9,560	0	0	9,560	0	9,560
Total Cost	0	0	0	1,215	10,385	0	0	11,600	0	11,600
Lease/Purchase	0	0	0	1,215	10,385	0	0	11,600	0	11,600
Total Financing	0	0	0	1,215	10,385	0	0	11,600	0	11,600
Operating Impact (\$ in Thousands)		FY 2007 Adopted	FY 2008 Adopted	FY 2009	FY 2010	FY 2011	FY 2012	Total Impacts		
Operations & Maintenance		0	0	0	0	3,600	3,745	7,345		
Debt Service		0	0	50	373	949	1,240	2,612		
Project Total		0	0	50	373	4,549	4,985	9,957		



County Capital Projects

Health & Welfare

Health And Welfare
Schedule of Appropriations (in \$1000)
Adopted FY 07-12 Amended CIP

Health and Welfare		Fund	Prior FY	FY 07	FY 08	FY 09	FY 10	FY 11	FY 12	CIP Total	Future FY	Project Total
DFS	Emergency Homeless Shelter	\$	\$ -	\$ -	\$ -	\$ 2,310	\$0	\$ -	\$ -	\$ 2,310	\$ -	\$ 2,310
DFS	Transitional Homeless Shelter	\$	-	-	-	-	-	270	2,590	\$ 2,860	-	\$ 2,860
MH/MR/SAS	MH Group Homes, Mirror Ridge (2)	\$, P	1,222	400	-	-	-	-	-	\$ 400	-	\$ 1,622
MH/MR/SAS	MH Group Home, Ashburn	\$	-	-	-	250	1,875	-	-	\$ 2,125	-	\$ 2,125
MH/MR/SAS	MH Medically Fragile Supp Living #1	\$	-	-	-	200	1,545	-	-	\$ 1,745	-	\$ 1,745
MH/MR/SAS	MH Supported Living Res #1	\$	-	-	-	-	570	-	-	\$ 570	-	\$ 570
MH/MR/SAS	MH Townhouses, Dulles South	\$	-	-	-	-	-	-	570	\$ 570	595	\$ 1,165
MH/MR/SAS	MR Group Homes (2)	\$	-	185	-	1,410	-	-	-	\$ 1,595	1,960	\$ 3,555
MH/MR/SAS	MR Townhouses	\$	-	-	-	505	-	550	570	\$ 1,625	595	\$ 2,220
Youth	Adolescent Day Treatment Facility	\$	-	-	-	350	2,870	-	-	\$ 3,220	-	\$ 3,220
Youth	Adolescent Trans Ind Liv w/ Office Space	\$	-	-	-	-	-	-	-	\$ -	4,235	\$ 4,235
Youth	Juvenile Probation House	L/P	-	-	-	-	-	-	-	\$ -	3,670	\$ 3,670
Youth	MH/SA Adolescent Residences	\$	-	-	-	270	2,250	320	2,880	\$ 5,720	3,360	\$ 9,080
Youth	Youth Shelter	\$	-	455	2,385	-	-	-	-	\$ 2,840	-	\$ 2,840
Health and Welfare Subtotals			\$ 1,222	\$ 1,040	\$ 2,385	\$ 5,295	\$ 9,110	\$ 1,140	\$ 6,610	\$ 25,580	\$ 14,415	\$ 41,217

Fund Codes	Revenue Source	Fund	Prior FY	FY 07	FY 08	FY 09	FY 10	FY 11	FY 12	CIP Total	Future FY	Project Total
\$ - Local Tax Fund	Local Tax Funding	\$	\$ -	\$ 1,040	\$ 2,385	\$ 5,295	\$ 9,110	\$ 1,140	\$ 6,610	\$ 25,580	\$ 10,745	\$ 36,325
GO - G O Bond	General Obligation Bond	GO	-	-	-	-	-	-	-	\$ -	-	\$ -
Other	Other Debt Financing	Other	-	-	-	-	-	-	-	\$ -	-	\$ -
L/P - Lease Purchase	Lease Purchase	L/P	-	-	-	-	-	-	-	\$ -	3,670	\$ 3,670
FB	Fund Balance	CIPFB	-	-	-	-	-	-	-	\$ -	-	\$ -
GT, TF	Gas Tax/Transportation Fund	GT/TF	-	-	-	-	-	-	-	\$ -	-	\$ -
S - State Grant	State Grant	S	-	-	-	-	-	-	-	\$ -	-	\$ -
P - Proffers	Proffers (C,L,I)	P	1,222	-	-	-	-	-	-	\$ -	-	\$ 1,222
VPSA - Bonds	VA Public School Auth Bonds	VPSA	-	-	-	-	-	-	-	\$ -	-	\$ -
PB - Pledge Bond	Pledge Bonds	PB	-	-	-	-	-	-	-	\$ -	-	\$ -
F - Fees	Fees	F	-	-	-	-	-	-	-	\$ -	-	\$ -
C - Contributions	Contributions	C	-	-	-	-	-	-	-	\$ -	-	\$ -
Totals:			\$ 1,222	\$ 1,040	\$ 2,385	\$ 5,295	\$ 9,110	\$ 1,140	\$ 6,610	\$ 25,580	\$ 14,415	\$ 41,217



Emergency Homeless Shelter

County Project Description:

This project provides for the replacement of the current Woods Road property, which is slated to be unavailable for use in FY 10. In March 2007, the Board of Supervisors voted to move this project from FY 10 to FY 09, and add on to the existing Transitional Shelter, rather than construct a new free-standing facility. The FY 07 appropriation for land (\$450,000) was redesignated for design, eliminating the need for \$240,000 in FY 09 design funds.

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.

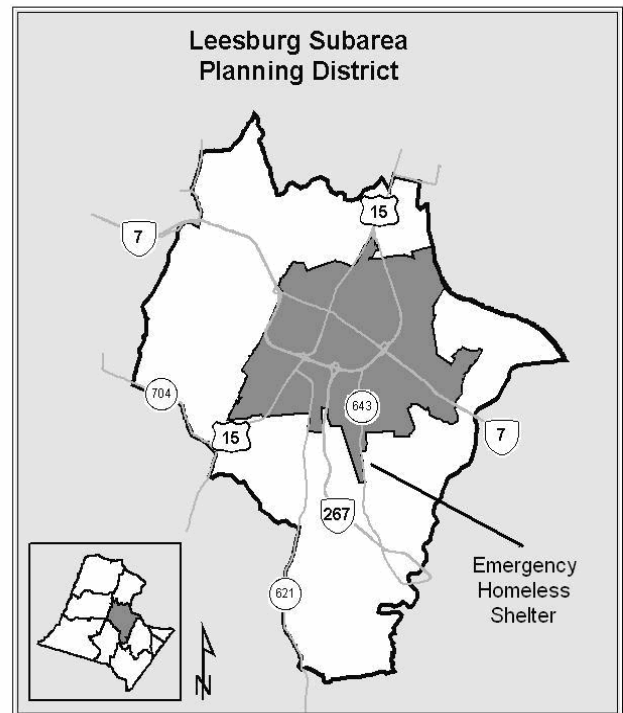
The shelter will be approximately 9,000 square feet and will be an addition to the current Transitional Homeless Shelter, located at the Government Support Center Site in Leesburg. The facility will provide eight apartments, each with a bathroom and layout to accommodate one family or up to four individuals. The facility will also include a shared living/dining area, kitchen/food pantry, office space, laundry room, indoor/outdoor play area and two restrooms.

Supportive services include: outreach, counseling, housing assistance, employment training and placement, education, financial counseling and case management services for up to eight homeless households/families.

Construction completion and occupancy are planned for Spring 2009.

Operating Impact:

The Department of Family Services will finalize the operating plan as the project progresses. The preliminary projection for annual operating expenditures is \$795,000 in FY 10.



CAPITAL (\$ in Thousands)	Prior Alloc.	FY 2007 Adopted	FY 2008 Adopted	FY 2009	FY 2010	FY 2011	FY 2012	6 Year Total	Future FY's	Project Total
Professional Services	0	0	0	0	0	0	0	0	0	0
Furniture, Fixtures, and Equip	0	0	0	200	0	0	0	200	0	200
Construction	0	0	0	2,110	0	0	0	2,110	0	2,110
Total Cost	0	0	0	2,310	0	0	0	2,310	0	2,310
Local Tax Funding	0	0	0	2,310	0	0	0	2,310	0	2,310
Total Financing	0	0	0	2,310	0	0	0	2,310	0	2,310

Operating Impact (\$ in Thousands)	FY 2007 Adopted	FY 2008 Adopted	FY 2009	FY 2010	FY 2011	FY 2012	Total Impacts
Operations & Maintenance	0	0	285	610	645	675	2,215
Debt Service	0	0	0	0	0	0	0
Project Total	0	0	285	610	645	675	2,215



Transitional Homeless Shelter

County Project Description:

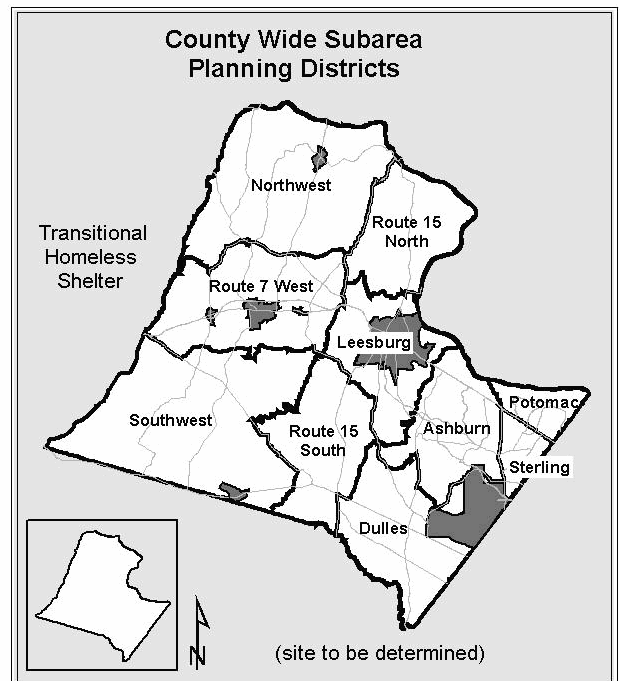
This project provides for the construction of a transitional homeless shelter, a long-term shelter facility for individuals and families (up to two years). The 45-bed shelter will provide transitional housing with staff available to provide supportive services to the homeless.

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 with some updated improvements and larger square footage. 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.

Operating Impact:

This project would be constructed during FY 12, thus no operational impact occurs during the six-year planning period. The Department of Family Services will develop an operating plan as the project develops.



CAPITAL (\$ in Thousands)	Prior Alloc.	FY 2007 Adopted	FY 2008 Adopted	FY 2009	FY 2010	FY 2011	FY 2012	6 Year Total	Future FY's	Project Total
Professional Services	0	0	0	0	0	270	0	270	0	270
Furniture, Fixtures, and Equip	0	0	0	0	0	0	230	230	0	230
Construction	0	0	0	0	0	0	2,360	2,360	0	2,360
Total Cost	0	0	0	0	0	270	2,590	2,860	0	2,860
Local Tax Funding	0	0	0	0	0	270	2,590	2,860	0	2,860
Total Financing	0	0	0	0	0	270	2,590	2,860	0	2,860
Operating Impact (\$ in Thousands)		FY 2007 Adopted	FY 2008 Adopted	FY 2009	FY 2010	FY 2011	FY 2012	Total Impacts		
Operations & Maintenance		0	0	0	0	0	0	0		
Debt Service		0	0	0	0	0	0	0		
Project Total		0	0	0	0	0	0	0		



**Loudoun County Government
FY 2008 Adopted Fiscal Plan**

Mental Health Group Homes (2) -- Mirror Ridge

County Project Description:

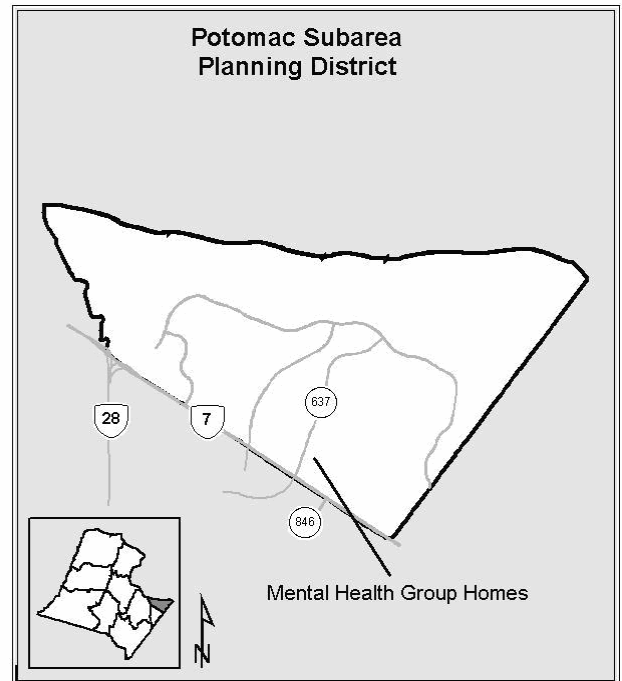
This project provides for the construction of two 2,500 square-foot handicapped accessible houses co-located on a South Cottage Road lot in Sterling. This combined facility will serve up to 10 clients 24 hours a day.

Cash proffers were previously allocated in FY 00 to fund construction of these facilities. The bids received in 2004 exceeded available funding, and a new bidding process began as soon as additional funding was available. Cash proffers of \$300,000 were added to this project in June 2006, and the Adopted FY 07 Budget included an additional \$400,000 to accommodate projected increases in construction services.

Construction completion and occupancy are planned for Summer 2007.

Operating Impact:

The annual cost to operate and maintain two townhomes is estimated at \$1,965,000 in FY 08.



CAPITAL (\$ in Thousands)	Prior Alloc.	FY 2007 Adopted	FY 2008 Adopted	FY 2009	FY 2010	FY 2011	FY 2012	6 Year Total	Future FY's	Project Total
Professional Services	84	0	0	0	0	0	0	0	0	84
Furniture, Fixtures, and Equip	190	0	0	0	0	0	0	0	0	190
Construction	948	400	0	0	0	0	0	400	0	1,348
Total Cost	1,222	400	0	0	0	0	0	400	0	1,622
Proffers - Cash	1,222	0	0	0	0	0	0	0	0	1,222
Local Tax Funding	0	400	0	0	0	0	0	400	0	400
Total Financing	1,222	400	0	0	0	0	0	400	0	1,622
Operating Impact (\$ in Thousands)		FY 2007 Adopted	FY 2008 Adopted	FY 2009	FY 2010	FY 2011	FY 2012	Total Impacts		
Operations & Maintenance		0	1,965	1,525	1,590	1,650	1,720	8,450		
Debt Service		0	0	0	0	0	0	0		
Project Total		0	1,965	1,525	1,590	1,650	1,720	8,450		



Mental Health Group Home, Ashburn

County Project Description:

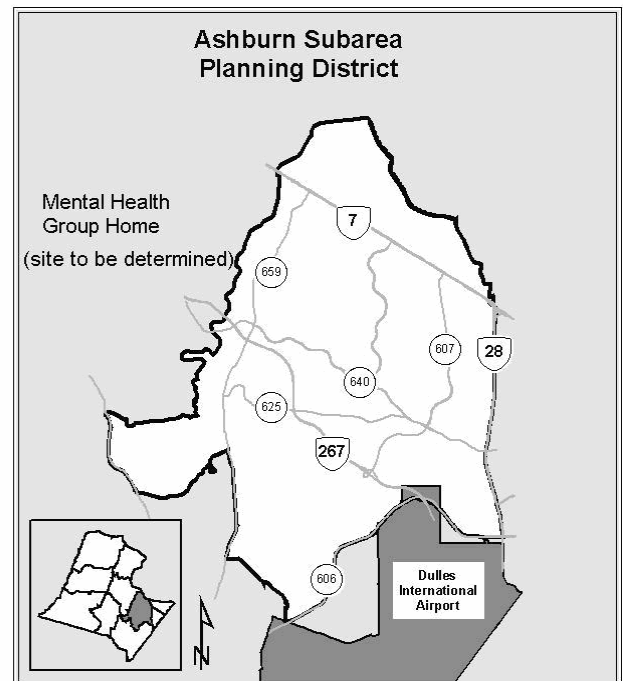
This project provides for the purchase or construction of a 5,000 square-foot residence (five bedrooms, three full baths, garage, dining room, eat-in kitchen, family room, study, media room, staff office, and a covered, protected outdoor area) in the Ashburn area to accommodate five clients and a 24-hour rotating staff.

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, 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.

As of December 31, 2006, there were 13 clients on the immediate need waiting list.

Operating Impact:

The annual operating and maintenance cost for this group home is estimated at \$1,115,000 in FY 11.



CAPITAL (\$ in Thousands)	Prior Alloc.	FY 2007 Adopted	FY 2008 Adopted	FY 2009	FY 2010	FY 2011	FY 2012	6 Year Total	Future FY's	Project Total
Professional Services	0	0	0	250	0	0	0	250	0	250
Furniture, Fixtures, and Equip	0	0	0	0	330	0	0	330	0	330
Construction	0	0	0	0	1,545	0	0	1,545	0	1,545
Total Cost	0	0	0	250	1,875	0	0	2,125	0	2,125
Local Tax Funding	0	0	0	250	1,875	0	0	2,125	0	2,125
Total Financing	0	0	0	250	1,875	0	0	2,125	0	2,125
Operating Impact (\$ in Thousands)		FY 2007 Adopted	FY 2008 Adopted	FY 2009	FY 2010	FY 2011	FY 2012	Total Impacts		
Operations & Maintenance		0	0	0	0	1,115	860	1,975		
Debt Service		0	0	0	0	0	0	0		
Project Total		0	0	0	0	1,115	860	1,975		



Loudoun County Government
FY 2008 Adopted Fiscal Plan

MH Medically Fragile Supported Living Residence #1

County Project Description:

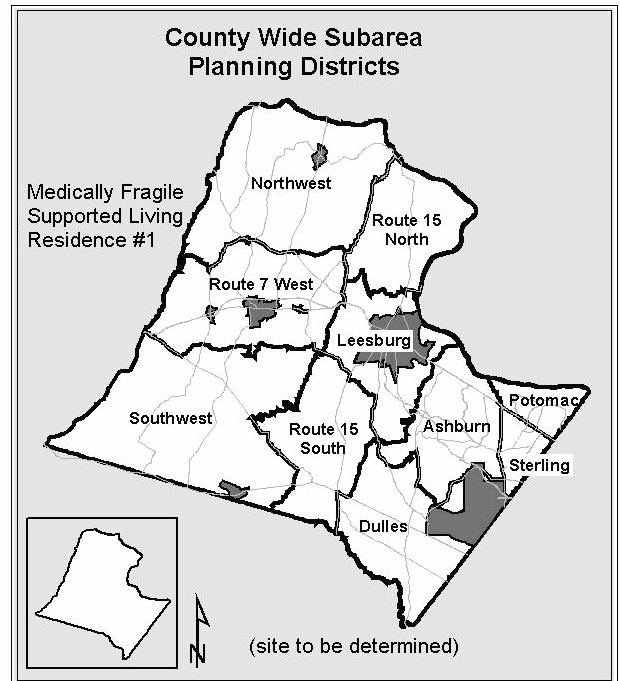
This project provides for the purchase or construction of a 3,500 square-foot residence with a two-car garage and staff office to serve eight medically fragile clients.

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 the County's existing residential settings.

As of December 31, 2006, there were seven clients on the immediate need waiting list.

Operating Impact:

The annual operating and maintenance cost for this group home is estimated at \$1,880,000 in FY 11.



CAPITAL (\$ in Thousands)	Prior Alloc.	FY 2007 Adopted	FY 2008 Adopted	FY 2009	FY 2010	FY 2011	FY 2012	6 Year Total	Future FY's	Project Total
Professional Services	0	0	0	200	0	0	0	200	0	200
Furniture, Fixtures, and Equip	0	0	0	0	415	0	0	415	0	415
Construction	0	0	0	0	1,130	0	0	1,130	0	1,130
Total Cost	0	0	0	200	1,545	0	0	1,745	0	1,745
Local Tax Funding	0	0	0	200	1,545	0	0	1,745	0	1,745
Total Financing	0	0	0	200	1,545	0	0	1,745	0	1,745

Operating Impact (\$ in Thousands)	FY 2007 Adopted	FY 2008 Adopted	FY 2009	FY 2010	FY 2011	FY 2012	Total Impacts
Operations & Maintenance	0	0	0	0	1,880	1,640	3,520
Debt Service	0	0	0	0	0	0	0
Project Total	0	0	0	0	1,880	1,640	3,520



**Loudoun County Government
FY 2008 Adopted Fiscal Plan**

Mental Health Supported Living Residence #1

County Project Description:

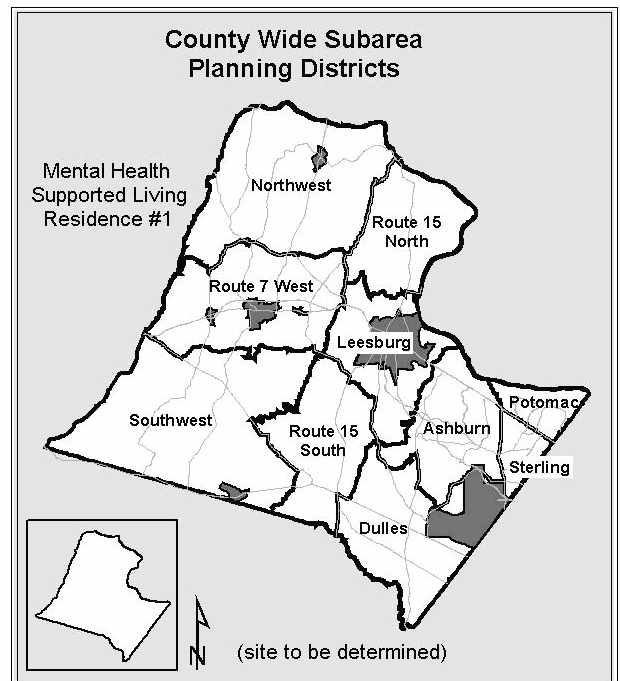
This project provides for the purchase of a 2,500 square-foot residence with a two-car garage to accommodate four clients and a staff office.

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, 2006, there were 13 clients on the immediate need waiting list.

Operating Impact:

The annual operating and maintenance cost for this group home is estimated at \$965,000 in FY 11.



CAPITAL (\$ in Thousands)	Prior Alloc.	FY 2007 Adopted	FY 2008 Adopted	FY 2009	FY 2010	FY 2011	FY 2012	6 Year Total	Future FY's	Project Total
Furniture, Fixtures, and Equip	0	0	0	0	25	0	0	25	0	25
Construction	0	0	0	0	545	0	0	545	0	545
Total Cost	0	0	0	0	570	0	0	570	0	570
Local Tax Funding	0	0	0	0	570	0	0	570	0	570
Total Financing	0	0	0	0	570	0	0	570	0	570
Operating Impact (\$ in Thousands)		FY 2007 Adopted	FY 2008 Adopted	FY 2009	FY 2010	FY 2011	FY 2012	Total Impacts		
Operations & Maintenance		0	0	0	0	965	785	1,750		
Debt Service		0	0	0	0	0	0	0		
Project Total		0	0	0	0	965	785	1,750		



Mental Health Townhouses--Dulles South

County Project Description:

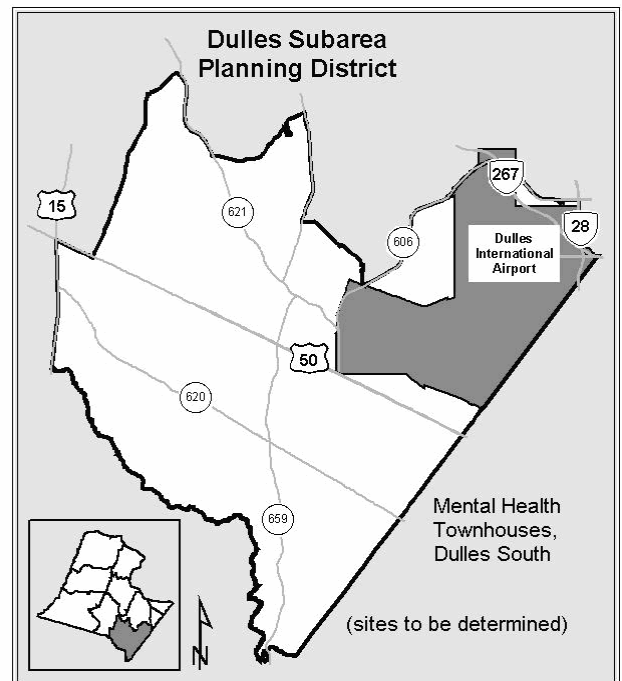
This project provides for the purchase of two 3-bedroom townhouses (up to 2,500 square feet each) in the Dulles South Subarea to provide services for up to six mental health residential clients. Operating two townhouses in proximity allows for more efficient use of staff, vehicles, staff offices and 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, 2006, there were 25 clients on the immediate need waiting list.

Operating Impact:

Operating impacts are beyond the six-year capital planning period.



CAPITAL (\$ in Thousands)	Prior Alloc.	FY 2007 Adopted	FY 2008 Adopted	FY 2009	FY 2010	FY 2011	FY 2012	6 Year Total	Future FY's	Project Total
Furniture, Fixtures, and Equip	0	0	0	0	0	0	30	30	30	60
Construction	0	0	0	0	0	0	540	540	565	1,105
Total Cost	0	0	0	0	0	0	570	570	595	1,165
Local Tax Funding	0	0	0	0	0	0	570	570	595	1,165
Total Financing	0	0	0	0	0	0	570	570	595	1,165

Operating Impact (\$ in Thousands)	FY 2007 Adopted	FY 2008 Adopted	FY 2009	FY 2010	FY 2011	FY 2012	Total Impacts
Operations & Maintenance	0	0	0	0	0	0	0
Debt Service	0	0	0	0	0	0	0
Project Total	0	0	0	0	0	0	0



Mental Retardation Group Homes (2)

County Project Description:

Mental retardation 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).

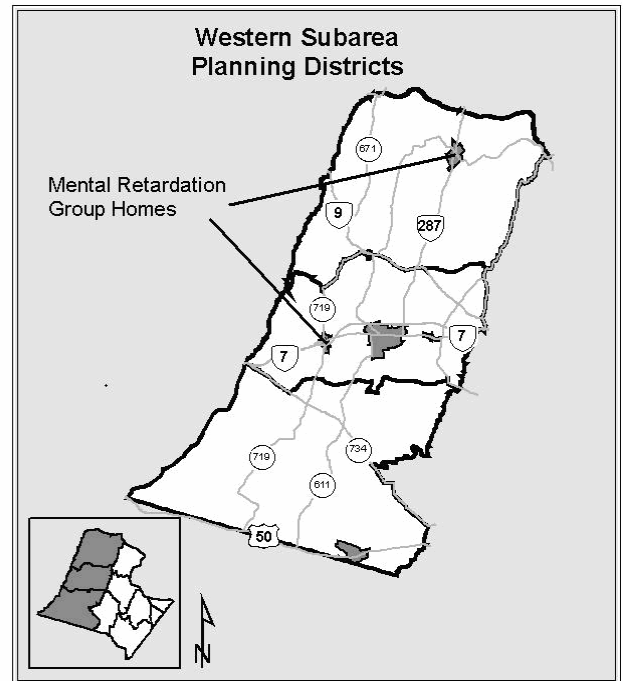
As of December 31, 2006, there were 11 clients on the immediate need waiting list.

Round Hill Group Home

This project involves the construction of a 3,400 square-foot four-bedroom house on a proffered site to serve four mentally retarded clients and provide a staff office. This would be a private vendor-operated residence, and would not involve hiring any additional County staff. This project is currently in the design phase.

Lovettsville Group Home

This project involves the purchase of a 3,400 square-foot four-bedroom house to serve four mentally retarded clients and provide a staff office.



Operating Impact:

The annual operating and maintenance cost for this group home is estimated at \$340,000 in FY 09.

Proffer for Round Hill Site:

Round Hill Associates ZMAP-1989-0004

CAPITAL (\$ in Thousands)	Prior Alloc.	FY 2007 Adopted	FY 2008 Adopted	FY 2009	FY 2010	FY 2011	FY 2012	6 Year Total	Future FY's	Project Total
Professional Services	0	185	0	0	0	0	0	185	220	405
Furniture, Fixtures, and Equip	0	0	0	330	0	0	0	330	400	730
Construction	0	0	0	1,080	0	0	0	1,080	1,340	2,420
Total Cost	0	185	0	1,410	0	0	0	1,595	1,960	3,555
Local Tax Funding	0	185	0	1,410	0	0	0	1,595	1,960	3,555
Total Financing	0	185	0	1,410	0	0	0	1,595	1,960	3,555
Operating Impact (\$ in Thousands)		FY 2007 Adopted	FY 2008 Adopted	FY 2009	FY 2010	FY 2011	FY 2012	Total Impacts		
Operations & Maintenance		0	0	0	355	220	230	805		
Debt Service		0	0	0	0	0	0	0		
Project Total		0	0	0	355	220	230	805		



Mental Retardation Townhouses

County Project Description:

Mental retardation residential services provide training, supervision and assistance with activities of daily living and opportunities for community access, based on the needs of each resident. The residential services 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 project is operated 24 hours a day, 7 days a week. Much of the funding for the MR system comes from the Medicaid Home and Community Based Waiver program (Medicaid Waiver).

As of December 31, 2006, there were 11 clients on the immediate need waiting list.

Each of these four projects provides for the purchase of a three- or four-bedroom handicapped accessible townhouse to serve three or four mentally retarded clients and provide a staff office.

The projects are as follows:

Private vendor-operated residence, which would not require additional County staff

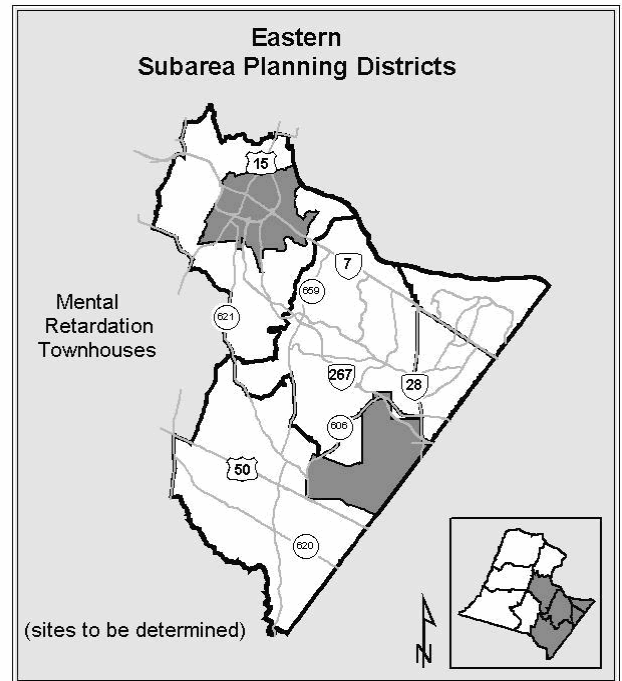
- Leesburg Area Townhouse, FY 09

County operated and staffed residences

- Ashburn Area Townhouse, FY 11
- Dulles Area Townhouse in Stone Ridge, FY 12
- Dulles Area Townhouse in South Riding, FFY

Operating Impact:

The annual operating and maintenance cost for a townhouse group home is estimated at \$430,000 in FY 10.



CAPITAL (\$ in Thousands)	Prior Alloc.	FY 2007 Adopted	FY 2008 Adopted	FY 2009	FY 2010	FY 2011	FY 2012	6 Year Total	Future FY's	Project Total
Furniture, Fixtures, and Equip	0	0	0	25	0	25	25	75	30	105
Construction	0	0	0	480	0	525	545	1,550	565	2,115
Total Cost	0	0	0	505	0	550	570	1,625	595	2,220
Local Tax Funding	0	0	0	505	0	550	570	1,625	595	2,220
Total Financing	0	0	0	505	0	550	570	1,625	595	2,220
Operating Impact (\$ in Thousands)		FY 2007 Adopted	FY 2008 Adopted	FY 2009	FY 2010	FY 2011	FY 2012	Total Impacts		
Operations & Maintenance		0	0	0	430	410	885	1,725		
Debt Service		0	0	0	0	0	0	0		
Project Total		0	0	0	430	410	885	1,725		



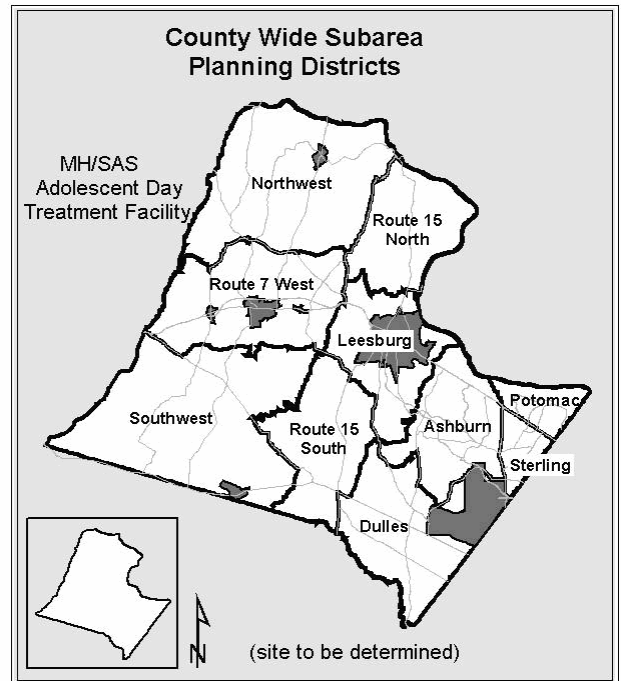
Adolescent Day Treatment Facility (MH/SAS)

County Project Description:

This project involves the construction of an 8,000 square foot day treatment facility to house a joint County-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 will be 6 - 12 months. This type of treatment program is not currently available in Loudoun, but would become the alternative to more costly "out-of-County" day programs and used as a step-down program to decrease client time in residential programs.

Operating Impact:

The annual operating and maintenance cost for this treatment facility is estimated at \$995,000 in FY 10.



CAPITAL (\$ in Thousands)	Prior Alloc.	FY 2007 Adopted	FY 2008 Adopted	FY 2009	FY 2010	FY 2011	FY 2012	6 Year Total	Future FY's	Project Total
Professional Services	0	0	0	350	0	0	0	350	0	350
Furniture, Fixtures, and Equip	0	0	0	0	500	0	0	500	0	500
Construction	0	0	0	0	2,370	0	0	2,370	0	2,370
Total Cost	0	0	0	350	2,870	0	0	3,220	0	3,220
Local Tax Funding	0	0	0	350	2,870	0	0	3,220	0	3,220
Total Financing	0	0	0	350	2,870	0	0	3,220	0	3,220

Operating Impact (\$ in Thousands)	FY 2007 Adopted	FY 2008 Adopted	FY 2009	FY 2010	FY 2011	FY 2012	Total Impacts
Operations & Maintenance	0	0	0	0	1,045	635	1,680
Debt Service	0	0	0	0	0	0	0
Project Total	0	0	0	0	1,045	635	1,680



Adolescent Transitional Independent Living with Office Space

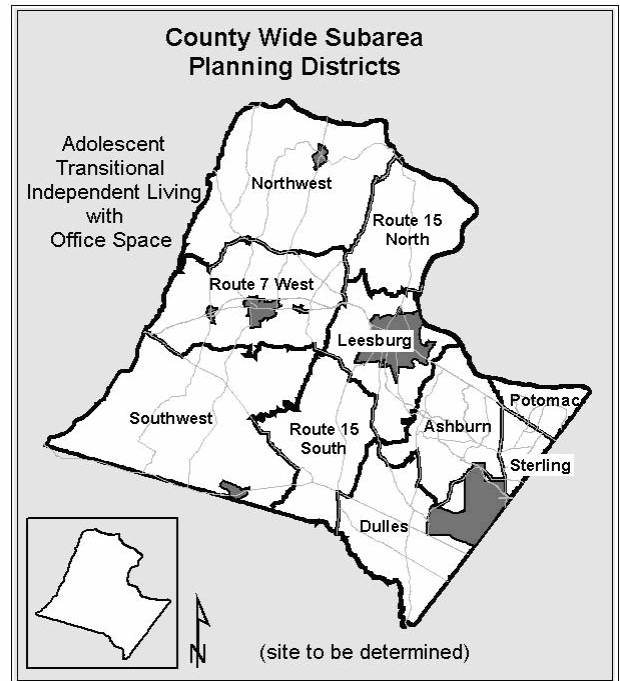
County Project Description:

This two-phase project would construct a 14,900 square-foot building with office space and a 45-bed capacity to serve homeless or near-homeless youth 16 to 21 years of age who have no realistic expectation of returning to their home environment. The office area would house several ancillary services, currently located in leased space that would be used by residents as well as non-residents.

The program would place an emphasis on preparing youth for living independently within the community. The program will address key areas such as: housing, vocational/educational services, life skills preparation and/or community networking. It is anticipated that youth participating in this program would be referred primarily from Foster Care, Young Parents Services, Young Adults Project and Family Connections. Lengths of stay could be up to 24 months.

Operating Impact:

Operating impacts are beyond the six-year capital planning period. The Department of Family Services will develop an operating plan as the project develops.



CAPITAL (\$ in Thousands)	Prior Alloc.	FY 2007 Adopted	FY 2008 Adopted	FY 2009	FY 2010	FY 2011	FY 2012	6 Year Total	Future FY's	Project Total
Professional Services	0	0	0	0	0	0	0	0	445	445
Furniture, Fixtures, and Equip	0	0	0	0	0	0	0	0	125	125
Construction	0	0	0	0	0	0	0	0	3,665	3,665
Total Cost	0	0	0	0	0	0	0	0	4,235	4,235
Local Tax Funding	0	0	0	0	0	0	0	0	4,235	4,235
Total Financing	0	0	0	0	0	0	0	0	4,235	4,235

Operating Impact (\$ in Thousands)	FY 2007 Adopted	FY 2008 Adopted	FY 2009	FY 2010	FY 2011	FY 2012	Total Impacts
Operations & Maintenance	0	0	0	0	0	0	0
Debt Service	0	0	0	0	0	0	0
Project Total	0	0	0	0	0	0	0



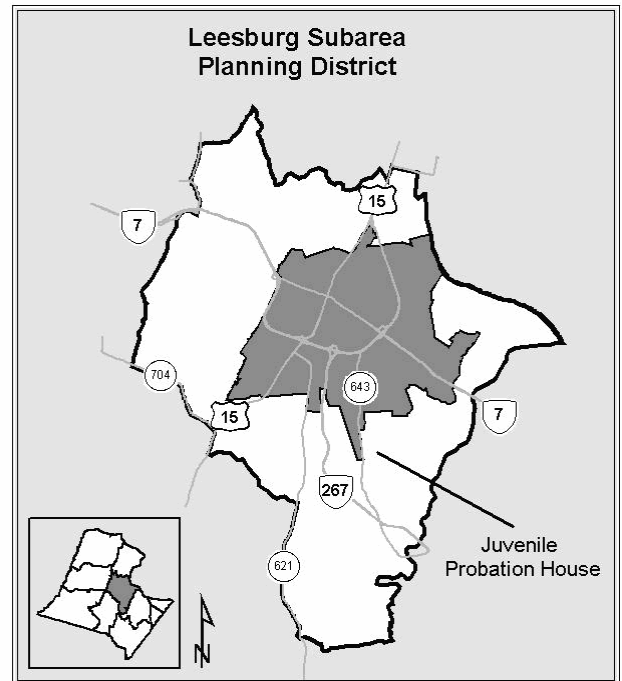
Juvenile Probation House

County Project Description:

This project would construct an 8,800 square foot juvenile probation house to serve 12 court-ordered juveniles, ages 14 to 18. The probation house will be a 24-hour, community-based residential program. The facility would be self-contained and secure. Residents may be convicted of serious delinquent acts, but would not be an immediate threat to the public. This facility will be constructed on a minimum of two acres of appropriately zoned land. Desired location would be in Leesburg, preferably near the Juvenile Detention Center and Youth Shelter.

Operating Impact:

The project is presented in future fiscal years due to debt cap limitations, thus no operational impact occurs in the six-year planning period.



CAPITAL (\$ in Thousands)	Prior Alloc.	FY 2007 Adopted	FY 2008 Adopted	FY 2009	FY 2010	FY 2011	FY 2012	6 Year Total	Future FY's	Project Total
Professional Services	0	0	0	0	0	0	0	0	400	400
Furniture, Fixtures, and Equip	0	0	0	0	0	0	0	0	95	95
Construction	0	0	0	0	0	0	0	0	3,175	3,175
Total Cost	0	0	0	0	0	0	0	0	3,670	3,670
Lease/Purchase	0	0	0	0	0	0	0	0	3,670	3,670
Total Financing	0	0	0	0	0	0	0	0	3,670	3,670
Operating Impact (\$ in Thousands)		FY 2007 Adopted	FY 2008 Adopted	FY 2009	FY 2010	FY 2011	FY 2012	Total Impacts		
Operations & Maintenance		0	0	0	0	0	0	0		
Debt Service		0	0	0	0	0	0	0		
Project Total		0	0	0	0	0	0	0		



Loudoun County Government
FY 2008 Adopted Fiscal Plan

Mental Health/Substance Abuse Adolescent Residences

County Project Description:

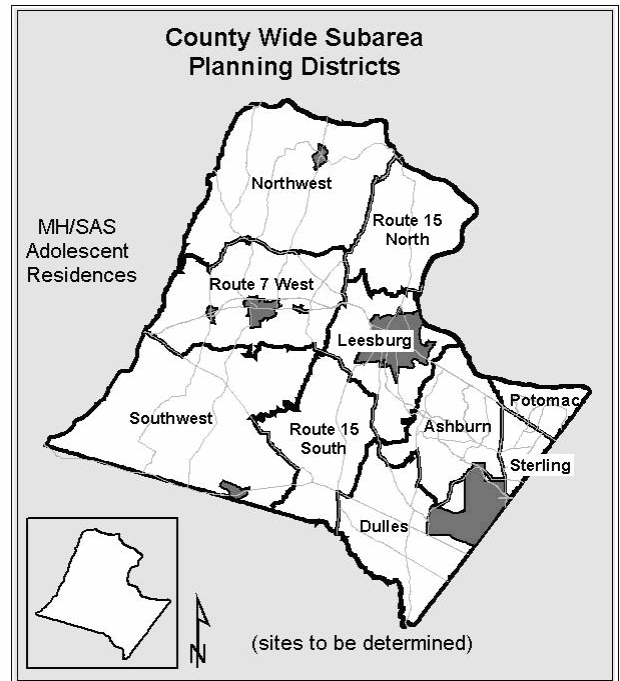
This project involves the construction of three adolescent residences co-located on a Leesburg area campus-type setting. Each 8,000 square-foot group home would house up to 12 adolescents for 9–12 months.

One home for 16-17 year-old males would be built in FY 10, another for 12-15 year-old males and/or females in FY 12, and a third home for 16-17 year-old females in a future fiscal year.

Despite intensive community-based treatment, some adolescents are unable to remain or return to their homes, due to severe parental dysfunction or incapacity and/or extreme family conflict. The adolescents who are in these situations do not meet the requirements for foster care placement and either remain at home, revolve in and out of the Youth Shelter, are placed in group homes outside the County, or are placed in more restrictive and costly residential treatment facilities. These group homes will provide housing, treatment, educational and recreational programs. The average length of stay is nine months.

Operating Impact:

The annual operating and maintenance cost is estimated at \$4,050,000 for the first residence in FY 11. Operating impact for the two remaining residences are beyond the six-year capital planning period.



CAPITAL (\$ in Thousands)	Prior Alloc.	FY 2007 Adopted	FY 2008 Adopted	FY 2009	FY 2010	FY 2011	FY 2012	6 Year Total	Future FY's	Project Total
Professional Services	0	0	0	270	0	320	0	590	355	945
Furniture, Fixtures, and Equip	0	0	0	0	70	0	85	155	90	245
Construction	0	0	0	0	2,180	0	2,795	4,975	2,915	7,890
Total Cost	0	0	0	270	2,250	320	2,880	5,720	3,360	9,080
Local Tax Funding	0	0	0	270	2,250	320	2,880	5,720	3,360	9,080
Total Financing	0	0	0	270	2,250	320	2,880	5,720	3,360	9,080
Operating Impact (\$ in Thousands)		FY 2007 Adopted	FY 2008 Adopted	FY 2009	FY 2010	FY 2011	FY 2012	Total Impacts		
Operations & Maintenance		0	0	0	0	4,050	3,275	7,325		
Debt Service		0	0	0	0	0	0	0		
Project Total		0	0	0	0	4,050	3,275	7,325		



**Loudoun County Government
FY 2008 Adopted Fiscal Plan**

Youth Shelter

County Project Description:

This project involves the construction of a staff secured youth shelter of approximately 8,000 square feet on a four-acre site. The licensed facility will accommodate up to 12 beds.

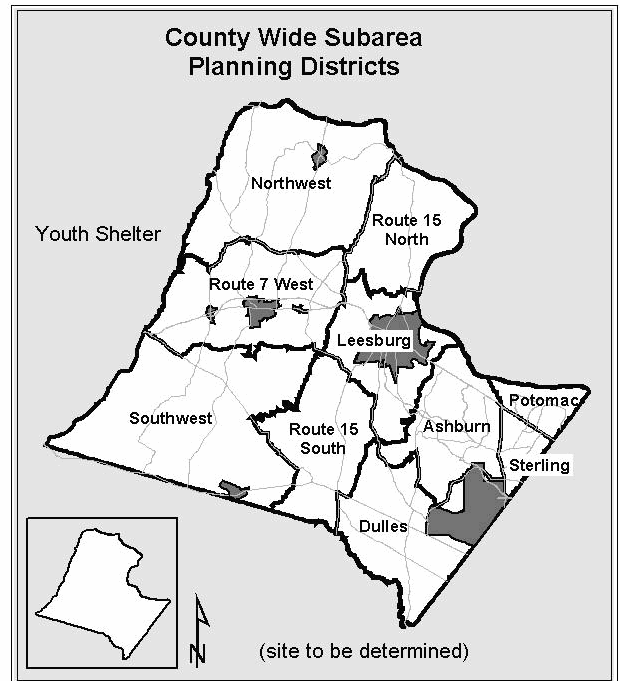
This project will supplement the County's existing 12-bed youth shelter and will serve clients ages 11-17 who have been referred by the Departments of Family Services and Mental Health/Mental Retardation/Substance Abuse Services.

The existing youth shelter will be converted to exclusive use by the Juvenile and Domestic Relations Court due to its proximity to the court and the Juvenile Detention Center. Service trends indicate that the Courts average 80% usage of the youth shelter beds in a given year.

Currently the project is in the site acquisition phase.

Operating Impact:

The Department of Family Services may request that this facility be operated by a contract vendor in FY 09. The contract option is estimated to cost \$1.3 million annually.



CAPITAL (\$ in Thousands)	Prior Alloc.	FY 2007 Adopted	FY 2008 Adopted	FY 2009	FY 2010	FY 2011	FY 2012	6 Year Total	Future FY's	Project Total
Professional Services	0	455	0	0	0	0	0	455	0	455
Furniture, Fixtures, and Equip	0	0	420	0	0	0	0	420	0	420
Construction	0	0	1,965	0	0	0	0	1,965	0	1,965
Total Cost	0	455	2,385	0	0	0	0	2,840	0	2,840
Local Tax Funding	0	455	2,385	0	0	0	0	2,840	0	2,840
Total Financing	0	455	2,385	0	0	0	0	2,840	0	2,840

Operating Impact (\$ in Thousands)	FY 2007 Adopted	FY 2008 Adopted	FY 2009	FY 2010	FY 2011	FY 2012	Total Impacts
Operations & Maintenance	0	0	1,300	1,350	1,405	1,460	5,515
Debt Service	0	0	0	0	0	0	0
Project Total	0	0	1,300	1,350	1,405	1,460	5,515



County Capital Projects

Parks, Recreation & Culture

Parks, Recreation and Culture
Schedule of Appropriations (in \$1000)
Adopted FY 07-12 Amended CIP

<i>Parks, Recreation and Culture</i>		Fund	Prior FY	FY 07	FY 08	FY 09	FY 10	FY 11	FY 12	CIP Total	Future FY	Project Total
PRCS	Brambleton District Park	GO,P	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 6,000	\$ -	\$ 6,000	\$ 3,000	\$ 9,000
PRCS	Broadlands Rec Ctr	GO,P	1,993	-	2,835	31,365	-	-	-	\$ 34,200	-	\$ 36,193
PRCS	Claude Moore Park Rec Ctr	\$,GO,P	24,839	-	-	-	-	-	-	\$ -	-	\$ 24,839
PRCS	Community Center Renovations	GO	-	-	980	7,145	5,385	-	-	\$ 13,510	-	\$ 13,510
PRCS	Dulles Multipurpose Ctr Phase II	\$,GO	9,335	-	-	27,000	-	-	-	\$ 27,000	-	\$ 36,335
PRCS	Loudoun Valley CC Renovation	\$,GO	3,920	225	-	-	-	-	-	\$ 225	-	\$ 4,145
PRCS	Sftbl Field Lighting at Fields Farm	\$	-	-	300	-	-	-	-	\$ 300	-	\$ 300
Library Services	Dulles Library	GO	-	-	-	-	-	-	-	\$ -	17,065	\$ 17,065
Library Services	Gum Spring Library	GO,P	-	-	1,840	8,660	-	-	-	\$ 10,500	-	\$ 10,500
Library Services	Rust Library Expansion	\$,GO	8,251	2,200	-	-	-	-	-	\$ 2,200	-	\$ 10,451
Other	North Street Administration	\$,GO	1,400	8,760	570	-	-	-	-	\$ 9,330	-	\$ 10,730
<i>Parks, Rec & Culture Subtotals</i>			\$ 49,738	\$ 11,185	\$ 6,525	\$ 74,170	\$ 5,385	\$ 6,000	\$ -	\$ 103,265	\$ 20,065	\$ 173,068

Fund Codes	Revenue Source	Fund	Prior FY	FY 07	FY 08	FY 09	FY 10	FY 11	FY 12	CIP Total	Future FY	Project Total
\$ - Local Tax Funds	Local Tax Funding	\$	\$ 3,601	\$ 4,425	\$ 300	\$ -	\$ -	\$ -	\$ -	\$ 4,725	\$ -	\$ 8,326
GO - G O Bond	General Obligation Bond	GO	37,585	8,760	4,385	69,865	5,385	6,000	-	\$ 94,395	20,065	\$ 152,045
Other	Other Debt Financing	Other								\$ -	-	\$ -
L/P - Lease Purchase	Lease Purchase	L/P	-	-	-	-	-	-	-	\$ -	-	\$ -
FB	Fund Balance	CIPFB	-	-	-	-	-	-	-	\$ -	-	\$ -
GT, TF	Gas Tax/Transportation Fund	GT/TF	-	-	-	-	-	-	-	\$ -	-	\$ -
S - State Grant	State Grant	S	-	-	-	-	-	-	-	\$ -	-	\$ -
P - Proffers	Proffers (C,L,I)	P	6,552	-	1,840	4,305	-	-	-	\$ 6,145	-	\$ 12,697
VPSA - Bonds	VA Public School Auth Bonds	VPSA	-	-	-	-	-	-	-	\$ -	-	\$ -
PB - Pledge Bonds	Pledge Bonds	PB	-	-	-	-	-	-	-	\$ -	-	\$ -
F - Fees	Fees	F	-	-	-	-	-	-	-	\$ -	-	\$ -
C - Contributions	Contributions	C	-	-	-	-	-	-	-	\$ -	-	\$ -
Totals:			\$ 47,738	\$ 13,185	\$ 6,525	\$ 74,170	\$ 5,385	\$ 6,000	\$ -	\$ 105,265	\$ 20,065	\$ 173,068



**Loudoun County Government
FY 2008 Adopted Fiscal Plan**

Brambleton District Park

County Project Description:

This project provides for the development of a proffered park site within Brambleton, 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.

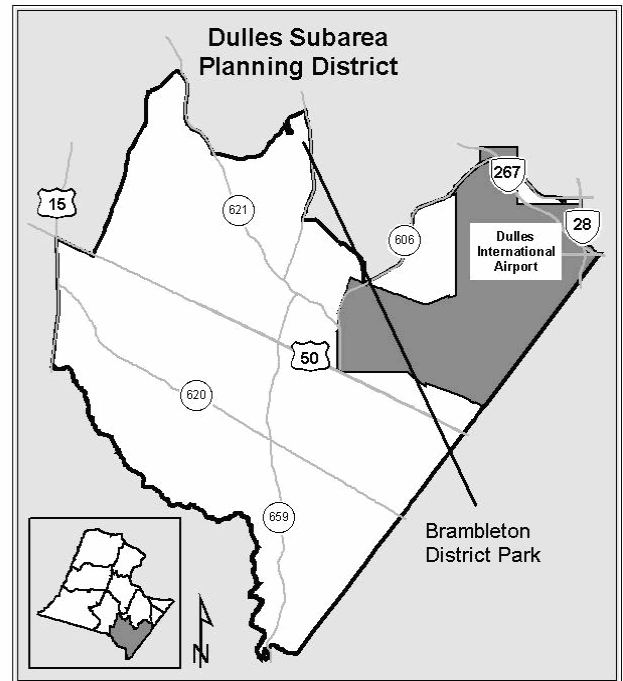
Proffers require the athletic fields on both tracts of land to be graded and seeded, and for goal posts or backstops, and home plates to be installed. The proffers do not require construction of parking lots, site access, lighting, irrigation, utilities, or any other park amenities.

This project would provide Phase I enhancements to the park by fine grading the athletic fields, adding fencing, site utilities, parking, site access from the public road, 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.

Referendum Date:
November 2010

Operating Impact:
The annual operating and maintenance cost for this facility is estimated at \$605,000 in FY 12.

Proffer:
Brambleton (1) ZMAP-1993-0005



CAPITAL (\$ in Thousands)	Prior Alloc.	FY 2007 Adopted	FY 2008 Adopted	FY 2009	FY 2010	FY 2011	FY 2012	6 Year Total	Future FY's	Project Total
Professional Services	0	0	0	0	0	1,000	0	1,000	0	1,000
Const of Recreational Facilities	0	0	0	0	0	5,000	0	5,000	3,000	8,000
Total Cost	0	0	0	0	0	6,000	0	6,000	3,000	9,000
G.O. Bond Sales	0	0	0	0	0	6,000	0	6,000	3,000	9,000
Total Financing	0	0	0	0	0	6,000	0	6,000	3,000	9,000
Operating Impact (\$ in Thousands)		FY 2007 Adopted	FY 2008 Adopted	FY 2009	FY 2010	FY 2011	FY 2012	Total Impacts		
Operations & Maintenance		0	0	0	0	0	605	605		
Debt Service		0	0	0	0	0	200	200		
Project Total		0	0	0	0	0	805	805		



**Loudoun County Government
FY 2008 Adopted Fiscal Plan**

Broadlands Recreation Center

County Project Description:

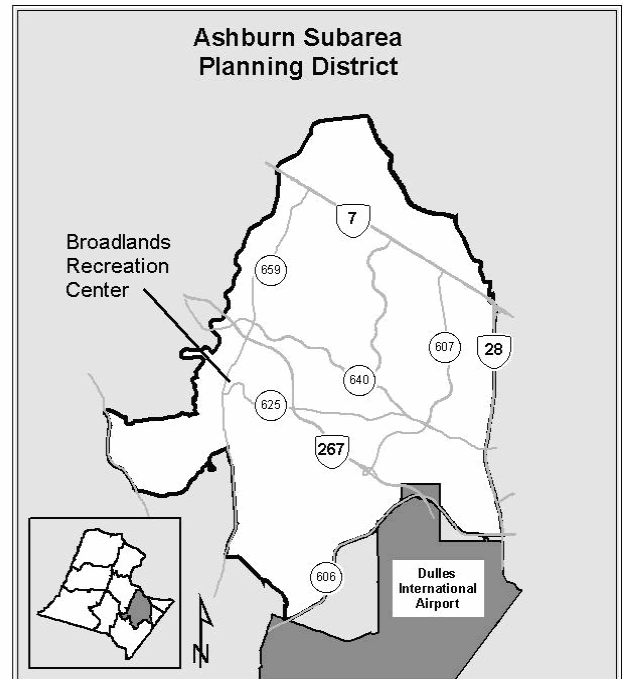
This project provides for the construction of an approximate 82,000 gross-square-foot recreation center on a 16-acre County-owned parcel, located on the east side of Belmont Ridge Road (Route 659), approximately 1/4 mile north of Truro Parish Drive. The project was previously approved as a 25,000 gross-square-foot facility slated for design in FY 05 and construction in FY 06. The Board of Supervisors subsequently adopted a new standard for recreation centers and funded the larger facility.

This facility will include 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 will include a gymnasium, fitness center, and multipurpose rooms. An aquatic center will include a 50-meter x 25-yard lap pool, a leisure pool, and associated locker rooms and support space. The facility will require a minimum of 600 parking spaces.

During the FY 08 budget process, the Board of Supervisors added \$2,775,000 in cash proffers to increase the lap pool to a 50-meter x 25-yard size.

Referendum Date:
November 2007

Operating Impact:
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.



Proffers:		
Amberleigh	ZMAP-2002-0019	\$1,194,271
Bodmer Property	ZMAP-2000-0005	298,055
Evergreen Rural Village	ZMAP-2002-0002	561,678
Fairfield at Silo Creek	ZMAP-1999-0021	221,804
Reserve at Belle Terra	ZMAP-2002-0004	413,084
Ryans Ridge	ZMAP-1994-0016	75,128
Trask	ZMAP-1999-0024	10,980
Total		\$2,775,000

CAPITAL (\$ in Thousands)	Prior Alloc.	FY 2007 Adopted	FY 2008 Adopted	FY 2009	FY 2010	FY 2011	FY 2012	6 Year Total	Future FY's	Project Total
Professional Services	0	0	2,835	0	0	0	0	2,835	0	2,835
Land Acquisition	1,993	0	0	0	0	0	0	0	0	1,993
Furniture, Fixtures, and Equip	0	0	0	530	0	0	0	530	0	530
Const of Recreational Facilities	0	0	0	30,835	0	0	0	30,835	0	30,835
Total Cost	1,993	0	2,835	31,365	0	0	0	34,200	0	36,193
G.O. Bond Sales	0	0	2,835	28,590	0	0	0	31,425	0	31,425
Proffers - Cash	0	0	0	2,775	0	0	0	2,775	0	2,775
Proffers - Land	1,993	0	0	0	0	0	0	0	0	1,993
Total Financing	1,993	0	2,835	31,365	0	0	0	34,200	0	36,193
Operating Impact (\$ in Thousands)		FY 2007 Adopted	FY 2008 Adopted	FY 2009	FY 2010	FY 2011	FY 2012	Total Impacts		
Operations & Maintenance		0	0	0	0	0	0	0		
Debt Service		0	0	525	1,509	2,909	3,303	8,246		
Project Total		0	0	525	1,509	2,909	3,303	8,246		



Claude Moore Park Recreation Center

County Project Description:

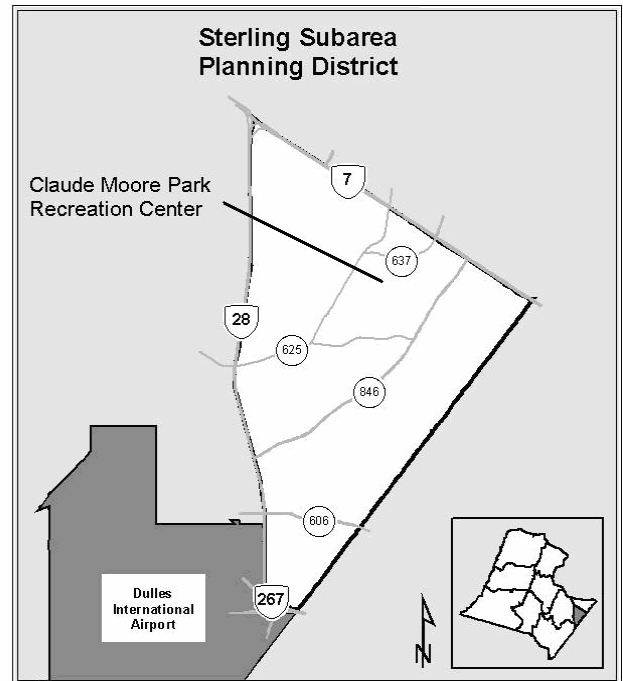
This two-phase project provides for the construction of a 100,000 square-foot recreation center located at Claude Moore Park in the Sterling Subarea Planning District. Phase I opened to the public on March 31, 2007.

Phase I construction began in FY 05. Funding for Phase I is derived from the issuance of general obligation bonds approved by voters on the November 2001 referendum and cash proffers.

The Phase I portion of the recreation center provides the following amenities: a gymnasium, an aquatic facility that includes a 50-meter x 25-yard lap pool and a leisure pool, recreation and fitness areas, a climbing wall, and multipurpose rooms.

Phase II construction includes a community center addition to replace the Sterling Annex Community Center. This space will include community programs serving preschool and daycare needs, and multipurpose meeting rooms and classrooms to serve all ages and abilities.

The FY 06 capital plan designated the use of \$4,235,000 in cash proffers to construct the Phase II addition to the recreation center. Construction bids required the use of approximately \$2.2 million of these proffers to fund Phase I construction. The Board of Supervisors also designated \$1.8 million from FY 04 General Fund balance to fund a larger competition pool. The balance of funds required to complete Phase II was planned to come from the sale of the Sterling Annex Community Center, but the Adopted CIP added \$2,000,000 in FY 07 to replace those funds.



Operating Impact:

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.

CAPITAL (\$ in Thousands)	Prior Alloc.	FY 2007 Adopted	FY 2008 Adopted	FY 2009	FY 2010	FY 2011	FY 2012	6 Year Total	Future FY's	Project Total
Professional Services	1,204	0	0	0	0	0	0	0	0	1,204
Furniture, Fixtures, and Equip	1,045	0	0	0	0	0	0	0	0	1,045
Const of Recreational Facilities	22,590	0	0	0	0	0	0	0	0	22,590
Total Cost	24,839	0	0	0	0	0	0	0	0	24,839
G.O. Bond Sales	17,000	0	0	0	0	0	0	0	0	17,000
Proffers - Cash	4,559	0	0	0	0	0	0	0	0	4,559
Local Tax Funding	1,280	2,000	0	0	0	0	0	2,000	0	3,280
Total Financing	22,839	2,000	0	0	0	0	0	2,000	0	24,839
Operating Impact (\$ in Thousands)		FY 2007 Adopted	FY 2008 Adopted	FY 2009	FY 2010	FY 2011	FY 2012	Total Impacts		
Operations & Maintenance		0	0	0	0	0	0	0		
Debt Service		0	0	0	0	0	0	0		
Project Total		0	0	0	0	0	0	0		



Community Center Renovations

County 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.

These renovation and expansion projects will bring the community centers into compliance with current building and occupancy codes, Federal mandates, maintenance, and programmatic requirements. 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)
Philomont Community Center (FY 09)

Scope of Work:

Needs include ADA accessibility, updating all systems for maintenance and code compliance (i.e. electrical, plumbing, fire suppression, security, IT), 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.

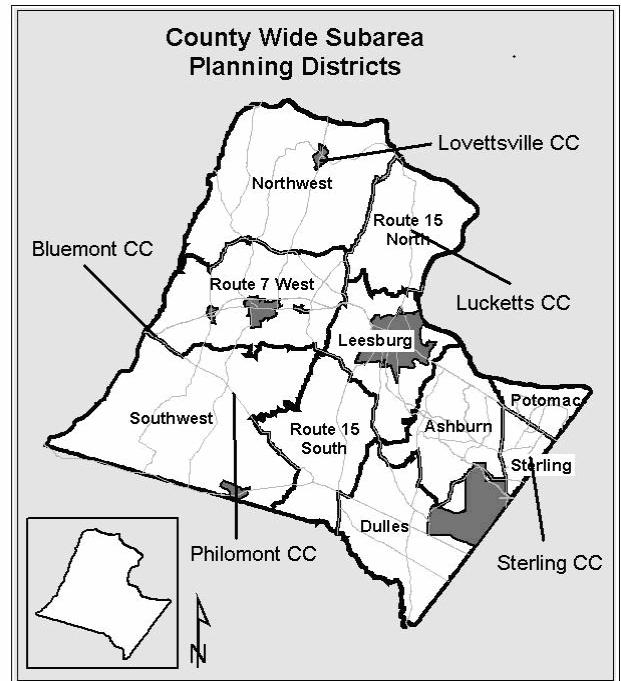
The cost of relocating community center programs during renovations is not included in the estimate for these projects.

Referendum Date:

November 2007

Operating Impact:

The Department of Parks, Recreation and Community Services projects a loss of operating revenues at the five centers during the renovation process. Operational impacts will be assessed prior to the renovation phase.



CAPITAL (\$ in Thousands)	Prior Alloc.	FY 2007 Adopted	FY 2008 Adopted	FY 2009	FY 2010	FY 2011	FY 2012	6 Year Total	Future FY's	Project Total
Professional Services	0	0	980	785	0	0	0	1,765	0	1,765
Furniture, Fixtures, and Equip	0	0	0	200	150	0	0	350	0	350
Const of Existing Bldgs	0	0	0	6,160	5,235	0	0	11,395	0	11,395
Total Cost	0	0	980	7,145	5,385	0	0	13,510	0	13,510
G.O. Bond Sales	0	0	980	7,145	5,385	0	0	13,510	0	13,510
Total Financing	0	0	980	7,145	5,385	0	0	13,510	0	13,510

Operating Impact (\$ in Thousands)	FY 2007 Adopted	FY 2008 Adopted	FY 2009	FY 2010	FY 2011	FY 2012	Total Impacts
Operations & Maintenance	0	0	0	0	0	0	0
Debt Service	0	0	200	645	1,043	1,432	3,320
Project Total	0	0	200	645	1,043	1,432	3,320



Dulles Multipurpose Center (Phase II)

County 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 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.

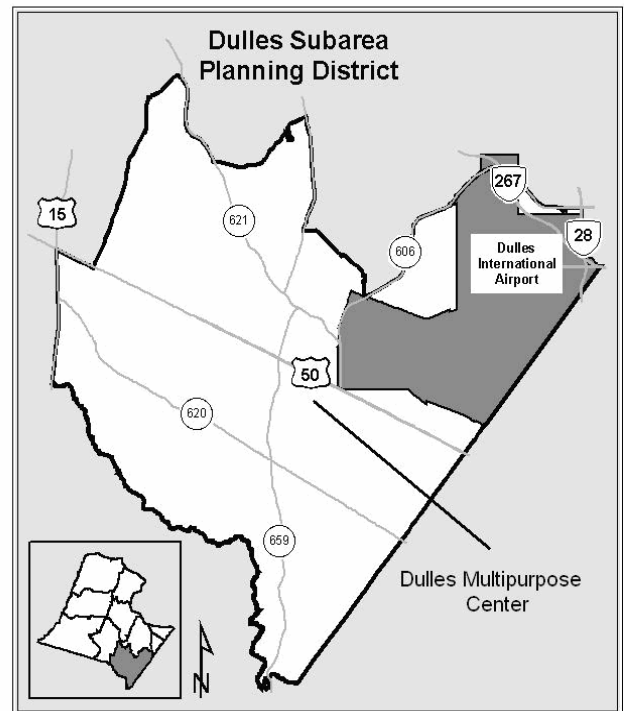
Referenda Dates:

November 2008 (Phase II)

Funding for Phase I is derived from the issuance of general obligation bonds approved by voters on the November 2004 referendum.

Operating Impact:

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.



CAPITAL (\$ in Thousands)	Prior Alloc.	FY 2007 Adopted	FY 2008 Adopted	FY 2009	FY 2010	FY 2011	FY 2012	6 Year Total	Future FY's	Project Total
Professional Services	1,200	0	0	305	0	0	0	305	0	1,505
Furniture, Fixtures, and Equip	935	0	0	480	0	0	0	480	0	1,415
Construction	7,200	0	0	26,215	0	0	0	26,215	0	33,415
Total Cost	9,335	0	0	27,000	0	0	0	27,000	0	36,335

G.O. Bond Sales	9,000	0	0	27,000	0	0	0	27,000	0	36,000
Local Tax Funding	335	0	0	0	0	0	0	0	0	335
Total Financing	9,335	0	0	27,000	0	0	0	27,000	0	36,335

Operating Impact (\$ in Thousands)	FY 2007 Adopted	FY 2008 Adopted	FY 2009	FY 2010	FY 2011	FY 2012	Total Impacts
Operations & Maintenance	0	0	0	0	0	0	0
Debt Service	0	0	0	2,000	2,125	2,928	7,053
Project Total	0	0	0	2,000	2,125	2,928	7,053



Loudoun Valley Community Center Renovations

County Project Description:

This project renovates the existing 12,490 square-foot Loudoun Valley Community Center in the Town of Purcellville. Aging infrastructure, ADA accessibility regulations, and programmatic requirements resulted in the need for building and system upgrades. The project will update the electrical, plumbing, fire suppression, HVAC, security, and information systems to current codes and technology. Interior and exterior finishes and cosmetic improvements, reconfiguration of program space, improvements to site utilities, storm drainage, and parking will be addressed. This center was built as a school in 1922 and declared surplus by the school district. It was determined that it would be more cost effective to renovate and update all building systems than to continue maintaining outdated equipment.

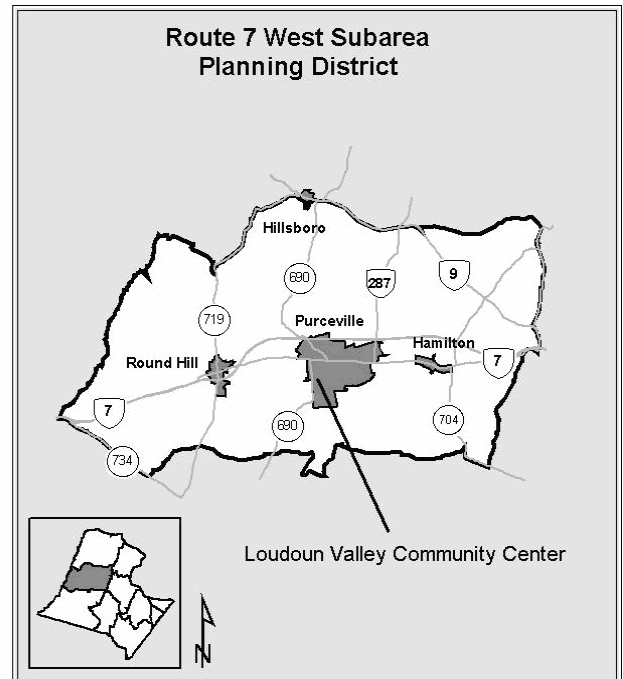
Referendum Date:

Funding for the project is derived from the issuance of general obligation bonds approved by voters on the November 2004 referendum and local tax funding.

Operating Impact:

Renovation or replacement of the community centers will enable the Departments of General Services and Parks, Recreation and Community Services to reduce annual maintenance costs while maintaining a high level of service in safe, accessible facilities.

Parks, Recreation and Community Services is developing a plan to minimize service impacts to the community during the project's 12 to 15 month development schedule. A loss of operating revenues at the Loudoun Valley Community Center during its renovation may occur as programs are temporarily relocated.



CAPITAL (\$ in Thousands)	Prior Alloc.	FY 2007 Adopted	FY 2008 Adopted	FY 2009	FY 2010	FY 2011	FY 2012	6 Year Total	Future FY's	Project Total
Professional Services	595	0	0	0	0	0	0	0	0	595
Furniture, Fixtures, and Equip	0	225	0	0	0	0	0	225	0	225
Const of Existing Bldgs	3,325	0	0	0	0	0	0	0	0	3,325
Total Cost	3,920	225	0	0	0	0	0	225	0	4,145
G.O. Bond Sales	3,700	0	0	0	0	0	0	0	0	3,700
Local Tax Funding	220	225	0	0	0	0	0	225	0	445
Total Financing	3,920	225	0	0	0	0	0	225	0	4,145
Operating Impact (\$ in Thousands)		FY 2007 Adopted	FY 2008 Adopted	FY 2009	FY 2010	FY 2011	FY 2012	Total Impacts		
Operations & Maintenance		0	0	0	0	0	0	0		
Debt Service		0	0	0	0	0	0	0		
Project Total		0	0	0	0	0	0	0		



Softball Field Lighting at Fields Farm

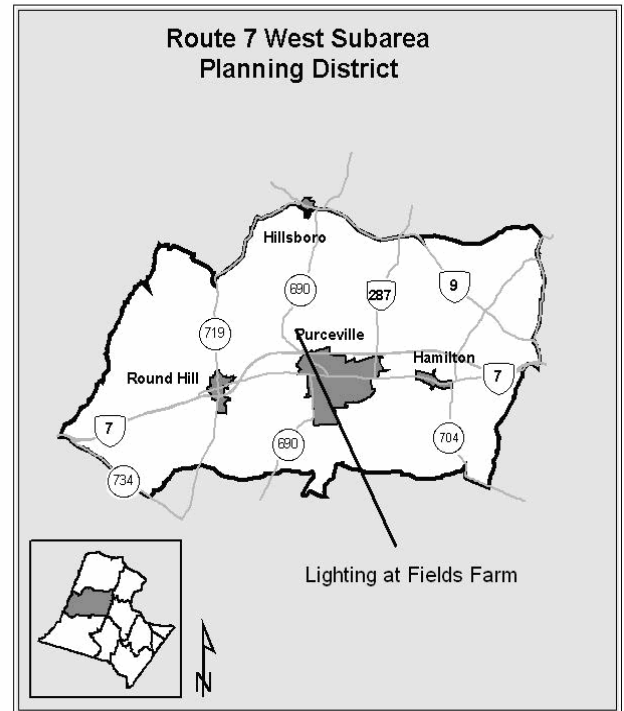
County Project Description:

This project provides for the installation of lighting for two softball fields to be located on the southern portion of the Fields Farm, a 230-acre tract of County-owned land in the Blue Ridge District. The property is located just north of the Town of Purcellville at the intersection of Harry Byrd Highway (Route 7) and Hillsboro Road (Route 690).

The Upper Loudoun Youth Football League (ULYFL) has an agreement with the County to build a stadium, practice field, and two softball fields on the Fields Farm site. The agreement also requires the ULYFL to provide the sports complex with access and parking, and rough grading and seeding of the two softball fields. The ULYFL has offered to provide backstops and infields as a donation.

Operating Impact:

The Department of Parks, Recreation and Community Services will determine staff coverage, general maintenance and utility costs as the project develops.



CAPITAL (\$ in Thousands)	Prior Alloc.	FY 2007 Adopted	FY 2008 Adopted	FY 2009	FY 2010	FY 2011	FY 2012	6 Year Total	Future FY's	Project Total
Professional Services	0	0	30	0	0	0	0	30	0	30
Const of Recreational Facilities	0	0	270	0	0	0	0	270	0	270
Total Cost	0	0	300	0	0	0	0	300	0	300
Local Tax Funding	0	0	300	0	0	0	0	300	0	300
Total Financing	0	0	300	0	0	0	0	300	0	300

Operating Impact (\$ in Thousands)	FY 2007 Adopted	FY 2008 Adopted	FY 2009	FY 2010	FY 2011	FY 2012	Total Impacts
Operations & Maintenance	0	0	0	0	0	0	0
Debt Service	0	0	0	0	0	0	0
Project Total	0	0	0	0	0	0	0



Loudoun County Government
FY 2008 Adopted Fiscal Plan

Dulles Area Library

County Project Description:

This project provides for the construction of a full-service community library in the Dulles Subarea Planning District. The facility will be 30,000 square feet and located on approximately 7.5 acres of land. Opening day collection for this library will total 120,000 volumes.

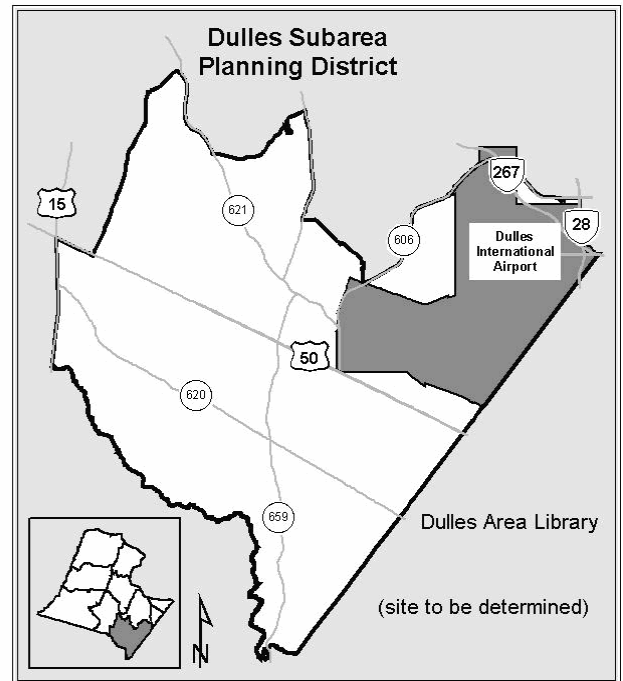
The Dulles Subarea Planning District currently has 20,000 units approved for construction, and does not currently have a public library.

Referendum Date:

To be determined.

Operating Impact:

Operating expenditures will not occur during the six-year planning period.



CAPITAL (\$ in Thousands)	Prior Alloc.	FY 2007 Adopted	FY 2008 Adopted	FY 2009	FY 2010	FY 2011	FY 2012	6 Year Total	Future FY's	Project Total
Professional Services	0	0	0	0	0	0	0	0	1,090	1,090
Furniture, Fixtures, and Equip	0	0	0	0	0	0	0	0	4,760	4,760
Construction	0	0	0	0	0	0	0	0	11,215	11,215
Total Cost	0	0	0	0	0	0	0	0	17,065	17,065
G.O. Bond Sales	0	0	0	0	0	0	0	0	17,065	17,065
Total Financing	0	0	0	0	0	0	0	0	17,065	17,065
Operating Impact (\$ in Thousands)		FY 2007 Adopted	FY 2008 Adopted	FY 2009	FY 2010	FY 2011	FY 2012	Total Impacts		
Operations & Maintenance		0	0	0	0	0	0	0		
Debt Service		0	0	0	0	0	0	0		
Project Total		0	0	0	0	0	0	0		



Loudoun County Government
FY 2008 Adopted Fiscal Plan

Gum Spring Library

County 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.

During the FY 08 budget process, the Board of Supervisors added \$3,370,000 in cash proffers to this project.

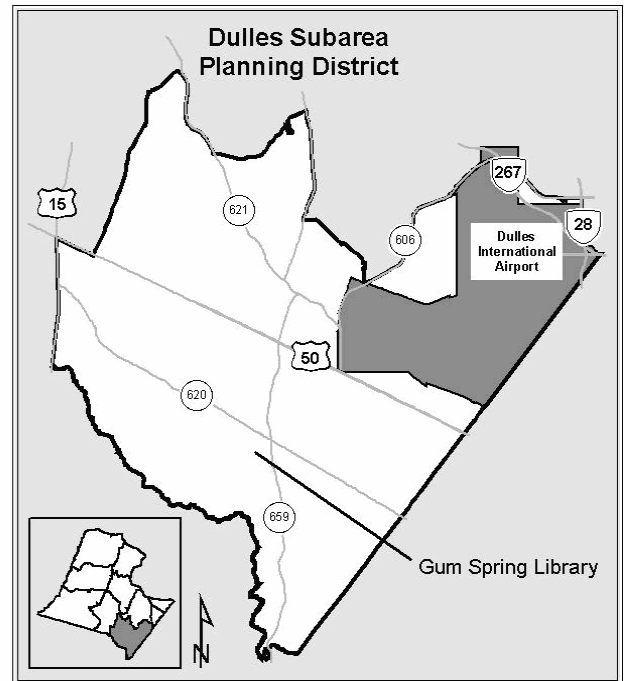
The library will serve the South Riding and Stone Ridge residential developments and the Dulles Subarea Planning District. The library will have 80,000 volumes in its collection.

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.

Referendum Date:
 November 2007

Operating Impact:

The facility's operating impact is projected at \$4.2 million in FY 09.



Proffers:

Stone Ridge	ZCPA-2002-0004	Office Condominium
Blue Spring View	ZMAP-2000-0012	\$564,521
Dean Property	ZMAP-2000-0008	353,955
Katama Woods	ZMAP-1995-0009	178,956
Kirkpatrick Farms	ZMAP-1995-0014	434,927
Poland Road Property	ZMAP-1999-0022	349,731
South Village	ZMAP-1999-0016	<u>1,487,910</u>
	Total	\$3,370,000

CAPITAL (\$ in Thousands)	Prior Alloc.	FY 2007 Adopted	FY 2008 Adopted	FY 2009	FY 2010	FY 2011	FY 2012	6 Year Total	Future FY's	Project Total
Professional Services	0	0	840	0	0	0	0	840	0	840
Furniture, Fixtures, and Equip	0	0	0	3,660	0	0	0	3,660	0	3,660
Construction	0	0	1,000	5,000	0	0	0	6,000	0	6,000
Total Cost	0	0	1,840	8,660	0	0	0	10,500	0	10,500
G.O. Bond Sales	0	0	0	7,130	0	0	0	7,130	0	7,130
Proffers - Cash	0	0	1,840	1,530	0	0	0	3,370	0	3,370
Total Financing	0	0	1,840	8,660	0	0	0	10,500	0	10,500

Operating Impact (\$ in Thousands)	FY 2007 Adopted	FY 2008 Adopted	FY 2009	FY 2010	FY 2011	FY 2012	Total Impacts
Operations & Maintenance	0	0	4,225	4,395	4,570	4,750	17,940
Debt Service	0	0	0	553	789	767	2,109
Project Total	0	0	4,225	4,948	5,359	5,517	20,049



**Loudoun County Government
FY 2008 Adopted Fiscal Plan**

Rust Library Expansion

County Project Description:

The construction of a 15,000 square-foot addition to Rust Library has been included in previous capital improvement programs. This project adds expanded children's and circulation areas to the existing facility.

A review of the existing space in FY 01 indicated the need for several service delivery modifications to the existing floor plan to complement the planned addition's design. As a result, this project also includes a proposed renovation to the existing 23,000 square-foot facility. The renovation will resolve customer access, program space, and loading dock issues resulting from the integration of the 15,000 square foot addition.

Staff identified additional funding requirements during the Board's discussion of the disposition of FY 05 General Fund balance. The Board added \$2.2 million in FY 07 to accommodate revised cost estimates for this project.

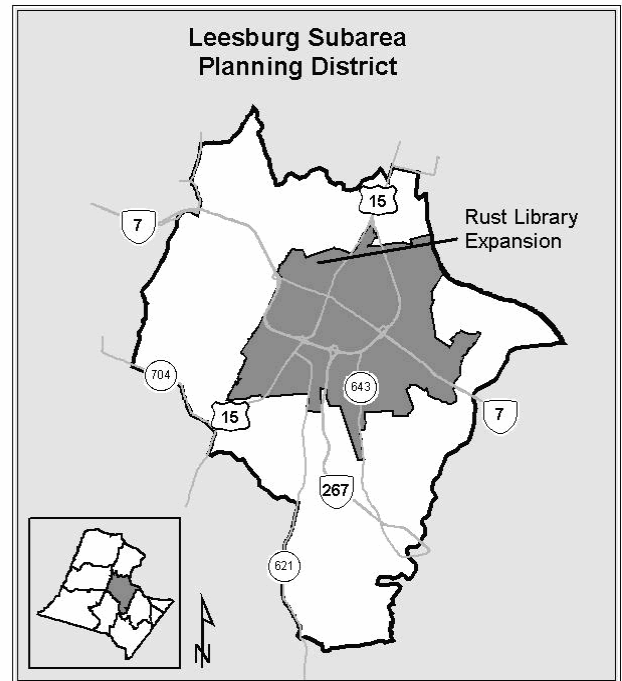
Design is complete, and construction bids are scheduled to open June 2007. The library will operate from a temporary location in the Virginia Village Shopping Center during construction. The project is scheduled for completion in February 2009.

Referendum Date:

Funding for the project is derived from issuance of general obligation bonds that were approved by voters in the November 2001 referendum, and local tax funding in FY 07.

Operating Impact:

The facility's operating impact is projected at \$120,000 in FY 09.



CAPITAL (\$ in Thousands)	Prior Alloc.	FY 2007 Adopted	FY 2008 Adopted	FY 2009	FY 2010	FY 2011	FY 2012	6 Year Total	Future FY's	Project Total
Professional Services	1,166	0	0	0	0	0	0	0	0	1,166
Furniture, Fixtures, and Equip	1,480	0	0	0	0	0	0	0	0	1,480
Const of Existing Bldgs	5,605	2,200	0	0	0	0	0	2,200	0	7,805
Total Cost	8,251	2,200	0	0	0	0	0	2,200	0	10,451
G.O. Bond Sales	7,885	0	0	0	0	0	0	0	0	7,885
Local Tax Funding	366	2,200	0	0	0	0	0	2,200	0	2,566
Total Financing	8,251	2,200	0	0	0	0	0	2,200	0	10,451
Operating Impact (\$ in Thousands)		FY 2007 Adopted	FY 2008 Adopted	FY 2009	FY 2010	FY 2011	FY 2012	Total Impacts		
Operations & Maintenance		0	0	120	125	130	135	510		
Debt Service		0	0	200	195	190	185	770		
Project Total		0	0	320	320	320	320	1,280		



**Loudoun County Government
FY 2008 Adopted Fiscal Plan**

North Street Administration

County Project Description:

In January 2005, the Board of Supervisors requested that the School Board consider allowing the County use of the North Street Administration building in Leesburg after the 34,000 square-foot building was vacated by the School System. In response, the Loudoun County School Board recommended a 20-year lease to facilitate the use of the building by the County at minimal cost. The School Board also granted permission for the County to evaluate the building systems for renovation. The FY 06 adopted budget included funding for the design of the renovation. The Board of Supervisors appropriated funding for construction and furnishings in FY 07.

The uses planned for this space include a senior center, offices for the Aging Services Division of Parks, Recreation and Community Services and Library administration and support services.

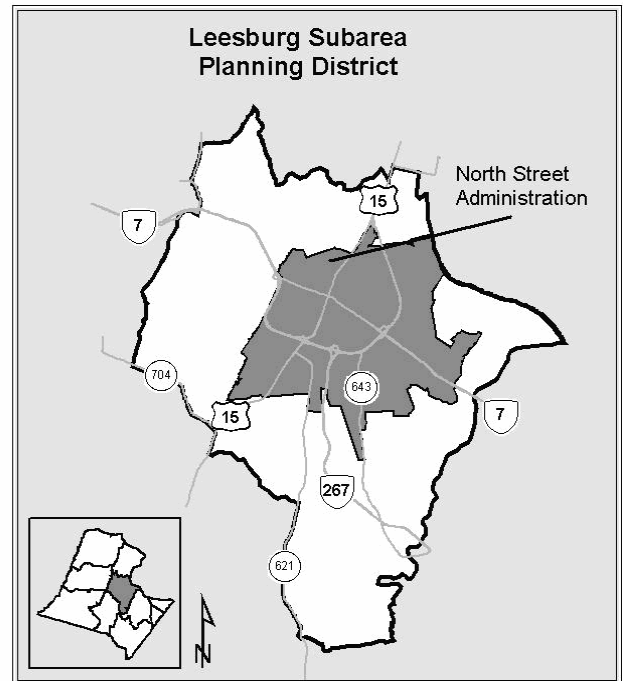
The County presented this project to the Town of Leesburg Board of Architectural Review and the Special Exception application has been accepted. The construction documents are being developed to the 60% phase. The project is scheduled for completion in Spring 2009.

Referendum Date:

Funding for the project is derived from the issuance of general obligation bonds approved by voters on the November 2006 referendum and local tax funding.

Operating Impact:

The Department of General Services will budget for general maintenance and utility costs at the facility.



CAPITAL (\$ in Thousands)	Prior Alloc.	FY 2007 Adopted	FY 2008 Adopted	FY 2009	FY 2010	FY 2011	FY 2012	6 Year Total	Future FY's	Project Total
Professional Services	1,400	0	0	0	0	0	0	0	0	1,400
Furniture, Fixtures, and Equip	0	0	570	0	0	0	0	570	0	570
Const of Existing Bldgs	0	8,760	0	0	0	0	0	8,760	0	8,760
Total Cost	1,400	8,760	570	0	0	0	0	9,330	0	10,730
G.O. Bond Sales	0	8,760	570	0	0	0	0	9,330	0	9,330
Local Tax Funding	1,400	0	0	0	0	0	0	0	0	1,400
Total Financing	1,400	8,760	570	0	0	0	0	9,330	0	10,730
Operating Impact (\$ in Thousands)		FY 2007 Adopted	FY 2008 Adopted	FY 2009	FY 2010	FY 2011	FY 2012	Total Impacts		
Operations & Maintenance		0	0	0	0	0	0	0		
Debt Service		0	400	786	901	877	854	3,818		
Project Total		0	400	786	901	877	854	3,818		



Notes



County Capital Projects

Community Development

Health And Welfare
Schedule of Appropriations (in \$1000)
Adopted FY 07-12 Amended CIP

Health and Welfare		Fund	Prior FY	FY 07	FY 08	FY 09	FY 10	FY 11	FY 12	CIP Total	Future FY	Project Total
DFS	Emergency Homeless Shelter	\$	\$ -	\$ -	\$ -	\$ 2,310	\$0	\$ -	\$ -	\$ 2,310	\$ -	\$ 2,310
DFS	Transitional Homeless Shelter	\$	-	-	-	-	-	270	2,590	\$ 2,860	-	\$ 2,860
MH/MR/SAS	MH Group Homes, Mirror Ridge (2)	\$, P	1,222	400	-	-	-	-	-	\$ 400	-	\$ 1,622
MH/MR/SAS	MH Group Home, Ashburn	\$	-	-	-	250	1,875	-	-	\$ 2,125	-	\$ 2,125
MH/MR/SAS	MH Medically Fragile Supp Living #1	\$	-	-	-	200	1,545	-	-	\$ 1,745	-	\$ 1,745
MH/MR/SAS	MH Supported Living Res #1	\$	-	-	-	-	570	-	-	\$ 570	-	\$ 570
MH/MR/SAS	MH Townhouses, Dulles South	\$	-	-	-	-	-	-	570	\$ 570	595	\$ 1,165
MH/MR/SAS	MR Group Homes (2)	\$	-	185	-	1,410	-	-	-	\$ 1,595	1,960	\$ 3,555
MH/MR/SAS	MR Townhouses	\$	-	-	-	505	-	550	570	\$ 1,625	595	\$ 2,220
Youth	Adolescent Day Treatment Facility	\$	-	-	-	350	2,870	-	-	\$ 3,220	-	\$ 3,220
Youth	Adolescent Trans Ind Liv w/ Office Space	\$	-	-	-	-	-	-	-	\$ -	4,235	\$ 4,235
Youth	Juvenile Probation House	L/P	-	-	-	-	-	-	-	\$ -	3,670	\$ 3,670
Youth	MH/SA Adolescent Residences	\$	-	-	-	270	2,250	320	2,880	\$ 5,720	3,360	\$ 9,080
Youth	Youth Shelter	\$	-	455	2,385	-	-	-	-	\$ 2,840	-	\$ 2,840
Health and Welfare Subtotals			\$ 1,222	\$ 1,040	\$ 2,385	\$ 5,295	\$ 9,110	\$ 1,140	\$ 6,610	\$ 25,580	\$ 14,415	\$ 41,217

Fund Codes	Revenue Source	Fund	Prior FY	FY 07	FY 08	FY 09	FY 10	FY 11	FY 12	CIP Total	Future FY	Project Total
\$ - Local Tax Fund	Local Tax Funding	\$	\$ -	\$ 1,040	\$ 2,385	\$ 5,295	\$ 9,110	\$ 1,140	\$ 6,610	\$ 25,580	\$ 10,745	\$ 36,325
GO - G O Bond	General Obligation Bond	GO	-	-	-	-	-	-	-	\$ -	-	\$ -
Other	Other Debt Financing	Other	-	-	-	-	-	-	-	\$ -	-	\$ -
L/P - Lease Purchase	Lease Purchase	L/P	-	-	-	-	-	-	-	\$ -	3,670	\$ 3,670
FB	Fund Balance	CIPFB	-	-	-	-	-	-	-	\$ -	-	\$ -
GT, TF	Gas Tax/Transportation Fund	GT/TF	-	-	-	-	-	-	-	\$ -	-	\$ -
S - State Grant	State Grant	S	-	-	-	-	-	-	-	\$ -	-	\$ -
P - Proffers	Proffers (C,L,I)	P	1,222	-	-	-	-	-	-	\$ -	-	\$ 1,222
VPSA - Bonds	VA Public School Auth Bonds	VPSA	-	-	-	-	-	-	-	\$ -	-	\$ -
PB - Pledge Bond	Pledge Bonds	PB	-	-	-	-	-	-	-	\$ -	-	\$ -
F - Fees	Fees	F	-	-	-	-	-	-	-	\$ -	-	\$ -
C - Contributions	Contributions	C	-	-	-	-	-	-	-	\$ -	-	\$ -
Totals:			\$ 1,222	\$ 1,040	\$ 2,385	\$ 5,295	\$ 9,110	\$ 1,140	\$ 6,610	\$ 25,580	\$ 14,415	\$ 41,217



Loudoun County Government
FY 2008 Adopted Fiscal Plan

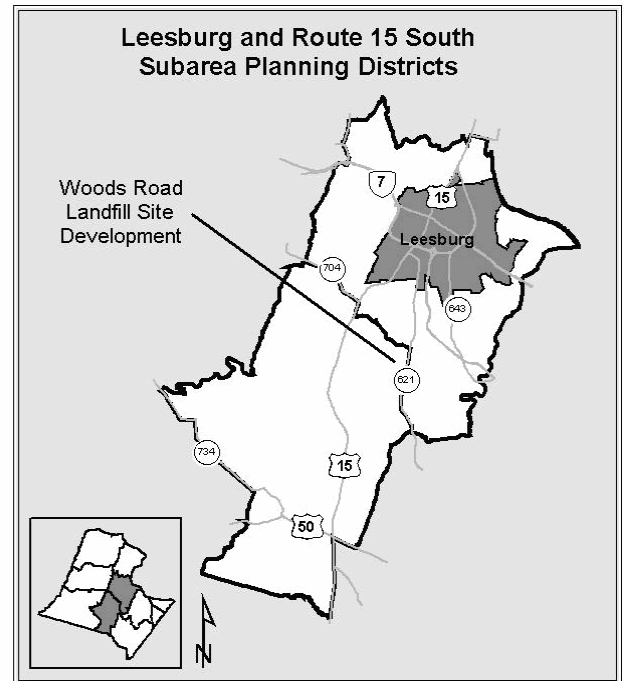
Woods Road Landfill Site Development

County Project Description:

This project includes funding for engineering and construction services to maintain available disposal capacity at the Loudoun County Landfill. This project includes the preliminary site work for berm construction and stormwater management facilities. It also includes necessary improvements to Evergreen Mills Road (Route 621) to enable access to the Woods Road portion of the landfill. Landfill fees are the designated funding source.

Operating Impact:

Operating costs for disposal operations are projected to remain within the landfill budget of the Office of Solid Waste Management, which is entirely offset by fees.



CAPITAL (\$ in Thousands)	Prior Alloc.	FY 2007 Adopted	FY 2008 Adopted	FY 2009	FY 2010	FY 2011	FY 2012	6 Year Total	Future FY's	Project Total
Professional Services	0	175	0	0	0	0	0	175	0	175
Const of Site Infrastructure	2,290	1,765	5,625	0	0	0	0	7,390	0	9,680
Total Cost	2,290	1,940	5,625	0	0	0	0	7,565	0	9,855
Landfill Fees (Construction)	916	776	2,250	0	0	0	0	3,026	0	3,942
Landfill Fees (Construction II)	115	97	281	0	0	0	0	378	0	493
Landfill Fees (MSW)	1,030	873	2,531	0	0	0	0	3,404	0	4,434
Landfill Fees (Mix)	229	194	563	0	0	0	0	757	0	986
Total Financing	2,290	1,940	5,625	0	0	0	0	7,565	0	9,855
Operating Impact (\$ in Thousands)		FY 2007 Adopted	FY 2008 Adopted	FY 2009	FY 2010	FY 2011	FY 2012	Total Impacts		
Operations & Maintenance		0	0	0	0	0	0	0		
Debt Service		0	0	0	0	0	0	0		
Project Total		0	0	0	0	0	0	0		



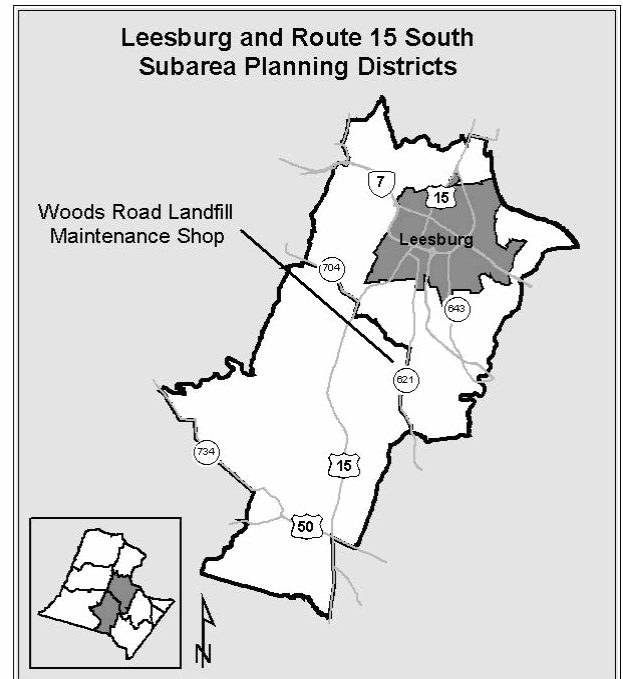
Woods Road Landfill Maintenance Shop

County 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. Preliminary design work has already been completed. Landfill fees are the designated funding source.

Operating Impact:

There are no additional operating impacts associated with this project since the new maintenance shop will replace an existing facility.



CAPITAL (\$ in Thousands)	Prior Alloc.	FY 2007 Adopted	FY 2008 Adopted	FY 2009	FY 2010	FY 2011	FY 2012	6 Year Total	Future FY's	Project Total
Construction	0	1,125	0	0	0	0	0	1,125	0	1,125
Total Cost	0	1,125	0	0	0	0	0	1,125	0	1,125
Landfill Fees (Construction)	0	450	0	0	0	0	0	450	0	450
Landfill Fees (Construction II)	0	56	0	0	0	0	0	56	0	56
Landfill Fees (MSW)	0	506	0	0	0	0	0	506	0	506
Landfill Fees (Mix)	0	113	0	0	0	0	0	113	0	113
Total Financing	0	1,125	0	0	0	0	0	1,125	0	1,125
Operating Impact (\$ in Thousands)		FY 2007 Adopted	FY 2008 Adopted	FY 2009	FY 2010	FY 2011	FY 2012	Total Impacts		
Operations & Maintenance		0	0	0	0	0	0	0		
Debt Service		0	0	0	0	0	0	0		
Project Total		0	0	0	0	0	0	0		



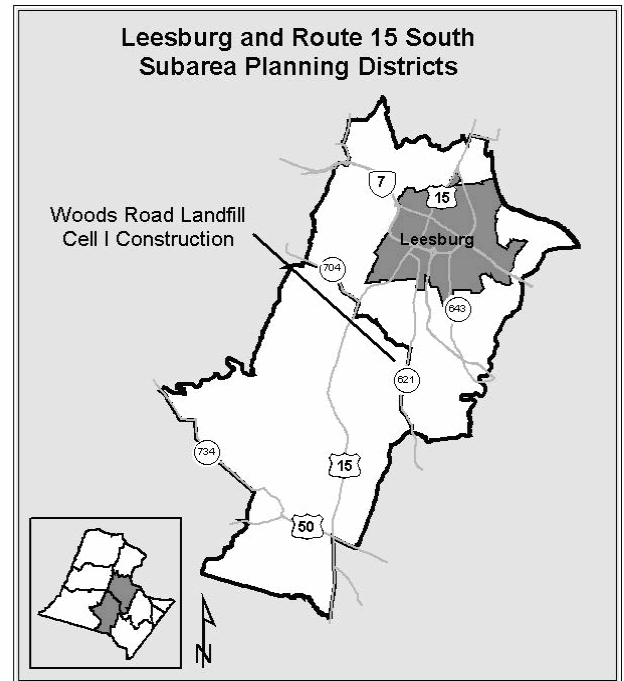
Woods Road Landfill Cell I Construction

County 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 I on the Woods Road portion of the landfill. Construction of this cell by the end of FY 09 is necessary to ensure uninterrupted operations. Landfill fees are the designated funding source.

Operating Impact:

Operating costs for disposal operations are projected to remain within the landfill budget of the Office of Solid Waste Management, which is entirely offset by fees.



CAPITAL (\$ in Thousands)	Prior Alloc.	FY 2007 Adopted	FY 2008 Adopted	FY 2009	FY 2010	FY 2011	FY 2012	6 Year Total	Future FY's	Project Total
Professional Services	0	0	0	200	0	0	0	200	0	200
Const of Site Infrastructure	0	0	0	5,870	0	0	0	5,870	0	5,870
Total Cost	0	0	0	6,070	0	0	0	6,070	0	6,070
Landfill Fees (Construction)	0	0	0	2,428	0	0	0	2,428	0	2,428
Landfill Fees (Construction II)	0	0	0	304	0	0	0	304	0	304
Landfill Fees (MSW)	0	0	0	2,732	0	0	0	2,732	0	2,732
Landfill Fees (Mix)	0	0	0	607	0	0	0	607	0	607
Total Financing	0	0	0	6,070	0	0	0	6,070	0	6,070
Operating Impact (\$ in Thousands)		FY 2007 Adopted	FY 2008 Adopted	FY 2009	FY 2010	FY 2011	FY 2012	Total Impacts		
Operations & Maintenance		0	0	0	0	0	0	0		
Debt Service		0	0	0	0	0	0	0		
Project Total		0	0	0	0	0	0	0		



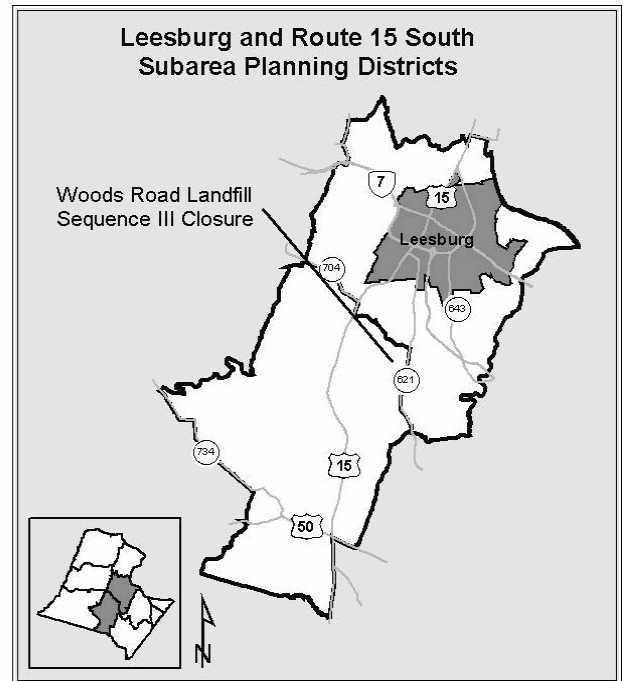
Woods Road Landfill Sequence III Closure

County 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 the spring of 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. Landfill fees are the designated funding source for closure construction.

Operating Impact:

Operating costs for daily operations are projected to remain within the landfill budget of the Office of Solid Waste Management, which is entirely offset by fees.



CAPITAL (\$ in Thousands)	Prior Alloc.	FY 2007 Adopted	FY 2008 Adopted	FY 2009	FY 2010	FY 2011	FY 2012	6 Year Total	Future FY's	Project Total
Professional Services	0	0	0	0	150	0	0	150	0	150
Const of Site Infrastructure	0	0	0	0	2,100	0	0	2,100	0	2,100
Total Cost	0	0	0	0	2,250	0	0	2,250	0	2,250
Landfill Fees (Construction)	0	0	0	0	900	0	0	900	0	900
Landfill Fees (Construction II)	0	0	0	0	113	0	0	113	0	113
Landfill Fees (MSW)	0	0	0	0	1,013	0	0	1,013	0	1,013
Landfill Fees (Mix)	0	0	0	0	225	0	0	225	0	225
Total Financing	0	0	0	0	2,250	0	0	2,250	0	2,250
Operating Impact (\$ in Thousands)		FY 2007 Adopted	FY 2008 Adopted	FY 2009	FY 2010	FY 2011	FY 2012	Total Impacts		
Operations & Maintenance		0	0	0	0	0	0	0		
Debt Service		0	0	0	0	0	0	0		
Project Total		0	0	0	0	0	0	0		



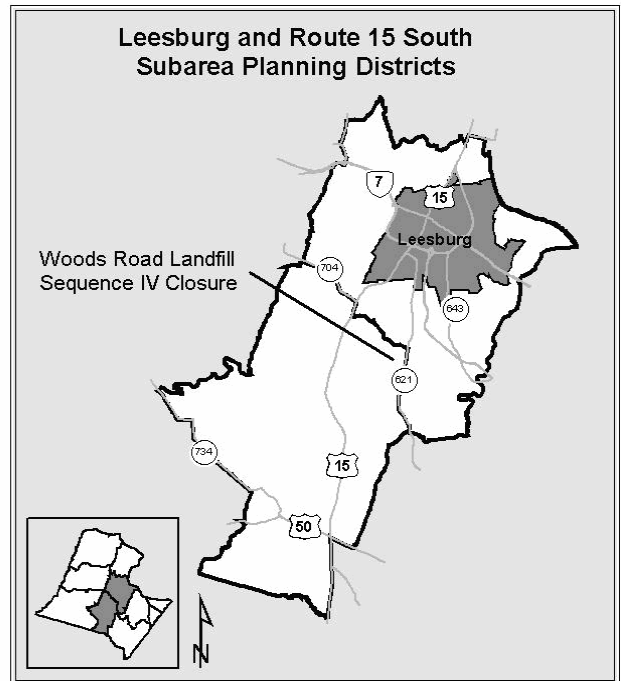
Woods Road Landfill Sequence IV Closure

County 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 the spring of 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. Landfill fees are the designated funding source for closure construction.

Operating Impact:

Operating costs for daily operations are projected to remain within the landfill budget of the Office of Solid Waste Management, which is entirely offset by fees.



CAPITAL (\$ in Thousands)	Prior Alloc.	FY 2007 Adopted	FY 2008 Adopted	FY 2009	FY 2010	FY 2011	FY 2012	6 Year Total	Future FY's	Project Total
Professional Services	0	0	0	0	0	150	0	150	0	150
Const of Site Infrastructure	0	0	0	0	0	3,350	0	3,350	0	3,350
Total Cost	0	0	0	0	0	3,500	0	3,500	0	3,500
Landfill Fees (Construction)	0	0	0	0	0	1,400	0	1,400	0	1,400
Landfill Fees (Construction II)	0	0	0	0	0	175	0	175	0	175
Landfill Fees (MSW)	0	0	0	0	0	1,575	0	1,575	0	1,575
Landfill Fees (Mix)	0	0	0	0	0	350	0	350	0	350
Total Financing	0	0	0	0	0	3,500	0	3,500	0	3,500
Operating Impact (\$ in Thousands)		FY 2007 Adopted	FY 2008 Adopted	FY 2009	FY 2010	FY 2011	FY 2012	Total Impacts		
Operations & Maintenance		0	0	0	0	0	0	0		
Debt Service		0	0	0	0	0	0	0		
Project Total		0	0	0	0	0	0	0		



Notes



School Capital Projects

<u>Loudoun County Elementary Schools</u>	Page
(ES-14) Brambleton Area Elementary School	563
(ES-15) Leesburg Area Elementary School.....	564
(ES-16) Moorefield Station Elementary School	565
(ES-18) South Riding Station Area Elementary School.....	566
(ES-19) Ashburn Area Elementary School	567
(ES-20) Ashburn/Dulles Area Elementary School	568
(ES-21) Ashburn/Dulles Area Elementary School	569
(ES-22) Ashburn/Dulles Area Elementary School	570
(ES-24) Leesburg Area Elementary School.....	571
(ES-25) Western Loudoun Area Elementary School	572
Catoctin Elementary School Renovation	573
 <u>Loudoun County Middle Schools</u>	
(MS-5) Ashburn/Dulles Area Middle School	577
(MS-6) Ashburn/Dulles Area Middle School	578
(MS-7) Ashburn/Dulles Area Middle School	579
Middle School Renovations.....	580
 <u>Loudoun County High Schools</u>	
(HS-5) Leesburg Area High School	583
(HS-6) Dulles Area High School I	584
(HS-7) Dulles Area High School II	585
Advanced Technology Academy	586
Charles S. Monroe Technology Center Renovation	587



Notes



School Capital Projects

Elementary Schools

Elementary Schools
Schedule of Appropriations (in \$1000)
Adopted FY 07-12 Amended CIP

	Elementary Schools												
Type	Project Title	Fund		Prior FY	FY 07	FY 08	FY 09	FY 10	FY 11	FY 12	CIP Total	Future FY	Total
Elementary	ES-14 Brambleton	\$,GO		\$ -	\$ -	\$ -	-	24,870	\$ -	\$ -	\$ 24,870	\$ -	\$ 24,870
Elementary	ES-15 Leesburg Area	\$,GO		-	-	-	22,960	-	-	-	\$ 22,960	-	\$ 22,960
Elementary	ES-16 Moorefield Station	\$.GO,VP\$A		-	-	960	22,960	-	-	-	\$ 23,920	-	\$ 23,920
Elementary	ES-18 South Riding Station	\$.GO,S		-	22,730	-	-	-	-	-	\$ 22,730	-	\$ 22,730
Elementary	ES-19 Ashburn Area	\$.GO,S		-	22,730	-	-	-	-	-	\$ 22,730	-	\$ 22,730
Elementary	ES-20 Ashburn/Dulles Area	\$,GO		-	-	-	-	-	26,930	-	\$ 26,930	-	\$ 26,930
Elementary	ES-21 Ashburn/Dulles Area	\$,GO		-	-	-	-	-	-	-	\$ -	32,290	\$ 32,290
Elementary	ES-22 Ashburn/Dulles Area	\$,GO		-	-	-	-	-	-	28,320	\$ 28,320	-	\$ 28,320
Elementary	ES-24 Leesburg Area	\$,GO		-	-	-	-	-	-	28,320	\$ 28,320	-	\$ 28,320
Elementary	ES-25 Western Loudoun	\$,GO		-	-	-	-	-	26,930	-	\$ 26,930	-	\$ 26,930
Elementary	Catoctin ES Renovation	\$,GO		-	-	-	-	-	23,760	-	\$ 23,760	-	\$ 23,760
	Elementary Sub Total:			\$ -	\$ 45,460	\$ 960	\$ 45,920	\$ 24,870	\$ 77,620	\$ 56,640	\$ 251,470	\$ 32,290	\$ 283,760

Fund Codes	Revenue Source			Prior FY	FY 07	FY 08	FY 09	FY 10	FY 11	FY 12	CIP Total	Future FY	Total
\$	Local Tax Funding			\$ -	\$ 2,517	\$ -	\$ 8,585	\$ 2,485	\$ 7,760	\$ 18,005	\$ 39,352	\$ 3,230	\$ 42,582
GO	General Obligation Bonds			-	38,935	-	37,335	22,385	69,860	38,635	\$ 207,150	29,060	\$ 236,210
S	State Grant-Lottery			-	4,008	-	-	-	-	-	\$ 4,008	-	\$ 4,008
CIPFB	CIP Fund Balance			-	-	-	-	-	-	-	\$ -	-	\$ -
VP\$A	Virginia Public School Bond			-	-	960	-	-	-	-	\$ 960	-	\$ 960
Elementary Sub Total:				\$ -	\$ 45,460	\$ 960	\$ 45,920	\$ 24,870	\$ 77,620	\$ 56,640	\$ 251,470	\$ 32,290	\$ 283,760



(ES-14) Brambleton Elementary School

School Project Description:

This new elementary school will be an estimated 91,100 square feet and will be located on a proffered site of approximately 15-20 acres. This school will be designed for an anticipated program capacity of 875 students in grades K through 5. The building will contain classrooms, a media center, a cafeteria, and a multi-purpose room.

The school is currently in the Briar Woods High School Cluster.

Opening Date:

Fall 2011

Referendum Date:

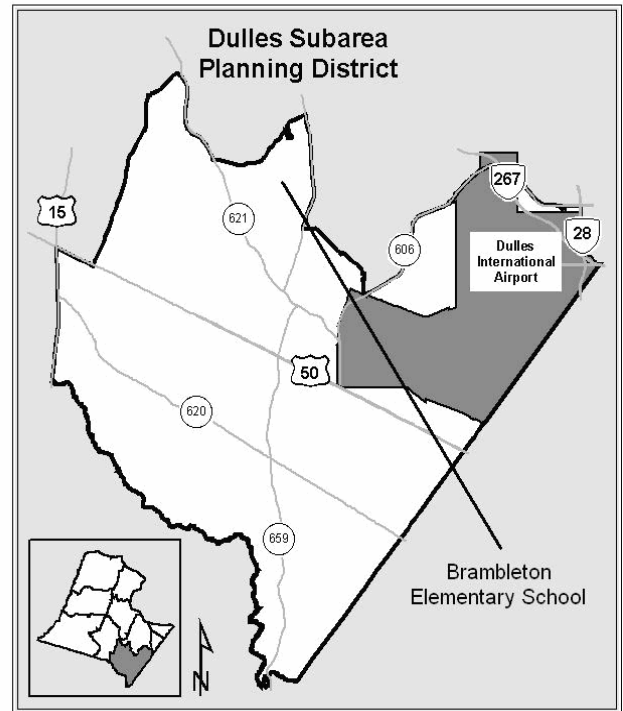
November 2009

Operating Impact:

The operating impact below is based on an FY 08 per pupil cost of \$13,120. This cost is established by dividing the adopted FY 08 operating budget (including bus leases) of \$700,564,208 by the projected FY 08 school enrollment of 53,396 students.

Proffer:

Brambleton ZCPA 2005-0012



CAPITAL (\$ in Thousands)	Prior Alloc.	FY 2007 Adopted	FY 2008 Adopted	FY 2009	FY 2010	FY 2011	FY 2012	6 Year Total	Future FY's	Project Total
Professional Services	0	0	0	0	1,740	0	0	1,740	0	1,740
Furniture, Fixtures, and Equip	0	0	0	0	2,985	0	0	2,985	0	2,985
Construction	0	0	0	0	20,145	0	0	20,145	0	20,145
Total Cost	0	0	0	0	24,870	0	0	24,870	0	24,870
G.O. Bond Sales	0	0	0	0	22,385	0	0	22,385	0	22,385
Local Tax Funding	0	0	0	0	2,485	0	0	2,485	0	2,485
Total Financing	0	0	0	0	24,870	0	0	24,870	0	24,870
Operating Impact (\$ in Thousands)		FY 2007 Adopted	FY 2008 Adopted	FY 2009	FY 2010	FY 2011	FY 2012	Total Impacts		
Operations & Maintenance		0	0	0	0	0	17,425	17,425		
Debt Service		0	0	0	0	510	1,997	2,507		
Project Total		0	0	0	0	510	19,422	19,932		



**Loudoun County Government
FY 2008 Adopted Fiscal Plan**

(ES-15) Leesburg Area Elementary School

School Project Description:

This new elementary school will be an estimated 91,100 square feet and will be located on a site of approximately 15-20 acres. This school will be designed for an anticipated program capacity of 875 students in grades K through 5. The building will contain classrooms, a media center, a cafeteria, and a multi-purpose room.

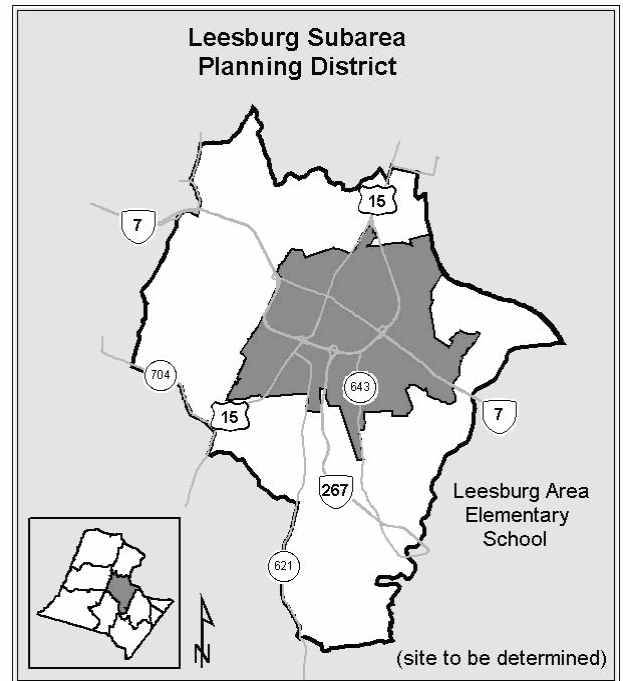
The school is currently in the Loudoun County High School Cluster.

Opening Date:
Fall 2010

Referendum Date:
November 2008

Operating Impact:

The operating impact below is based on an FY 08 per pupil cost of \$13,120. This cost is established by dividing the adopted FY 08 operating budget (including bus leases) of \$700,564,208 by the projected FY 08 school enrollment of 53,396 students.



CAPITAL (\$ in Thousands)	Prior Alloc.	FY 2007 Adopted	FY 2008 Adopted	FY 2009	FY 2010	FY 2011	FY 2012	6 Year Total	Future FY's	Project Total
Professional Services	0	0	0	1,605	0	0	0	1,605	0	1,605
Furniture, Fixtures, and Equip	0	0	0	2,755	0	0	0	2,755	0	2,755
Construction	0	0	0	18,600	0	0	0	18,600	0	18,600
Total Cost	0	0	0	22,960	0	0	0	22,960	0	22,960
G.O. Bond Sales	0	0	0	18,670	0	0	0	18,670	0	18,670
Local Tax Funding	0	0	0	4,290	0	0	0	4,290	0	4,290
Total Financing	0	0	0	22,960	0	0	0	22,960	0	22,960
Operating Impact (\$ in Thousands)		FY 2007 Adopted	FY 2008 Adopted	FY 2009	FY 2010	FY 2011	FY 2012	Total Impacts		
Operations & Maintenance		0	0	0	0	15,700	17,425	33,125		
Debt Service		0	0	0	731	1,386	2,161	4,278		
Project Total		0	0	0	731	17,086	19,586	37,403		



**Loudoun County Government
FY 2008 Adopted Fiscal Plan**

(ES-16) Moorefield Station Elementary School

School Project Description:

This new elementary school will be an estimated 91,100 square feet and will be located on a proffered site of approximately 15-20 acres. This school will be designed for an anticipated program capacity of 875 students in grades K through 5. The building will contain classrooms, a media center, a cafeteria, and a multi-purpose room.

The school is to be developed on a proffered public use site in the Moorefield Station development. Originally, the relocation of a gas line was necessary to prepare the site for construction. A new two-story design site plan makes the gas line relocation unnecessary. Additional Virginia Public School Authority (VPSA) bond funding is added in FY 08 for this new two-story design.

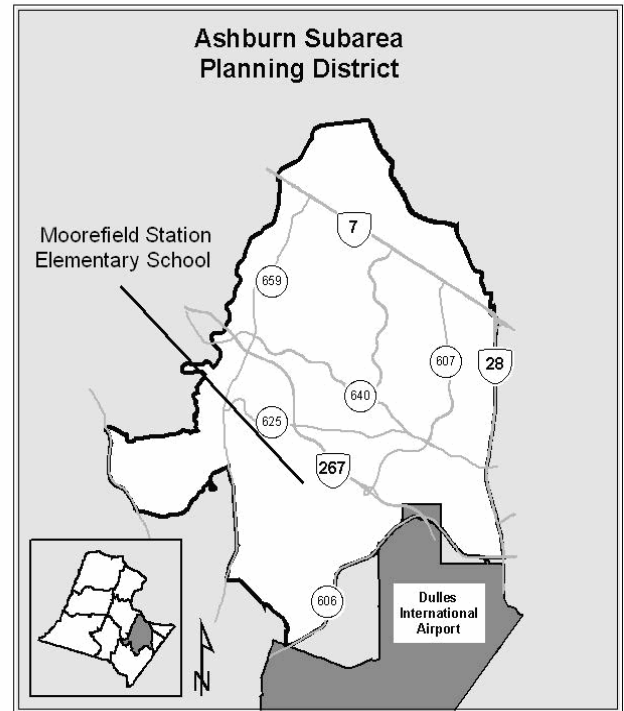
The school is currently in the Briar Woods High School Cluster.

Opening Date:
Fall 2010

Referendum Date:
November 2008

Operating Impact:
The operating impact below is based on an FY 08 per pupil cost of \$13,120. This cost is established by dividing the adopted FY 08 operating budget (including bus leases) of \$700,564,208 by the projected FY 08 school enrollment of 53,396 students.

Proffer:
Moorefield Station ZMAP 2001-0003



CAPITAL (\$ in Thousands)	Prior Alloc.	FY 2007 Adopted	FY 2008 Adopted	FY 2009	FY 2010	FY 2011	FY 2012	6 Year Total	Future FY's	Project Total
Professional Services	0	0	960	1,605	0	0	0	2,565	0	2,565
Furniture, Fixtures, and Equip	0	0	0	2,755	0	0	0	2,755	0	2,755
Construction	0	0	0	18,600	0	0	0	18,600	0	18,600
Total Cost	0	0	960	22,960	0	0	0	23,920	0	23,920
VPSA Bond Sales	0	0	960	0	0	0	0	960	0	960
G.O. Bond Sales	0	0	0	18,665	0	0	0	18,665	0	18,665
Local Tax Funding	0	0	0	4,295	0	0	0	4,295	0	4,295
Total Financing	0	0	960	22,960	0	0	0	23,920	0	23,920
Operating Impact (\$ in Thousands)		FY 2007 Adopted	FY 2008 Adopted	FY 2009	FY 2010	FY 2011	FY 2012	Total Impacts		
Operations & Maintenance		0	0	0	0	15,700	17,425	33,125		
Debt Service		0	24	97	825	1,478	2,250	4,674		
Project Total		0	24	97	825	17,178	19,675	37,799		



(ES-18) South Riding Station Elementary School

School Project Description:

This new elementary school will be an estimated 91,100 square feet and will be located on a proffered site of approximately 15-20 acres. This school will be designed for an anticipated program capacity of 875 students in grades K through 5. The building will contain classrooms, a media center, a cafeteria, and a multi-purpose room.

The school is currently in the Freedom High School Cluster.

Opening Date:

Fall 2008

Referendum Date:

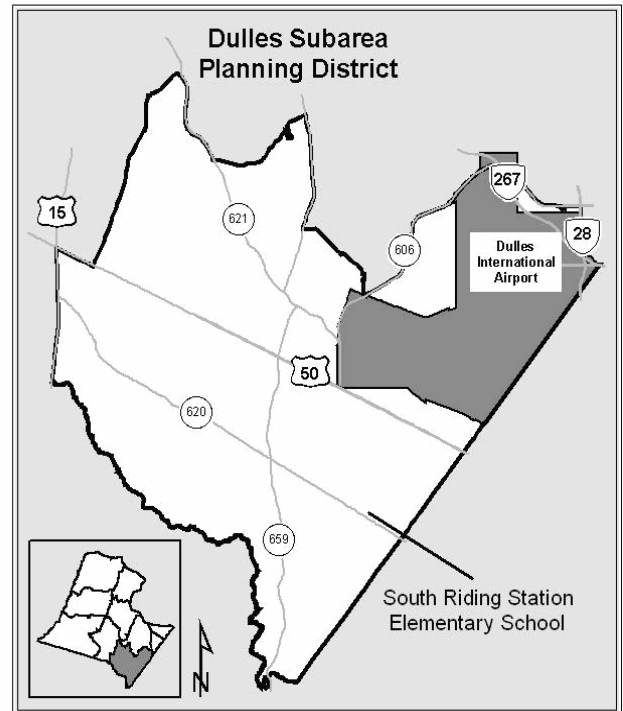
Funding for the project is derived from the issuance of general obligation bonds approved by voters on the November 2006 referendum and local tax funds.

Operating Impact:

The operating impact below is based on an FY 08 per pupil cost of \$13,120. This cost is established by dividing the adopted FY 08 operating budget (including bus leases) of \$700,564,208 by the projected FY 08 school enrollment of 53,396 students.

Proffer:

South Riding Station ZMAP 2001-0010



CAPITAL (\$ in Thousands)	Prior Alloc.	FY 2007 Adopted	FY 2008 Adopted	FY 2009	FY 2010	FY 2011	FY 2012	6 Year Total	Future FY's	Project Total
Professional Services	0	1,630	0	0	0	0	0	1,630	0	1,630
Furniture, Fixtures, and Equip	0	2,550	0	0	0	0	0	2,550	0	2,550
Construction	0	18,550	0	0	0	0	0	18,550	0	18,550
Total Cost	0	22,730	0	0	0	0	0	22,730	0	22,730
State Grant Program	0	2,004	0	0	0	0	0	2,004	0	2,004
G.O. Bond Sales	0	19,468	0	0	0	0	0	19,468	0	19,468
Local Tax Funding	0	1,258	0	0	0	0	0	1,258	0	1,258
Total Financing	0	22,730	0	0	0	0	0	22,730	0	22,730
Operating Impact (\$ in Thousands)		FY 2007 Adopted	FY 2008 Adopted	FY 2009	FY 2010	FY 2011	FY 2012	Total Impacts		
Operations & Maintenance		0	0	12,745	14,145	15,700	17,425	60,015		
Debt Service		0	1,300	2,221	2,157	2,093	2,029	9,800		
Project Total		0	1,300	14,966	16,302	17,793	19,454	69,815		



(ES-19) Ashburn Area Elementary School

School Project Description:

This new elementary school will be an estimated 91,100 square feet and will be located on a proffered site of approximately 15-20 acres. This school will be designed for an anticipated program capacity of 875 students in grades K through 5. The building will contain classrooms, a media center, a cafeteria, and a multi-purpose room.

The school is currently in the Broad Run High School Cluster.

Opening Date:

Fall 2008

Referendum Date:

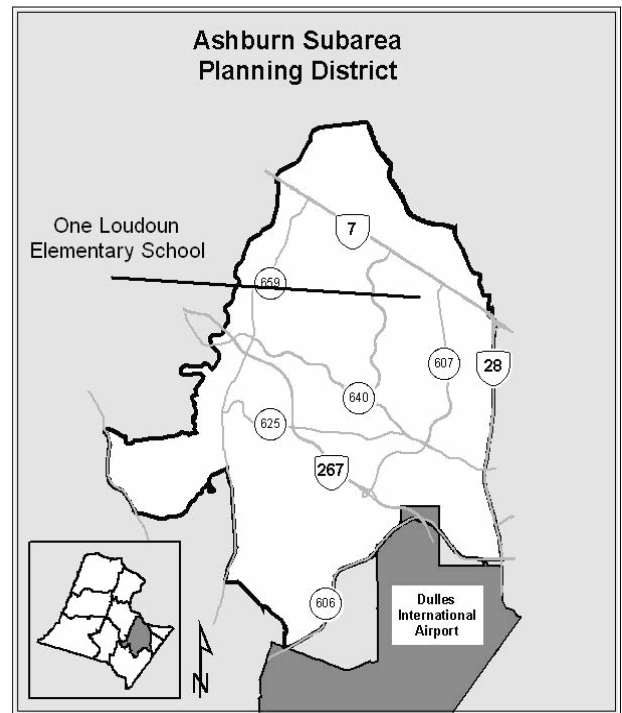
Funding for the project is derived from the issuance of general obligation bonds approved by voters on the November 2006 referendum and local tax funds.

Operating Impact:

The operating impact below is based on an FY 08 per pupil cost of \$13,120. This cost is established by dividing the adopted FY 08 operating budget (including bus leases) of \$700,564,208 by the projected FY 08 school enrollment of 53,396 students.

Proffer:

One Loudoun ZMAP 2005-0008



CAPITAL (\$ in Thousands)	Prior Alloc.	FY 2007 Adopted	FY 2008 Adopted	FY 2009	FY 2010	FY 2011	FY 2012	6 Year Total	Future FY's	Project Total
Professional Services	0	1,630	0	0	0	0	0	1,630	0	1,630
Furniture, Fixtures, and Equip	0	2,550	0	0	0	0	0	2,550	0	2,550
Construction	0	18,550	0	0	0	0	0	18,550	0	18,550
Total Cost	0	22,730	0	0	0	0	0	22,730	0	22,730
State Grant Program	0	2,004	0	0	0	0	0	2,004	0	2,004
G.O. Bond Sales	0	19,467	0	0	0	0	0	19,467	0	19,467
Local Tax Funding	0	1,259	0	0	0	0	0	1,259	0	1,259
Total Financing	0	22,730	0	0	0	0	0	22,730	0	22,730
Operating Impact (\$ in Thousands)		FY 2007 Adopted	FY 2008 Adopted	FY 2009	FY 2010	FY 2011	FY 2012	Total Impacts		
Operations & Maintenance		0	0	12,745	14,145	15,700	17,425	60,015		
Debt Service		0	1,300	2,221	2,157	2,093	2,029	9,800		
Project Total		0	1,300	14,966	16,302	17,793	19,454	69,815		



Loudoun County Government
FY 2008 Adopted Fiscal Plan

(ES-20) Ashburn/Dulles Area Elementary School

School Project Description:

This new elementary school will be an estimated 91,100 square feet and will be located on a site of approximately 15-20 acres. This school will be designed for an anticipated program capacity of 875 students in grades K through 5. The building will contain classrooms, a media center, a cafeteria, and a multi-purpose room.

The school is currently in the Freedom High School Cluster.

Opening Date:

Fall 2012

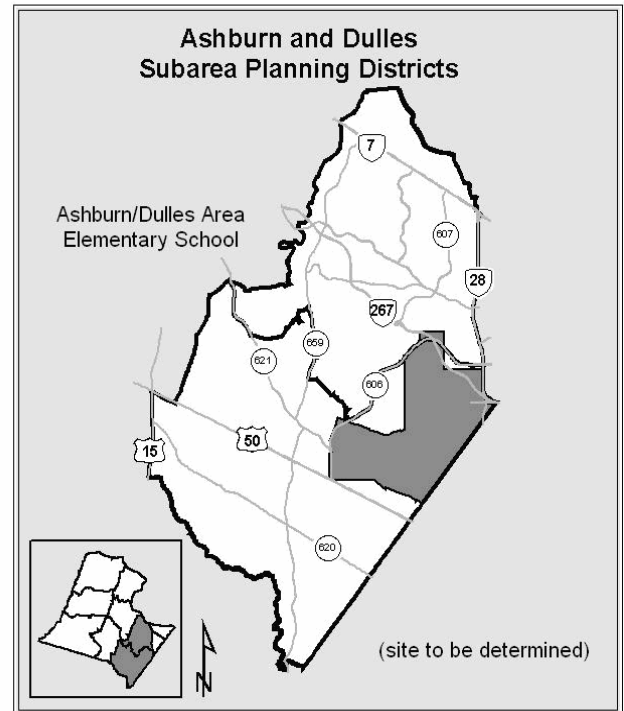
Referenda Dates:

November 2007 (Land)

November 2010 (Facility)

Operating Impact:

Operating expenditures will not occur during the six-year planning period.



CAPITAL (\$ in Thousands)	Prior Alloc.	FY 2007 Adopted	FY 2008 Adopted	FY 2009	FY 2010	FY 2011	FY 2012	6 Year Total	Future FY's	Project Total
Professional Services	0	0	0	0	0	1,885	0	1,885	0	1,885
Furniture, Fixtures, and Equip	0	0	0	0	0	3,230	0	3,230	0	3,230
Construction	0	0	0	0	0	21,815	0	21,815	0	21,815
Total Cost	0	0	0	0	0	26,930	0	26,930	0	26,930
G.O. Bond Sales	0	0	0	0	0	24,240	0	24,240	0	24,240
Local Tax Funding	0	0	0	0	0	2,690	0	2,690	0	2,690
Total Financing	0	0	0	0	0	26,930	0	26,930	0	26,930
Operating Impact (\$ in Thousands)		FY 2007 Adopted	FY 2008 Adopted	FY 2009	FY 2010	FY 2011	FY 2012	Total Impacts		
Operations & Maintenance		0	0	0	0	0	0	0		
Debt Service		0	0	0	0	0	425	425		
Project Total		0	0	0	0	0	425	425		



(ES-21) Ashburn/Dulles Area Elementary School

School Project Description:

This new elementary school will be an estimated 91,100 square feet and will be located on a site of approximately 15-20 acres. This school will be designed for an anticipated program capacity of 875 students in grades K through 5. The building will contain classrooms, a media center, a cafeteria, and a multi-purpose room.

The school is currently in the Freedom High School Cluster.

Opening Date:

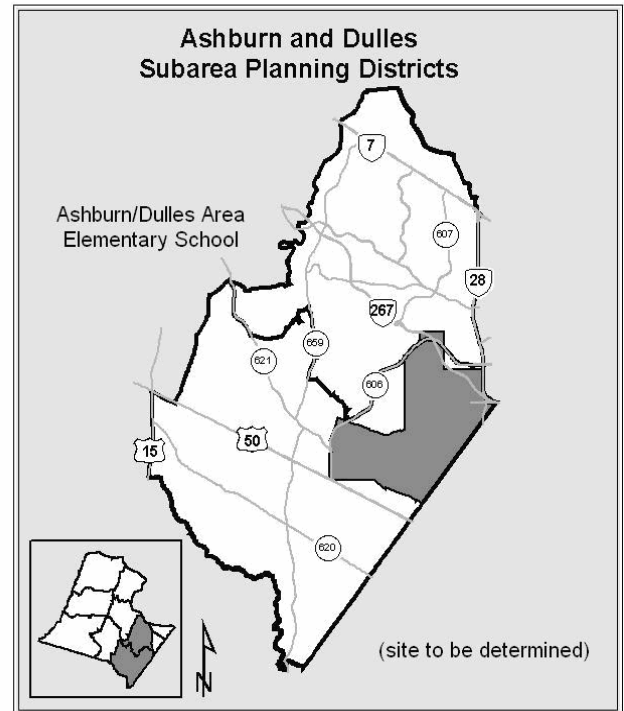
To be determined.

Referendum Date:

To be determined.

Operating Impact:

Operating expenditures will not occur during the six-year planning period.



CAPITAL (\$ in Thousands)	Prior Alloc.	FY 2007 Adopted	FY 2008 Adopted	FY 2009	FY 2010	FY 2011	FY 2012	6 Year Total	Future FY's	Project Total
Professional Services	0	0	0	0	0	0	0	0	2,260	2,260
Furniture, Fixtures, and Equip	0	0	0	0	0	0	0	0	3,875	3,875
Construction	0	0	0	0	0	0	0	0	26,155	26,155
Total Cost	0	0	0	0	0	0	0	0	32,290	32,290
G.O. Bond Sales	0	0	0	0	0	0	0	0	29,060	29,060
Local Tax Funding	0	0	0	0	0	0	0	0	3,230	3,230
Total Financing	0	0	0	0	0	0	0	0	32,390	32,390
Operating Impact (\$ in Thousands)		FY 2007 Adopted	FY 2008 Adopted	FY 2009	FY 2010	FY 2011	FY 2012	Total Impacts		
Operations & Maintenance		0	0	0	0	0	0	0		
Debt Service		0	0	0	0	0	0	0		
Project Total		0	0	0	0	0	0	0		



(ES-22) Ashburn/Dulles Area Elementary School

School Project Description:

This new elementary school will be an estimated 91,100 square feet and will be located on a site of approximately 15-20 acres. This school will be designed for an anticipated program capacity of 875 students in grades K through 5. The building will contain classrooms, a media center, a cafeteria, and a multi-purpose room.

The school's high school cluster is currently undesignated.

Opening Date:

Fall 2013

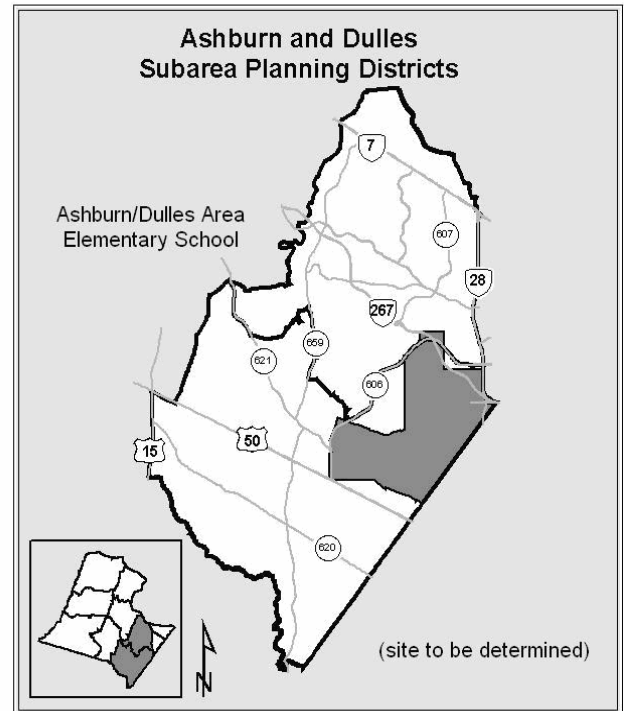
Referenda Dates:

November 2009 (Land)

November 2011 (Facility)

Operating Impact:

Operating expenditures will not occur during the six-year planning period.



CAPITAL (\$ in Thousands)	Prior Alloc.	FY 2007 Adopted	FY 2008 Adopted	FY 2009	FY 2010	FY 2011	FY 2012	6 Year Total	Future FY's	Project Total
Professional Services	0	0	0	0	0	0	1,980	1,980	0	1,980
Furniture, Fixtures, and Equip	0	0	0	0	0	0	3,400	3,400	0	3,400
Construction	0	0	0	0	0	0	22,940	22,940	0	22,940
Total Cost	0	0	0	0	0	0	28,320	28,320	0	28,320
G.O. Bond Sales	0	0	0	0	0	0	19,320	19,320	0	19,320
Local Tax Funding	0	0	0	0	0	0	9,000	9,000	0	9,000
Total Financing	0	0	0	0	0	0	28,320	28,320	0	28,320
Operating Impact (\$ in Thousands)		FY 2007 Adopted	FY 2008 Adopted	FY 2009	FY 2010	FY 2011	FY 2012	Total Impacts		
Operations & Maintenance		0	0	0	0	0	0	0		
Debt Service		0	0	0	0	0	0	0		
Project Total		0	0	0	0	0	0	0		



(ES-24) Leesburg Area Elementary School

School Project Description:

This new elementary school will be an estimated 91,100 square feet and will be located on a site of approximately 15-20 acres. This school will be designed for an anticipated program capacity of 875 students in grades K through 5. The building will contain classrooms, a media center, a cafeteria, and a multi-purpose room.

The school's high school cluster is currently undesignated.

Opening Date:

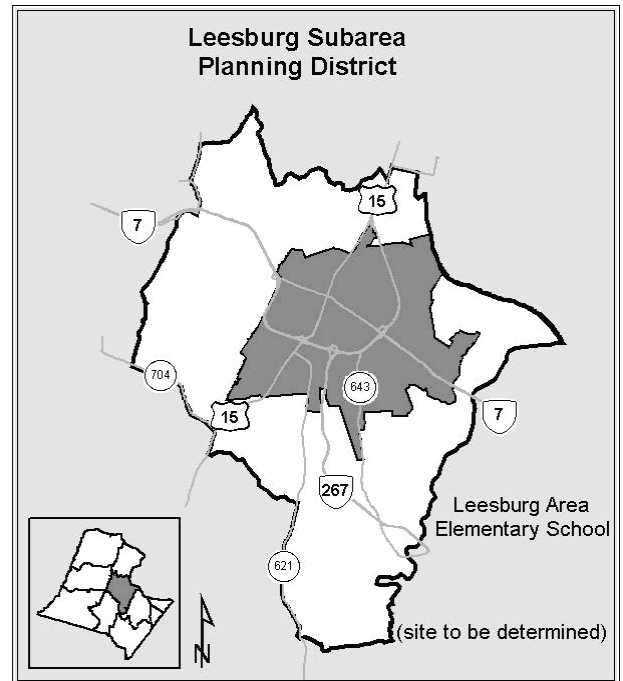
Fall 2013

Referenda Dates:

November 2009 (Land)
November 2011 (Facility)

Operating Impact:

Operating expenditures will not occur during the six-year planning period.



CAPITAL (\$ in Thousands)	Prior Alloc.	FY 2007 Adopted	FY 2008 Adopted	FY 2009	FY 2010	FY 2011	FY 2012	6 Year Total	Future FY's	Project Total
Professional Services	0	0	0	0	0	0	1,980	1,980	0	1,980
Furniture, Fixtures, and Equip	0	0	0	0	0	0	3,400	3,400	0	3,400
Construction	0	0	0	0	0	0	22,940	22,940	0	22,940
Total Cost	0	0	0	0	0	0	28,320	28,320	0	28,320
G.O. Bond Sales	0	0	0	0	0	0	19,315	19,315	0	19,315
Local Tax Funding	0	0	0	0	0	0	9,005	9,005	0	9,005
Total Financing	0	0	0	0	0	0	28,320	28,320	0	28,320
Operating Impact (\$ in Thousands)		FY 2007 Adopted	FY 2008 Adopted	FY 2009	FY 2010	FY 2011	FY 2012	Total Impacts		
Operations & Maintenance		0	0	0	0	0	0	0		
Debt Service		0	0	0	0	0	0	0		
Project Total		0	0	0	0	0	0	0		



Loudoun County Government
FY 2008 Adopted Fiscal Plan

(ES-25) Western Loudoun Area Elementary School

School Project Description:

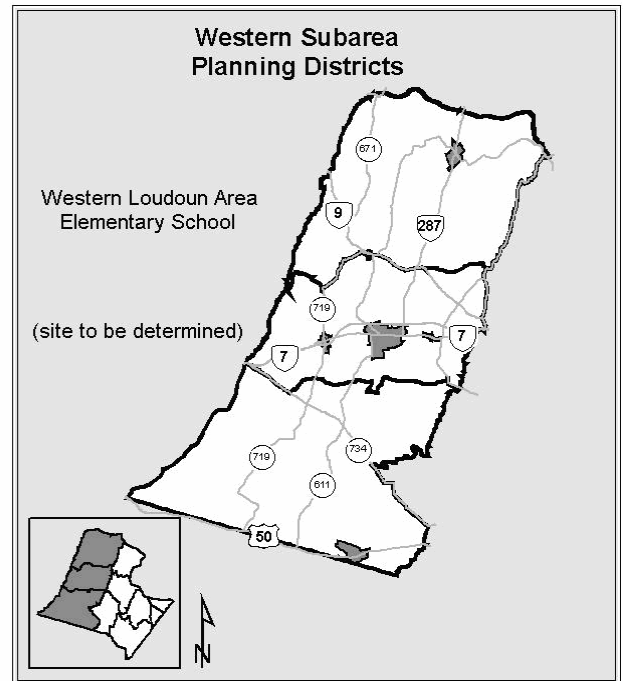
This new elementary school will be an estimated 91,100 square feet and will be located on a site of approximately 15-20 acres. This school will be designed for an anticipated program capacity of 875 students in grades K through 5. The building will contain classrooms, a media center, a cafeteria, and a multi-purpose room.

The school's high school cluster is currently undesignated.

Opening Date:
Fall 2012

Referendum Date:
November 2010

Operating Impact:
Operating expenditures will not occur during the six-year planning period.



CAPITAL (\$ in Thousands)	Prior Alloc.	FY 2007 Adopted	FY 2008 Adopted	FY 2009	FY 2010	FY 2011	FY 2012	6 Year Total	Future FY's	Project Total
Professional Services	0	0	0	0	0	1,885	0	1,885	0	1,885
Furniture, Fixtures, and Equip	0	0	0	0	0	3,230	0	3,230	0	3,230
Construction	0	0	0	0	0	21,815	0	21,815	0	21,815
Total Cost	0	0	0	0	0	26,930	0	26,930	0	26,930
G.O. Bond Sales	0	0	0	0	0	24,240	0	24,240	0	24,240
Local Tax Funding	0	0	0	0	0	2,690	0	2,690	0	2,690
Total Financing	0	0	0	0	0	26,930	0	26,930	0	26,930
Operating Impact (\$ in Thousands)		FY 2007 Adopted	FY 2008 Adopted	FY 2009	FY 2010	FY 2011	FY 2012	Total Impacts		
Operations & Maintenance		0	0	0	0	0	0	0		
Debt Service		0	0	0	0	0	425	425		
Project Total		0	0	0	0	0	425	425		



Catoctin Elementary School Renovation

School Project Description:

This project is a renovation to the Catoctin Elementary School in central Loudoun.

The renovation will consist of the construction of new art and music rooms, expansion of the existing library, and the addition of space for small group instruction. The project will also include upgrades and improvements to the mechanical and electrical systems. A new fire suppression and sprinkler system will be installed and related plumbing refurbished. Other improvements for Americans with Disabilities Act (ADA) compliance will be included.

During FY 09 CIP budget discussions, the School Board will examine alternative plans for Catoctin Elementary School, including advantages and disadvantages of facility renovation vs. new school construction.

Catoctin Elementary School is currently in the Loudoun County High School Cluster.

Completion Date:

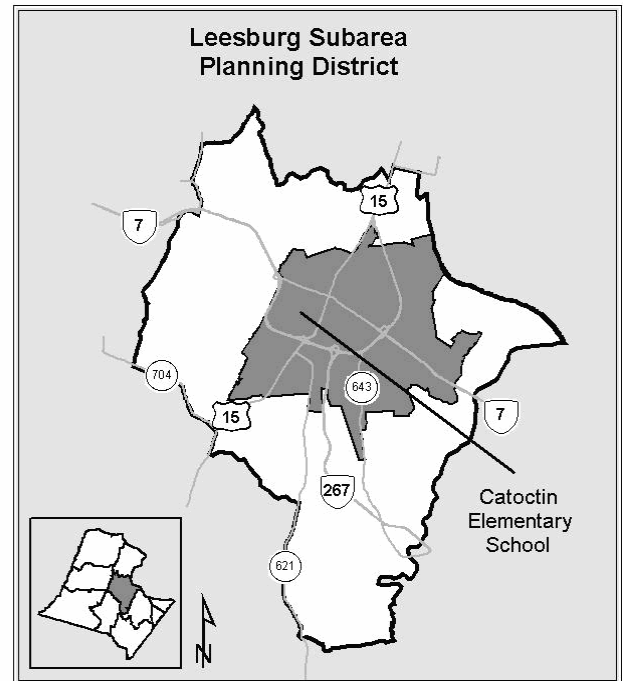
Fall 2012

Referendum Date:

November 2010

Operating Impact:

The planned renovation does not add program capacity to the school.



CAPITAL (\$ in Thousands)	Prior Alloc.	FY 2007 Adopted	FY 2008 Adopted	FY 2009	FY 2010	FY 2011	FY 2012	6 Year Total	Future FY's	Project Total
Professional Services	0	0	0	0	0	1,665	0	1,665	0	1,665
Furniture, Fixtures, and Equip	0	0	0	0	0	3,325	0	3,325	0	3,325
Const of Existing Bldgs	0	0	0	0	0	18,770	0	18,770	0	18,770
Total Cost	0	0	0	0	0	23,760	0	23,760	0	23,760
G.O. Bond Sales	0	0	0	0	0	21,380	0	21,380	0	21,380
Local Tax Funding	0	0	0	0	0	2,380	0	2,380	0	2,380
Total Financing	0	0	0	0	0	23,760	0	23,760	0	23,760
Operating Impact (\$ in Thousands)		FY 2007 Adopted	FY 2008 Adopted	FY 2009	FY 2010	FY 2011	FY 2012	Total Impacts		
Operations & Maintenance		0	0	0	0	0	0	0		
Debt Service		0	0	0	0	0	413	413		
Project Total		0	0	0	0	0	413	413		



Notes



School Capital Projects

Middle Schools

Middle Schools
Schedule of Appropriations (in \$1000)
Adopted FY 07-12 Amended CIP

Middle Schools												
Type	Project Title	Fund	Prior FY	FY 07	FY 08	FY 09	FY 10	FY 11	FY 12	CIP Total	Future FY	Total
Middle	MS-5 Supplemental & 2-Story	\$.GO,VP	\$ 39,675	\$ -	\$ 12,200	\$ -	\$ -	\$ -	\$ -	\$ 12,200	\$ -	\$ 51,875
Middle	MS-6 Ashburn/Dulles Area	\$.GO	-	-	-	-	47,510	-	-	\$ 47,510	-	\$ 47,510
Middle	MS-7 Ashburn/Dulles Area	\$.GO	-	-	-	-	-	49,360	-	\$ 49,360	-	\$ 49,360
Middle	Middle School Renovations	\$.GO,VP	36,925	13,820	-	-	-	-	-	\$ 13,820	-	\$ 50,745
	Middle School Sub Total:		\$ 76,600	\$ 13,820	\$ 12,200	\$ -	\$ 47,510	\$ 49,360	\$ -	\$ 122,890	\$ -	199,490

Fund Codes	Revenue Source	Prior FY	FY 07	FY 08	FY 09	FY 10	FY 11	FY 12	CIP Total	Future FY	Total
\$	Local Tax Funding	\$ 3,970	\$ 1,380	\$ -	\$ -	\$ 4,750	\$ 4,935	\$ -	\$ 11,065	\$ -	\$ 15,035
GO	General Obligation Bonds	67,330	12,440	-	-	42,760	44,425	-	\$ 99,625	-	\$ 166,955
S	State Grant-Lottery	-	-	-	-	-	-	-	\$ -	-	\$ -
CIPFB	CIP Fund Balance	-	-	-	-	-	-	-	\$ -	-	\$ -
VP	Virginia Public School Bond	5,300	-	12,200	-	-	-	-	\$ 12,200	-	\$ 17,500
	Middle School Sub Total:	\$ 76,600	\$ 13,820	\$ 12,200	\$ -	\$ 47,510	\$ 49,360	\$ -	\$ 122,890	\$ -	\$ 199,490



**Loudoun County Government
FY 2008 Adopted Fiscal Plan**

(MS-5) Ashburn/Dulles Area Middle School

School Project Description:

This new middle school will be an estimated 168,780 square feet and will be located on a site of approximately 35 acres. The school will be designed for an anticipated program capacity of 1,350 pupils for students in grades 6 through 8. This building, which will be a two-story design, will utilize the school "house" concept for individual grades.

The original Fall 2008 opening date has been delayed two years due to site acquisition difficulties.

Supplemental VPSA bond funding in FY 08 will address construction costs associated with the two-year delay in opening, as well as the design and construction of the first two-story middle school facility.

The school is currently in the Freedom High School Cluster.

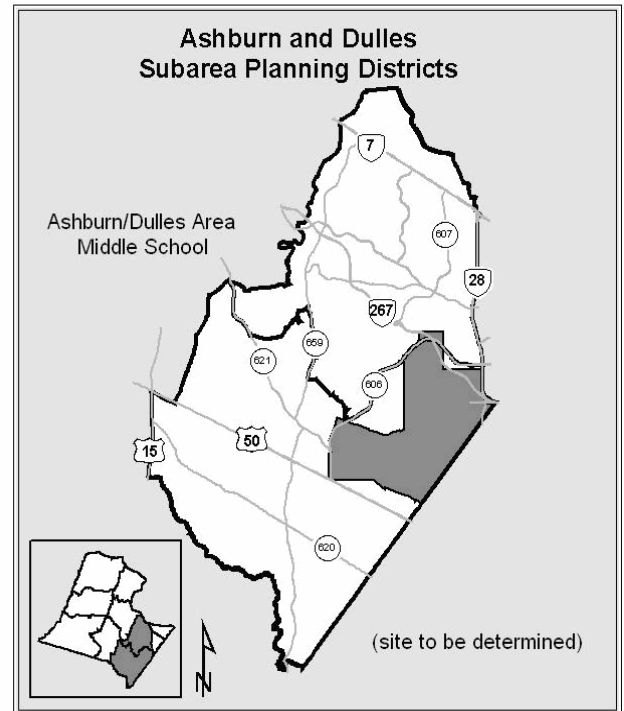
Opening Date:

Fall 2010

Referenda Dates:

Initial funding for the project is derived from the issuance of general obligation bonds approved by voters on the November 2005 referendum and local tax funds.

Funding for land is derived from the issuance of general obligation bonds approved by voters on the November 2004 referendum and the issuance of VPSA bonds.



Operating Impact:

Operating impact below is based on a FY 08 per pupil cost of \$13,120. This cost is established by dividing the adopted FY 08 operating budget (including bus leases) of \$700,564,208 by the projected FY 08 school enrollment of 53,396 students.

CAPITAL (\$ in Thousands)	Prior Alloc.	FY 2007 Adopted	FY 2008 Adopted	FY 2009	FY 2010	FY 2011	FY 2012	6 Year Total	Future FY's	Project Total
Professional Services	2,690	0	2,200	0	0	0	0	2,200	0	4,890
Furniture, Fixtures, and Equip	4,345	0	0	0	0	0	0	0	0	4,345
Construction	32,640	0	10,000	0	0	0	0	10,000	0	42,640
Total Cost	39,675	0	12,200	0	0	0	0	12,200	0	51,875
G.O. Bond Sales	35,705	0	0	0	0	0	0	0	0	35,705
VPSA Bond Sales	0	0	12,200	0	0	0	0	12,200	0	12,200
Local Tax Funding	3,970	0	0	0	0	0	0	0	0	3,970
Total Financing	39,675	0	12,200	0	0	0	0	12,200	0	51,875

Operating Impact (\$ in Thousands)	FY 2007 Adopted	FY 2008 Adopted	FY 2009	FY 2010	FY 2011	FY 2012	Total Impacts
Operations & Maintenance	0	0	0	0	24,220	26,885	51,105
Debt Service	0	405	2,867	4,086	4,512	4,377	16,247
Project Total	0	405	2,867	4,086	28,732	31,262	67,352



Loudoun County Government
FY 2008 Adopted Fiscal Plan

(MS-6) Ashburn/Dulles Area Middle School

School Project Description:

This new middle school will be an estimated 168,780 square feet and will be located on a site of approximately 35 acres. The school will be designed for an anticipated program capacity of 1,350 pupils for students in grades 6 through 8. This building will utilize the school "house" concept for individual grades.

The school's high school cluster is currently undesignated.

Opening Date:

Fall 2012

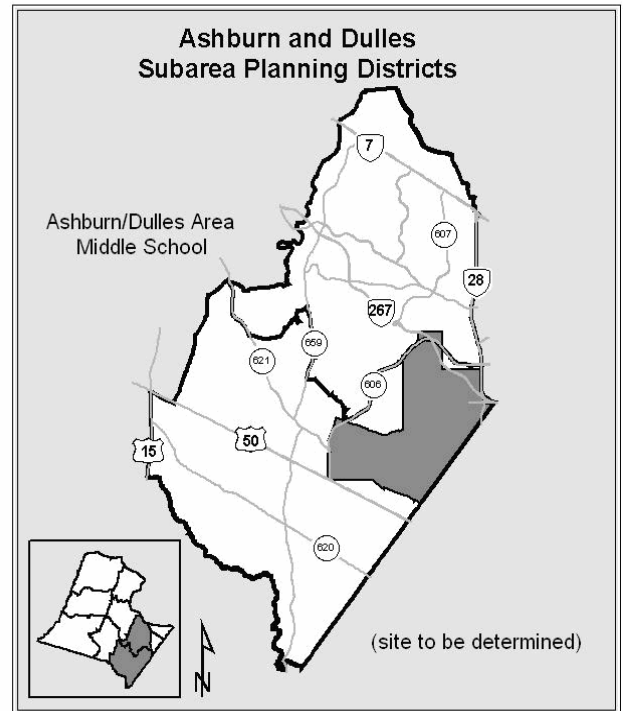
Referenda Dates:

November 2009 (Facility)

Funding for land is derived from the issuance of general obligation bonds approved by voters on the November 2006 referendum.

Operating Impact:

Operating expenditures will not occur during the six-year planning period.



CAPITAL (\$ in Thousands)	Prior Alloc.	FY 2007 Adopted	FY 2008 Adopted	FY 2009	FY 2010	FY 2011	FY 2012	6 Year Total	Future FY's	Project Total
Professional Services	0	0	0	0	3,325	0	0	3,325	0	3,325
Furniture, Fixtures, and Equip	0	0	0	0	5,700	0	0	5,700	0	5,700
Construction	0	0	0	0	38,485	0	0	38,485	0	38,485
Total Cost	0	0	0	0	47,510	0	0	47,510	0	47,510
G.O. Bond Sales	0	0	0	0	42,760	0	0	42,760	0	42,760
Local Tax Funding	0	0	0	0	4,750	0	0	4,750	0	4,750
Total Financing	0	0	0	0	47,510	0	0	47,510	0	47,510
Operating Impact (\$ in Thousands)		FY 2007 Adopted	FY 2008 Adopted	FY 2009	FY 2010	FY 2011	FY 2012	Total Impacts		
Operations & Maintenance		0	0	0	0	0	0	0		
Debt Service		0	0	0	0	875	2,249	3,124		
Project Total		0	0	0	0	875	2,249	3,124		



**Loudoun County Government
FY 2008 Adopted Fiscal Plan**

(MS-7) Ashburn/Dulles Area Middle School

School Project Description:

This new middle school will be an estimated 168,780 square feet and will be located on a site of approximately 35 acres. The school will be designed for an anticipated program capacity of 1,350 pupils for students in grades 6 through 8. This building will utilize the school "house" concept for individual grades.

The school is currently in the Freedom High School Cluster.

Opening Date:

Fall 2013

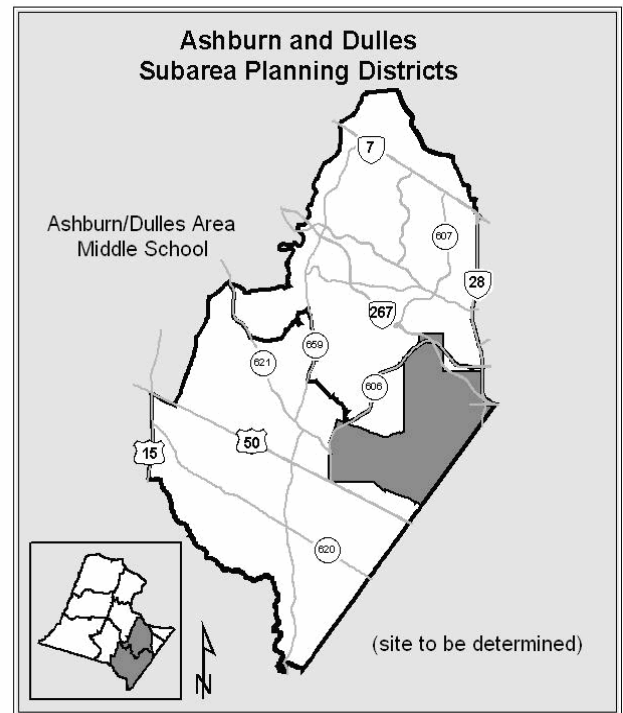
Referenda Dates:

November 2010 (Facility)

Funding for land is derived from the issuance of general obligation bonds approved by voters on the November 2006 referendum and local tax funding.

Operating Impact:

Operating expenditures will not occur during the six-year planning period.



CAPITAL (\$ in Thousands)	Prior Alloc.	FY 2007 Adopted	FY 2008 Adopted	FY 2009	FY 2010	FY 2011	FY 2012	6 Year Total	Future FY's	Project Total
Professional Services	0	0	0	0	0	3,455	0	3,455	0	3,455
Furniture, Fixtures, and Equip	0	0	0	0	0	5,925	0	5,925	0	5,925
Construction	0	0	0	0	0	39,980	0	39,980	0	39,980
Total Cost	0	0	0	0	0	49,360	0	49,360	0	49,360
G.O. Bond Sales	0	0	0	0	0	44,425	0	44,425	0	44,425
Local Tax Funding	0	0	0	0	0	4,935	0	4,935	0	4,935
Total Financing	0	0	0	0	0	49,360	0	49,360	0	49,360
Operating Impact (\$ in Thousands)		FY 2007 Adopted	FY 2008 Adopted	FY 2009	FY 2010	FY 2011	FY 2012	Total Impacts		
Operations & Maintenance		0	0	0	0	0	0	0		
Debt Service		0	0	0	0	0	632	632		
Project Total		0	0	0	0	0	632	632		



**Loudoun County Government
FY 2008 Adopted Fiscal Plan**

Middle School Renovations

School Project Description:

The Middle School project renovates Blue Ridge Middle, J. Lupton Simpson Middle, Seneca Ridge Middle and Sterling Middle Schools.

Plans include the renovation and expansion of the administrative suites to provide better building security. Teacher resource areas, the media center, science laboratories, art and music instructional spaces, along with the auditorium and gymnasium areas will be refurbished. The mechanical and electrical systems will be upgraded. The installation of fire suppression and sprinkler systems will be completed. Life safety code issues regarding compliance to the Americans with Disabilities Act will be addressed as a part of the renovation.

The Board appropriated additional funding in FY 07 to accommodate construction bids that were higher than originally budgeted.

Completion Date:

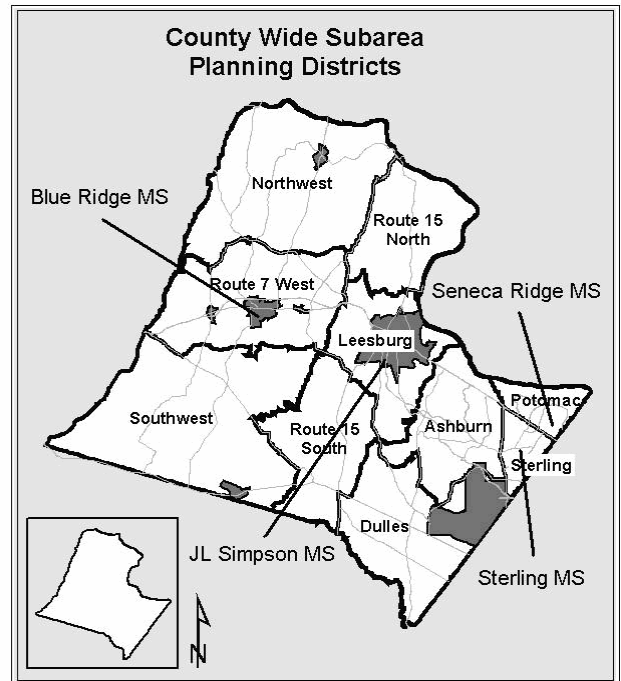
Fall 2008

Referenda Dates:

Funding for the project is derived from the issuance of general obligation bonds approved by voters on the November 2004 and November 2006 referenda, the issuance of VPSA bonds, and local tax funds.

Operating Impact:

The planned renovations do not add program capacity to the middle schools.



CAPITAL (\$ in Thousands)	Prior Alloc.	FY 2007 Adopted	FY 2008 Adopted	FY 2009	FY 2010	FY 2011	FY 2012	6 Year Total	Future FY's	Project Total
Professional Services	4,400	1,120	0	0	0	0	0	1,120	0	5,520
Furniture, Fixtures, and Equip	2,340	250	0	0	0	0	0	250	0	2,590
Const of Existing Bldgs	30,185	12,450	0	0	0	0	0	12,450	0	42,635
Total Cost	36,925	13,820	0	0	0	0	0	13,820	0	50,745
G.O. Bond Sales	31,625	12,440	0	0	0	0	0	12,440	0	44,065
VPSA Bond Sales	5,300	0	0	0	0	0	0	0	0	5,300
Local Tax Funding	0	1,380	0	0	0	0	0	1,380	0	1,380
Total Financing	36,925	13,820	0	0	0	0	0	13,820	0	50,745
Operating Impact (\$ in Thousands)		FY 2007 Adopted	FY 2008 Adopted	FY 2009	FY 2010	FY 2011	FY 2012	Total Impacts		
Operations & Maintenance		0	0	0	0	0	0	0		
Debt Service		0	1,462	1,420	1,373	1,336	1,289	6,880		
Project Total		0	1,462	1,420	1,373	1,336	1,289	6,880		



School Capital Projects

High Schools

High Schools
Schedule of Appropriations (in \$1000)
Adopted FY 07-12 Amended CIP

	High Schools												
Type	Project Title	Fund		Prior FY	FY 07	FY 08	FY 09	FY 10	FY 11	FY 12	CIP Total	Future FY	Total
High	HS-5 Leesburg Area	\$,GO		\$ -	83,080	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 83,080	\$ -	\$ 83,080
High	HS-6 Dulles Area I	\$,GO		-	-	-	86,000	-	-	-	\$ 86,000	-	\$ 86,000
High	HS-7 Dulles Area II	\$,GO		-	-	-	-	-	96,210	-	\$ 96,210	-	\$ 96,210
High	Advanced Tech Acad	\$,GO		-	-	-	-	89,000	-	-	\$ 89,000	-	\$ 89,000
High	CS Monroe Renovation	\$,GO		-	-	-	-	-	-	-	\$ -	40,960	\$ 40,960
	High School Sub Total:			\$ -	\$ 83,080	\$ -	\$ 86,000	\$ 89,000	\$ 96,210	\$ -	\$ 354,290	\$ 40,960	\$ 395,250

Fund Codes	Revenue Source		Prior FY	FY 07	FY 08	FY 09	FY 10	FY 11	FY 12	CIP Total	Future FY	Total
\$	Local Tax Funding		\$ -	\$ 8,310	\$ -	\$ 8,600	\$ 8,900	\$ 28,785	\$ -	\$ 54,595	\$ 4,095	\$ 58,690
GO	General Obligation Bonds		-	74,770	-	77,400	80,100	67,425	-	\$ 299,695	36,865	\$ 336,560
S	State Grant-Lottery		-	-	-	-	-	-	-	\$ -	-	\$ -
CIPFB	CIP Fund Balance		-	-	-	-	-	-	-	\$ -	-	\$ -
VPSSA	Virginia Public School Bond		-	-	-	-	-	-	-	\$ -	-	\$ -
	High School Sub Total:		\$ -	\$ 83,080	\$ -	\$ 86,000	\$ 89,000	\$ 96,210	\$ -	\$ 354,290	\$ 40,960	\$ 395,250



**Loudoun County Government
FY 2008 Adopted Fiscal Plan**

(HS-5) Leesburg Area High School

School Project Description:

This new high school will be an estimated 279,650 square feet and will be located on a site of approximately 75 acres. This school will be designed for an anticipated program capacity of 1,600 for students in grades 9 through 12. The school will include space for an academy program equivalent to a 1,800 student high school.

The school is currently in the Loudoun County High School Cluster.

Opening Date:

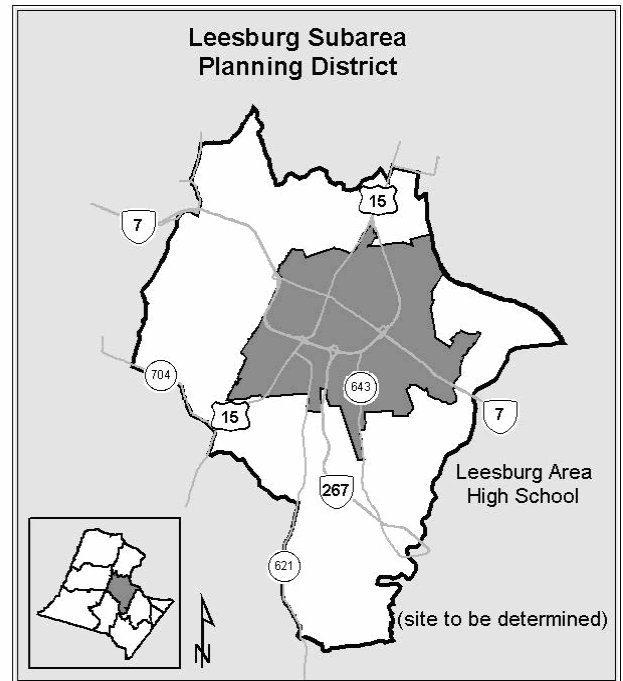
Fall 2009

Referendum Date:

Funding for the project is derived from the issuance of general obligation bonds approved by voters on the November 2006 referendum and local tax funds.

Operating Impact:

The operating impact below is based on an FY 08 per pupil cost of \$13,120. This cost is established by dividing the adopted FY 08 operating budget (including bus leases) of \$700,564,208 by the projected FY 08 school enrollment of 53,396 students.



CAPITAL (\$ in Thousands)	Prior Alloc.	FY 2007 Adopted	FY 2008 Adopted	FY 2009	FY 2010	FY 2011	FY 2012	6 Year Total	Future FY's	Project Total
Professional Services	0	6,150	0	0	0	0	0	6,150	0	6,150
Furniture, Fixtures, and Equip	0	7,990	0	0	0	0	0	7,990	0	7,990
Construction	0	68,940	0	0	0	0	0	68,940	0	68,940
Total Cost	0	83,080	0	0	0	0	0	83,080	0	83,080
G.O. Bond Sales	0	74,770	0	0	0	0	0	74,770	0	74,770
Local Tax Funding	0	8,310	0	0	0	0	0	8,310	0	8,310
Total Financing	0	83,080	0	0	0	0	0	83,080	0	83,080
Operating Impact (\$ in Thousands)		FY 2007 Adopted	FY 2008 Adopted	FY 2009	FY 2010	FY 2011	FY 2012	Total Impacts		
Operations & Maintenance		0	0	0	25,860	28,705	31,865	86,430		
Debt Service		0	2,550	5,433	7,249	8,141	7,900	31,273		
Project Total		0	2,550	5,433	33,109	36,846	39,765	117,703		



**Loudoun County Government
FY 2008 Adopted Fiscal Plan**

(HS-6) Dulles Area High School I

School Project Description:

This new high school will be an estimated 279,650 square feet and will be located on a site of approximately 75 acres. This school will be designed for an anticipated program capacity of 1,800 for students in grades 9 through 12.

The school is currently in the Briar Woods High School Cluster.

Opening Date:
Fall 2011

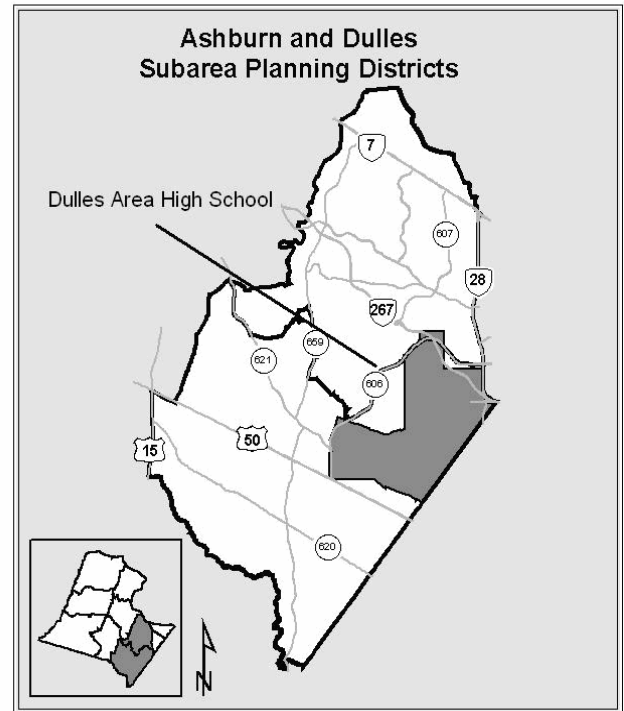
Referendum Date:
November 2008

Operating Impact:

The operating impact below is based on an FY 08 per pupil cost of \$13,120. This cost is established by dividing the adopted FY 08 operating budget (including bus leases) of \$700,564,208 by the projected FY 08 school enrollment of 53,396 students.

Proffer:

Loudoun Valley Estates II ZMAP 2002-0011



CAPITAL (\$ in Thousands)	Prior Alloc.	FY 2007 Adopted	FY 2008 Adopted	FY 2009	FY 2010	FY 2011	FY 2012	6 Year Total	Future FY's	Project Total
Professional Services	0	0	0	6,020	0	0	0	6,020	0	6,020
Furniture, Fixtures, and Equip	0	0	0	10,320	0	0	0	10,320	0	10,320
Construction	0	0	0	69,660	0	0	0	69,660	0	69,660
Total Cost	0	0	0	86,000	0	0	0	86,000	0	86,000
G.O. Bond Sales	0	0	0	77,400	0	0	0	77,400	0	77,400
Local Tax Funding	0	0	0	8,600	0	0	0	8,600	0	8,600
Total Financing	0	0	0	86,000	0	0	0	86,000	0	86,000
Operating Impact (\$ in Thousands)		FY 2007 Adopted	FY 2008 Adopted	FY 2009	FY 2010	FY 2011	FY 2012	Total Impacts		
Operations & Maintenance		0	0	0	0	0	31,865	31,865		
Debt Service		0	0	0	1,800	4,155	5,985	11,940		
Project Total		0	0	0	1,800	4,155	37,850	43,805		



(HS-7) Dulles Area High School II

School Project Description:

This new high school will be an estimated 279,650 square feet and will be located on a site of approximately 75 acres. This school will be designed for an anticipated program capacity of 1,800 for students in grades 9 through 12.

The school is currently in the Freedom High School Cluster.

Opening Date:

Fall 2013

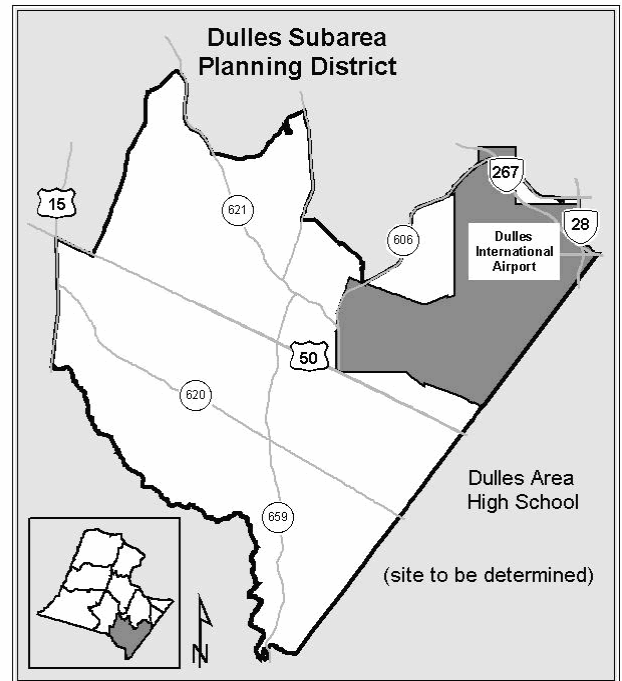
Referenda Dates:

November 2010 (Facility)

Funding for land is derived from the issuance of general obligation bonds approved by voters on the November 2006 referendum and local tax funding.

Operating Impact:

Operating expenditures will not occur during the six-year planning period.



CAPITAL (\$ in Thousands)	Prior Alloc.	FY 2007 Adopted	FY 2008 Adopted	FY 2009	FY 2010	FY 2011	FY 2012	6 Year Total	Future FY's	Project Total
Professional Services	0	0	0	0	0	6,735	0	6,735	0	6,735
Furniture, Fixtures, and Equip	0	0	0	0	0	11,545	0	11,545	0	11,545
Construction	0	0	0	0	0	77,930	0	77,930	0	77,930
Total Cost	0	0	0	0	0	96,210	0	96,210	0	96,210
G.O. Bond Sales	0	0	0	0	0	67,425	0	67,425	0	67,425
Local Tax Funding	0	0	0	0	0	28,785	0	28,785	0	28,785
Total Financing	0	0	0	0	0	96,210	0	96,210	0	96,210
Operating Impact (\$ in Thousands)		FY 2007 Adopted	FY 2008 Adopted	FY 2009	FY 2010	FY 2011	FY 2012	Total Impacts		
Operations & Maintenance		0	0	0	0	0	0	0		
Debt Service		0	0	0	0	0	250	250		
Project Total		0	0	0	0	0	250	250		



Advanced Technology Academy

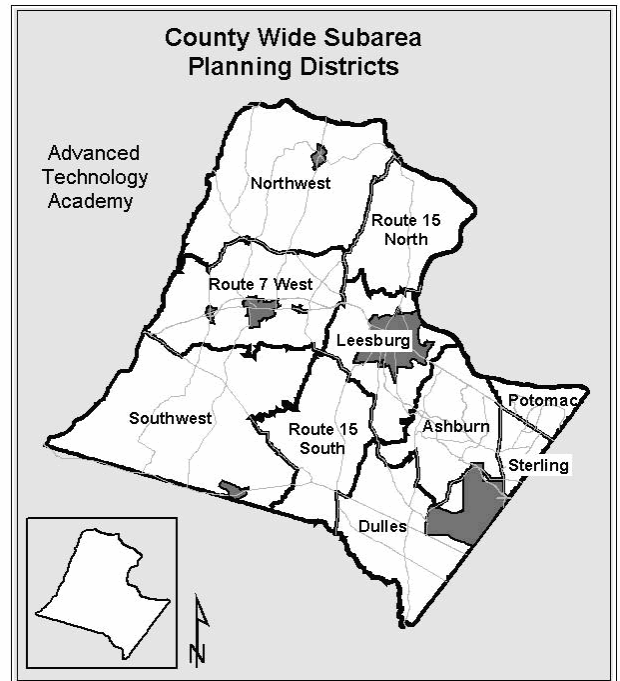
School Project Description:

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.

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 - FY 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. In response to the PPEA, 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 07 or early FY 08. The Board advanced the project to FY 10 during the FY 08 budget process.

Opening Date:
Fall 2012

Operating Impact:
Operating expenditures are estimated to total \$18.4 million beginning in FY 11.



CAPITAL (\$ in Thousands)	Prior Alloc.	FY 2007 Adopted	FY 2008 Adopted	FY 2009	FY 2010	FY 2011	FY 2012	6 Year Total	Future FY's	Project Total
Professional Services	0	0	0	0	7,120	0	0	7,120	0	7,120
Furniture, Fixtures, and Equip	0	0	0	0	8,010	0	0	8,010	0	8,010
Construction	0	0	0	0	73,870	0	0	73,870	0	73,870
Total Cost	0	0	0	0	89,000	0	0	89,000	0	89,000
G.O. Bond Sales	0	0	0	0	80,100	0	0	80,100	0	80,100
Local Tax Funding	0	0	0	0	8,900	0	0	8,900	0	8,900
Total Financing	0	0	0	0	89,000	0	0	89,000	0	89,000
Operating Impact (\$ in Thousands)		FY 2007 Adopted	FY 2008 Adopted	FY 2009	FY 2010	FY 2011	FY 2012	Total Impacts		
Operations & Maintenance		0	0	0	0	18,430	20,460	38,890		
Debt Service		0	0	0	500	2,725	5,640	8,865		
Project Total		0	0	0	500	21,155	26,100	47,755		



Charles S. Monroe Technology Center Renovation

School Project Description:

This renovation project involves the refurbishment of the existing school facility in order to relocate the alternative school program presently located at Douglass School. The project includes upgrades to various operating systems of the school. Additional improvements will be made with particular attention given to Americans with Disabilities Act (ADA) compliance.

Opening Date:

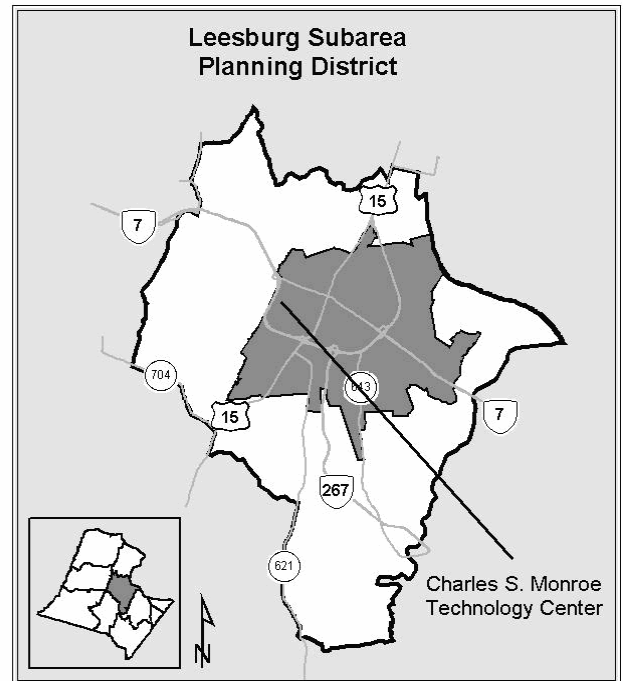
To be determined.

Referendum Date:

To be determined.

Operating Impact:

Operating expenditures will not occur during the six-year planning period.



CAPITAL (\$ in Thousands)	Prior Alloc.	FY 2007 Adopted	FY 2008 Adopted	FY 2009	FY 2010	FY 2011	FY 2012	6 Year Total	Future FY's	Project Total
Professional Services	0	0	0	0	0	0	0	0	2,870	2,870
Furniture, Fixtures, and Equip	0	0	0	0	0	0	0	0	3,685	3,685
Const of Existing Bldgs	0	0	0	0	0	0	0	0	34,405	34,405
Total Cost	0	0	0	0	0	0	0	0	40,960	40,960
G.O. Bond Sales	0	0	0	0	0	0	0	0	36,865	36,865
Local Tax Funding	0	0	0	0	0	0	0	0	4,095	4,095
Total Financing	0	0	0	0	0	0	0	0	40,960	40,960
Operating Impact (\$ in Thousands)		FY 2007 Adopted	FY 2008 Adopted	FY 2009	FY 2010	FY 2011	FY 2012	Total Impacts		
Operations & Maintenance		0	0	0	0	0	0	0		
Debt Service		0	0	0	0	0	0	0		
Project Total		0	0	0	0	0	0	0		



Notes



Debt Service Fund

DEBT SERVICE FUND SUMMARY

.....

Debt Service Fund

Page 589

.....



**Loudoun County Government
FY 2008 Adopted Fiscal Plan**

Debt Service Fund

Debt service is not an organizational unit. It is 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. For the payment of principal and interest on such bonds, 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. 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 policies) to borrowing no more than 3% of its assessed value of table real and personal property.

Debt service expenditures result from 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. Debt service expenditures and the amount of local tax funding required to offset these expenditures in FY 08 are projected to increase by 26% over what was adopted for FY 07.

Debt service expenditures for school projects increase by an average of 4% annually through FY 2012 when the annual debt service costs for schools reaches \$137.6 million. Debt expenditures for General Government including transportation projects, increase by an average of 55% annually through FY 2012 with the largest expenditure occurring in FY 12 at \$73.1 million.

Table 1.- Projected Expenditure and Revenue Sources

	FY 03 Adopted	FY 04 Adopted	FY 05 Adopted	FY 07 Adopted	FY 07 Adopted	FY 08 Adopted
County	\$13,738,728	\$10,548,629	\$13,203,962	\$15,144,365	\$19,347,650	\$22,755,405
Schools	\$60,237,501	\$73,743,304	\$83,102,576	\$97,552,825	\$102,592,790	\$118,454,617
Total Expenditures	\$73,976,229	\$84,291,933	\$96,306,538	\$112,697,190	\$121,940,440	\$141,210,022
Revenues:						
Interest earnings	\$1,100,000	\$1,100,000	\$1,100,000	\$1,100,000	\$1,100,000	\$4,500,000
Transit Bus Service	--	--	\$463,000	\$527,159	\$668,419	\$493,610
Total, revenues	\$1,100,000	\$1,100,000	\$1,100,000	\$1,100,000	\$1,768,419	\$4,993,610
Use of fund balance	\$12,500,000	\$16,939,321	\$26,300,000	\$27,274,551	\$23,769,732	\$15,025,000
Local tax funding	\$60,376,229	\$66,252,612	\$68,443,538	\$83,795,480	\$96,402,289	\$121,191,412



Debt Service Fund

Table 2. – Impact on Future Debt Ratios illustrates the following information based on the Board of Supervisors actions during the FY 08 budget process including the continued payment of debt service for old projects and other loan obligations. It illustrates the beginning tax supported debt for this six year period which is increased by the new debt issued and reduced by the total amount of retired debt for old and new projects. The table also 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 bond rating agencies, as one of many indicators in analyzing a jurisdiction's credit worthiness and financial security, use the following debt ratios:

1. debt per capita
2. debt to estimated property value
3. debt to per capital income, and
4. debt service to expenditures

In an effort to maintain fiscal restraint and control, the Board of Supervisors has established guidelines for each of these debt ratios. These guides are found in parentheses next to each of the four debt ratios in Table 2.

The Board established an affordability index as part of its approved County Fiscal Policies. 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 three of the four debt ratio ceilings established by the Board. The three ratios and applied weights used for this index are the following: debt per capita (20%), debt to estimated property value (45%), and debt to per capita income (35%). Figure 5 illustrates the affordability index and its Board established ceiling.

The Board has established an annual debt issuance guideline for the six-year capital planning period. The original guideline, adopted in FY 05, had a beginning debt issuance ceiling of \$200 million in FY 05 with a gradual decrease in debt issuance to \$125 million per year by the end of the five years of the plan. Amendment of that guideline to maintain the debt issuance ceiling at \$200 million per year for all years was adopted by the Board of Supervisors during the FY 07 budget process and the revised debt ceiling was applied for the FY 07-12 CIP.

Loudoun County Capital Improvement Program
Impact on Future Debt Ratios (1)
Adopted FY 07 - 12 Amended CIP

	FY 07	FY 08	FY 09	FY 10	FY 11	FY 12
Beginning Net Tax Supported Debt	\$946,870,968	\$1,065,912,187	\$1,174,900,637	\$1,318,467,843	\$1,404,247,844	\$1,517,633,229
New Debt Issued	197,306,000	198,455,000	248,800,000	196,250,000	238,275,000	195,735,000
Retired Debt (Old)	78,264,781	76,367,550	77,733,794	65,835,999	61,135,615	57,439,451
Retired Debt (New)	0	13,099,000	27,499,000	44,634,000	63,754,000	77,345,000
Ending Net Tax Supported Debt	\$1,065,912,187	\$1,174,900,637	\$1,318,467,843	\$1,404,247,844	\$1,517,633,229	\$1,578,583,778
Population	270,056	281,659	293,263	304,867	316,471	328,074
Public School Enrollment	50,478	53,396	56,185	59,305	63,014	66,887
Estimated Property Value (in Millions)	\$66,636	\$71,545	\$76,823	\$82,507	\$88,629	\$95,223
Per Capita Income	\$46,116	\$47,782	\$49,992	\$52,304	\$54,723	\$57,253
Expenditures (in Thousands)	\$1,394,000	\$1,603,000	\$1,843,000	\$2,119,000	\$2,437,000	\$2,803,000
Debt Service	\$121,940,553	\$141,210,022	\$162,682,812	\$176,745,135	\$195,287,189	\$210,687,821
Ratios:						
Debt Per Capita (\$2,500)	\$3,947	\$4,171	\$4,496	\$4,606	\$4,795	\$4,812
Debt to Estimated Property Value (3.0%)	1.60%	1.64%	1.72%	1.70%	1.71%	1.66%
Debt to Per Capita Income (7.5%)	8.56%	8.73%	8.99%	8.81%	8.76%	8.40%
Debt Service to Expenditures (10.0%)	8.75%	8.81%	8.83%	8.34%	8.01%	7.52%
(Note: Numbers in parentheses represent Fiscal Policy target ratios.)						
Affordability Index: (2)						
Outstanding Debt Permitted	\$1,361,528,940	\$1,459,965,546	\$1,568,588,102	\$1,684,854,294	\$1,809,330,867	\$1,942,607,044
Projected Outstanding Debt	\$1,065,912,187	\$1,174,900,637	\$1,318,467,843	\$1,404,247,844	\$1,517,633,229	\$1,578,583,778
Overlapping Debt: (3)						
Overlapping Debt Permitted	\$666,360,000	\$715,450,000	\$768,230,000	\$825,070,000	\$886,290,000	\$952,230,000
Projected Overlapping Debt	\$171,171,030	\$189,260,000	\$184,800,000	\$180,300,000	\$175,800,000	\$171,300,000

(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

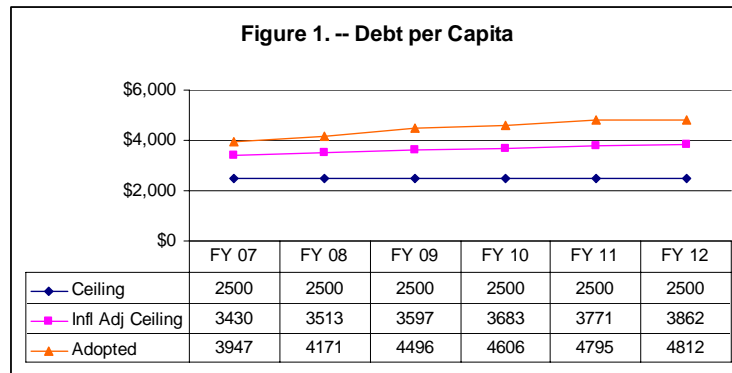


Loudoun County Government FY 2008 Adopted Fiscal Plan

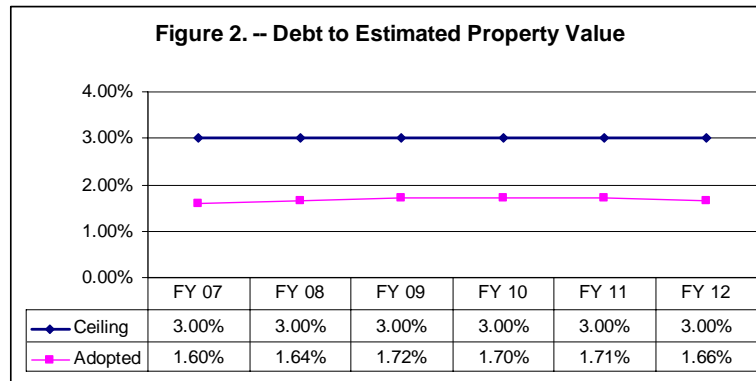
Debt Service Fund

The following charts display the four debt ratios respectively for the six projected fiscal years in comparison to the Board established ceilings and the fifth chart reflects the Board's established affordability index.

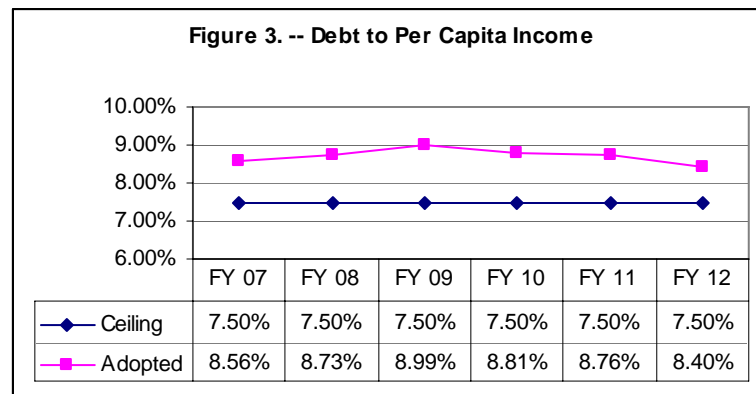
Debt per capita – The Board's guideline for debt per capita (\$2,500) is breached throughout the six-year debt issuance schedule. For information purposes, Figure 1 indicates what the Board's ceiling would be if adjusted annually by the Consumer Price Index (CPI) rate of inflation.



Debt to estimated property value – The Board's guideline for 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 (7.5%) is breached throughout the six-year debt issuance schedule.

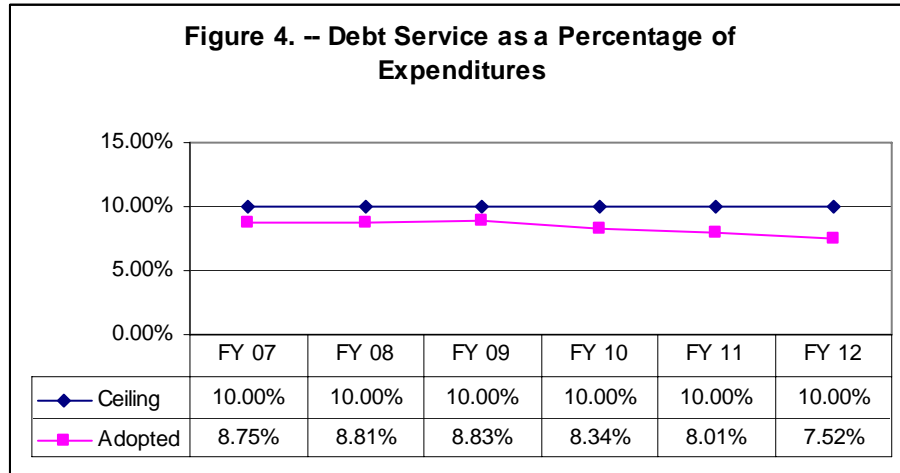




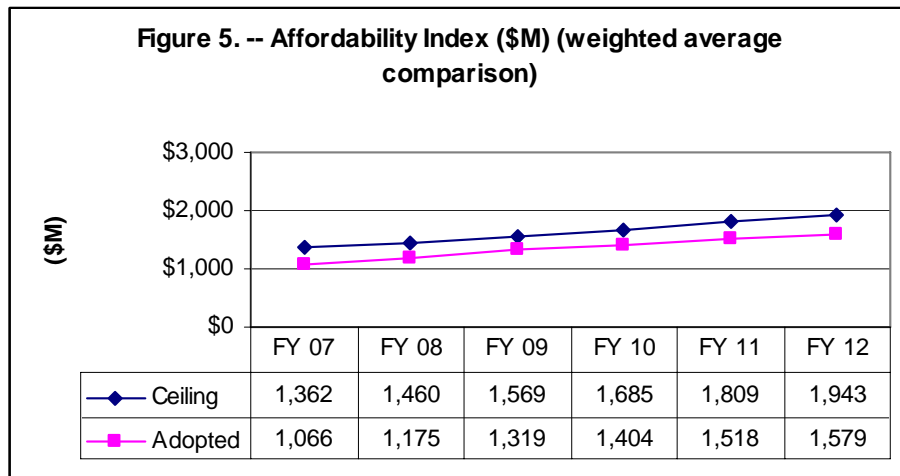
**Loudoun County Government
FY 2008 Adopted Fiscal Plan**

Debt Service Fund

Debt service as a percentage of expenditures – The Board's guideline for debt service as a percentage of expenditures (10%) remains intact for the entire period of the debt issuance schedule.



Affordability index -- The Board's affordability index guideline remains intact for the entire period of the debt issuance schedule.

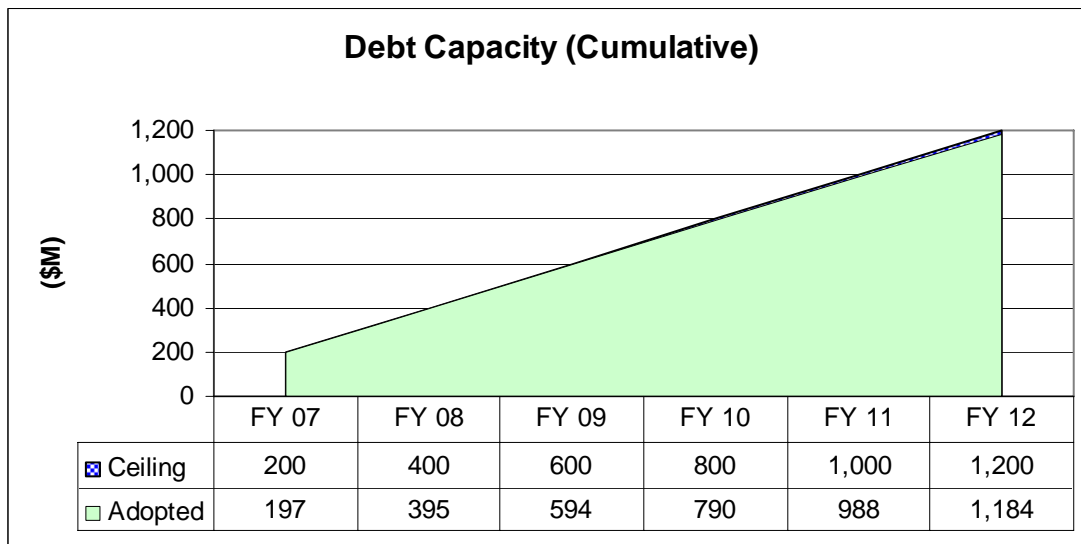
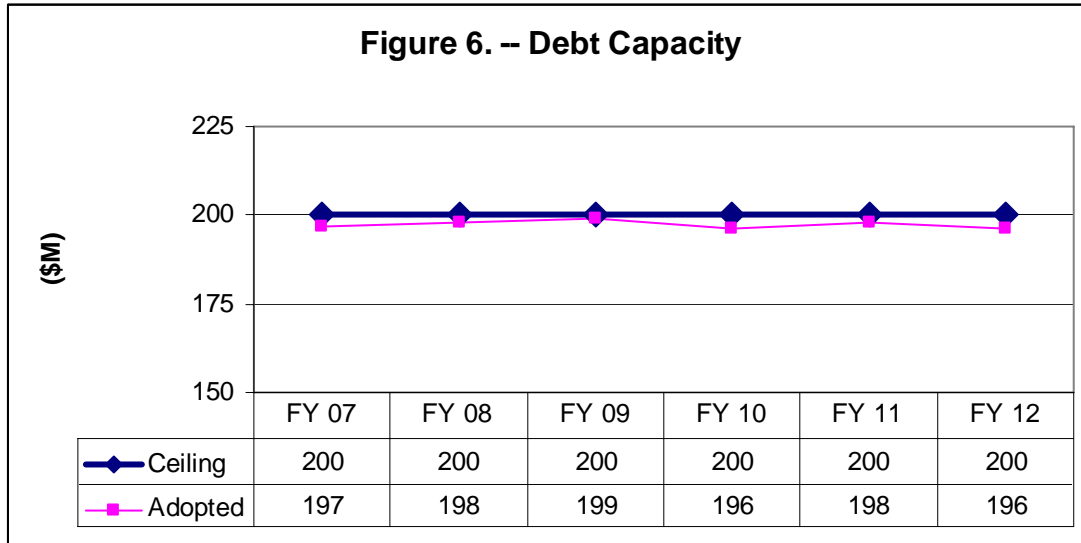




Loudoun County Government
FY 2008 Adopted Fiscal Plan

Debt Service Fund

Debt Capacity -- The Board's debt capacity guideline is met for the entire period of the debt issuance schedule. Figure 6 illustrates the Board's debt capacity policy of \$200 million in FY 09 through FY 12.



Schedule of Major Financings Adopted FY 07 - 12 Amended CIP

Capital Projects and Leases to be Financed

Anticipated Sale or Closing Dates and Amounts

Financing Type/Project	Total Project	Amount to be Financed FY 07-FY 12	Start Year	Amount of Referendum	Potential Referendum Date or Status	Remaining FY 07	FY 08	FY 09	FY 10	FY 11	FY 12
General Obligation Bonds or Appropriation Based:											
Rust Library Renovation/Expansion	10,400,000	2,000,000	2002	7,885,000	Nov. 01	(1)	0	2,000,000	0	0	0
Philip A. Bolen Regional Park	22,360,000	2,760,000	2002	16,260,000	Nov. 01	(1)	0	2,760,000	0	0	0
Dulles/Route 28 Fire/Sheriff Station	7,900,000	7,505,000	2003	8,805,000	Nov. 02	(1)	0	7,505,000	0	0	0
Brambleton Area Fire/Sheriff Station	10,260,000	7,630,000	2004	8,630,000	Nov. 03	(1)	5,000,000	2,630,000	0	0	0
Lansdowne Area Fire/Sheriff Station	6,695,000	4,895,000	2004	5,895,000	Nov. 03	(1)	4,895,000	0	0	0	0
Dulles South Multi-Purpose Center	9,335,000	2,500,000	2005	9,000,000	Nov. 04	(1)	0	2,500,000	0	0	0
Purcellville Fire & Rescue Station	9,100,000	7,030,000	2006	8,030,000	Nov. 05	(1)	5,000,000	2,030,000	0	0	0
Transit Buses	7,200,000	7,200,000	2006	0	Not Required	(2)	0	2,400,000	1,200,000	1,200,000	1,200,000
Fire & Rescue Vehicles	21,060,000	21,060,000	2006	0	Not Required	(2)	0	6,795,000	3,310,000	3,650,000	3,830,000
Computer System Replacements	1,000,000	1,000,000	2007	0	Not Required	(2)	0	1,000,000	0	0	0
Adult Detention Center Expansion	46,350,000	46,350,000	2007	0	Not Required	(2)	0	10,000,000	28,850,000	7,500,000	0
Public Safety Facilities - Land	3,450,000	3,450,000	2007	3,450,000	Nov. 06	(1)	3,450,000	0	0	0	0
North Street Building Renovation	10,700,000	9,330,000	2007	9,330,000	Nov. 06	(1)	4,000,000	3,500,000	1,830,000	0	0
Fire Station Renovations - I	10,000,000	10,000,000	2007	10,000,000	Nov. 07	0	0	1,300,000	2,000,000	6,700,000	0
Aldie Fire & Rescue Station	8,300,000	8,300,000	2008	8,300,000	Nov. 07	0	0	2,000,000	2,880,000	3,420,000	0
Eastern Loudoun Sheriff Substation	7,960,000	5,360,000	2008	5,360,000	Nov. 07	0	0	2,000,000	1,000,000	2,360,000	0
Western Loudoun Sheriff Substation	8,330,000	8,330,000	2008	8,330,000	Nov. 07	0	0	2,000,000	3,000,000	3,330,000	0
Gun Spring Library	10,500,000	7,130,000	2008	7,130,000	Nov. 07	0	0	5,000,000	2,130,000	0	0
Community Center Renovations	13,510,000	13,510,000	2008	13,510,000	Nov. 07	0	0	2,000,000	4,500,000	3,860,000	0
Broadlands Rec Center	31,425,000	31,425,000	2008	31,425,000	Nov. 07	0	0	4,000,000	10,000,000	11,020,000	6,405,000
Computer System Replacement Fund	48,300,000	48,300,000	2008	0	Not Required	(2)	0	3,225,000	8,825,000	26,050,000	2,200,000
Western/Neersville Fire & Rescue	8,585,000	8,585,000	2009	8,585,000	Nov. 08	0	0	1,700,000	3,000,000	3,885,000	0
Dulles Multi-Purpose Center - Phase II	27,000,000	27,000,000	2009	27,000,000	Nov. 08	0	0	20,000,000	0	7,000,000	0
Juvenile Detention Center Expansion	11,600,000	11,600,000	2009	0	Not Required	(2)	0	0	2,000,000	7,000,000	2,600,000
DGS Admin/Maint/Storage Facility - Land	4,550,000	4,550,000	2010	0	Not Required	(2)	0	0	0	4,550,000	0
Fire Station Renovations - II	15,500,000	14,780,000	2010	14,780,000	Nov. 09	0	0	0	8,300,000	6,480,000	0
Kirkpatrick Farms Fire & Rescue Station (Including Land)	12,075,000	7,775,000	2010	12,075,000	Nov. 09	0	0	0	2,275,000	2,000,000	3,500,000
Brambleton District Park	9,000,000	4,000,000	2011	9,000,000	Nov. 10	0	0	0	0	2,000,000	2,000,000
General Government Office Space	137,500,000	68,750,000	2011	0	Not Required	(3)	0	0	0	34,920,000	33,830,000
Leesburg South Fire & Rescue Station (Including Land)	12,475,000	4,275,000	2012	12,475,000	Nov. 11	0	0	0	0	0	4,275,000

Schedule of Major Financings Adopted FY 07 - 12 Amended CIP

Capital Projects and Leases to be Financed

Anticipated Sale or Closing Dates and Amounts

Financing Type/Project	Total Project	Amount to be Financed FY 07-FY 12	Start Year	Amount of Referendum	Potential Referendum Date or Status	Remaining FY 07	FY 08	FY 09	FY 10	FY 11	FY 12
Road Projects	51,300,000	48,700,000	2007	51,300,000	Nov. 06	(1) 35,500,000	13,200,000	0	0	0	0
Off-Site Road Improvements - HS-3	3,300,000	3,300,000	2008	0	Not Required	(2) 0	3,300,000	0	0	0	0
Allder School Road Paving	5,900,000	5,900,000	2009	0	Not Required	(2) 0	0	5,900,000	0	0	0
Dulles Rail	240,000,000	90,000,000	2009	0	Not Required	(2) 0	0	50,000,000	0	40,000,000	0
SUBTOTAL - General Government	842,920,000	554,280,000		296,555,000		57,845,000	66,140,000	162,000,000	95,460,000	122,000,000	50,835,000
General Obligation Bonds or Appropriation Based:											
School Land Sites (2-ES & 2-MS)	12,545,000	12,545,000	2005	12,545,000	Nov. 04	(1) 6,435,000	6,110,000	0	0	0	0
Harmony Site ES (ES-4)	19,930,000	7,300,000	2006	16,300,000	Nov. 05	(1) 2,040,000	5,260,000	0	0	0	0
LV Estates II Site ES (ES-17)	19,930,000	7,300,000	2006	16,300,000	Nov. 05	(1) 7,300,000	0	0	0	0	0
Arcola ES (No Demolition Needed)	19,950,000	7,805,000	2006	19,305,000	Nov. 05	(1) 7,805,000	0	0	0	0	0
Rolling Ridge ES Addition/Renovation	14,400,000	2,585,000	2006	12,960,000	Nov. 05	(1) 2,585,000	0	0	0	0	0
Sugarland ES Addition/Renovation	15,500,000	3,950,000	2006	13,950,000	Nov. 05	(1) 3,950,000	0	0	0	0	0
Dulles Area MS (MS-5)	39,675,000	28,705,000	2006	35,705,000	Nov. 05	(1) 0	20,000,000	4,705,000	4,000,000	0	0
Western Loudoun HS (HS-3)	70,560,000	57,500,000	2006	63,500,000	Nov. 05	(1) 0	15,000,000	22,000,000	20,500,000	0	0
School Vehicle Lease	50,776,000	50,776,000	2007	0	Not Required	(2) 8,276,000	8,500,000	8,500,000	8,500,000	8,500,000	8,500,000
Elementary School (ES-18)	22,730,000	19,465,000	2007	19,465,000	Nov. 06	(1) 13,000,000	6,465,000	0	0	0	0
Elementary School (ES-19)	22,730,000	19,460,000	2007	19,460,000	Nov. 06	(1) 13,000,000	6,460,000	0	0	0	0
High School (HS-5)	83,080,000	74,770,000	2007	74,770,000	Nov. 06	(1) 24,000,000	31,000,000	12,980,000	6,790,000	0	0
Middle School Renovations - Phase 2	13,820,000	12,440,000	2007	12,440,000	Nov. 06	(1) 12,440,000	0	0	0	0	0
Land Incl. Water/Sewer - Two MS / One HS	45,975,000	43,285,000	2007	43,285,000	Nov. 06	(1) 33,600,000	9,685,000	0	0	0	0
Sycolin Creek ES (ES-13) (VPFA)	5,030,000	5,030,000	2007	0	Not Required	(4) 5,030,000	0	0	0	0	0
ES-16 - 2 Story Design (VPFA)	960,000	960,000	2008	0	Not Required	(4) 0	960,000	0	0	0	0
MS-5 - 2 Story Design / Construction (VPFA)	12,200,000	12,200,000	2008	0	Not Required	(4) 0	6,200,000	6,000,000	0	0	0
Western Loudoun HS (HS-3) (VPFA)	1,200,000	1,200,000	2008	0	Not Required	(4) 0	1,200,000	0	0	0	0
Land Including Water/Sewer - Two ES / One HS	31,755,000	15,475,000	2008	15,475,000	Nov. 07	0	15,475,000	0	0	0	0
Elementary School (ES-15)	22,960,000	18,670,000	2009	18,670,000	Nov. 08	0	0	7,310,000	3,200,000	8,160,000	0
Elementary School (ES-16)	22,960,000	18,665,000	2009	18,665,000	Nov. 08	0	0	7,305,000	3,200,000	8,160,000	0
Dulles Area 1 High School (HS-6)	86,000,000	77,400,000	2009	77,400,000	Nov. 08	0	0	18,000,000	24,000,000	14,000,000	21,400,000
Land Incl. Water/Sewer - Three ES/One MS	27,740,000	4,970,000	2010	4,970,000	Nov. 09	0	0	0	0	4,970,000	0
Elementary School (ES-14)	24,870,000	22,385,000	2010	22,385,000	Nov. 09	0	0	0	3,600,000	15,750,000	3,035,000
Middle School (MS-6)	47,510,000	36,000,000	2010	42,760,000	Nov. 09	0	0	0	7,000,000	14,000,000	15,000,000
Advanced Technology Academy	89,000,000	80,100,000	2010	0	Not Required	(3) 0	0	0	20,000,000	30,000,000	30,100,000

Schedule of Major Financings

Adopted FY 07 - 12 Amended CIP

Capital Projects and Leases to be Financed		Anticipated Sale or Closing Dates and Amounts									
Financing Type/Project	Total Project	Amount to be Financed FY 07-FY 12	Start Year	Amount of Referendum	Potential Referendum Date or Status	Remaining FY 07	FY 08	FY 09	FY 10	FY 11	FY 12
Elementary School (ES-20)	26,930,000	16,200,000 *	2011	24,240,000	Nov. 10	0	0	0	0	2,900,000	13,300,000
Elementary School (ES-25)	26,930,000	16,200,000 *	2011	24,240,000	Nov. 10	0	0	0	0	2,900,000	13,300,000
Catcotin ES Renovation	23,760,000	12,000,000 *	2011	21,380,000	Nov. 10	0	0	0	0	3,000,000	9,000,000
Middle School (MS-7)	49,360,000	20,700,000 *	2011	44,425,000	Nov. 10	0	0	0	0	3,935,000	16,765,000
Dulles Area 2 High School (HS-7)	96,210,000	14,500,000 *	2011	67,425,000	Nov. 10	0	0	0	0	0	14,500,000
Elementary School (ES-22)	28,320,000	0 *	2012	19,315,000	Nov. 11	0	0	0	0	0	0
Elementary School (ES-24)	28,320,000	0 *	2012	19,320,000	Nov. 11	0	0	0	0	0	0
SUBTOTAL	1,103,616,000	720,541,000		780,655,000		139,461,000	132,315,000	86,800,000	100,790,000	116,275,000	144,900,000
GRAND TOTAL	1,946,536,000	1,274,821,000		1,077,210,000		127,306,000	198,455,000	248,800,000	196,250,000	238,275,000	195,735,000

Notes on Potential Referendum Dates and Projects:

- * Remaining amount to be financed after 2012
- (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) Anticipated financing as part of the Public Private Education Act (PPEA)
- (4) Virginia Public School Authority (VPSA) previously approved by the Board of Supervisors

COUNTY OF LOUDOUN - DEBT CEILINGS

Adopted FY 07 - 12 Amended CIP

Debt Financing For FY07 - FY12						
Fiscal Year	General Government Proposed FY 07 - FY 12	Transportation Proposed FY 07 - FY 12	Schools Proposed FY 07 - FY 12	TOTAL COUNTY		Fiscal Year
FY 07	\$ 22,345,000	\$ 35,500,000	\$ 139,461,000	\$ 197,306,000	\$ 200,000,000	FY 07
FY 08	49,640,000	16,500,000	132,315,000	198,455,000	200,000,000	FY 08
FY 09	106,100,000	5,900,000	86,800,000	198,800,000	200,000,000	FY 09
FY 10	95,460,000	0	100,790,000	196,250,000	200,000,000	FY 10
FY 11	82,000,000	0	116,275,000	198,275,000	200,000,000	FY 11
FY 12	50,835,000	0	144,900,000	195,735,000	200,000,000	FY 12
	\$ 406,380,000	\$ 57,900,000	\$ 720,541,000	\$ 1,184,821,000	\$ 1,200,000,000	

Debt Service Projections

	General Government			Schools			Total Debt Payments
	Principal	Interest	Total	Principal	Interest	Total	
2007	10,061,508	7,035,301	17,096,809	68,203,273	36,640,471	104,843,744	121,940,553
2008	12,875,334	9,880,071	22,755,405	76,591,216	41,863,401	118,454,617	141,210,022
2009	25,782,977	12,950,116	38,733,093	79,449,817	44,499,902	123,949,719	162,682,812
2010	30,618,581	20,605,902	51,224,483	79,851,418	45,669,234	125,520,652	176,745,135
2011	40,262,647	23,053,635	63,316,282	84,626,968	47,343,939	131,970,907	195,287,189
2012	46,891,933	26,230,935	73,122,868	87,892,518	49,672,435	137,564,953	210,687,821
2013	49,214,910	26,253,009	75,467,919	94,578,867	49,868,650	144,447,517	219,915,436
2014	46,649,082	23,873,811	70,522,893	91,160,918	45,228,882	136,389,800	206,912,693
2015	42,553,332	21,669,283	64,222,615	85,781,668	40,705,672	126,487,340	190,709,955
2016	35,028,132	19,737,501	54,765,633	79,936,868	36,455,770	116,392,638	171,158,271
2017	32,208,833	18,051,805	50,260,638	76,906,167	32,477,766	109,383,933	159,644,571
2018	31,416,632	16,467,171	47,883,803	70,463,369	28,818,499	99,281,868	147,165,671
2019	32,229,250	14,901,212	47,130,462	67,815,750	25,420,295	93,236,045	140,366,507
2020	29,263,600	13,288,482	42,552,082	66,351,400	22,111,845	88,463,245	131,015,327
2021	29,301,050	11,824,750	41,125,800	62,908,950	18,907,840	81,816,790	122,942,590
2022	28,374,550	10,393,344	38,767,894	58,685,450	16,011,371	74,696,821	113,464,715
2023	27,965,700	8,993,876	36,959,576	52,549,300	13,355,663	65,904,963	102,864,539
2024	27,781,700	7,607,254	35,388,954	47,968,300	10,948,419	58,916,719	94,305,673
2025	25,051,200	6,283,266	31,334,466	43,723,800	8,634,590	52,358,390	83,692,856
2026	22,909,150	5,039,784	27,948,934	34,840,850	6,598,956	41,439,806	69,388,740
2027	22,800,000	3,893,375	26,693,375	31,135,000	4,954,005	36,089,005	62,782,380
2028	19,965,000	2,753,250	22,718,250	24,275,000	3,416,125	27,691,125	50,409,375
2029	17,460,000	1,756,750	19,216,750	18,355,000	2,246,375	20,601,375	39,818,125
2030	10,195,000	911,500	11,106,500	14,740,000	1,351,125	16,091,125	27,197,625
2031	7,330,000	445,250	7,775,250	10,890,000	655,625	11,545,625	19,320,875
2032	2,175,000	108,750	2,283,750	5,645,000	187,875	5,832,875	8,116,625
2033	0	0	0	0	0	0	0
2034	0	0	0	0	0	0	0
	706,365,101	314,009,383	1,020,374,484	1,515,326,867	634,044,730	2,149,371,597	3,169,746,081

Debt Service Projections

	Current Debt			Authorized - Unissued			New Debt			Total Debt	
	Principal	Interest	Total	Principal	Interest	Total	Principal	Interest	Total	Payments	
2007	78,264,781	43,675,772	121,940,553	0	0	0	0	0	0	121,940,553	
2008	76,367,550	40,708,053	117,075,603	10,780,000	9,906,500	20,686,500	2,319,000	1,128,919	3,447,919	141,210,022	
2009	77,733,794	37,060,949	114,794,743	18,270,000	15,526,625	33,796,625	9,229,000	4,862,444	14,091,444	162,682,812	
2010	65,835,999	33,666,465	99,502,464	22,265,000	17,060,250	39,325,250	22,369,000	15,548,421	37,917,421	176,745,135	
2011	61,135,615	30,512,801	91,648,416	25,840,000	16,937,000	42,777,000	37,914,000	22,947,773	60,861,773	195,287,189	
2012	57,439,451	27,553,495	84,992,946	25,855,000	15,645,000	41,500,000	51,490,000	32,704,875	84,194,875	210,687,821	
2013	53,138,777	24,673,409	77,812,186	23,735,000	14,352,250	38,087,250	66,920,000	37,096,000	104,016,000	219,915,436	
2014	53,120,000	22,113,068	75,233,068	22,160,000	13,172,250	35,332,250	62,530,000	33,817,375	96,347,375	206,912,693	
2015	49,935,000	19,529,830	69,464,830	20,235,000	12,087,875	32,322,875	58,165,000	30,757,250	88,922,250	190,709,955	
2016	48,930,000	17,061,771	65,991,771	17,585,000	11,114,375	28,699,375	48,450,000	28,017,125	76,467,125	171,158,271	
2017	47,540,000	14,631,571	62,171,571	17,570,000	10,235,000	27,805,000	44,005,000	25,663,000	69,668,000	159,644,571	
2018	47,655,001	12,336,670	59,991,671	17,595,000	9,356,500	26,951,500	36,630,000	23,592,500	60,222,500	147,165,671	
2019	45,850,000	10,084,132	55,934,132	17,565,000	8,476,750	26,041,750	36,630,000	21,760,625	58,390,625	140,366,507	
2020	41,400,000	7,872,327	49,272,327	17,595,000	7,598,500	25,193,500	36,620,000	19,929,500	56,549,500	131,015,327	
2021	38,025,000	5,915,340	43,940,340	17,565,000	6,718,750	24,283,750	36,620,000	18,098,500	54,718,500	122,942,590	
2022	33,650,000	4,276,715	37,926,715	17,595,000	5,840,500	23,435,500	35,815,000	16,287,500	52,102,500	113,464,715	
2023	27,355,000	2,886,414	30,241,414	17,570,000	4,960,750	22,530,750	35,590,000	14,502,375	50,092,375	102,864,539	
2024	22,570,000	1,750,548	24,320,548	17,590,000	4,082,250	21,672,250	35,590,000	12,722,875	48,312,875	94,305,673	
2025	15,600,000	771,856	16,371,856	17,585,000	3,202,625	20,787,625	35,590,000	10,943,375	46,533,375	83,692,856	
2026	4,565,000	151,365	4,716,365	17,590,000	2,323,500	19,913,500	35,595,000	9,163,875	44,758,875	69,388,740	
2027	760,000	19,380	779,380	17,585,000	1,443,875	19,028,875	35,590,000	7,384,125	42,974,125	62,782,380	
2028	0	0	0	8,895,000	564,750	9,459,750	35,345,000	5,604,625	40,949,625	50,409,375	
2029	0	0	0	3,000,000	153,625	3,153,625	32,815,000	3,849,500	36,664,500	39,818,125	
2030	0	0	0	885,000	28,000	913,000	24,050,000	2,234,625	26,284,625	27,197,625	
2031	0	0	0	0	0	0	18,220,000	1,100,875	19,320,875	19,320,875	
2032	0	0	0	0	0	0	7,820,000	296,625	8,116,625	8,116,625	
2033	0	0	0	0	0	0	0	0	0	0	
2034	0	0	0	0	0	0	0	0	0	0	
	946,870,968	357,251,931	1,304,122,899	392,910,000	190,787,500	583,697,500	881,911,000	400,014,682	1,281,925,682	3,169,746,081	

Debt Service Projections

	General Govt.	School	Philip A. Bolen	Dulles/Route 28	Brambleton Area	Lansdowne Area	Dulles South
	TOTAL	TOTAL	Regional Park	Fire/Sheriff Stn	Fire/Sheriff Stn	Fire/Sheriff Stn	Multi-Purpose Cntr
	152,085,101	794,785,867	2,760,000	7,505,000	7,630,000	4,895,000	2,500,000
2007	17,096,809	104,843,744	0	0	0	0	0
2008	16,415,155	100,660,448	0	0	500,000	674,750	0
2009	23,042,343	91,752,400	428,000	187,625	899,000	653,250	0
2010	16,580,733	82,921,731	413,500	1,033,375	872,500	631,750	475,000
2011	15,214,532	76,433,884	399,000	999,625	846,000	615,250	457,500
2012	13,271,993	71,720,953	389,500	965,875	819,500	593,500	440,000
2013	12,049,044	65,763,142	369,750	932,125	793,000	316,750	422,500
2014	12,281,143	62,951,925	150,250	898,375	566,500	312,750	405,000
2015	11,184,240	58,280,590	146,000	474,625	550,000	298,500	87,500
2016	10,895,383	55,096,388	141,750	460,875	533,500	294,500	85,000
2017	9,871,513	52,300,058	142,500	447,125	522,000	280,250	82,500
2018	9,720,928	50,270,743	133,000	433,375	500,250	276,250	80,000
2019	10,153,712	45,780,420	133,750	419,625	488,750	262,000	77,500
2020	6,771,457	42,500,870	124,250	405,875	467,000	258,000	75,000
2021	6,526,300	37,414,040	125,000	392,125	455,500	243,750	72,500
2022	6,154,769	31,771,946	115,500	378,375	433,750	239,750	70,000
2023	5,706,701	24,534,713	116,250	364,625	422,250	225,500	67,500
2024	5,281,079	19,039,469	106,750	350,875	400,500	221,500	65,000
2025	2,361,341	14,010,515	107,500	337,125	389,000	207,250	62,500
2026	120,809	4,595,556	98,000	323,375	367,250	203,250	60,000
2027	0	779,380	98,750	309,625	355,750	189,000	57,500
2028	0	0	89,250	300,750	84,000	0	55,000
2029	0	0	0	281,875	0	0	52,500
2030	0	0	0	0	0	0	0
2031	0	0	0	0	0	0	0
2032	0	0	0	0	0	0	0
2033	0	0	0	0	0	0	0
	210,699,984	1,093,422,915	3,828,250	10,697,250	11,266,000	6,997,500	3,250,000

Debt Service Projections

	Purcellville Fire/Rescue Station	Rust Library Ren/Expansion	Computer System Replacements	Adult Detention Center Expansion	Public Safety Facilities-Land	North Street Bldg. Renovation	Fire Station Renovations - I
	7,030,000	2,000,000	1,000,000	46,350,000	3,450,000	9,330,000	10,000,000
2007	0	0	0	0	0	0	0
2008	500,000	0	25,000	0	347,500	400,000	32,500
2009	769,000	200,000	245,000	1,000,000	333,750	785,750	178,375
2010	747,500	195,000	235,000	3,862,500	330,250	900,500	490,125
2011	726,000	190,000	225,000	4,810,250	316,500	877,250	976,000
2012	709,500	185,000	215,000	4,684,500	313,000	854,000	951,000
2013	682,750	180,000	205,000	4,548,500	299,250	830,750	926,000
2014	556,250	175,000	0	4,422,750	295,750	807,500	901,000
2015	540,000	170,000	0	4,286,750	282,000	784,250	876,000
2016	523,750	165,000	0	3,761,000	278,500	761,000	851,000
2017	507,500	160,000	0	3,645,000	264,750	737,750	826,000
2018	491,250	155,000	0	3,539,250	261,250	719,375	801,000
2019	475,000	150,000	0	3,423,250	247,500	691,000	776,000
2020	458,750	145,000	0	3,317,500	244,000	672,625	751,000
2021	442,500	140,000	0	3,201,500	230,250	644,250	726,000
2022	426,250	135,000	0	3,095,750	226,750	625,875	701,000
2023	410,000	130,000	0	2,979,750	213,000	597,500	676,000
2024	393,750	125,000	0	2,874,000	209,500	579,125	651,000
2025	377,500	120,000	0	2,758,000	195,750	550,750	626,000
2026	361,250	115,000	0	2,652,250	192,250	532,375	601,000
2027	345,000	110,000	0	2,536,250	178,500	504,000	576,000
2028	78,750	105,000	0	2,430,500	0	285,625	551,000
2029	0	0	0	1,814,500	0	92,250	462,625
2030	0	0	0	288,750	0	0	343,375
2031	0	0	0	0	0	0	0
2032	0	0	0	0	0	0	0
2033	0	0	0	0	0	0	0
	10,522,250	3,050,000	1,150,000	69,932,500	5,260,000	14,233,500	15,250,000

Debt Service Projections

	Aldie Fire/Rescue Station 8,300,000	Western Loudoun Sheriff Substation 8,330,000	Gum Spring Library 7,130,000	Community Center Renovations 13,510,000	Eastern Loudoun Sheriff Substation 5,360,000	Western/Neersville Fire & Rescue 8,585,000
2007	0	0	0	0	0	0
2008	0	0	0	0	0	0
2009	200,000	200,000	0	200,000	200,000	0
2010	569,500	578,250	553,250	645,000	354,000	245,000
2011	1,018,125	926,875	789,000	1,042,750	522,500	559,125
2012	986,625	900,125	766,500	1,431,750	509,000	1,078,375
2013	955,125	868,500	744,000	1,396,250	495,500	1,049,250
2014	923,625	846,875	726,375	1,350,500	482,000	1,010,125
2015	887,250	815,250	698,750	1,315,000	468,500	981,000
2016	583,000	642,500	554,375	1,269,250	450,125	941,875
2017	565,750	623,500	538,125	1,053,375	441,750	581,250
2018	548,500	599,625	521,875	1,021,750	423,375	564,000
2019	531,250	585,750	505,625	990,375	415,000	546,750
2020	514,000	561,875	489,375	958,750	396,625	529,500
2021	496,750	548,000	473,125	927,375	388,250	512,250
2022	479,500	524,125	456,875	895,750	369,875	495,000
2023	457,250	510,250	440,625	864,375	361,500	477,750
2024	445,250	486,375	424,375	832,750	343,125	460,500
2025	423,000	472,500	408,125	801,375	334,750	443,250
2026	411,000	448,625	391,875	769,750	316,375	426,000
2027	388,750	434,750	375,625	738,375	308,000	408,750
2028	376,750	410,875	359,375	706,750	289,625	391,500
2029	254,500	297,000	343,125	575,375	181,250	374,250
2030	102,500	128,125	76,875	323,750	117,875	272,000
2031	0	0	0	148,625	0	112,750
2032	0	0	0	0	0	0
2033	0	0	0	0	0	0
	12,118,000	12,409,750	10,637,250	20,259,000	8,169,000	12,460,250

Debt Service Projections

	Dulles Multi-Purpose Cntr. - Phase II	Juvenile Detention Center Expansion	Transit Buses	Fire & Rescue Vehicles	Computer System Replacement Fund	Broadlands Rec Center
2007	0	0	0	0	0	0
2008	0	0	60,000	169,875	80,625	0
2009	0	50,000	618,000	1,748,500	1,010,750	525,000
2010	2,000,000	372,500	888,000	2,493,625	3,571,250	1,508,750
2011	2,125,000	948,750	1,146,000	3,253,250	9,381,750	2,908,625
2012	2,927,625	1,239,875	1,392,000	4,011,125	10,035,750	3,303,000
2013	2,842,875	1,204,625	1,596,000	4,680,500	9,884,250	3,209,250
2014	2,758,125	1,169,375	1,056,000	3,144,000	8,823,375	3,115,500
2015	2,673,375	1,134,125	774,000	2,358,000	6,702,750	3,016,750
2016	2,588,625	1,098,875	504,000	1,575,750	1,311,500	2,523,250
2017	2,055,375	902,750	246,000	784,125	1,260,500	2,449,750
2018	1,993,625	875,750	0	0	1,209,500	2,376,250
2019	1,931,875	848,750	0	0	1,158,500	2,302,750
2020	1,870,125	821,750	0	0	1,107,500	2,229,250
2021	1,808,375	794,750	0	0	1,056,500	2,155,750
2022	1,746,625	767,750	0	0	225,500	2,082,250
2023	1,684,875	735,875	0	0	0	2,008,750
2024	1,623,125	714,000	0	0	0	1,935,250
2025	1,561,375	682,125	0	0	0	1,861,750
2026	1,499,625	660,250	0	0	0	1,788,250
2027	1,437,875	628,375	0	0	0	1,714,750
2028	1,376,125	606,500	0	0	0	1,641,250
2029	1,314,375	574,625	0	0	0	1,367,750
2030	252,625	455,250	0	0	0	815,375
2031	240,875	87,125	0	0	0	328,000
2032	0	0	0	0	0	0
2033	0	0	0	0	0	0
	40,312,500	17,373,750	8,280,000	24,218,750	56,820,000	47,167,250

Debt Service Projections

	DGS Admin/Maint Stor Facility-Land 4,550,000	Fire Station Renovations - II 14,780,000	Kirkpatrick Farms Fire & Rescue 7,775,000	Brambleton Area District Park 4,000,000	General Government Office Space 68,750,000	Leesburg South Fire & Rescue 4,275,000
2007	0	0	0	0	0	0
2008	0	0	0	0	0	0
2009	0	0	0	0	0	0
2010	113,750	0	0	0	0	0
2011	451,750	1,067,000	228,750	0	0	0
2012	435,375	1,575,000	423,000	200,000	3,491,000	0
2013	429,000	1,531,500	762,250	395,000	6,785,250	428,750
2014	412,625	1,488,000	742,750	385,000	6,613,500	418,000
2015	406,250	1,449,375	723,250	375,000	6,441,750	407,250
2016	389,875	1,300,750	703,750	365,000	6,270,000	396,500
2017	383,500	1,189,125	684,250	355,000	6,098,250	385,750
2018	367,125	1,154,375	664,750	345,000	5,926,500	375,000
2019	360,750	1,119,625	645,250	335,000	5,754,750	364,250
2020	344,375	1,084,875	625,750	325,000	5,583,000	353,500
2021	338,000	1,050,125	606,250	315,000	5,416,250	342,750
2022	321,625	1,015,375	581,750	305,000	5,239,250	332,000
2023	315,250	980,625	567,500	295,000	5,072,500	321,250
2024	298,875	945,875	543,000	285,000	4,900,500	305,500
2025	292,500	911,125	528,750	275,000	4,728,500	300,000
2026	276,125	876,375	504,250	265,000	4,556,500	284,250
2027	269,750	841,625	490,000	255,000	4,384,500	278,750
2028	253,375	806,875	465,500	245,000	4,212,500	263,000
2029	247,000	772,125	451,250	235,000	4,040,500	257,500
2030	230,625	737,375	426,750	225,000	3,868,500	241,750
2031	0	312,625	297,500	215,000	3,696,500	236,250
2032	0	0	183,750	105,000	1,774,500	220,500
2033	0	0	0	0	0	0
	6,937,500	22,209,750	11,850,000	6,100,000	104,854,500	6,512,500

Debt Service Projections

	Road Projects	Dulles Rail	Off-Site Road Imprmnts - HS-3	Allder School Road Paving	School Land Sites 2-ES & 2-MS	Harmony Site ES (ES-4)	LV Estates II Site ES (ES-17)
	0	90,000,000	3,300,000	5,900,000	12,545,000	7,300,000	7,300,000
2007	48,700,000	0	0	0	0	0	0
2008	3,550,000	0	0	0	641,750	513,500	1,115,000
2009	4,781,250	0	330,000	147,500	1,236,250	1,084,375	1,072,500
2010	4,659,500	5,000,000	321,750	582,625	1,205,000	1,047,125	1,040,250
2011	4,537,750	4,875,000	313,500	567,875	1,173,750	1,009,875	997,750
2012	4,416,000	8,750,000	305,250	553,125	1,142,500	977,625	965,500
2013	4,294,250	8,525,000	297,000	538,375	1,111,250	695,125	413,000
2014	4,172,500	8,300,000	288,750	523,625	1,085,000	411,625	406,250
2015	4,050,750	8,075,000	280,500	508,875	1,048,500	394,625	389,250
2016	3,929,000	7,850,000	272,250	494,125	1,022,250	387,875	382,500
2017	3,807,250	7,625,000	264,000	479,375	985,750	370,875	365,500
2018	3,685,500	7,400,000	255,750	464,625	959,500	364,125	358,750
2019	3,563,750	7,175,000	247,500	449,875	923,000	347,125	341,750
2020	3,442,000	6,950,000	239,250	435,125	896,750	340,375	335,000
2021	3,320,250	6,725,000	231,000	420,375	860,250	323,375	318,000
2022	3,198,500	6,500,000	222,750	405,625	834,000	316,625	311,250
2023	3,076,750	6,275,000	214,500	390,875	797,500	299,625	294,250
2024	2,955,000	6,050,000	206,250	376,125	771,250	292,875	287,500
2025	2,833,250	5,825,000	198,000	361,375	739,750	280,750	270,500
2026	2,711,500	5,600,000	189,750	346,625	708,250	268,875	263,750
2027	2,589,750	5,375,000	181,500	331,875	676,750	256,750	246,750
2028	693,000	5,150,000	173,250	317,125	320,250	199,875	0
2029	0	4,925,000	0	302,375	0	0	0
2030	0	2,200,000	0	0	0	0	0
2031	0	2,100,000	0	0	0	0	0
2032	0	0	0	0	0	0	0
2033	0	0	0	0	0	0	0
	74,267,500	137,250,000	5,032,500	8,997,500	19,139,250	10,183,000	10,175,000

Debt Service Projections

	Arcola ES No Demolition	Rolling Ridge ES Addtn/Renovation	Sugarland ES Addtn/Renovation	Dulles Area MS (MS-5)	Western Loudoun HS (HS-3)	School Vehicle Lease	Elementary School (ES-18)
2007	7,805,000	2,585,000	3,950,000	28,705,000	57,500,000	50,776,000	19,465,000
2008	1,165,250	369,250	512,500	250,000	175,000	2,369,419	1,300,000
2009	1,126,500	357,250	496,750	2,105,125	1,741,250	4,423,069	2,220,750
2010	1,087,750	345,250	481,000	2,896,750	3,891,250	6,386,296	2,156,750
2011	1,044,000	333,250	465,250	3,353,500	6,743,750	8,265,148	2,092,750
2012	1,010,500	316,250	449,500	3,249,000	6,536,750	7,990,000	2,028,750
2013	456,750	164,500	278,750	3,144,500	6,340,000	9,775,000	1,964,750
2014	448,750	159,750	270,750	3,040,000	6,133,000	7,650,000	1,490,750
2015	430,500	150,000	262,750	2,404,125	5,936,250	5,610,000	1,447,250
2016	422,500	150,500	254,750	2,005,125	4,189,250	3,655,000	1,403,750
2017	404,250	140,750	246,750	1,949,250	4,070,000	1,785,000	1,360,250
2018	396,250	141,250	238,750	1,883,375	3,940,500	0	1,316,750
2019	378,000	131,500	225,750	1,827,500	3,821,250	0	1,273,250
2020	370,000	132,000	223,000	1,761,625	3,691,750	0	1,229,750
2021	351,750	122,250	210,000	1,705,750	3,572,500	0	1,186,250
2022	343,750	122,750	207,250	1,639,875	3,443,000	0	1,142,750
2023	325,500	113,000	194,250	1,584,000	3,323,750	0	1,104,250
2024	317,500	113,500	191,500	1,518,125	3,194,250	0	1,055,500
2025	299,250	103,750	178,500	1,462,250	3,075,000	0	1,017,000
2026	291,250	104,250	175,750	1,396,375	2,945,500	0	968,250
2027	273,000	94,500	162,750	1,340,500	2,826,250	0	929,750
2028	0	0	0	1,274,625	2,696,750	0	231,000
2029	0	0	0	231,250	1,836,250	0	0
2030	0	0	0	117,875	656,750	0	0
2031	0	0	0	0	0	0	0
2032	0	0	0	0	0	0	0
2033	0	0	0	0	0	0	0
	10,943,000	3,665,500	5,726,250	42,140,500	84,780,000	57,908,932	28,920,250

Debt Service Projections

	Elementary School (ES-19)	High School (HS-5)	Middle School Renovations-Phase 2	Land Incl Water/Sew Two MS/One HS	Sycolin Creek ES (ES-13) VPSA	ES-16 - 2 Story Design (VPSA)
2007	19,460,000	74,770,000	12,440,000	43,285,000	5,030,000	960,000
2008	1,300,000	2,550,000	1,462,000	3,360,000	501,500	24,000
2009	2,220,500	5,432,500	1,420,000	4,245,250	489,000	96,750
2010	2,156,500	7,248,750	1,373,000	4,137,000	476,500	94,250
2011	2,092,500	8,140,750	1,336,250	4,028,750	464,000	91,750
2012	2,028,500	7,899,500	1,289,250	3,920,500	451,500	89,250
2013	1,964,500	7,658,250	962,500	3,812,250	439,000	86,750
2014	1,490,500	7,417,000	935,000	3,704,000	426,500	79,375
2015	1,447,000	6,525,750	907,500	3,595,750	414,000	82,000
2016	1,403,500	5,537,000	880,000	3,487,500	406,500	74,625
2017	1,360,000	5,368,250	852,500	3,379,250	388,750	77,250
2018	1,316,500	5,204,500	825,000	3,271,000	381,250	69,875
2019	1,273,000	5,030,500	797,500	3,162,750	363,500	72,500
2020	1,229,500	4,866,750	770,000	3,054,500	356,000	65,125
2021	1,186,000	4,692,750	742,500	2,946,250	338,250	67,750
2022	1,142,500	4,529,000	715,000	2,838,000	330,750	60,375
2023	1,099,000	4,355,000	687,500	2,729,750	313,000	63,000
2024	1,055,500	4,191,250	660,000	2,616,500	305,500	55,625
2025	1,017,000	4,017,250	632,500	2,513,500	287,750	58,250
2026	968,250	3,853,500	605,000	2,400,250	280,250	50,875
2027	929,750	3,679,500	577,500	2,297,250	262,500	53,500
2028	231,000	2,310,875	0	504,000	0	46,125
2029	0	659,500	0	0	0	0
2030	0	138,375	0	0	0	0
2031	0	0	0	0	0	0
2032	0	0	0	0	0	0
2033	0	0	0	0	0	0
	28,911,500	111,306,500	18,430,500	66,004,000	7,676,000	1,459,000

Debt Service Projections

	MS-5 - 2 Story Design/Const (VPSA)	Western Loudoun HS (HS-3) (VPSA)	Dulles Area 2 (HS-7)	Land Incl Water/Sew Three ES/One MS	Land Two ES One HS	Elementary School (ES-15)
	12,200,000	1,200,000	14,500,000	4,970,000	15,475,000	18,670,000
2007	0	0	0	0	0	0
2008	155,000	30,000	0	0	0	0
2009	762,250	118,500	0	0	1,548,750	0
2010	1,189,250	115,500	0	0	1,510,000	730,500
2011	1,158,750	112,500	0	124,250	1,471,250	1,386,250
2012	1,128,250	109,500	250,000	492,250	1,432,500	2,161,000
2013	1,097,750	106,500	1,437,500	479,750	1,393,750	2,096,250
2014	1,067,250	103,500	1,401,250	467,250	1,355,000	2,026,625
2015	1,036,750	100,500	1,365,000	454,750	1,316,250	1,967,000
2016	1,006,250	97,500	1,328,750	442,250	1,277,500	1,697,375
2017	975,750	94,500	1,292,500	429,750	1,238,750	1,374,750
2018	945,250	91,500	1,256,250	417,250	1,200,000	1,334,000
2019	914,750	88,500	1,220,000	404,750	1,161,250	1,293,250
2020	884,250	85,500	1,183,750	392,250	1,117,500	1,252,500
2021	853,750	82,500	1,147,500	374,875	1,084,000	1,206,875
2022	823,250	79,500	1,111,250	367,500	1,040,250	1,171,250
2023	792,750	76,500	1,075,000	350,125	1,006,750	1,125,625
2024	762,250	73,500	1,038,750	342,750	963,000	1,090,000
2025	731,750	70,500	1,002,500	325,375	929,500	1,044,375
2026	701,250	67,500	966,250	318,000	885,750	1,013,750
2027	670,750	64,500	930,000	300,625	852,250	962,875
2028	640,250	61,500	893,750	293,250	808,500	932,250
2029	307,500	0	857,500	275,875	0	881,375
2030	0	0	821,250	268,500	0	480,750
2031	0	0	785,000	251,125	0	343,375
2032	0	0	748,750	0	0	0
2033	0	0	0	0	0	0
	18,605,000	1,830,000	22,112,500	7,572,500	23,592,500	27,572,000

Debt Service Projections

	Elementary School (ES-16)	Elementary School (ES-20)	Catoctin ES Renovation	Middle School (MS-7)	Advanced Tech Academy	Dulles Area 1 (HS-6)
	18,665,000	16,200,000	12,000,000	20,700,000	80,100,000	77,400,000
2007	0	0	0	0	0	0
2008	0	0	0	0	0	0
2009	0	0	0	0	0	0
2010	730,250	0	0	0	500,000	1,800,000
2011	1,386,000	425,000	412,500	631,750	2,725,000	4,155,000
2012	2,160,750	1,606,000	1,186,875	2,048,250	5,640,000	5,985,000
2013	2,096,000	1,565,500	1,156,875	1,996,500	9,212,000	8,593,250
2014	2,026,375	1,525,000	1,126,875	1,944,750	8,936,000	8,339,750
2015	1,966,750	1,484,500	1,096,875	1,893,000	8,660,000	8,086,250
2016	1,697,125	1,444,000	1,066,875	1,841,250	8,384,000	7,832,750
2017	1,374,500	1,403,500	1,036,875	1,794,500	8,108,000	7,579,250
2018	1,333,750	1,363,000	1,006,875	1,737,500	5,862,500	5,765,750
2019	1,293,000	1,322,500	976,875	1,685,750	5,687,500	5,592,250
2020	1,252,250	1,282,000	946,875	1,634,000	5,512,500	5,418,750
2021	1,206,625	1,241,500	916,875	1,582,250	5,337,500	5,245,250
2022	1,171,000	1,201,000	886,875	1,530,500	5,162,500	5,071,750
2023	1,125,375	1,160,500	856,875	1,478,750	4,987,500	4,898,250
2024	1,089,750	1,120,000	826,875	1,427,000	4,812,500	4,724,750
2025	1,044,125	1,079,500	796,875	1,375,250	4,637,500	4,551,250
2026	1,008,500	1,039,000	766,875	1,323,500	4,462,500	4,377,750
2027	962,875	998,500	736,875	1,271,750	4,287,500	4,204,250
2028	932,250	958,000	706,875	1,220,000	4,112,500	4,030,750
2029	881,375	917,500	676,875	1,168,250	3,937,500	3,857,250
2030	480,750	877,000	646,875	1,116,500	3,762,500	2,783,750
2031	343,375	691,500	466,875	864,750	2,612,500	1,455,250
2032	0	0	0	0	1,025,000	686,750
2033	0	0	0	0	0	0
	27,562,750	24,705,000	18,300,000	31,565,750	118,365,000	115,035,000

Debt Service Projections

	Elementary School (ES-14)	Middle School (MS-6)	Elementary School (ES-25)
	22,385,000	36,000,000	16,200,000
2007	0	0	0
2008	0	0	0
2009	0	0	0
2010	0	0	0
2011	510,000	875,000	0
2012	1,996,875	2,248,750	425,000
2013	2,570,125	3,887,500	1,606,000
2014	2,503,500	3,778,750	1,565,500
2015	2,416,625	3,670,000	1,525,000
2016	2,350,000	3,561,250	1,484,500
2017	2,263,125	3,452,500	1,444,000
2018	1,655,375	2,843,750	1,403,500
2019	1,601,125	2,760,000	1,363,000
2020	1,557,125	2,676,250	1,322,500
2021	1,502,875	2,592,500	1,282,000
2022	1,458,875	2,508,750	1,241,500
2023	1,404,625	2,425,000	1,201,000
2024	1,355,750	2,341,250	1,160,500
2025	1,306,625	2,257,500	1,120,000
2026	1,257,750	2,173,750	1,079,500
2027	1,208,625	2,090,000	1,039,000
2028	1,159,750	2,006,250	998,500
2029	1,110,625	1,922,500	958,000
2030	1,061,750	1,838,750	917,500
2031	832,625	1,405,000	877,000
2032	10,250	647,500	691,500
2033	0	0	0
	33,094,000	53,962,500	24,705,000

Debt Service Projections

	Total General	Total Transportation	Total Schools	Total County
	564,365,101	142,000,000	1,515,326,867	2,221,691,968
2007	17,096,809	0	104,843,744	121,940,553
2008	19,205,405	3,550,000	118,454,617	141,210,022
2009	33,621,843	5,111,250	123,949,719	162,682,812
2010	41,243,233	9,981,250	125,520,652	176,745,135
2011	53,590,032	9,726,250	131,970,907	195,287,189
2012	59,651,618	13,471,250	137,564,953	210,687,821
2013	62,351,669	13,116,250	144,447,517	219,915,436
2014	57,761,643	12,761,250	136,389,800	206,912,693
2015	51,816,365	12,406,250	126,487,340	190,709,955
2016	42,714,383	12,051,250	116,392,638	171,158,271
2017	38,564,388	11,696,250	109,383,933	159,644,571
2018	36,542,553	11,341,250	99,281,868	147,165,671
2019	36,144,212	10,986,250	93,236,045	140,366,507
2020	31,920,832	10,631,250	88,463,245	131,015,327
2021	30,849,550	10,276,250	81,816,790	122,942,590
2022	28,846,644	9,921,250	74,696,821	113,464,715
2023	27,393,326	9,566,250	65,904,963	102,864,539
2024	26,177,704	9,211,250	58,916,719	94,305,673
2025	22,478,216	8,856,250	52,358,390	83,692,856
2026	19,447,684	8,501,250	41,439,806	69,388,740
2027	18,547,125	8,146,250	36,089,005	62,782,380
2028	16,702,000	6,016,250	27,691,125	50,409,375
2029	14,291,750	4,925,000	20,601,375	39,818,125
2030	8,906,500	2,200,000	16,091,125	27,197,625
2031	5,675,250	2,100,000	11,545,625	19,320,875
2032	2,283,750	0	5,832,875	8,116,625
2033	0	0	0	0
	803,824,484	216,550,000	2,149,371,597	3,169,746,081



Other Funds

OTHER FUNDS SUMMARY

.....	
Aldie Sewer Service District	Page 613
.....	
Capital Asset Preservation Program	Page 614
.....	
Central Services Fund	Page 624
.....	
Comprehensive Services for At-Risk Youth & Families	Page 625
.....	
Computer System Replacement Fund	Page 627
.....	
Dulles Industrial Park Water & Sewer District	Page 629
.....	
Fire/Emergency Medical Service Tax District	Page 630
.....	
Hamilton Sewer Service District	Page 631
.....	
Housing Choice Voucher Fund	Page 632
.....	
Legal Resources Center (Law Library)	Page 633
.....	
Local Gasoline Tax Fund	Page 634
.....	
Proffer Fund	Page 641
.....	
Public Transportation Fund	Page 643
.....	
Restricted Use Transient Occupancy Tax Fund	Page 644
.....	
Revolving Loan Fund	Page 647
.....	
Route 28 Transportation Improvement District	Page 648
.....	
School Fund Revenue	Page 650
.....	



**Loudoun County Government
FY 2008 Adopted Fiscal Plan**

Aldie Sewer Service District

Background: Loudoun County formed the Aldie Sewer Service District on June 15, 1994, as a service district pursuant to Virginia Code Section 15.1 - 18.3. The provision of a sewage collection system and the availability of public sewage treatment for the community will protect the health and safety of the residents and conserve property values within the district. The district as established includes properties in the Village of Aldie both north and south of Route 50.

The Board lowered the special district tax rate from \$0.27 to \$0.13 per \$100 of assessed valuation during the FY 07 budget process. All taxes levied and collected are pledged to repay a \$527,000 loan from the State of Virginia Water Control Board. This loan, along with a \$700,000 grant from the County, financed the costs of the installation of sewer collector lines and a package treatment plant with the district. The sewer collector lines and the package treatment plant were constructed by and placed under the management of the Loudoun County Sanitation Authority. Construction of the plant was completed in FY 97.

For FY 08, the Aldie Sewer Service District will receive \$33,000 in current and delinquent revenue accrued from its taxable base. Total projected expenditures are estimated at \$33,000, leaving no deficit for the Fund.

ALDIE SEWER SERVICE DISTRICT PROJECTED BUDGET SCHEDULE	
	FY 08 Adopted
Revenue	\$33,000
Expenditures	\$33,000
Surplus (+)/Deficit (-)	\$----

ALDIE SEWER SERVICE DISTRICT FY 08 Forecasted Real Property Taxable Base (Forecasted as of January 2007)			
2007 Estimated fair market value of real taxable property			\$25,687,000
PLUS: Reassessment due to equalization			514,000
PLUS: Actual full value of new construction			---
2008 Forecasted fair market value of real taxable property			\$26,200,000
FY 2008 Real property tax base subtotal			\$25,944,000
LESS: Potential administrative and/or Board of Equalization adjustments ¹			(78,000) ²
FY 2008 Forecasted real property taxable base			\$25,866,000
PLUS: Partial value of new construction			---
FY 2008 Forecasted real property taxable base total			\$25,866,000
ALDIE SEWER SERVICE DISTRICT FY 08 Forecasted Real Property Tax Revenue			
	Forecasted Taxable Base	Net Revenue Per Penny³	Revenue (\$0.27/\$100 Tax Base)
Real property	\$25,866,000	\$2,539	\$33,000
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 08.			
4 The sum of the market value components may not equal the taxable base total because of rounding.			

Source: Office of the County Assessor and Department of Management and Financial Services



**Loudoun County Government
FY 2008 Adopted Fiscal Plan**

Capital Asset Preservation Program

The Board of Supervisors approved the creation of a Capital Asset Preservation Program (CAPP) in FY 90 for the replacement of major components (primarily facilities) of the Schools and County. The Program ensures a consistent means of financing and planning for Countywide major maintenance efforts.

As the County's facility assets mature, the routine replacement of aging facilities systems becomes increasingly important. National standards regarding the requisite investment required to maintain a mature infrastructure are relatively consistent. For example, the Association of Higher Education Facilities Officers recommends capital asset replacement expenditures equivalent to between 1.5% and 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 Schools and General Government impacts the Capital Asset Preservation Program funding targets equivalent to between 1.5% and 3.0% of the total replacement value of the physical plant inventory. The value and number of new facilities entering the fixed asset inventory is growing at a rate larger than the County's ability to fund the CAPP at target levels. In the short term, the need for funding the CAPP at target levels is not as critical given the number of new facilities which offset the need for capital asset replacements.

The CAPP continues to receive revenue from surcharges collected by the Clerk of the Circuit Court on recordation. The recordation surcharge is legally earmarked for the ongoing maintenance of projects associated with the Courts. Beginning in FY 09, the Office of Solid Waste Management (OSWM) will be funding landfill CAPP needs through the collection of fees.

Americans with Disabilities Act Compliance Plan

The Department of Justice conducted a review of Loudoun County's compliance with Title II of the Americans with Disabilities Act (ADA) as part of Project Civic Access, the Department's initiative designed to improve access to local government programs and facilities for persons with disabilities. The Department's team surveyed access to 72 sites used by Loudoun County to deliver programs and services to the community. The team found 861 items that require correction among over 21,400 survey points. While 78% of the access items have already been corrected, the remaining items require a more concerted design and construction effort. The County has taken all actions required to meet the January 2006 deadline for programmatic issues, and is working toward completion in the required two year period for facility access items. Funds have been added to the Capital Asset Preservation Program during the next several years to specifically address these access items. A total of \$546,000 is budgeted over the FY 07 – FY 12 planning period to address ADA items.

TABLE 1 – ADOPTED FY 07 – FY 12 AMENDED CAPITAL ASSET PRESERVATION PROGRAM							
	FY 2007	FY 2008	FY 2009	FY 2010	FY 2011	FY 2012	TOTAL
Local Tax Funding:							
School Projects	\$3,676,000	\$4,129,000	\$4,998,000	\$5,959,000	\$5,019,000	\$7,025,000	\$30,806,000
Gen. Govt. Projects	\$3,609,000	\$2,948,000	\$3,515,000	\$3,510,000	\$3,500,000	\$3,501,000	\$20,493,000
Courts Recordation Fees	\$75,000	\$75,000	\$80,000	\$80,000	\$90,000	\$90,000	\$490,000
OSWM Landfill Fees	N/A	N/A	\$168,000	\$715,000	\$15,000	\$15,000	\$1,003,000
TOTAL REVENUE	\$7,360,000	\$7,152,000	\$8,761,000	\$10,264,000	\$8,624,000	\$10,631,000	\$52,792,000
Schools:							
Capital Asset Preservation	\$3,676,000	\$4,129,000	\$4,998,000	\$5,959,000	\$5,019,000	\$7,025,000	\$30,806,000
Subtotal, Schools	\$3,676,000	\$4,129,000	\$4,998,000	\$5,959,000	\$5,019,000	\$7,025,000	\$30,806,000
General Government:							
Capital Asset Preservation	\$3,609,000	\$2,948,000	\$3,515,000	\$3,510,000	\$3,500,000	\$3,501,000	\$20,493,000
Courts Maintenance	\$75,000	\$75,000	\$80,000	\$80,000	\$90,000	\$90,000	\$490,000
OSWM Landfill Maintenance	N/A	N/A	\$168,000	\$715,000	\$15,000	\$15,000	\$1,003,000
Subtotal, Gen. Government	\$3,684,000	\$3,023,000	\$3,763,000	\$4,305,000	\$3,605,000	\$3,606,000	\$21,986,000
TOTAL, CAPP expenditures	\$7,360,000	\$7,152,000	\$8,761,000	\$10,264,000	\$8,624,000	\$10,631,000	\$52,792,000

TABLE 2 – ADOPTED AMENDED CAPITAL ASSET PRESERVATION PROGRAM COMPARED TO FIXED ASSET VALUE						
	FY 2007	FY 2008	FY 2009	FY 2010	FY 2011	FY 2012
Fixed Asset Value (FAV):						
Schools	\$770,798,694	\$695,869,562	\$765,456,518	\$842,002,170	\$926,202,387	\$1,018,822,626
Gen. Government	<u>\$244,694,527</u>	<u>\$232,347,087</u>	<u>\$255,581,796</u>	<u>\$281,139,975</u>	<u>\$309,253,973</u>	<u>\$340,179,370</u>
Total	\$1,015,493,221	\$928,216,649	\$1,021,038,314	\$1,123,142,145	\$1,235,456,360	\$1,359,001,996
CAPP Projects as % of FAV:						
Schools	0.48%	0.59%	0.65%	0.71%	0.54%	0.69%
Schools	1.51%	1.30%	1.47%	1.53%	1.17%	1.06%
Gen. Government	0.72%	0.77%	0.86%	0.91%	0.70%	0.78%
Total						

TABLE 3 - ADOPTED FY 07 - FY 12 AMENDED CAPITAL ASSET PRESERVATION PROGRAM								
FACILITY	PROJECT	FY 07	FY 08	FY 09	FY 10	FY 11	FY 12	TOTAL
GENERAL GOVERNMENT CAPITAL ASSET PRESERVATION PROGRAM								
General Government Facilities								
County Courthouse	Annual Courts Maintenance	75,000	75,000	80,000	80,000	90,000	90,000	\$490,000
County Courthouse	Renew Interior Finishes	-	-	100,000	-	200,000	-	\$300,000
Ceremonial Courthouse	Repair Exterior/Repaint Brick	125,000	-	-	100,000	-	-	\$225,000
Ceremonial Courthouse	Renovate Electrical System	-	-	100,000	-	-	-	\$100,000
Ceremonial Courthouse	Renovate Interior	-	-	175,000	-	-	-	\$175,000
Court-Edwards Ferry Houses	Repairs and Renovations	150,000	-	200,000	-	200,000	200,000	\$750,000
Government Center	Renovate Interior	175,000	200,000	355,000	200,000	200,000	260,000	\$1,390,000
Government Center	Repair Parapets	120,000	-	-	-	-	-	\$120,000
Government Center	Repair/Maintain Parking Garage	-	-	85,000	-	70,000	90,000	\$245,000
Government Center	Replace HVAC Components	-	-	-	-	-	550,000	\$550,000
Government Center	Rehab Elevator Cabs & Controllers	-	-	-	-	-	25,000	\$25,000
Government Center	Replace Fire Pump and Alarm Panel	-	-	-	-	-	40,000	\$40,000
Government Support Center	Replace/Extend Fencing	-	80,000	-	-	-	-	\$80,000
Government Support Center	Replace Emergency Generators	-	-	-	-	125,000	-	\$125,000
Information Technology Building	Replace Heat Pumps	65,000	-	-	-	-	-	\$65,000
Information Technology Building	Renovations	-	-	-	250,000	100,000	-	\$350,000
Shenandoah Building	Renovate Interior	70,000	130,000	125,000	125,000	-	135,000	\$585,000
Valley Bank Building	Renovate Interior	50,000	-	-	-	-	-	\$50,000
Valley Bank Building	Replace Elevator Controls	-	-	-	60,000	-	-	\$60,000
Warehouse/GS Shops	Repair Building Exterior	-	-	85,000	-	-	-	\$85,000
Warehouse/GS Shops	Repair Interior Fencing/Lighting	-	-	-	75,000	-	-	\$75,000
Countywide Facilities	A/E Investigation and Design	200,000	150,000	150,000	150,000	150,000	200,000	\$1,000,000
Countywide Facilities	Condition Assessments	100,000	100,000	100,000	100,000	100,000	200,000	\$700,000
Countywide Facilities	Correct ADA Issues	200,000	106,000	90,000	50,000	50,000	50,000	\$546,000
Countywide Facilities	Emergency Repairs	-	150,000	150,000	150,000	200,000	250,000	\$900,000
Countywide Facilities	Renovate Interiors	-	50,000	200,000	200,000	200,000	300,000	\$950,000
Countywide Facilities	Repair Pavements/Sitework	178,000	287,000	300,000	300,000	200,000	200,000	\$1,465,000
SUBTOTAL, GENERAL GOVERNMENT FACILITIES:		\$1,508,000	\$1,328,000	\$2,295,000	\$1,840,000	\$1,885,000	\$2,590,000	\$11,446,000

TABLE 3 - ADOPTED FY 07 - FY 12 AMENDED CAPITAL ASSET PRESERVATION PROGRAM

FACILITY	PROJECT	FY 07	FY 08	FY 09	FY 10	FY 11	FY 12	TOTAL
GENERAL GOVERNMENT CAPITAL ASSET PRESERVATION PROGRAM								
Public Safety								
Animal Shelter		-	-	-	100,000	15,000	15,000	\$130,000
Fire and Rescue Training Center	Renovate Eastern (ECC) Entry	-	25,000	-	-	-	-	\$25,000
Fire and Rescue Training Center	Repair Main Building Exterior	-	-	135,000	-	-	-	\$135,000
Various Rural Locations (37)	Repair Rural Water Supply Tanks	75,000	-	-	50,000	-	-	\$125,000
Public Safety Tower Sites	Replace Emergency Generators	-	-	-	145,000	-	-	\$145,000
Adult Detention Center	Sustain Building Envelope	-	-	-	-	200,000	-	\$200,000
Juvenile Detention Center	Seal Concrete Floors	35,000	-	-	-	-	-	\$35,000
Juvenile Detention Center	Renovate Interior	-	50,000	-	-	-	115,000	\$165,000
Juvenile Detention Center	Replace HVAC & Fire Alarm Panel	-	-	-	-	-	100,000	\$100,000
SUBTOTAL, PUBLIC SAFETY:		\$110,000	\$75,000	\$135,000	\$295,000	\$215,000	\$230,000	\$1,060,000
Health & Welfare								
Emergency Homeless Shelters	Renovate Building Systems	-	165,000	-	-	-	-	\$165,000
Transitional Housing	Repairs and Renovations	-	-	70,000	-	20,000	-	\$90,000
Friendship House	Replace Mechanical Systems	-	-	40,000	-	-	-	\$40,000
MH/MRSA Group Homes	Repairs and Renovations	150,000	150,000	150,000	150,000	150,000	200,000	\$950,000
Youth Shelter	Replace Mechanical System	-	40,000	-	-	-	-	\$40,000
Youth Shelter	Interior Renovations	-	-	50,000	-	-	-	\$50,000
Youth Shelter	Replace Asphalt Shingle Roof	-	-	-	20,000	-	-	\$20,000
SUBTOTAL, HEALTH & WELFARE:		\$150,000	\$355,000	\$310,000	\$170,000	\$170,000	\$200,000	\$1,355,000
Parks, Recreation & Culture								
Cascades Senior Center	Renovate Interior	-	60,000	-	-	-	-	\$60,000
Respite Center	Renovate Interior	-	25,000	-	-	-	20,000	\$45,000
Respite Center	Replace HVAC	-	-	-	-	-	20,000	\$20,000
Bluemont Community Center	Pave Parking Areas	-	-	-	120,000	-	-	\$120,000
Bluemont Community Center	Waterproof/Reconstruct Basement	200,000	-	-	-	-	-	\$200,000
Douglass Community Center	Repairs & Renovations	148,000	-	-	-	-	-	\$148,000
Douglass Community Center	Entrance Upgrade	-	-	-	120,000	-	-	\$120,000
Douglass Community Center	Renovations	-	-	-	-	300,000	-	\$300,000
Lovettsville Community Center	Interim Repairs	77,000	-	-	-	-	-	\$77,000
Lovettsville Community Center	Renovate/Rehabilitate Pool	-	178,000	-	-	-	-	\$178,000
Lucketts Community Center	Interim Repairs	155,000	-	-	-	-	-	\$155,000
Philomont Community Center	Convert U/G Tank to Dry Hydrant	45,000	-	-	-	-	-	\$45,000
Philomont Community Center	Interim Repairs	55,000	-	-	-	-	-	\$55,000
Sterling Community Center	Repair/Replace Flooring	-	-	56,000	-	-	-	\$56,000
Various Community Center Sites	Replace Equipment	300,000	-	-	-	-	-	\$300,000

TABLE 3 - ADOPTED FY 07 - FY 12 AMENDED CAPITAL ASSET PRESERVATION PROGRAM

FACILITY	PROJECT	FY 07	FY 08	FY 09	FY 10	FY 11	FY 12	TOTAL
GENERAL GOVERNMENT CAPITAL ASSET PRESERVATION PROGRAM								
Parks, Recreation & Culture, continued								
PRCS Maintenance Facility	Repair/Maintain Exterior & Interior	-	-	60,000	-	-	-	\$60,000
Banshee Reeks Park	Repair/Renovate Park Buildings	-	50,000	190,000	110,000	-	-	\$350,000
Banshee Reeks Park	Pond Rehabilitation	-	-	-	50,000	-	-	\$50,000
Banshee Reeks Visitors Center	Replace Upstairs HVAC System	19,000	-	-	-	-	-	\$19,000
Claude Moore Park	Repair Building Exteriors	65,000	-	-	-	7,000	-	\$72,000
Claude Moore Park	Renovate Football Field	-	20,000	-	-	-	-	\$20,000
Claude Moore Park	Rehabilitate Lower Pond	-	-	-	-	63,000	-	\$63,000
Claude Moore Park Sportsplex	Renovate Pedestrian/Spectator Area	145,000	-	-	-	-	-	\$145,000
Claude Moore Park Sportsplex	Replace Backstop Fencing	-	120,000	-	-	-	-	\$120,000
Franklin Park	Repair/Renovate Park Buildings	-	20,000	60,000	-	-	-	\$80,000
Franklin Park	Resurface Pools	-	100,000	-	-	-	-	\$100,000
Franklin Park Sportsplex	Renovate Upper Fields	-	37,000	-	-	-	-	\$37,000
Franklin Park Sportsplex	Renovate Pedestrian/Spectator Area	152,000	-	-	-	-	-	\$152,000
Franklin Park Sportsplex	Replace Backstop Fencing	-	135,000	-	-	-	-	\$135,000
Potomac Lakes Sportsplex	Repair/Renovate Support Buildings	-	30,000	-	-	-	-	\$30,000
Potomac Lakes Sportsplex	Stormwater Mgmt. Improvements	-	-	-	150,000	-	-	\$150,000
Various PRCS Sites	Replace Site Equipment/Fencing	285,000	200,000	249,000	247,000	250,000	215,000	\$1,446,000
Various PRCS Sites	Repair Pavements/Sitework	-	150,000	155,000	288,000	300,000	316,000	\$1,209,000
Various PRCS Sites	Repair/Renovate Support Facilities	-	50,000	85,000	-	-	-	\$135,000
Cascades Library	Renovate Mechanical Systems	130,000	-	-	-	-	-	\$130,000
Cascades Library	Renovations	-	-	-	-	250,000	-	\$250,000
Purcellville Library	Renovate Interior	-	-	-	-	150,000	-	\$150,000
Sterling Library	Renovate Interior/Repoint Brick	100,000	-	-	-	-	-	\$100,000
Sterling Library	Replace Roof	-	-	-	200,000	-	-	\$200,000
SUBTOTAL, PARKS, RECREATION & CULTURE:		\$1,876,000	\$1,175,000	\$855,000	\$1,285,000	\$1,320,000	\$571,000	\$7,082,000
Community Development								
Solid Waste Management Facility Security Gate		25,000	-	-	-	-	-	\$25,000
Solid Waste Management Facility Replace Pumps		-	45,000	-	-	-	-	\$45,000
Solid Waste Management Facility Blower Pac Replacement/T3 Tank		-	30,000	-	-	-	-	\$30,000
Solid Waste Management Facility Leachate Control Facility Piping		-	-	18,000	-	-	-	\$18,000
Solid Waste Management Facility Paint Flare Tower/Replace Fence		-	-	135,000	-	-	-	\$135,000
Solid Waste Management Facility Repair/Overlay Pavements		-	-	-	700,000	-	-	\$700,000
Solid Waste Management Facility Repair Landfill Benches		15,000	15,000	15,000	15,000	15,000	15,000	\$90,000
SUBTOTAL, COMMUNITY DEVELOPMENT:		\$40,000	\$90,000	\$168,000	\$715,000	\$15,000	\$15,000	\$1,043,000
FY 07-12 TOTAL, GENERAL GOVERNMENT:								
		\$3,684,000	\$3,023,000	\$3,763,000	\$4,305,000	\$3,605,000	\$3,605,000	\$21,986,000

TABLE 3 - ADOPTED FY 07 - FY 12 AMENDED CAPITAL ASSET PRESERVATION PROGRAM

FACILITY	PROJECT	FY 07	FY 08	FY 09	FY 10	FY 11	FY 12	TOTAL
SCHOOLS CAPITAL ASSET PRESERVATION PROGRAM								
System/Component Replacement: ASPHALT								
Broad Run High	Asphalt repairs, seal coat, and restripe	-	75,000	-	-	-	-	\$75,000
Broad Run High	Resurface running track	-	70,000	-	-	-	-	\$70,000
Broad Run High	Resurface tennis courts	-	-	150,000	-	-	-	\$150,000
Dominion Trail	Seal coat asphaltic pavement and restripe	-	-	-	-	25,000	-	\$25,000
Eagle Ridge Middle	Seal coat asphaltic pavement and restripe	-	-	30,000	-	-	-	\$30,000
Emerick Elementary	Seal coat asphaltic pavement and restripe	-	-	-	-	-	20,000	\$20,000
Farmwell Station Middle	Seal coat asphaltic pavement and restripe	-	34,000	-	-	-	-	\$34,000
Forest Grove Elementary	Seal coat asphaltic pavement and restripe	-	-	-	23,000	-	-	\$23,000
Harmony Intermediate	Seal coat asphaltic pavement and restripe	-	-	-	36,000	-	-	\$36,000
Harper Park Middle	Asphaltic pavement repairs, seal coat, and restripe	-	-	-	-	-	-	\$75,000
Heritage High	Seal coat asphaltic pavement and restripe	-	-	-	100,000	-	-	\$100,000
Horizon Elementary	Asphalt pavement repairs, seal coat, and restripe	-	-	-	-	-	25,000	\$25,000
Hutchinson Farm Elementary	Seal coat asphaltic pavement and restripe	-	-	-	25,000	-	-	\$25,000
Little River Elementary	Seal coat asphaltic pavement and restripe	22,000	-	-	-	-	-	\$22,000
Loudoun Valley High	Resurface running track	-	-	70,000	-	-	-	\$70,000
Lowes Island Elementary	Seal coat asphaltic pavement and restripe	-	-	-	-	25,000	-	\$25,000
Lucketts Elementary	Asphalt repairs, seal coat, and restripe	-	-	-	-	-	25,000	\$25,000
Middleburg Elementary	Asphalt repairs, seal coat, and restripe	-	-	-	-	18,000	-	\$18,000
Mill Run Elementary	Seal coat asphaltic pavement and restripe	26,000	-	-	-	-	-	\$26,000
Monroe Technology	Seal coat asphaltic pavement and restripe	21,000	-	-	-	-	-	\$21,000
Park View High	Asphalt repairs, seal coat pavement and restripe	-	-	100,000	-	-	-	\$100,000
Potomac Falls High	Resurface running track	-	-	80,000	-	-	-	\$80,000
Potomac Falls High	Asphaltic pavement repairs, seal coat and restripe	-	-	-	-	-	100,000	\$100,000
River Bend Middle	Seal coat asphaltic pavement and restripe	-	-	-	36,000	-	-	\$36,000
Seldens Landing Elementary	Seal coat asphaltic pavement and restripe	-	-	23,000	-	-	-	\$23,000
Sterling Elementary	Seal coat asphaltic pavement and restripe	-	25,000	-	-	-	-	\$25,000
Stone Bridge High	Resurface running track	-	250,000	-	-	-	-	\$250,000
Stone Bridge High	Seal coat asphaltic pavement and restripe	-	-	100,000	-	-	-	\$100,000
Tolbert Elementary	Seal coat asphaltic pavement and restripe	23,000	-	-	-	-	-	\$23,000
Various Locations	Concrete sidewalk and curbing repairs	75,000	75,000	85,000	85,000	100,000	100,000	\$520,000
SUBTOTAL, ASPHALT:		\$167,000	\$529,000	\$638,000	\$305,000	\$168,000	\$345,000	\$2,152,000

TABLE 3 - ADOPTED FY 07 - FY 12 AMENDED CAPITAL ASSET PRESERVATION PROGRAM

FACILITY PROJECT		FY 07	FY 08	FY 09	FY 10	FY 11	FY 12	TOTAL
SCHOOLS CAPITAL ASSET PRESERVATION PROGRAM								
System/Component Replacement: ELECTRICAL								
Algonkian Elementary	Replace walk-in refrigerator/freezer	-	-	-	40,000	-	-	\$40,000
Ashburn Elementary	Replace lighting throughout school	-	-	-	-	400,000	-	\$400,000
Banneker Elementary	Replace fire alarm system	-	70,000	-	-	-	-	\$70,000
Cool Spring Elementary	Replace lighting fixtures throughout school	-	300,000	-	-	-	-	\$300,000
Cool Spring Elementary	Replace walk-in refrigerator/freezer	-	-	-	40,000	-	-	\$40,000
Douglass School	Replace lighting fixtures throughout school	250,000	-	-	-	-	-	\$250,000
Douglass School	Replace panel boxes in various locations	-	-	-	650,000	-	-	\$650,000
Farmwell Station	Replace auditorium dimmer system	50,000	-	-	-	-	-	\$50,000
Lincoln Elementary	Replace lighting fixtures throughout school	-	-	-	-	250,000	-	\$250,000
Loudoun Valley High	Replace lighting fixtures in various locations	-	200,000	-	-	-	-	\$200,000
Lucketts Elementary	Upgrade fire alarm	35,000	-	-	-	-	-	\$35,000
Middleburg Elementary	Replace lighting fixtures in old section of school	-	-	-	-	-	300,000	\$300,000
Monroe Technology	Replace fire alarm system	-	-	70,000	-	-	-	\$70,000
Monroe Technology	Replace panel boxes throughout school	151,000	-	-	-	-	-	\$151,000
Monroe Technology	Replace fire alarm system	-	-	-	-	85,000	-	\$85,000
Monroe Technology	Replace classroom lighting fixtures	-	-	-	-	200,000	-	\$200,000
Park View High	Replace stage/auditorium dimmer system	80,000	-	-	-	-	-	\$80,000
Round Hill Center	Replace lighting fixtures throughout building	-	-	-	-	-	300,000	\$300,000
Staff Training Center	Replace fire alarm system	-	-	-	70,000	-	-	\$70,000
Transportation	Replace fire alarm	150,000	-	-	-	-	-	\$150,000
Waterford Elementary	Replace fire alarm system	-	-	70,000	-	-	-	\$70,000
Division-wide	Lighting and electrical replacements	-	50,000	50,000	50,000	50,000	50,000	\$250,000
SUBTOTAL, ELECTRICAL:		\$716,000	\$620,000	\$190,000	\$850,000	\$985,000	\$650,000	\$4,011,000

TABLE 3 - ADOPTED FY 07 - FY 12 AMENDED CAPITAL ASSET PRESERVATION PROGRAM

FACILITY	PROJECT	FY 07	FY 08	FY 09	FY 10	FY 11	FY 12	TOTAL
SCHOOLS CAPITAL ASSET PRESERVATION PROGRAM								
System/Component Replacement: STRUCTURE REPAIR								
Aldie Elementary	Replace wood floors	-	-	-	300,000	-	-	\$300,000
Aldie Elementary	Renovate Annex building	-	-	-	-	-	500,000	\$500,000
Algonkian Elementary	Regrou/repair quarry floor tile in kitchen	-	10,000	-	-	-	-	\$10,000
Algonkian Elementary	Replace ceilings throughout school	-	260,000	-	-	-	-	\$260,000
Ashburn Elementary	Replace ceiling tile throughout school	-	-	-	-	325,000	-	\$325,000
Cool Spring Elementary	Replace ceiling tile throughout school	-	260,000	-	-	-	-	\$260,000
Dominion High	Replace carpet in office, media center, music area and work rooms	-	-	-	-	-	160,000	\$160,000
Dominion Trail Elementary	Replace carpet throughout school	42,000	-	-	-	-	-	\$42,000
Douglass School	Replace ceiling tiles on first floor	150,000	-	-	-	-	-	\$150,000
Eagle Ridge Middle	Replace carpet in office, media center, music area and work rooms	-	-	-	-	80,000	-	\$80,000
Emerick Elementary	Replace ceiling tile in old wing	-	80,000	-	-	-	-	\$80,000
Gulford Elementary	Replace interior doors and hardware	-	-	75,000	-	-	-	\$75,000
Harper Park Middle	Replace carpet in office, media center, music area and work rooms	-	-	75,000	-	-	-	\$75,000
Heritage High	Replace carpet in office, media center, music area and work rooms	-	-	-	-	150,000	-	\$150,000
Hillside Elementary	Replace carpet in office, media ctr and music room	-	45,000	-	-	-	-	\$45,000
Lincoln Elementary	Replace ceiling tile throughout school	-	-	-	-	150,000	-	\$150,000
Little River Elementary	Replace carpet in office, media ctr and music room	-	-	50,000	-	-	-	\$50,000
Loudoun Valley High	Replace tennis court fencing	15,000	-	-	-	-	-	\$15,000
Loudoun Valley High	Replace football stadium bleachers	-	550,000	-	-	-	-	\$550,000
Lowes Island Elementary	Replace carpet throughout school	42,000	-	-	-	-	-	\$42,000
Lucketts Elementary	Replace kitchen hood system	30,000	-	-	-	-	-	\$30,000
Lucketts Elementary	Replace interior doors and hardware	-	-	-	90,000	-	-	\$90,000
Lucketts Elementary	Replace ceiling tile in old section of school	-	-	-	-	-	200,000	\$200,000
Meadowland Elementary	Replace kitchen hood system	30,000	-	-	-	-	-	\$30,000
Meadowland Elementary	Repair tile and quarry tile throughout school	-	-	-	75,000	-	-	\$75,000
Mill Run Elementary	Replace carpet in office, media ctr and music room	-	-	50,000	-	-	-	\$50,000
Park View High	Replace ceiling tile throughout school	-	-	-	600,000	-	-	\$600,000
Potomac Falls High	Replace carpet throughout school	110,000	-	-	-	-	-	\$110,000
Round Hill Center	Replace ceiling tile throughout building	-	-	-	-	-	100,000	\$100,000
Sterling Elementary	Repair ceramic tile in hallway	50,000	-	-	-	-	-	\$50,000
Sterling Elementary	Replace interior doors & hardware	80,000	-	-	-	-	-	\$80,000
Sterling Elementary	Replace ceiling tiles in classrooms & office	500,000	-	-	-	-	-	\$500,000
Stone Bridge High	Replace carpet in office, media center, music area and work rooms	-	-	-	140,000	-	-	\$140,000
Sully Elementary	Replace interior doors and hardware	75,000	-	-	-	-	-	\$75,000
SUBTOTAL, STRUCTURE REPAIR:		\$1,124,000	\$1,205,000	\$250,000	\$1,205,000	\$705,000	\$960,000	\$5,449,000

TABLE 3 - ADOPTED FY 07 - FY 12 AMENDED CAPITAL ASSET PRESERVATION PROGRAM

FACILITY	PROJECT	FY 07	FY 08	FY 09	FY 10	FY 11	FY 12	TOTAL
SCHOOLS CAPITAL ASSET PRESERVATION PROGRAM								
System/Component Replacement: HVAC								
Aldie Elementary	Upgrade HVAC system	-	-	550,000	-	-	-	\$550,000
Algonkian Elementary	Replace energy management system	90,000	-	-	-	-	-	\$90,000
Ashburn Elementary	Replace energy management system	-	100,000	-	-	-	-	\$100,000
Banneker Elementary	Upgrade HVAC System	-	-	-	600,000	-	-	\$600,000
Blue Ridge Middle	Replace science wing rooftop HVAC units	-	-	-	-	100,000	-	\$100,000
Broad Run High	Replace 30 ton chiller	-	53,000	-	-	-	-	\$53,000
Catoctin Elementary	Replace multipurpose room rooftop HVAC units	-	-	30,000	-	-	-	\$30,000
Catoctin Elementary	Replace Pod 1 rooftop HVAC unit	-	-	40,000	-	-	-	\$40,000
Catoctin Elementary	Replace Pod 2 rooftop HVAC unit	-	-	40,000	-	-	-	\$40,000
Cool Spring Elementary	Replace energy management system	90,000	-	-	-	-	-	\$90,000
Douglass School	Replace split system HVAC unit	-	35,000	-	-	-	-	\$35,000
Loudoun County High	Replace boilers	-	-	-	225,000	-	-	\$225,000
Loudoun County High	Replace chillers	-	-	-	-	200,000	-	\$200,000
Loudoun Valley High	Replace heat pumps in old shop area	-	-	-	35,000	-	-	\$35,000
Loudoun Valley High	Replace 70 ton chiller	-	-	-	-	-	80,000	\$80,000
Lucketts Elementary	Replace multi-zone A/C units in old section	80,000	-	-	-	-	-	\$80,000
Lucketts Elementary	Replace office rooftop HVAC unit	-	35,000	-	-	-	-	\$35,000
Lucketts Elementary	Replace cafeteria rooftop HVAC unit	-	40,000	-	-	-	-	\$40,000
Lucketts Elementary	Replace gym rooftop HVAC unit	-	40,000	-	-	-	-	\$40,000
Middleburg Elementary	Replace heat pumps	-	-	-	-	-	150,000	\$150,000
Monroe Technology	Replace energy management system	-	-	90,000	-	-	-	\$90,000
Seneca Ridge Middle	Replace science wing rooftop HVAC units	-	-	-	-	100,000	-	\$100,000
Simpson Middle	Replace science wing rooftop HVAC units	-	-	-	-	100,000	-	\$100,000
Sterling Middle	Replace C21 rooftop HVAC unit	-	-	45,000	-	-	-	\$45,000
Sterling Middle	Replace C22 rooftop HVAC unit	-	-	45,000	-	-	-	\$45,000
Sterling Middle	Replace science wing rooftop HVAC units	-	-	-	-	100,000	-	\$100,000
SUBTOTAL, HVAC:		\$260,000	\$303,000	\$840,000	\$860,000	\$600,000	\$230,000	\$3,093,000

TABLE 3 - ADOPTED FY 07 - FY 12 AMENDED CAPITAL ASSET PRESERVATION PROGRAM

FACILITY	PROJECT	FY 07	FY 08	FY 09	FY 10	FY 11	FY 12	TOTAL
SCHOOLS CAPITAL ASSET PRESERVATION PROGRAM								
System/Component Replacement: WINDOWS								
Aldie Elementary	Replace windows throughout school	-	-	350,000	-	-	-	\$350,000
Banneker Elementary	Replace windows throughout school	-	-	-	450,000	-	-	\$450,000
Broad Run High	Replace windows in cafeteria wing	-	-	250,000	-	-	-	\$250,000
Catoctin Elementary	Replace windows throughout school	-	-	-	-	800,000	-	\$800,000
Douglass School	Replace windows in classroom wing	300,000	-	-	-	-	-	\$300,000
Loudoun Valley High	Replace windows in cafeteria wing	-	-	250,000	-	-	-	\$250,000
Lucketts Elementary	Replace windows in old section of school	-	-	-	250,000	-	-	\$250,000
Middleburg Elementary	Replace windows throughout school	250,000	-	-	-	-	-	\$250,000
SUBTOTAL, WINDOWS:		\$550,000	\$0	\$850,000	\$700,000	\$800,000	\$0	\$2,900,000
System/Component Replacement: PLUMBING								
Algonkian Elementary	Replace kitchen steamer	-	20,000	-	-	-	-	\$20,000
Algonkian Elementary	Replace dishwasher	-	29,000	-	-	-	-	\$29,000
Ashburn Elementary	Replace kitchen steamer	-	-	20,000	-	-	-	\$20,000
Catoctin Elementary	Replace sinks and cabinets in classrooms	35,000	-	-	-	-	-	\$35,000
Catoctin Elementary	Replace dishwasher	-	-	-	-	-	30,000	\$30,000
Cool Spring Elementary	Replace Kitchen steamer	-	20,000	-	-	-	-	\$20,000
Cool Spring Elementary	Replace dishwasher	-	29,000	-	-	-	-	\$29,000
Douglass School	Replace heating system	-	-	800,000	-	-	-	\$800,000
Emerick Elementary	Replace dishwasher	-	-	-	30,000	-	-	\$30,000
Guilford Elementary	Replace sinks and cabinets in classrooms	35,000	-	-	-	-	-	\$35,000
Guilford Elementary	Replace dishwasher	-	-	-	-	30,000	-	\$30,000
Leesburg Elementary	Replace dishwasher	-	-	-	-	-	-	\$27,000
Loudoun County High	Replace kitchen steamer	-	-	-	29,000	-	-	\$29,000
Loudoun County High	Replace dishwasher	-	-	-	30,000	-	-	\$30,000
Meadowland Elementary	Replace dishwasher	27,000	-	-	-	-	-	\$27,000
Park View High	Replace dishwasher	-	-	-	-	-	35,000	\$35,000
Round Hill Center	Replace boiler	-	-	-	150,000	-	-	\$150,000
Sully Elementary	Replace classroom sinks and cabinets	35,000	-	-	-	-	-	\$35,000
Sully Elementary	Replace dishwasher	-	29,000	-	-	-	-	\$29,000
Waterford Elementary	Replace kitchen steamer	-	-	-	-	25,000	-	\$25,000
SUBTOTAL, PLUMBING:		\$159,000	\$127,000	\$820,000	\$239,000	\$55,000	\$65,000	\$1,465,000

TABLE 3 - ADOPTED FY 07 - FY 12 AMENDED CAPITAL ASSET PRESERVATION PROGRAM

FACILITY	PROJECT	FY 07	FY 08	FY 09	FY 10	FY 11	FY 12	TOTAL
SCHOOLS CAPITAL ASSET PRESERVATION PROGRAM								
System/Component Replacement: ROOFING								
Ashburn Elementary	Replace roof flashing	-	-	-	-	150,000	-	\$150,000
Banneker Elementary	Replace roof	-	-	330,000	-	-	-	\$330,000
Blue Ridge Middle	Replace roof	-	-	-	-	-	1,500,000	\$1,500,000
Broad Run High	Replace 150,000 sf of deteriorated roofing	-	-	-	1,800,000	-	-	\$1,800,000
Catoctin Elementary	Replace roof	-	700,000	-	-	-	-	\$700,000
Cool Spring Elementary	Replace roof	700,000	-	-	-	-	-	\$700,000
Douglass School	Replace roof in academic area	-	300,000	-	-	-	-	\$300,000
Guilford Elementary	Replace roof	-	-	-	-	700,000	-	\$700,000
Loudoun Valley High	Replace roof flashing	-	-	-	-	36,000	-	\$36,000
Luckett's Elementary	Replace roof in old section of school	-	-	-	-	-	275,000	\$275,000
Middleburg Elementary	Replace flat roof	-	-	-	-	120,000	-	\$120,000
Monroe Technology	Replace roof	-	-	850,000	-	-	-	\$850,000
Park View High	Replace roof	-	-	-	-	-	3,000,000	\$3,000,000
Round Hill Center	Replace roof	-	220,000	-	-	-	-	\$220,000
Sully Elementary	Replace roof	-	-	-	-	700,000	-	\$700,000
Union Street	Replace roof	-	125,000	-	-	-	-	\$125,000
Waterford Elementary	Replace roof	-	-	230,000	-	-	-	\$230,000
SUBTOTAL, ROOFING:		\$700,000	\$1,345,000	\$1,410,000	\$1,800,000	\$1,706,000	\$4,775,000	\$11,736,000
FY 07-12 TOTAL, SCHOOLS:								
		\$3,676,000	\$4,129,000	\$4,998,000	\$5,959,000	\$5,019,000	\$7,025,000	\$30,806,000
FY 07-12 TOTAL, GENERAL GOVERNMENT:								
		\$3,684,000	\$3,023,000	\$3,763,000	\$4,305,000	\$3,605,000	\$3,606,000	\$21,986,000
FY 07-12 TOTAL, SCHOOLS:								
		\$3,676,000	\$4,129,000	\$4,998,000	\$5,959,000	\$5,019,000	\$7,025,000	\$30,806,000
FY 07-12 TOTAL, ALL CAPP EXPENDITURES:		\$7,360,000	\$7,152,000	\$8,761,000	\$10,264,000	\$8,624,000	\$10,631,000	\$52,792,000



**Loudoun County Government
FY 2008 Adopted Fiscal Plan**

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;
- 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 and estimated usage. For example, the Office of the Sheriff, which is the County government's largest department, is scheduled to pay \$5,602,000 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 04 - 08.

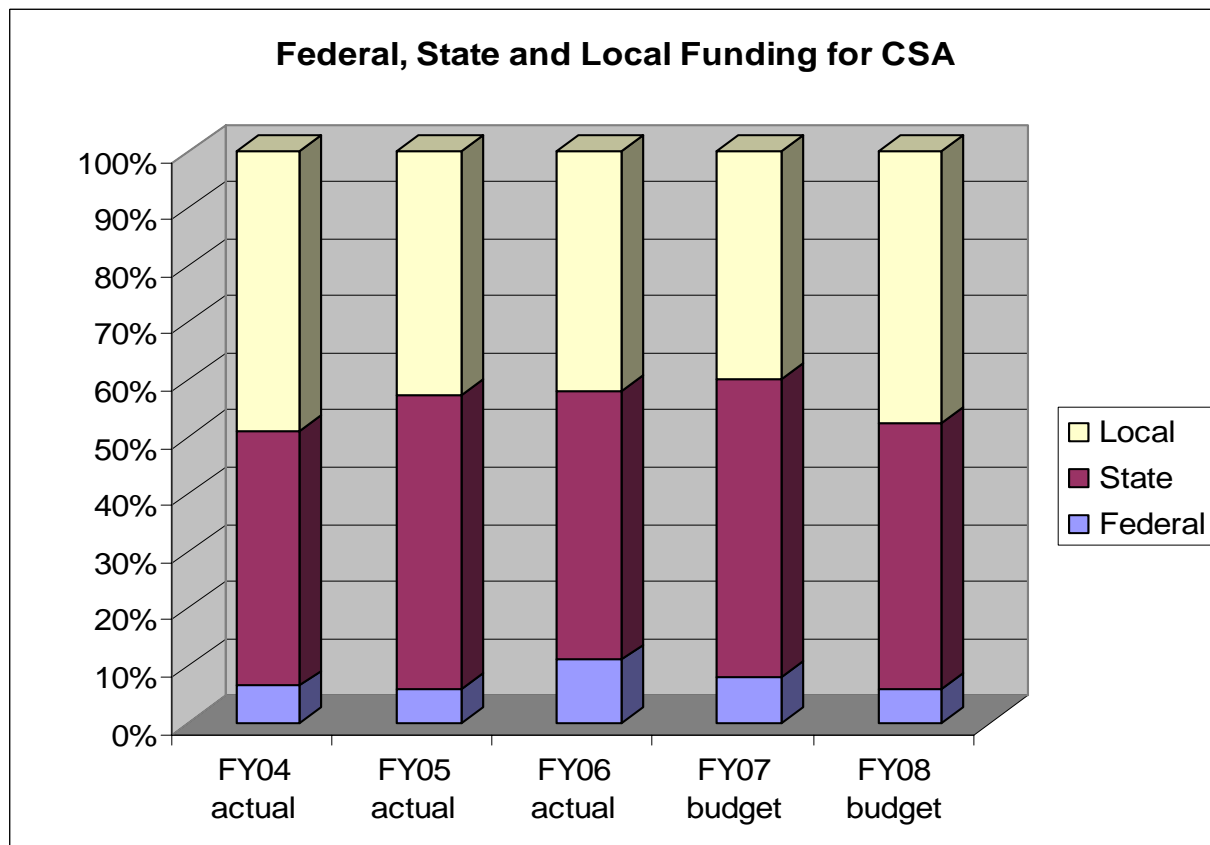
FY 04-08 CENTRAL SERVICES FUND TRANSFERS					
Central Function	FY 2004 Actual	FY 2005 Actual	FY 2006 Actual	FY 2007 Adopted	FY 2008 Adopted
Duplicating	\$670,354	\$665,246	\$813,975	\$922,000	\$929,000
Telephone	1,077,660	910,702	1,253,823	1,495,000	1,556,000
Mail	589,003	544,458	601,716	716,000	773,000
Vehicle Maintenance & Fuel	2,359,515	2,555,926	3,496,323	3,863,000	4,504,000
Heavy Equip. Maintenance & Fuel	100,342	431,201	775,359	1,293,000	1,516,000
Vehicle Depreciation	0	1,958,036	1,192,179	3,963,000	4,244,000
Heavy Equip. Depreciation	627,070	1,285,973	1,645,884	2,384,000	2,814,000
Central Support	703,675	843,939	1,000,262	1,066,000	1,077,000
Total Funding:	\$6,127,619	\$9,195,481	\$10,779,521	\$15,702,000	\$17,413,000
FTE Summary:	12.94	12.94	12.27	13.27	11.27



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 (47.64% in Loudoun County). 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, and 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 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.

This section contains information on the funding for the contracted services provided to the children in the program.





**Loudoun County Government
FY 2008 Adopted Fiscal Plan**

Comprehensive Services for At-Risk Youth and Families

CSA Mandated Funding

	<u>FY 2004 Actual</u>	<u>FY 2005 Actual</u>	<u>FY 2006 Actual</u>	<u>FY 2007 Adopted</u>	<u>FY 2008 Adopted</u>
Expenditures	\$5,671,692	\$5,461,205	\$5,934,231	\$6,714,011	\$8,655,482
State Revenue	3,108,691	3,968,156	2,294,198	3,383,752	4,244,009
Other Revenue	410,460	316,361	423,177	451,000	475,000
Fund Balance Used					
(Added)	<u>(1,197,266)</u>	<u>76,030</u>	<u>1,333,233</u>	<u>562,080</u>	<u>0</u>
<i>Local Tax Funding</i>	\$3,349,807	\$2,100,658	\$1,883,623	\$2,317,179	\$3,936,473

CSA Court Ordered/ Non-Mandated Funding

	<u>FY 2004 Actual</u>	<u>FY 2005 Actual</u>	<u>FY 2006 Actual</u>	<u>FY 2007 Adopted</u>	<u>FY 2008 Adopted</u>
Transfer to General Fund	\$0	\$0	\$183,000	\$183,000	\$183,000
Expenditures	514,095	293,652	613,854	612,000	612,000
State Revenue	156,473	(19,183)	156,473	156,473	156,473
Other Revenue	62,407	28,463	147,287	85,000	75,000
Fund Balance Used (Added)	<u>48,688</u>	<u>(62,155)</u>	<u>190,566</u>	<u>183,000</u>	<u>0</u>
<i>Local Tax Funding</i>	\$246,527	\$346,527	\$302,528	\$370,527	\$563,527

Total CSA Funding

	<u>FY 2004 Actual</u>	<u>FY 2005 Actual</u>	<u>FY 2006 Actual</u>	<u>FY 2007 Adopted</u>	<u>FY 2008 Adopted</u>
Transfer to General Fund	\$0	\$0	\$183,000	\$183,000	\$183,000
Expenditures	\$6,185,787	\$5,754,857	6,548,085	7,326,011	9,267,482
State Revenue	3,265,164	2,948,973	2450,671	3,540,225	4,400,482
Other Revenue	472,867	344,824	570,464	536,000	550,000
Fund Balance Used					
(Added)	<u>(1,148,578)</u>	<u>13,875</u>	<u>1,523,799</u>	<u>745,080</u>	<u>0</u>
<i>Local Tax Funding</i>	\$3,596,334	\$2,447,185	\$2,186,151	\$2,687,706	\$4,500,000



Computer System Replacement Fund

A subfund of the Capital Asset Preservation Program (CAPP), the Computer System Replacement Fund was established during the FY 03 budget process to fund computer hardware and software system replacements critical to County operations. The Department of Information Technology (DIT) annually reviews current hardware and software systems and inventories systems that have future replacement costs associated with their life cycle usefulness. 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 CAD system (\$550,000) and the County Assessor's Office 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 07 average annual cost for Minor Computer Systems was estimated at \$1.8 million and \$1.5 million was adopted. The estimated average annual cost for Minor Systems in FY 08 is \$1.9 million but only \$1.5 million is being requested. A review of Capital Asset Preservation Program (CAPP) projects yielded \$0.4 million in project savings that were transferred to this fund, making it whole for FY 08. It is anticipated that full funding of \$1.9 to \$2.0 million will be requested in FY 09.

Major Computer Systems scheduled for replacement in FY 08 include the Conversion of GroupWise to Microsoft Directory (\$3M) and preliminary engineering for the Radio Communications System conversion (\$225,000). In addition, the FY 08 Adopted Budget for the Computer System Replacement Fund includes funding for network equipment, servers, printers, and security software as well as funding for innovative technologies such as video conferencing.

Table 1 – Computer System Replacement Fund	FY 2003 Adopted	FY 2004 Adopted	FY 2005 Adopted	FY 2006 Adopted	FY 2007 Adopted	FY 2008 Adopted
Replacement Fund	\$1,000,000	\$350,000	\$225,000	\$1,150,000	\$1,500,000	\$4,725,000
Total expenditures	\$1,000,000	\$350,000	\$225,000	\$1,150,000	\$1,500,000	\$4,725,000
Local tax funding	\$1,000,000	\$350,000	\$225,000	\$1,150,000	\$1,500,000	\$1,500,000

Minor Computer System Replacements (Up to \$500,000)

The Computer System Replacement Fund plans for an annual depreciation/sinking fund for system replacements that cost up to \$500,000. Local tax funding will fund an annual depreciation amount to insure funds are available as system replacements up to \$500,000 are required. The Board of Supervisors appropriated \$1,500,000 in FY 07 to fund this depreciation/sinking fund and \$1,500,000 in FY 08. Table 2 on Page 628 provides a categorical list of these replacements.

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. Due to the costs associated with this type of replacement, major system replacements are financed. A schedule of Major Computer System Replacements is provided in Table 3 on Page 628. No major systems were scheduled for replacement in FY 07 but there are two scheduled to begin in FY 08. Lease/purchase financing is used to purchase these systems due to their higher cost and having life cycles in line with the term of the financing. The debt service for systems to be replaced in the FY 07-12 planning period is included in the debt service fund beginning on Page 589.



Loudoun County Government
FY 2008 Adopted Fiscal Plan

Computer System Replacement Fund

Table 2: Minor System Replacements Under \$500,000		
Category	Replacement	FY 08 Cost
Network Equipment	FY08	\$386,286
Windows Servers	FY08	\$267,175
Enterprise Printers	FY08	\$87,500
Enterprise Servers	FY08	\$618,300
Enterprise Storage	FY08	\$233,333
Video Conferencing	FY08	\$67,133
Network Security	FY08	\$147,417
Computer Software	FY08	\$139,331
Total Projected FY 08 Need		\$1,946,475

Table 3: Major System Replacements Over \$500,000			
Item	Replacement Year	Replacement Cost	FY 08 Cost
Convert Network from Novell to Microsoft	FY 08	\$3,000,000	\$3,000,000
Radio Communications System	FY 08-10	\$29,500,000	\$225,000
Taxation	FY 09	\$3,500,000	\$0
IBM Mainframe Processor	FY 09	\$1,200,000	\$0
Public Safety CAD	FY 09	\$4,000,000	\$0
KPMG Financial System	FY 10	\$9,000,000	\$0
Cyborg Payroll System	FY 12	\$1,200,000	\$0
Student Information System	FY 12	\$1,000,000	\$0
TOTALS		\$52,400,000	\$3,225,000
Major system replacements are financed due to their high cost and longer life cycle.			
Debt Service for Lease/Purchase Financing is included in the Debt Service Fund.			



**Loudoun County Government
FY 2008 Adopted Fiscal Plan**

Dulles Industrial Park Water & Sewer District

The Board of Supervisors established the Dulles Industrial Park Water & Sewer District in 2006 as a service district pursuant to the Code of Virginia, Section 15.2, Chapter 24, in response to a landowner petition for the construction of water and sewer lines. The district consists of 24 properties located north of U.S. Route 50, near the Loudoun County-Fairfax County boundary. Utility improvements will be constructed and operated by the Loudoun 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 08 are anticipated to total \$106,840.

DULLES INDUSTRIAL PARK WATER & SEWER DISTRICT PROJECTED BUDGET SCHEDULE	
	FY 08 Adopted
Revenue	\$106,840
Expenditures	\$106,840
Surplus (+)/Deficit (-)	\$----



Fire/Emergency Medical Services Tax District

The provision of fire and rescue services in Loudoun County has become an increasingly important issue. Changes in volunteer recruitment and retention patterns, combined with continuing population growth and increased construction densities, led the Board of Supervisors to commission an outside study of the County's fire and rescue system. In October, 2000, the Board contracted with the EMSSTAR Group to develop a strategic plan for the delivery of fire, rescue and emergency management services. The consultant presented its findings in October, 2001. The EMSSTAR report, which consisted of 17 separate findings, included the recommendation that the County establish a single special taxing district for fire and emergency services to ensure that this important function will be adequately funded. This recommendation was subsequently endorsed by a special task force of the Loudoun County Fire-Rescue Commission, which provides oversight for the County's volunteer fire companies, as the most effective tool to generate the funding necessary to implement a comprehensive reform of the existing fire and rescue system.

As directed by the Board of Supervisors, the FY 08 budget includes the Fire and Emergency Medical Services Tax District, which provides a dedicated funding stream for County fire and rescue services and the volunteer companies. Establishment of a Fire/EMS district is authorized by the Code of Virginia Section 27-23.1. The new district is supported by a levy on real property located within Loudoun County. Expenditures associated with the Department of Fire and Rescue Services, including aid to the volunteer fire and rescue companies, and for facilities and technology infrastructure support will be allocated to this fund, as will expenditures associated with the repayment of debt on the purchase of fire apparatus and the renovation and construction of County fire stations. The fund will also support fire and rescue communications operations that were once covered by County E-911 revenues. Detailed information on expenditures associated with this fund may be found in the departmental narratives and the Capital Improvements Plan.

The Fire and Emergency Medical Services Tax District has a real property tax rate of \$0.043 per \$100 assessed value for FY 08. Revenue generated from this levy is anticipated to total \$40,869,000, including \$27,246,000 in FY 08 and \$13,623,000 in fund balance. In addition, the Fund will be supplemented by \$5,035,000 in departmental revenue and a \$2,697,000 transfer from the General Fund. Expenditures are estimated to total \$48,601,000.

FIRE AND EMERGENCY MEDICAL SERVICES DISTRICT ADOPTED BUDGET SCHEDULE	
	FY 2008
REVENUE	
Real Property Taxes	\$27,246,000
Departmental Revenue	5,035,000
<u>General Fund Transfer</u>	<u>2,697,000</u>
TOTAL REVENUE:	\$34,978,000
EXPENDITURES	
Fire and Rescue Services	\$47,899,000
<u>Debt Service</u>	<u>702,000</u>
TOTAL EXPENDITURES:	\$48,601,000
USE OF FUND BALANCE:	\$13,623,000



**Loudoun County Government
FY 2008 Adopted Fiscal Plan**

Hamilton Sewer Service District

Loudoun County formed the Hamilton Sewer Service District on July 15, 1998 as a service district pursuant to Virginia Code Section 15.2-2400. The provision of a sewage collection system and the availability of public sewage treatment 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 within the service district pay an additional \$0.30 per \$100 of assessed valuation annually. This tax is paid to finance the amortized debt for installation of collector sewer lines and related treatment plant improvements. For FY 08, the Hamilton Area Sewer Service District will receive \$161,000 in revenue from its taxable base and an annual County General Fund contribution of \$88,000, for a total of \$249,000. Projected expenditures will also total \$249,000.

HAMILTON SEWER SERVICE DISTRICT PROJECTED BUDGET SCHEDULE	
	FY 08 Adopted
Revenue	
Taxable base	\$161,000
County Contribution	88,000
Total Revenue	\$249,000
Expenditures	\$249,000
Surplus/Deficit	\$---

HAMILTON SEWER SERVICE DISTRICT FY 2008 Forecasted Real Property Taxable Base (Forecasted as of January 2007)			
2007 Estimated fair market value of real taxable property			\$54,491,000
PLUS: Reassessment due to equalization			419,000
PLUS: Actual full value of new construction			137,000
2008 Forecasted fair market value of real taxable property			\$55,047,000
FY 2008 Real property tax base subtotal			54,769,000
LESS: Potential administrative and/or Board of Equalization adjustments ¹ :			(164,000) ²
FY 2008 Forecasted real property taxable base:			54,605,000
PLUS: Partial value of new construction			---
FY 2008 Forecasted real property tax base total			\$54,605,000
HAMILTON SEWER SERVICE DISTRICT FY 2008 Forecasted Real Property Tax Revenue			
	Forecasted Taxable Base	Net Revenue per Penny³	Revenue (\$0.30/\$100 Tax Base)
Real Property	\$54,605,000	\$5,359	\$161,000
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 08.			
4. The sum of the market value components may not equal the taxable base total because of rounding.			

Source: Office of the County Assessor and Department of Management and Financial Services



**Loudoun County Government
FY 2008 Adopted Fiscal Plan**

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 in Volume 1 of the FY 08 Adopted Fiscal Plan.

	FY 08 Adopted
Revenue	\$7,755,000
Expenditures	\$7,755,000
Surplus (+)/Deficit (-)	\$---



**Loudoun County Government
FY 2008 Adopted Fiscal Plan**

Legal Resource Center (Law Library)

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 the 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 patron's requests in person and by phone or e-mail, and prisoner requests submitted by the sheriff's department.

Departmental Financial Summary	FY 2004 Actual	FY 2005 Actual	FY 2006 Actual	FY 2007 Adopted	FY 2008 Adopted
Expenditures	\$34,319	\$42,022	\$33,000	\$35,000	\$75,000
Departmental Revenue	\$34,319	\$42,022	\$33,000	\$35,000	\$75,000
Local Tax Funding:	\$0	\$0	\$0	\$0	\$0
FTE Summary:	0.53	0.53	0.53	0.53	1.00



**Loudoun County Government
FY 2008 Adopted Fiscal Plan**

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 27, 2006.

The following pages reflect the Transportation/Land Use Committee's recommendations to the Board of Supervisors for the use of gasoline tax funds in FY 08. Since the adoption of the FY 07 budget, the Board of Supervisors has approved supplemental appropriations in the amount of \$4,575,000 for nine projects approved after a public hearing on December 12, 2006.

Current projections indicate that the County will have gasoline tax revenue totaling \$6.0 million in FY 07 and \$6.3 million in FY 08, plus \$1,415,799 in undesignated carryover at the end of FY 07. Recent fluctuations in gasoline prices and sales volume, as well as the historic variability in annual yield, indicate that current estimates may be subject to revision. The Transportation/Land Use Committee typically revisits fund revenue estimates periodically during the course of the year.

Sources	Actual FY 2006	Adopted FY 2007	Projected FY 2007	Provisional FY 2008	Adopted FY 2008
Gas Tax Revenue	\$8,967,234	\$5,200,000	\$6,000,000	\$5,400,000	\$6,300,000
Interest	864,614	300,000	500,000	300,000	525,000
Prior Year Carryover	2,911,087	3,242,423	6,785,800	\$1,252,488	\$1,415,799
Close out projects	14,692	0	194,934	0	0
State Grant Funding	32,564	0	0	0	0
Other (Bond & Proffer Proceeds)	396,704	0	0	0	0
TOTAL ALL SOURCES:	\$13,186,895	\$8,742,423	\$13,480,734	\$6,952,488	\$8,240,799
<i>BUDGETED PROJECTS:</i>	\$5,464,077	\$7,489,935	\$7,489,935	\$6,648,541	\$7,918,564
<i>SUPPLEMENTAL PROJECTS:</i>	937,018	0	\$4,575,000	0	0
SURPLUS (+)/DEFICIT (-)	\$6,785,800	\$1,252,488	\$1,415,799	\$303,947	\$322,235



**Loudoun County Government
FY 2008 Adopted Fiscal Plan**

Local Gasoline Tax Fund

FY 07/08 LOCAL GASOLINE TAX FUND BUDGET			
Applicant/Sponsoring Organization	FY 2007 Adopted	FY 2008 Provisional	FY 2008 Adopted
CAPITAL PROJECTS (BOS Policy 80%):			
Town of Leesburg (20%)	\$1,040,000	\$1,080,000	1,260,000
Town of Purcellville (2%)	104,000	108,000	126,000
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	350,000	350,000
Bikeway & Pedestrian Facilities Contingency	250,000	250,000	250,000
Leesburg Park & Ride Garage	250,000	0	0
Office of Transportation – NuMetrics Traffic Counters	30,000	0	0
Spot Road Improvement Projects	500,000	750,000	1,475,000
Route 7 East Traffic Operations Improvement Project	1,142,243	0	0
SUBTOTAL, CAPITAL PROJECTS:	\$4,766,243	\$3,638,000	\$4,561,000
Percent of Total Expenditures	64%	56%	58%
TRANSPORTATION/TRANSIT (15%)			
Leesburg Safety Shuttle	\$15,000	\$15,000	15,000
Commuter Bus	1,682,089	1,984,781	2,134,532
Adaptive Recreation Transportation	86,000	94,900	106,000
VA Regional Transit	694,711	642,948	829,120
Every Citizen Has an Opportunity (ECHO)	25,400	26,500	26,500
American Red Cross	98,619	113,412	113,412
Loudoun Volunteer Caregivers	35,000	40,000	40,000
SUBTOTAL, TRANSPORTATION	\$2,636,819	\$2,917,541	3,264,564
Percent of Total Expenditures	35%	44%	41%
ADMINISTRATIVE (5%)			
Rideshare Grant Match	\$54,800	\$59,000	\$59,000
Commuter Bus Promotion & Advertising	10,000	10,000	10,000
Dulles Area Transportation Association	6,000	6,000	6,000
No. Virginia Transportation Commission	16,073	18,000	18,000
SUBTOTAL, ADMINISTRATIVE:	\$86,873	\$93,000	\$93,000
Percent of Total Expenditures	1%	1%	1%
TOTAL EXPENDITURES	\$7,489,935	\$6,648,541	\$7,918,564



**Loudoun County Government
FY 2008 Adopted Fiscal Plan**

Local Gasoline Tax Fund

Capital Projects

Project/Program Name: **Town of Leesburg (20% supplement tied to revenue projections)**
FY 07 Adopted: \$1,040,000

FY 08 Provisional: \$1,080,000
FY 08 Adopted: \$1,260,000

Project Description: The Board recommended increasing the provisional amount of \$1,080,000 to \$1,260,000 under the Board's 20% policy, which the Town plans to use for its local match in the FY08 Revenue Sharing Program. Projects to be funded include: Virts Corner improvements, a right turn lane at Edward's Ferry Road and Route 15 Bypass intersection, widening of Sycolin Road – Phase II (Battlefield Parkway to Tolbert Lane), and a traffic signal at Battlefield Parkway/Mason Lane at Evergreen Mill Road.

Project/Program Name: **Town of Purcellville (2% supplement tied to revenue projections)**

FY 07 Adopted: \$104,000

FY 08 Provisional: \$108,000
FY 08 Adopted: \$126,000

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.

Project/Program Name: **Revenue Sharing**
FY 07 Adopted: \$1,000,000

FY 08 Provisional: \$1,000,000
FY 08 Adopted: \$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 preliminary engineering and construction for projects on Route 643 (Sycolin Road) and Pacific Blvd. using this program. In FY 07 the County will use these 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 07 Adopted: \$100,000

FY 08 Provisional: \$100,000
FY 08 Adopted: \$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 07 Adopted: \$350,000

FY 08 Provisional: \$350,000

FY 08 Adopted: \$350,000

Project Description:

The Board began designating funds for future traffic signal needs in FY 01. In both FY 01 and FY 02, the Board appropriated \$200,000 per year for this purpose, and added \$140,000 to replenish the contingency in mid-FY 01. The Board voted in FY 03 to increase the annual allocation to \$250,000, and continued funding at the existing level in FY 04 & FY 05. Staff recommended increasing the FY 06 contribution to \$350,000 in order to fund specific safety signage and pilot parking district projects proposed for gasoline tax funding by the Office of Transportation Services. The Transportation/Land Use Committee recommended that the Board maintain an annual contingency of \$350,000 for traffic signals, signage and safety studies that arise during the course of the year.

Project/Program Name: Bikeway and Pedestrian Facilities Contingency

FY 07 Adopted: \$250,000

FY 08 Provisional: \$250,000

FY 08 Adopted: \$250,000

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.

Project/Program Name: Spot Road Improvement Projects

FY 07 Adopted: \$500,000

FY 08 Provisional: \$750,000

FY 08 Adopted: \$1,475,000

Project Description:

During the course of the year, there are requests for road improvements and other construction work where funding has to be identified in order to complete a project. The Board established this account in the FY 07/08 Gasoline Tax Fund budget to fund minor capital projects that arise during the course of the year. Examples of such projects include through traffic redirection, traffic calming projects and right-of-way acquisition.



Local Gasoline Tax Fund

Transportation/Transit Projects

Project/Program Name: Leesburg Safety Shuttle
FY 07 Adopted: \$15,000

FY 08 Provisional: \$15,000
FY 08 Adopted: \$15,000

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. The Town requested that the County begin providing a 100% subsidy to the Town in FY 05. The Board of Supervisors accepted the Transportation Committee's recommendation to continue the County's current practice of providing 50% support, equivalent to \$15,000 in FY 07 and in FY 08.

Project/Program Name: Loudoun County Commuter Bus Operations
FY 07 Adopted: \$1,682,089

FY 08 Provisional: \$1,984,781
FY 08 Adopted: \$2,134,532

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 Gasoline Tax allocation represents an estimated 28% operating subsidy. The Commuter Bus system acquired seven new buses in FY 07, expanding the fleet to 31 buses (27 buses in service, 4 in reserve) to start service into Arlington and Washington, DC from the Dulles South Corridor via the Dulles North Transit Center, and expand service from the West Falls Church Metro station to Leesburg. The funding allocation in FY 07/08 takes into account the requested fare increase authorized by the Board of Supervisors' at its November 15, 2005 Business Meeting. The FY 08 Adopted funding includes the purchase of two commuter buses to service a new route in Sterling and another in Countryside.

Project/Program Name: Adaptive Recreation Transportation
FY 07 Adopted: \$86,000

FY 08 Provisional: \$94,900
FY 08 Adopted: \$106,000

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 designated for summer camp transportation expenses for the Adaptive Recreation program. The department is requesting a modified amount in FY 08 due to increased ridership and higher fuel costs. In FY 08 the program projects to provide services to 115 participants that live throughout the County.



Local Gasoline Tax Fund

Transportation/Transit Projects - Continued

Project/Program Name: Virginia Regional Transportation Association (VRTA)

FY 07 Adopted: \$694,711

FY 08 Provisional: \$642,948

FY 08 Adopted: \$829,120

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. Beginning in FY 06, reduced State funding has raised VRTA's local gasoline tax subsidy to 32% of total operating costs for its routes currently in service. The FY 08 Adopted funding includes an additional Sterling/Countryside bus.

Project/Program Name: Every Citizen Has an Opportunity (ECHO)

FY 07 Adopted: \$25,400

FY 08 Provisional: \$26,500

FY 08 Adopted: \$26,500

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.

Project/Program Name: Loudoun Volunteer Caregivers

FY 07 Adopted: \$35,000

FY 08 Provisional: \$40,000

FY 08 Adopted: \$40,000

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. LVC projects that it will provide transportation assistance to 460 seniors and people with disabilities in FY 08, up from 350 in FY 06.

Project/Program Name: American Red Cross, Loudoun County Chapter

FY 07 Adopted: \$98,619

FY 08 Provisional: \$113,412

FY 08 Adopted: \$113,412

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. The program projects that it will provide transportation assistance to 3,000 County seniors in FY 08, up from 2,900 in FY 06.



**Loudoun County Government
FY 2008 Adopted Fiscal Plan**

Local Gasoline Tax Fund

Administrative Projects

Project/Program Name: Rideshare Program Match

FY 07 Adopted: \$54,800

FY 08 Provisional: \$59,000

FY 08 Adopted: \$59,000

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 07 Adopted: \$10,000

FY 08 Provisional: \$10,000

FY 08 Adopted: \$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 07 Adopted: \$6,000

FY 08 Provisional: \$6,000

FY 08 Adopted: \$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 07 Adopted: \$16,073

FY 08 Provisional: \$18,000

FY 08 Adopted: \$18,000

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.



Proffer Fund

Developer contributions, known as proffers, remain a 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 the future capital facility costs associated with specific land developments. Proffer contributions are typically obtained for rezonings (changes in the use of land) that 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. The new residential units will generate the need for County services and capital facilities such as schools, parks, libraries and other facilities. Therefore, the development community offers contributions to help offset these future capital costs. The County maintains an inventory of all forms of proffers. Cash proffers accrue to the Public Facilities Trust Fund.

The General Accounting Standards Board issued the account-reporting standard for local governments (GASB34) in 2001, and since FY 02 the County has been required to budget proffer funds and report them in the County's Annual Financial Report. In the past, proffers had been reported as transfers from the Public Facilities Trust Fund to a particular capital project. The County began to budget appropriated proffers in FY 03 in the Proffer Fund.

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 their January 2005 business meeting, the Board of Supervisors initiated a Comprehensive Plan Amendment (CPAM) which included a revision to proffered land policy. On June 14, 2006, CPAM 2006-0001, "Proffered Land Sites Credit Methodology," was approved by the Board of Supervisors at their Public Hearing. Per this policy, land proffers are valued at market rate for proffered Capital Facilities contributions. Based on this methodology, in the FY 07 – FY 12 Adopted Capital Plan, 3.85 percent of the total CIP's projected expenditures are from land proffers totaling \$66.2 million over the six-year plan. 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 in the Capital Projects Fund.

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 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 are used for a school, human services facility sites and a library.

FY 07 Proffer Fund:

ES-18 South Riding Station Elem School	South Riding Station	ZMAP 2001-0010	\$ 6,300,000
ES-19 Ashburn Area Elem School	One Loudoun Center	ZMAP 2005-0008	\$ 6,300,000
HS-6 Ashburn Area High School	LV Estates II	ZMAP 2002-0011	\$26,175,000
MR Group Home, Round Hill	Round Hill Assoc	ZMAP 1989-0004	\$ 173,000
Brambleton District Park	Brambleton (1)	ZMAP 1993-0005	\$ 1,260,000
Gum Spring Library	Stone Ridge	ZCPA 2002-0004	\$ 8,000,000

FY 08 Proffer Fund:

ES-16 Moorefield Station Elem School	Moorefield Station	ZMAP 2001-0003	\$ 8,235,000
MHMRSAS Land for Facilities	Courtland Farm	ZMAP 1994-0008	\$ 345,000
(\$2,200,000)	Ashleigh	ZMAP 1986-0032	\$ 148,471
	Belmont Bluff	ZMAP 1996-0001	\$ 41,530
	Cedar Ridge	ZMAP 1999-0005	\$ 226,491
	Fairfield at Silo Creek	ZMAP 1999-0021	\$ 705,837
	SunValley Mews	ZMAP 1995-0002	\$ 42,671
	To be determined		\$ 690,000



**Loudoun County Government
FY 2008 Adopted Fiscal Plan**

FY 08 Proffer Fund (Continued):

Gum Spring Library (\$1,840,000)	Blue Springs View	ZMAP 2000-0012	\$ 564,521
	Dean Property	ZMAP 2000-0008	\$ 353,955
	Katama Woods	ZMAP 1995-0009	\$ 178,956
	Kirkpatrick Farms	ZMAP 1995-0014	\$ 434,927
	Poland Road	ZMAP 1999-0022	\$ 307,641

FY 09 Proffer Fund:

Gum Spring Library (\$1,530,000)	Poland Road	ZMAP 1999-0022	\$ 42,090
	South Village	ZMAP 1999-0016	\$ 1,487,910
Broadlands Recreation Center (\$2,775,000)	Bodmer Property	ZMAP 2000-0005	\$ 295,406
	Fairfield at Silo Creek	ZMAP 1999-0021	\$ 221,804
	Hunt at Belmont	ZMAP 1999-0023	\$ 1,687,703
	Potter Property	ZMAP 2000-0003	\$ 344,402
	Reserve at Bell Terra	ZMAP 2002-0004	\$ 109,994
	Ryans Ridge	ZMAP 1994-0016	\$ 104,809
	Trask	ZMAP 1999-0024	\$ 10,882

Fiscal Year	Cash Proffers	Land Proffers	In-Kind Proffers	Total
FY 2007	\$0	\$48,265,000	\$0	\$48,265,000
FY 2008	\$3,695,000	\$8,580,000	0	\$12,275,000
FY 2009	\$4,305,000	\$0	\$0	\$4,305,000



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 Proposed Capital Improvement Program includes funding to provide Loudoun's share of construction costs associated with Phase 2 of the Dulles Corridor Rapid Transit project, which would implement Metrorail service along the Dulles Greenway to Route 772 in Phase 2. A complete description of the Dulles Transit Project may be found in Volume 2, page 494, in the Capital Improvement Program. In FY 02, the Board established the Public Transportation Special Revenue 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 were made with the designation of \$500,000 in BPOL revenue and \$750,000 from the Local Gasoline Tax Fund. Following the adoption of the FY 02 budget, the Board appropriated \$372,080 to complete two road bond default projects and appropriated an additional \$877,920 from the Local Gasoline Tax Fund in FY 03 and \$195,000 in FY 04 for the Dulles Corridor Transit project. The FY 05 Adopted Fiscal Plan for the Local Gasoline Tax Fund included an allocation of \$300,000 to be directed toward future transportation needs. During the FY 06 budget process, the Board of Supervisors accepted the Transportation Committee's recommendation to defer the scheduled FY 06 Gasoline Tax contribution, and transferred the FY 05 appropriation of \$300,000 towards the Leesburg Park and Ride project. The FY 07/08 Local Gasoline Tax Fund budget does not include any appropriations to the Public Transportation Fund.

	FY 2004 Budget	FY 2005 Budget	FY 2006 Budget	FY 2007 Adopted	FY 2008 Adopted
Revenue					
General Fund Transfer (BPOL)	\$195,000	\$0	\$0	\$0	\$0
Gas Tax Transfer	0	300,000	0	0	0
Fund Balance	0	0	300,000	0	0
Total Revenue	\$195,000	\$300,000	\$0	\$0	\$0
Expenditures	\$195,000	\$0	\$300,000	\$0	\$0
Surplus/Deficit	\$0	\$300,000	\$0	\$0	\$0



**Loudoun County Government
FY 2008 Adopted Fiscal**

Restricted Use Transient Occupancy Tax Fund

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 647-648). 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.

Description	FY 08 Adopted
<u>Restricted TOT Revenue Collections (3%):</u>	
Projected Beginning Fund Balance Available	\$92,966
Restricted Transient Occupancy Tax Revenue	\$3,347,000
Total Projected Restricted TOT Resources	\$3,439,966
<u>Uses of Restricted TOT Revenue:</u>	
Loudoun Convention and Visitors Association	\$2,510,000
Projected TOT Balance	\$929,966



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.



**Loudoun County Government
FY 2008 Adopted Fiscal Plan**

Revolving Loan Fund

The Board of Supervisors created the Revolving Loan Fund (RLF) on July 21, 1992. The Fund provided a financing mechanism for capital project and equipment needs of General Government, the Schools, and Volunteer Fire/Rescue Companies. During the CIP deliberation process on March 21, 1996, the Board of Supervisors redefined the scope of the Revolving Loan Fund by limiting those entities that may receive these funds. As a result, General Government and School capital projects 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 07 estimated year-end balance for the Revolving Loan Fund is \$1,742,538.

FY 08 Revolving Loan Fund Requests

There were no requests submitted for the FY 08 budget process. An estimated \$2,103,287 will be available in FY 08 for loans meeting the Board of Supervisors' criteria.

Revolving Loan Fund (amounts in dollars)			
BEGINNING BALANCE			\$1,742,538
Interest Income			80,000
TOTAL AVAILABLE FOR FY 08:			\$1,822,538
FY 08 REVENUE	Principal	Interest	Total
Arcola/Pleasant Valley Volunteer Fire & Rescue Company	\$23,000	\$672	\$23,672
Ashburn Volunteer Fire Company	31,500	8,033	\$39,533
Round Hill Volunteer Fire Company	25,000	5,750	\$30,750
Philomont Volunteer Fire Company	10,500	2,917	\$13,417
Loudoun Volunteer Rescue Squad	17,500	11,438	\$28,938
Leesburg Volunteer Fire Company	67,908	40,745	\$108,653
Lucketts Volunteer Fire Company	32,857	2,931	\$36,225
TOTAL FY 08 REVENUE:	\$208,265	\$72,486	\$280,751
FY 08 AVAILABLE BALANCE:			\$2,103,287



**Loudoun County Government
FY 2008 Adopted Fiscal Plan**

Route 28 Transportation Improvement District

Background: Loudoun County, in partnership with Fairfax County, formed the Route 28 Highway Transportation Improvement District on December 21, 1987. Under Virginia law, such a district may be formed only upon the joint petition of owners of at least 51 percent of the land area in each County located within the boundaries of the district, and which has been zoned or is used for commercial or industrial purposes. The District was formed to provide improvements to State Route 28, which connects State Route 7 in eastern Loudoun County to U.S. Route 50 and Interstate Highway 66 in western Fairfax County, running approximately parallel to the County's eastern border. State Route 28 provides access to Dulles International Airport, along with the Dulles Access Road, which connects the Capital Beltway to Dulles Airport, and the Dulles Greenway, which provides highway access into central Loudoun County. This District was formed upon landowner petition to accelerate planned highway improvements which relied primarily on slower pay-as-you-go financing from the Northern Virginia region's share of the State primary road fund allocation.

The District, administered by a Commission appointed by the Boards of Supervisors of both Counties, may subject the owners of industrial and commercial property within the District to a maximum additional tax assessment of 20 cents per \$100 of assessed value. These funds, in addition to funds received through the State Primary Road Fund allocation formula, are to be used for the road improvements and debt service on bonds issued by the State. The initial debt issue for this project consisted of \$138.5 million in revenue bonds issued by the State in September 1988. In 2002, the County entered into an agreement with the State and Fairfax County to refund the existing debt and issue new bonds to construct six additional interchanges. The total cost of this additional project is estimated at \$190 million and will be completed under the auspices of the State Public Private Transportation Act.

Loudoun County and Fairfax County entered into a contract with the District on September 1, 1988, and agreed to levy additional tax assessments as requested by the District, collect the tax and pay all tax revenues to the Commonwealth Transportation Board. The contract specified that: (1) the County Administrator shall include in the budget all amounts to be paid by the County under the District Contract for the fiscal year; (2) the County shall provide by February of each year the total assessed fair market value of the District as of January 1 of that year; and (3) the District in turn shall notify the County of the required payment and request a rate sufficient to collect that amount, up to a maximum of 20 cents per \$100 of assessed value. 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 08, the Route 28 Transportation Improvement District is projected to generate \$9,420,000 in current and delinquent tax revenue to offset its estimated \$9,420,000 in expenditures.

ROUTE 28 TRANSPORTATION IMPROVEMENT DISTRICT PROJECTED BUDGET SCHEDULE	
	FY 08 Adopted
Revenue	\$9,420,000
Expenditures	\$9,420,000
Surplus (+)/Deficit (-)	\$---



**Loudoun County Government
FY 2008 Adopted Fiscal Plan**

Route 28 Transportation Improvement District

ROUTE 28 TRANSPORTATION IMPROVEMENT DISTRICT FY 08 Forecasted Real Property Taxable Base (Forecasted as of January 2007)			
2007 Estimated fair market value of real taxable property ¹	\$4,591,392,000		
PLUS: Reassessment due to equalization	415,242,000		
PLUS: Actual full value of new construction	91,162,000		
2008 Forecasted fair market value of real taxable property	\$5,097,796,000		
FY 2008 Real property tax base subtotal	\$4,844,594,000		
LESS: Potential administrative and/or Board of Equalization adjustments ²	(48,446,000) ³		
FY 2008 Forecasted real property taxable base	\$4,796,148,000		
PLUS: Partial value of new construction			
FY 2008 Forecasted real property taxable base total	\$4,796,148,000		
ROUTE 28 TRANSPORTATION IMPROVEMENT DISTRICT FY 08 Forecasted Real Property Tax Revenue			
	Forecasted Taxable Base	Net Revenue Per Penny ⁴	Revenue (\$0.20/\$100 Tax Base)
Real property	\$4,796,148,000	\$471,000	\$9,420,000
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 08		
5.	The sum of the market value components may not equal the taxable base total because of rounding.		

Source: Office of the County Assessor and Department of Management and Financial Services



**Loudoun County Government
FY 2008 Adopted Fiscal Plan**

School Fund Revenue

The rapid pace of residential development in the County has placed significant pressures on the County's ability to accommodate the demand for services. This is particularly evident in the pattern of growth in General Fund support of the County school system. In FY 08, 73.3% of public education funding in Loudoun County will originate with a transfer from the General Fund. This percentage has increased since FY 07. Growth in Commonwealth and Federal funding has not kept pace with overall budget demands in FY 08.

	FY 2004 Actual	FY 2005 Actual	FY 2006 Actual	FY 2007 Adopted	FY 2008 Adopted
Local Funding					
General fund transfer	\$284,126,973	\$343,124,952	\$407,081,000	\$443,391,000	\$513,204,000
Rebates & refunds	86,983	632,943	121,586	79,000	125,000
Rents	3,873	3,873	3,873	4,000	4,000
Sales of textbooks	79,186	26,637	73,151	22,000	40,000
SAT course fees	8,177	6,340	847	7,000	0
E-Rate reimbursement	0	0	467,927	0	400,000
Tuition	802,147	849,023	947,333	750,000	1,020,000
Use of buildings	571,865	819,387	986,817	429,000	950,000
Hughes Foundation	0	473,694	932,365	1,000,000	1,000,000
PAVAN	0	50,803	63,968	111,000	113,000
Local grants and contributions	0	0	85,304	0	100,000
Sales of equipment & supplies	93,271	134,679	59,375	86,000	135,000
Miscellaneous	0	0	172,758	0	150,000
Total Local Funding	\$285,772,475	\$346,122,331	\$410,996,304	\$445,879,000	\$517,242,000
Commonwealth Funding					
Sales tax	\$27,147,636	\$32,152,006	\$41,254,547	\$50,963,000	48,188,000
Basic aid	45,266,667	50,381,490	53,130,424	71,880,000	76,961,000
Fringe benefits	3,829,120	4,470,364	5,665,944	8,580,000	5,966,000
Textbooks	943,015	754,219	810,227	1,566,000	1,621,000
Special education	5,280,020	4,919,985	6,270,067	7,286,000	7,661,000
Vocational education	641,121	580,244	752,927	1,059,000	1,113,000
Salary supplement	550,592	0	0	1,461,000	4,770,000
SOL materials/training	127,004	40,767	40,770	64,000	67,000
Technology plan	1,795,316	1,574,653	1,781,612	1,818,000	1,850,000
Other	5,464,635	2,516,385	4,015,704	4,227,000	8,453,000
Total Commonwealth Funding	\$91,045,126	\$97,390,113	\$113,722,222	\$148,904,000	\$156,651,000
Federal Funding					
Title I	\$986,651	\$1,046,393	\$946,616	\$1,182,000	\$1,025,000
Head Start	781,932	794,133	782,986	787,000	800,000
Handicapped education	4,741,813	4,521,431	5,774,150	6,041,000	7,122,000
Other	2,697,653	1,366,970	2,494,110	1,788,000	1,724,000
Total Federal Funding	\$9,208,049	\$7,728,927	\$9,997,862	\$9,798,000	\$10,670,000
Other Financing Sources	\$9,900,000	\$9,778,000	\$12,466,000	\$9,276,000	\$16,000,000
Total School Fund	\$395,925,650	\$461,019,371	\$547,182,388	\$613,857,000	\$700,564,000
General Fund Transfer - % of School Fund Revenue	71.8%	74.4%	74.4%	72.2%	73.3%



Fiscal Trends

Fiscal Trends Summary	
.....	
Demographic & Economic Trends	Page 651
.....	
Assessed Value & Tax Rates	Page 663
.....	
Revenue & Expenditures	Page 673
.....	
Debt & Debt Service	Page 689
.....	



1. Demographic & Economic Trends



**Loudoun County Government
FY 2008 Adopted Fiscal Plan**

Notes



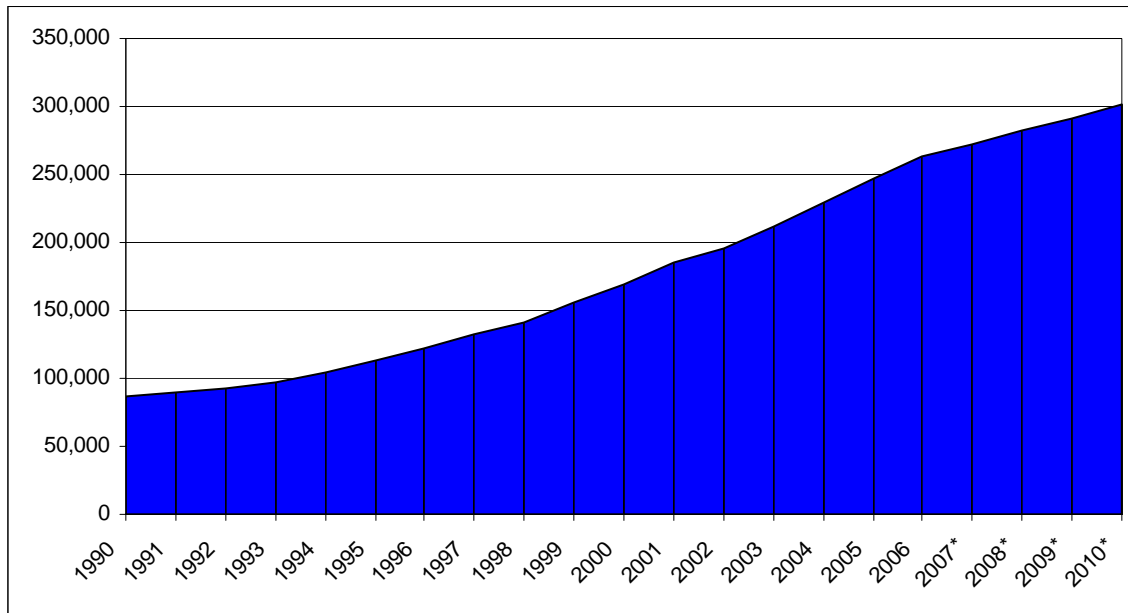
**Loudoun County Government
FY 2008 Adopted Fiscal Plan**

Population

Loudoun County is one of the fastest growing counties in the United States. In the 1990's, the County nearly doubled its population with a 97% growth rate. Since 2000, Loudoun's population has increased by about 60%, making it the fourth-fastest growing county in the nation and number one among counties with populations over 100,000. The County's forecasted 2008 population is 281,636; a population increase of 66% since 2000. In 2010, the County's population is forecasted to be 301,127, an increase of 78% since 2000.

<u>Year</u>		<u>Population</u>	<u>Average Annual Percentage Change 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
2001	Estimate	185,120	9.0
2002	Estimate	196,314	6.0
2003	Estimate	211,146	7.6
2004	Estimate	229,429	8.7
2005	Estimate	247,342	7.8
2006	Estimate	262,957	6.3
2007	Forecast	271,987	3.4
2008	Forecast	281,636	3.5
2009	Forecast	290,929	3.3
2010	Forecast	301,127	3.5

Population in Loudoun County



*Forecast

Source: U.S. Census Bureau & Loudoun County Department of Management and Financial Services



**Loudoun County Government
FY 2008 Adopted Fiscal Plan**

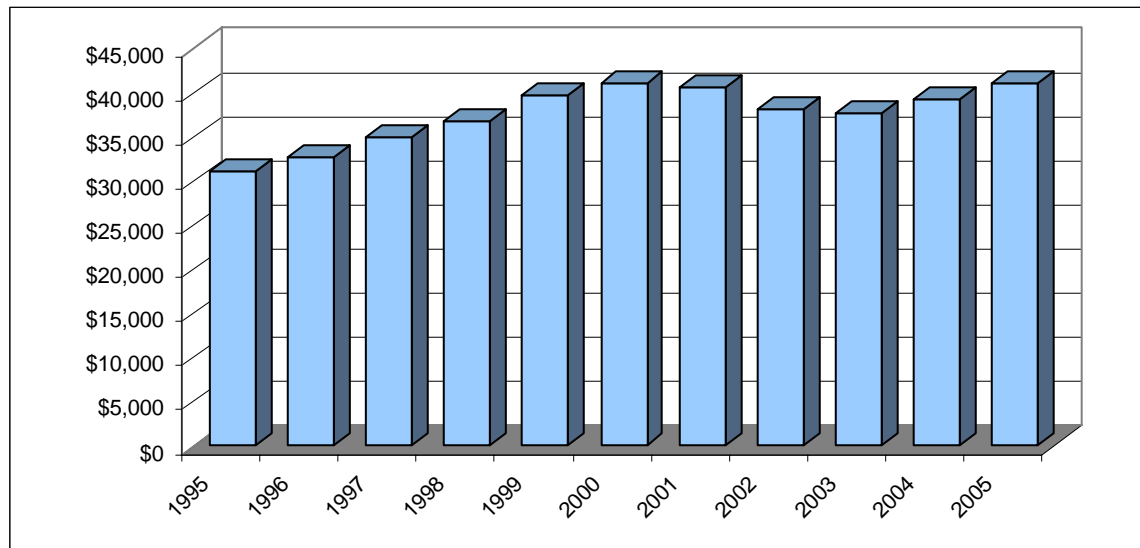
Per Capita Income

Loudoun County's per capita income increased considerably from 1995 through 2005. During that period, Loudoun's average annual increase in per capita income was 2.8% per year.

Incomes in Loudoun County are among the highest in the nation. Loudoun County's 2005 per capita income ranked in the top 4% in the United States, placing 114th out of 3,111 U.S. counties according to the U.S. Bureau of Economic Analysis. Median household income in Loudoun County was ranked 1st in the U.S. according to the U.S. Census Bureau's 2005 American Community Survey.

<u>Year</u>	<u>Per Capita Income</u>	<u>Year</u>	<u>Per Capita Income</u>
1992	\$28,048	1999	\$39,674
1993	29,114	2000	41,116
1994	30,368	2001	40,589
1995	31,129	2002	38,242
1996	32,811	2003	37,814
1997	35,046	2004	39,378
1998	36,873	2005	41,193

Per Capita Personal Income 1995 – 2005



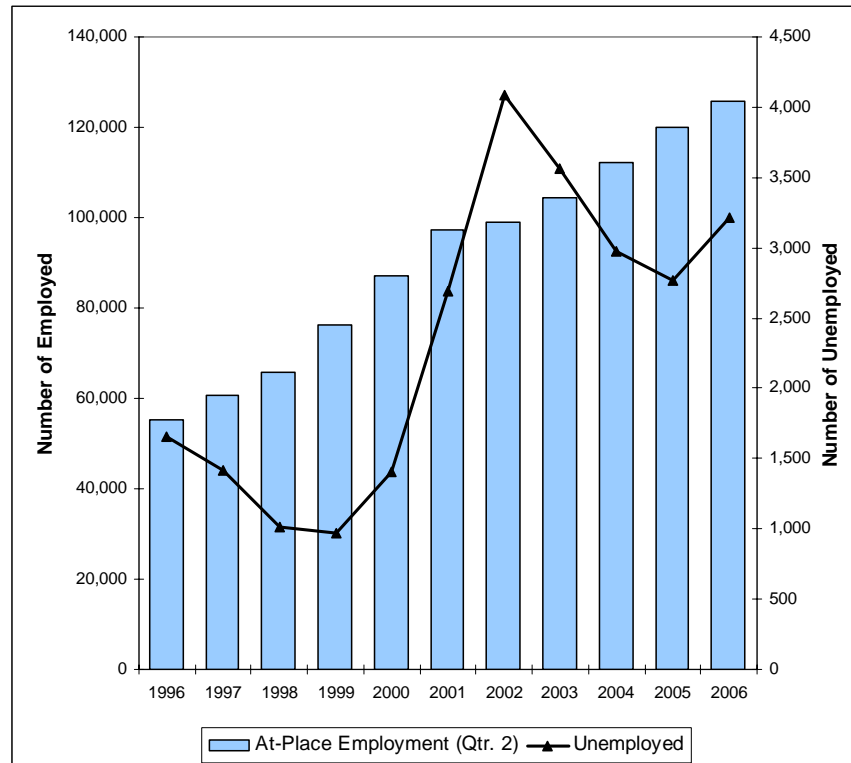
Source: U.S. Bureau of Economic Analysis



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 128% between 1996 and 2006. From 1996 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.

At-Place Employment & Number Unemployed 1996 – 2006



Note: The at-place employment data are for the second quarter of each calendar year. Unemployment data are annual values, based on residence in Loudoun County, not place of employment.

Source: Virginia Employment Commission

The number of employees in the County for each industry sector as of the 2nd quarter of 2006 is:

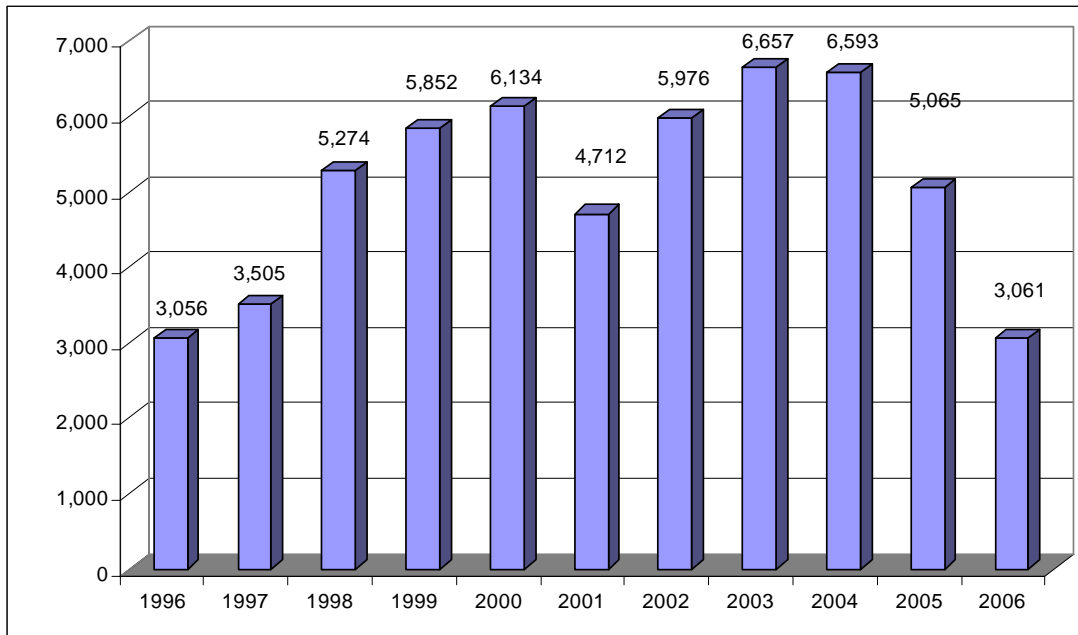
Industry Sector	Number of Employees	Percentage
Agriculture	411	0.33%
Mining	222	0.18
Utilities	89	0.07
Construction	16,069	12.77
Manufacturing	5,194	4.13
Transportation	9,184	7.30
Wholesale Trade	3,125	2.55
Retail Trade	15,255	12.12
Information	9,240	7.34
Finance, Insurance and Real Estate	3,956	3.14
Services	44,127	35.06
Government	18,911	15.02
Total	125,873	100.00%



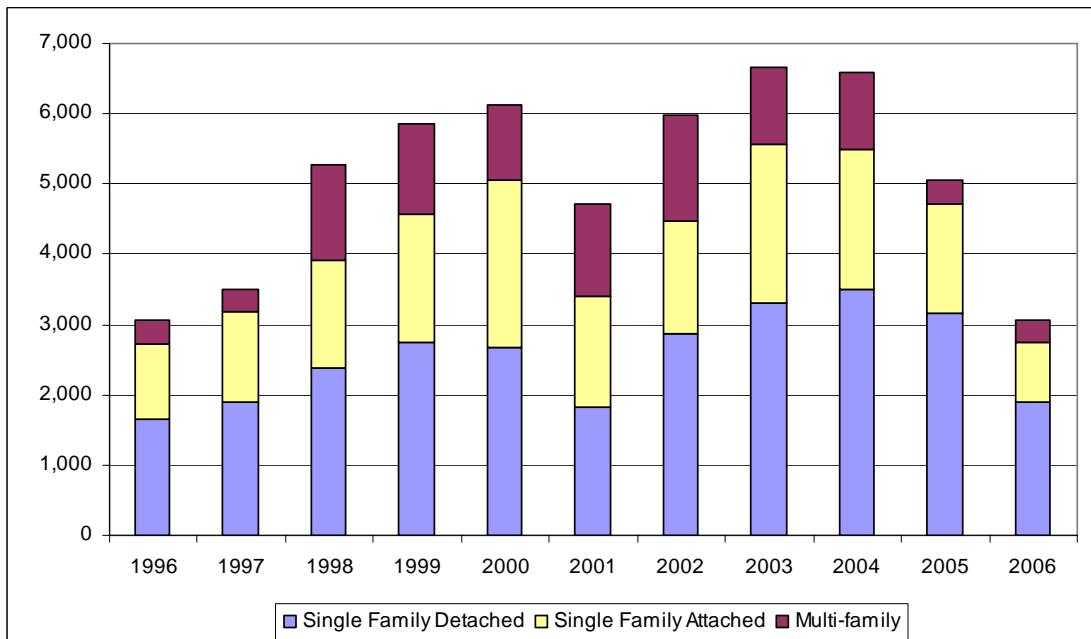
Residential Building Permits Issued

Residential construction was at a high level from 1998 through 2005. Most of the 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

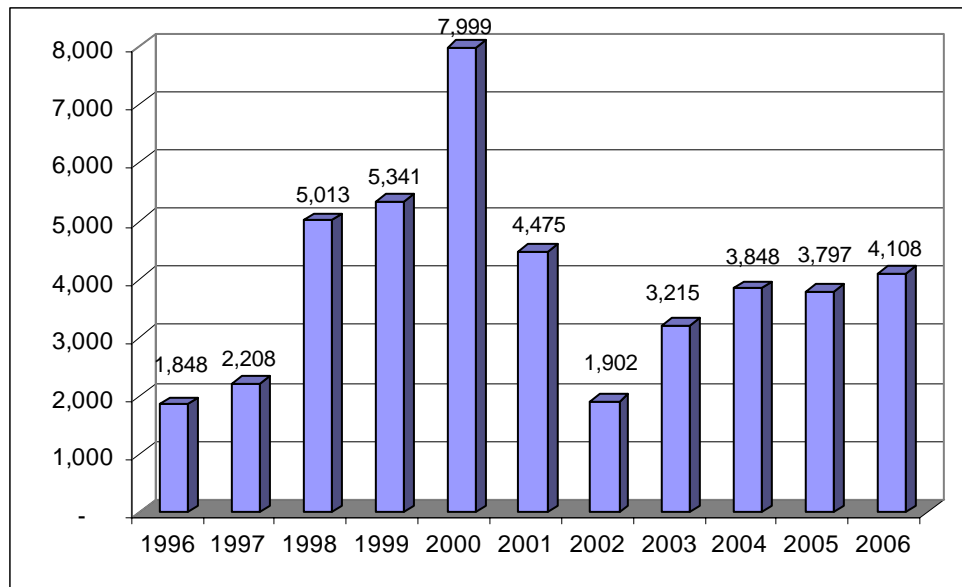


**Loudoun County Government
FY 2008 Adopted Fiscal Plan**

Non-Residential Construction and Vacancy Rate

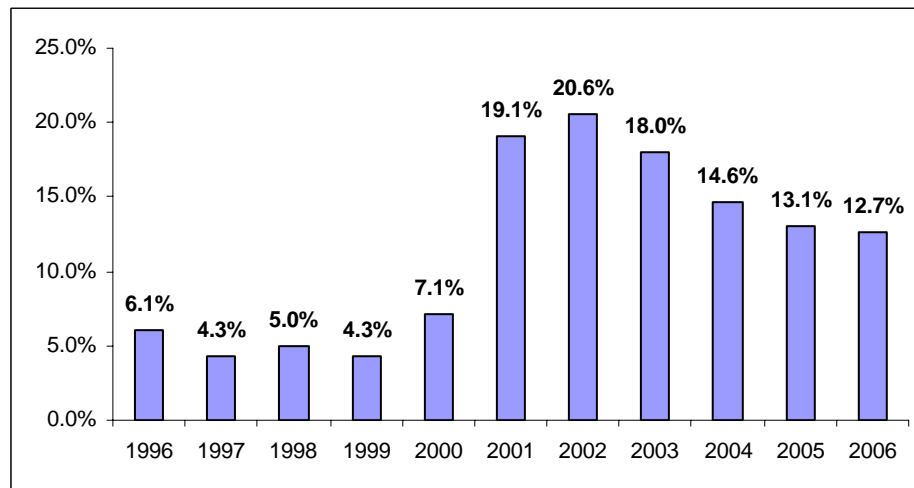
High levels of new non-residential construction occurred from 1998-2001 due to the construction of the Dulles Town Center Regional Mall, the Leesburg Outlet Center, America Online, the MCI office buildings complex (now Verizon Business), and other office projects by existing businesses. After a sharp downturn in 2002 due to economic recession, the market has rebounded locally.

Non-Residential Square Footage Permitted for New Construction Calendar Years 1996 - 2006 (in thousands)



Source: Loudoun County Department of Building and Development; Compiled by: Loudoun County Department of Economic Development

Commercial and Industrial Property Vacancy Rate as of December 31st



Source: CoStar Realty Information, Inc.; Compiled by: Loudoun County Department of Economic Development



**Loudoun County Government
FY 2008 Adopted Fiscal Plan**

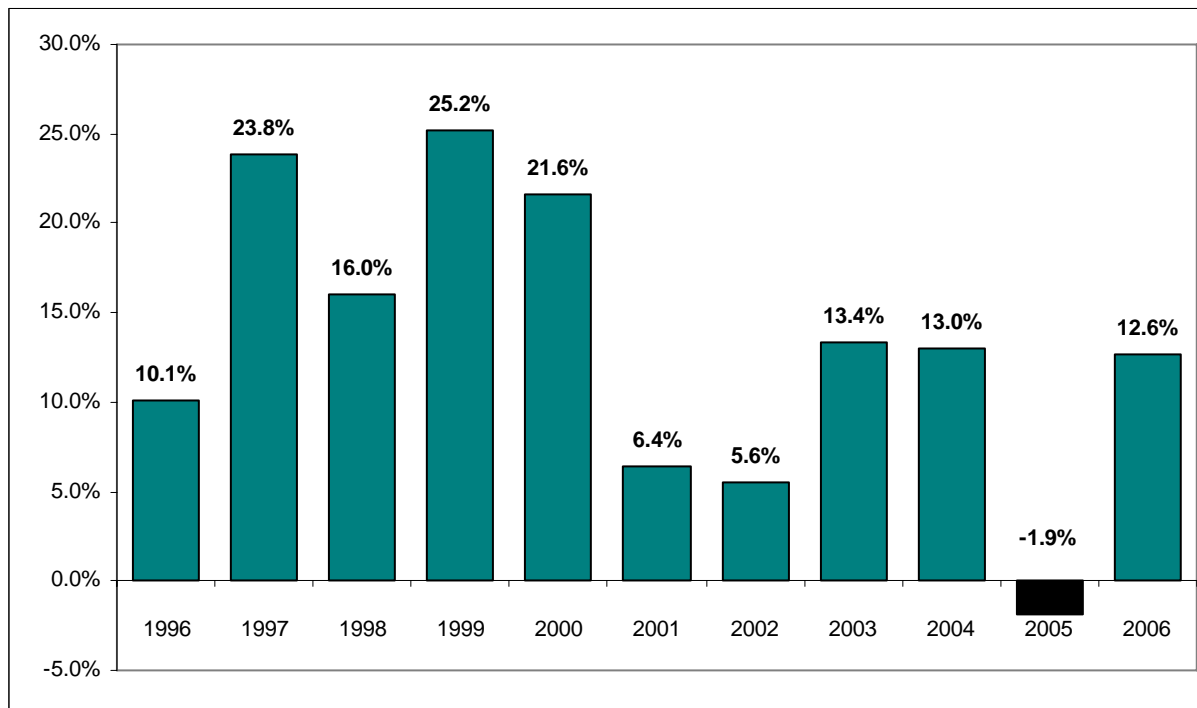
Retail Sales

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		

Annual Percentage Change in Actual Retail Sales Calendar Years 1996 – 2006



Source: Virginia Department of Taxation

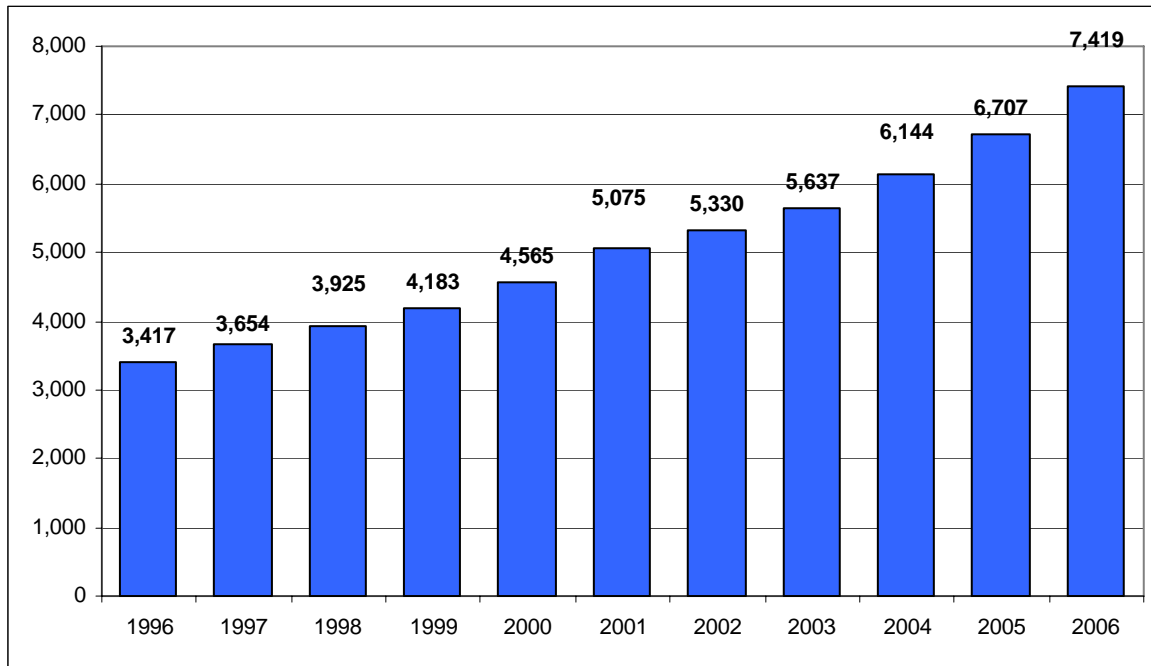
Note: Due to the implementation of a new accounting system at the Virginia Department of Taxation, retail sales for 2005 were underreported.



Business Establishments

Since 1996, 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 8.6% per year in the post-recession period since 2003.

Number of Business Establishments
Calendar Years 1996 – 2006



Source: Virginia Employment Commission, 2nd Quarter Data



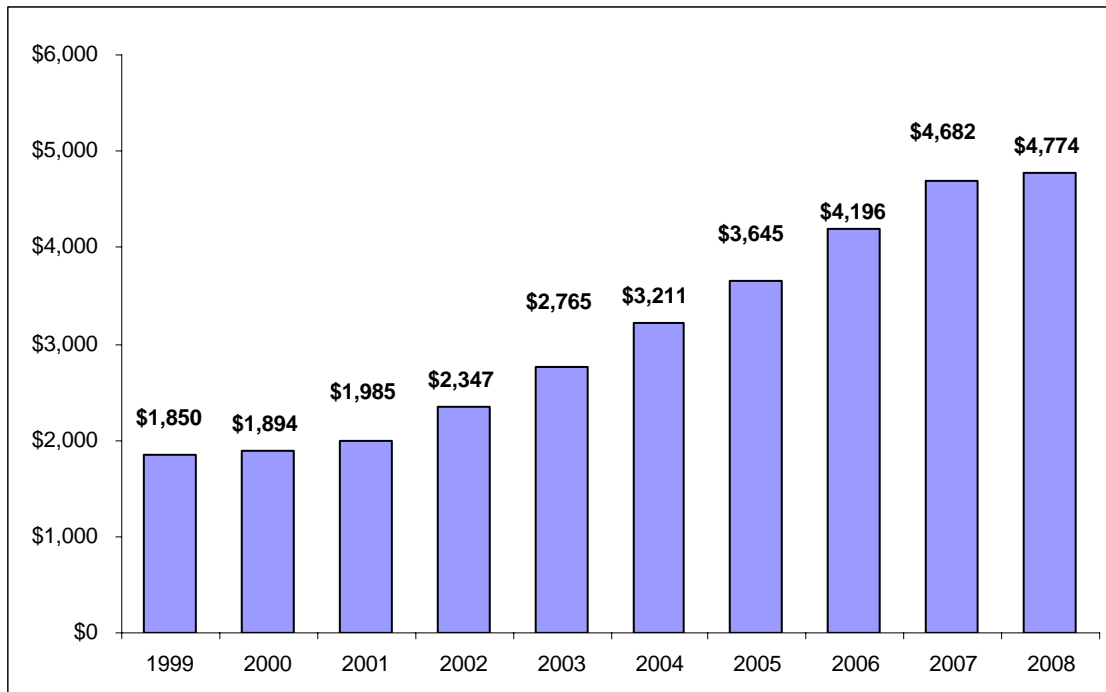
**Loudoun County Government
FY 2008 Adopted Fiscal Plan**

Average Homeowner Tax Bill

The average homeowner tax bill is computed by applying the County's real estate tax rate to the average assessed value of a Loudoun home. The following is a summary of the average assessed value of a home in Loudoun:

Calendar Year	Fiscal Year	Tax Rate	Average Assessed Value of Home	Average Tax Bill
1994	1995	\$1.02	\$153,142	\$1,562
1995	1996	0.99	157,123	1,556
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	497,240	4,774

**Average Annual Homeowner Tax Bill
FY 1999 – FY 2008**



Source: Loudoun County Office of the County Assessor



**Loudoun County Government
FY 2008 Adopted Fiscal Plan**

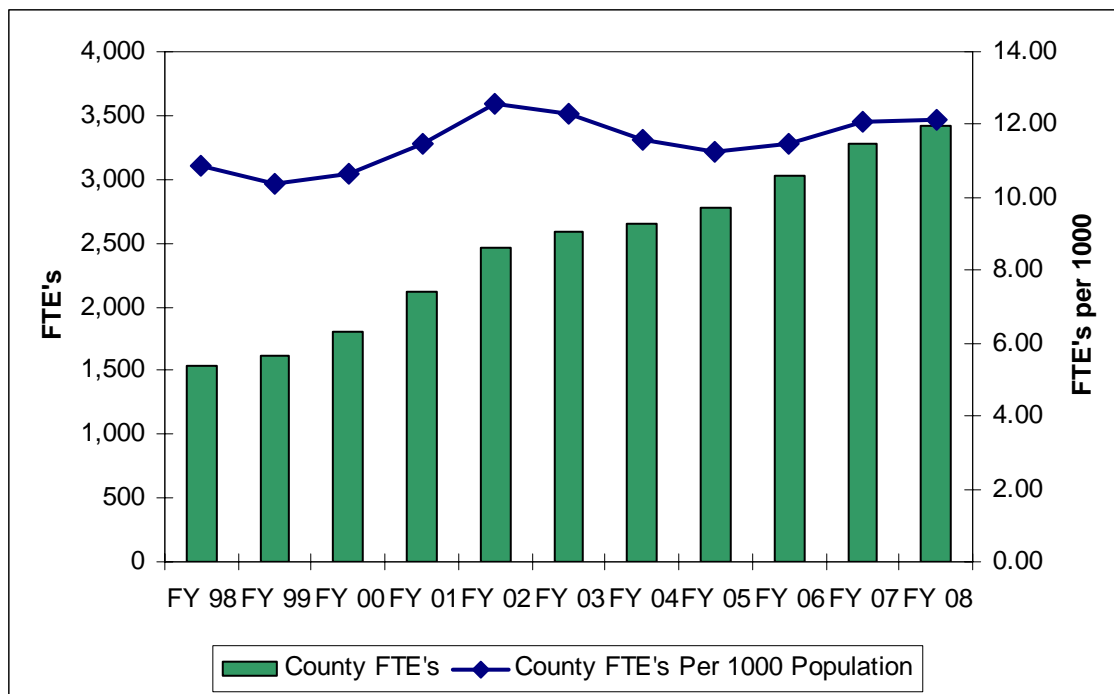
County Government FTE's Per 1,000 Population

One full-time equivalent employee (FTE) equates to one employee who is authorized to work the normal 1,950 hours per year. From FY 92 through FY 99, there was a decreasing trend in the number of FTE's per 1,000 residents as the number of FTE's declined and the County's population increased significantly. The number of FTE's per 1,000 residents has increased more recently to address increased service demands. While the number of County FTE's increased 4.3% in FY 08, the number of FTE's per 1,000 residents increased by only 0.7%.

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>
1992	14.54	2000	10.63
1993	13.38	2001	11.45
1994	12.06	2002	12.55
1995	11.13	2003	12.28
1996	11.28	2004	11.56
1997	10.79	2005	11.24
1998	10.86	2006	11.50
1999	10.38	2007	12.05
		2008	12.14

FTE's per Capita (per 1,000 Population) FY 98 - FY 08



Source: Loudoun County Department of Management and Financial Services

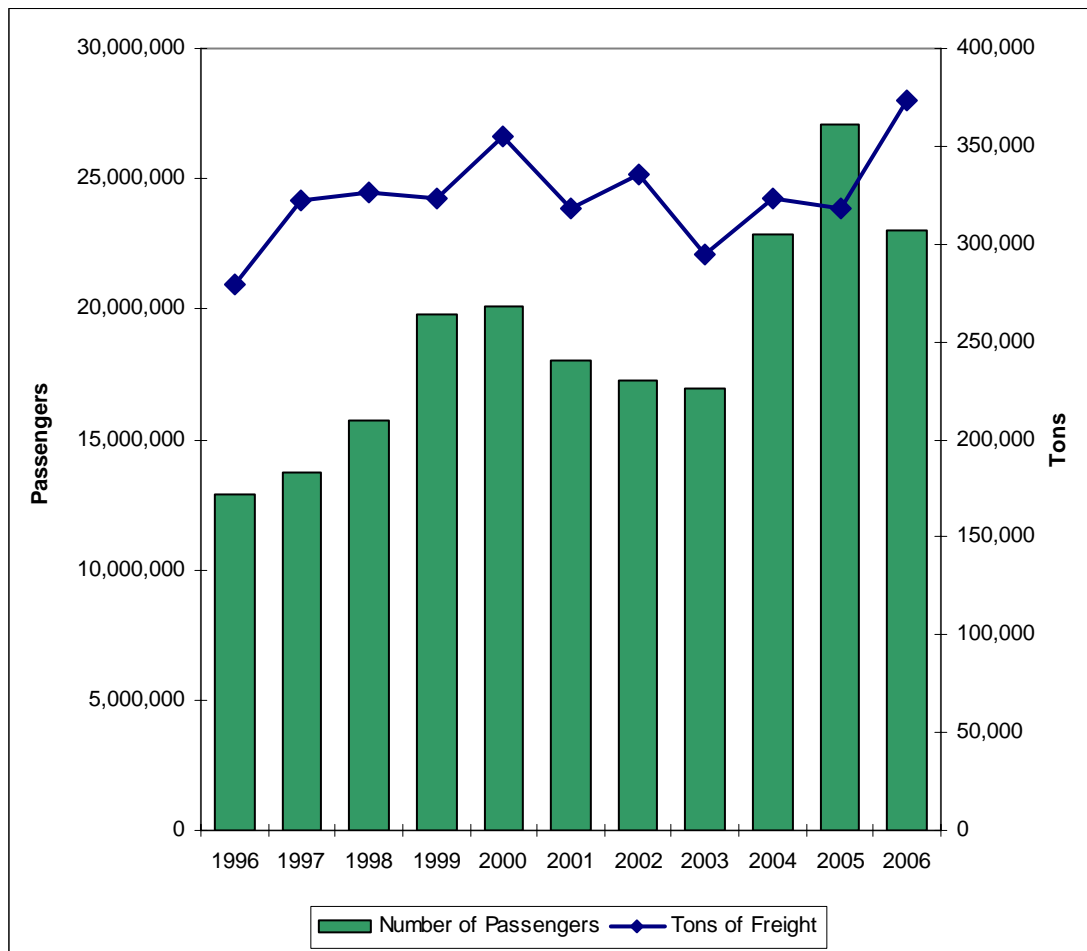


Passengers at Washington Dulles Airport

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 2006. The rise and fall of Independence Air in 2005-2006 led to a drop in passenger traffic in 2006.

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 1996 - CY 2006



Source: Metropolitan Washington Airports Authority



2. Assessed Value & Tax Rates



**Loudoun County Government
FY 2008 Adopted Fiscal Plan**

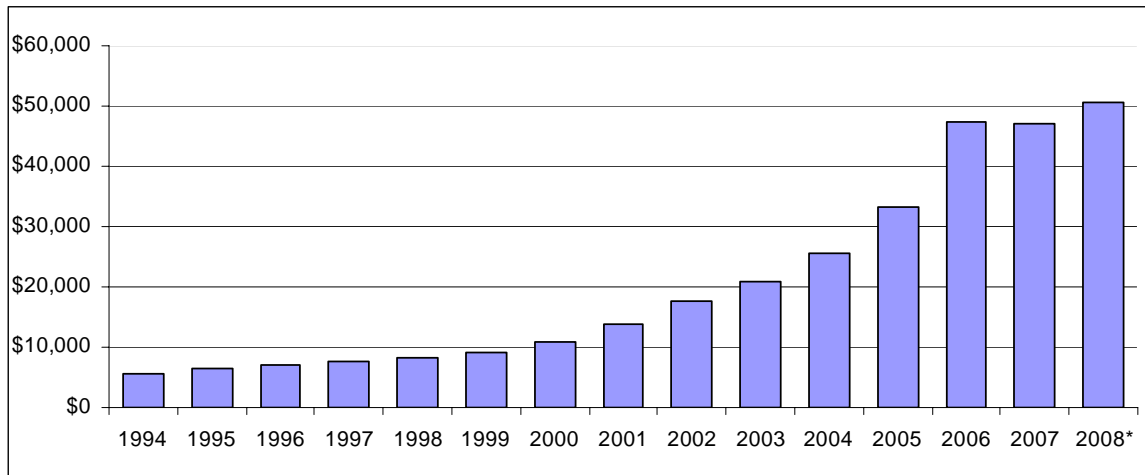
Notes



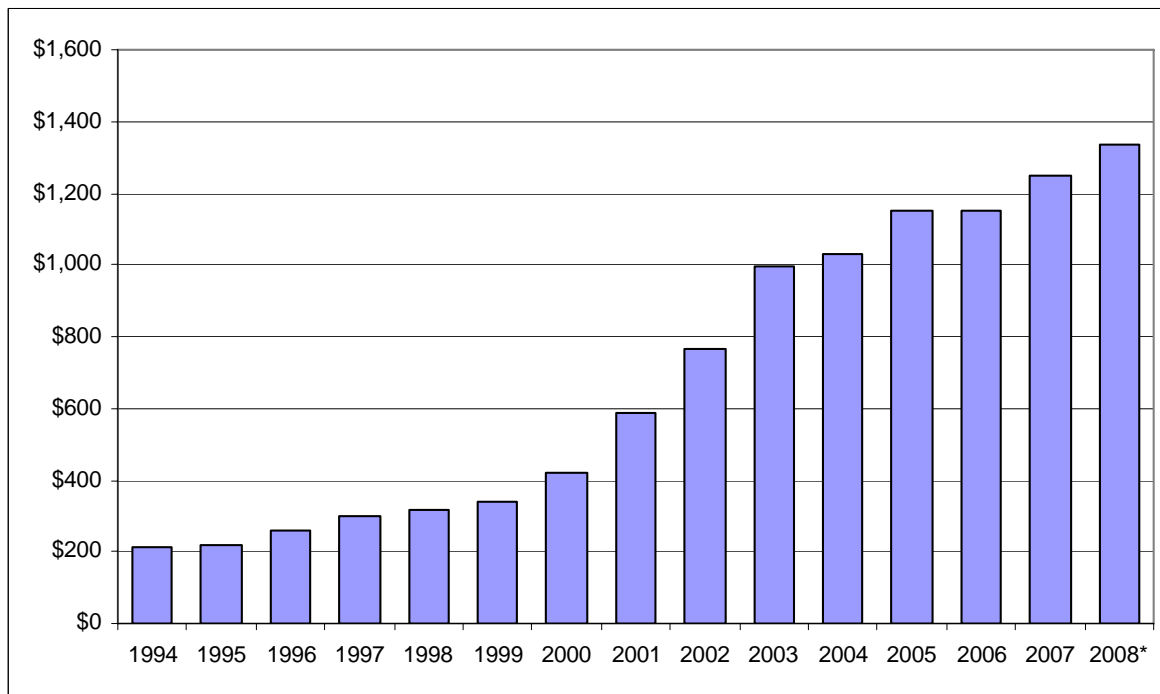
Assessed Valuation of Residential Real Property

Growth in residential property assessed values flattened out during 2006 after sustained increases since 1994. Existing values declined somewhat in 2006 and the rate of new construction 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

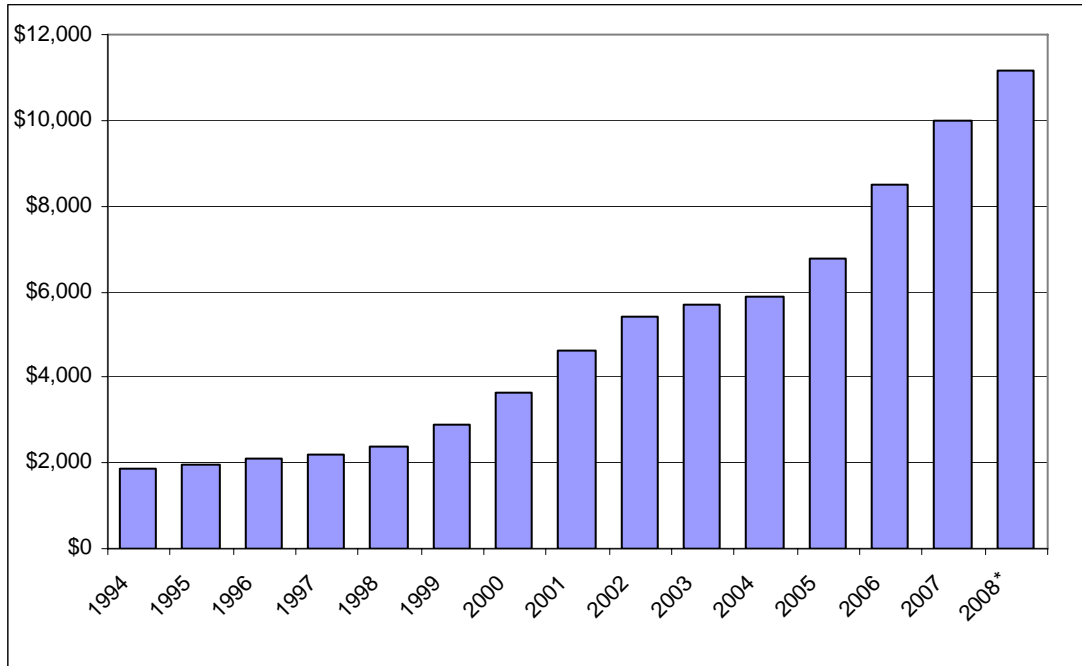
Source: Loudoun County Office of the County Assessor



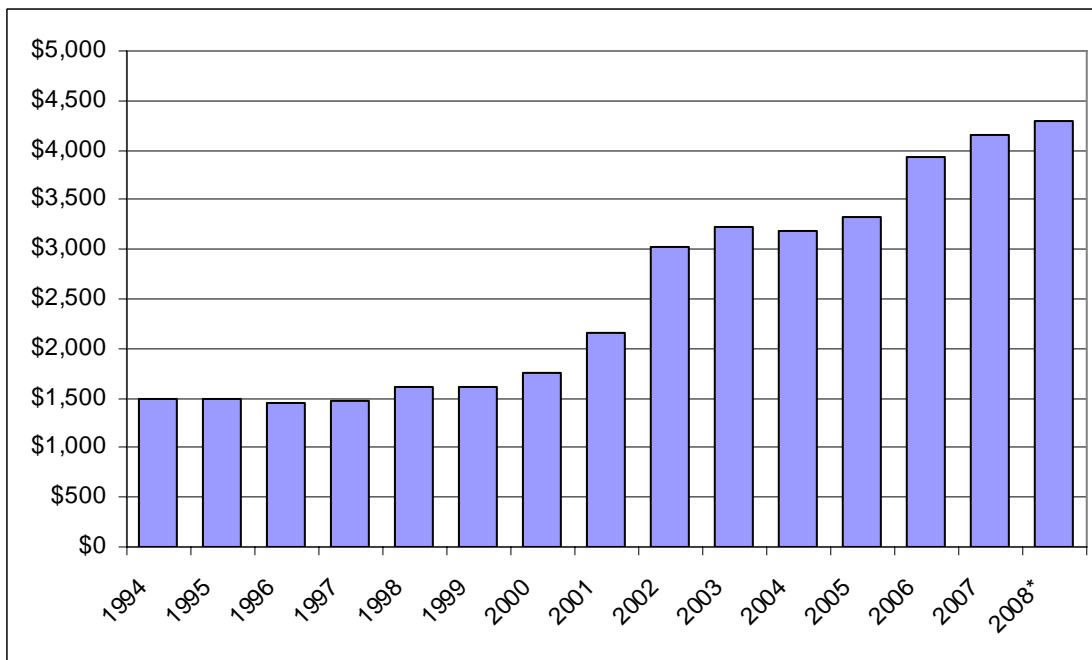
Assessed Valuation of Other Real Property

Commercial and industrial values have grown very rapidly since 2005 after a long period of modest growth. The pace of agricultural property value growth 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

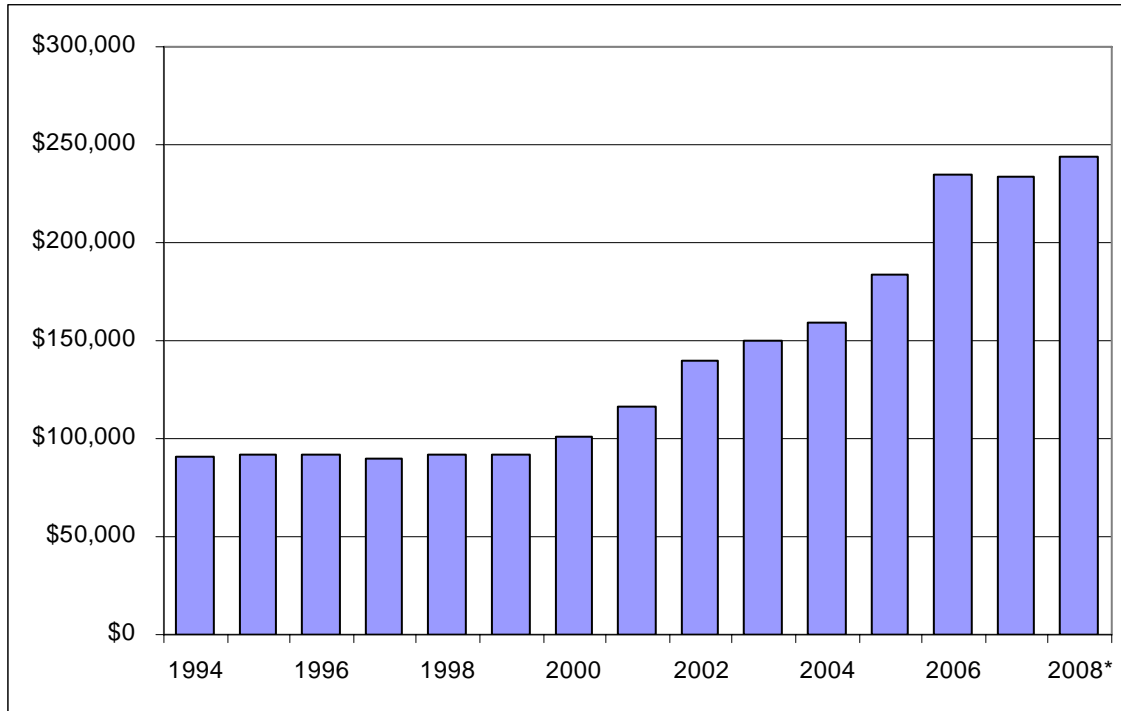
Source: Loudoun County Office of the County Assessor



Assessed Value Per Capita

Per capita real property assessed values increased sharply from 2001 through 2005, reflecting higher growth in the County's real property assessed valuation than in the County's population growth rate. Both per capita and total real property assessed value growth are expected to moderate over the next several years.

Assessed Value per Capita 1994 – 2008*



*Forecast

Source: U.S. Census Bureau, Loudoun County Department of Management and Financial Services, and Loudoun County Office of the County Assessor



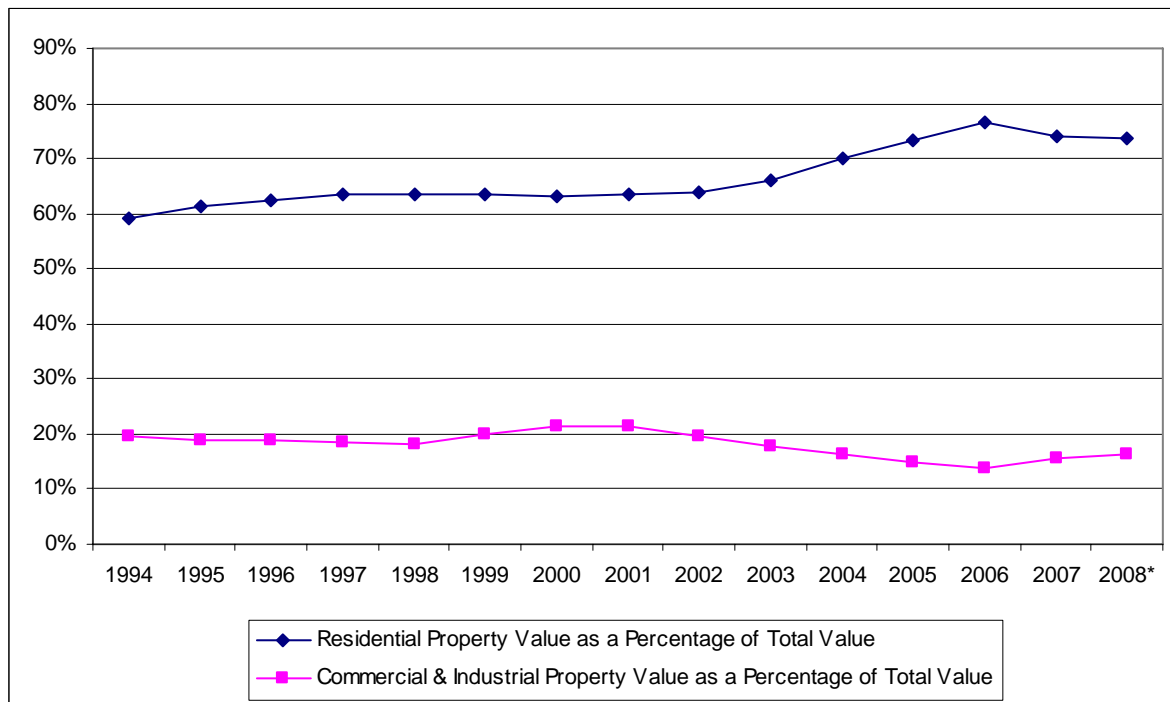
**Loudoun County Government
FY 2008 Adopted Fiscal Plan**

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 to grow rapidly.

Residential Property Valuation as a Percentage of Total		Commercial & Industrial Property Valuation as a Percentage of Total	
<u>Year</u>	<u>Percentage of Total</u>	<u>Year</u>	<u>Percentage of Total</u>
1994	59%	1994	20%
1995	61%	1995	19%
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*	74%	2008*	16%

Residential Property Valuation and Commercial & Industrial Property Valuation as a Percentage of All Real Property Valuation 1994 – 2008*



*Forecast

Source: Loudoun County Office of the County Assessor

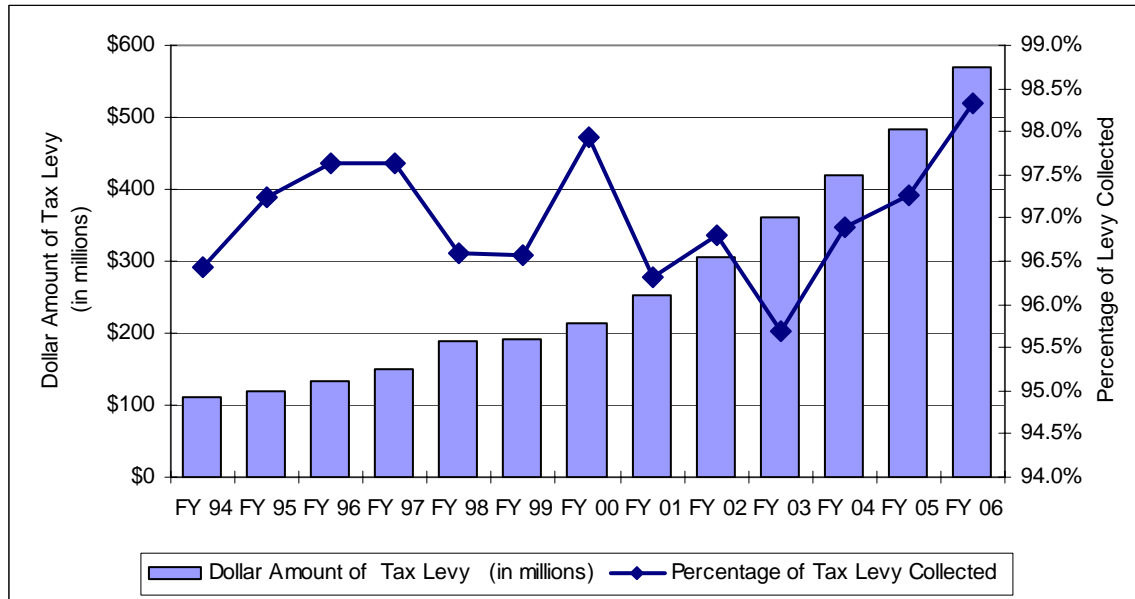


**Loudoun County Government
FY 2008 Adopted Fiscal Plan**

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 06 the percentage of the tax levy actually collected exceeded 98%, the highest rate in 13 years.

**Total Property Tax Levy and Rate of Collection of Tax Levy
Fiscal Years 1994 – 2006**



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 2008 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.

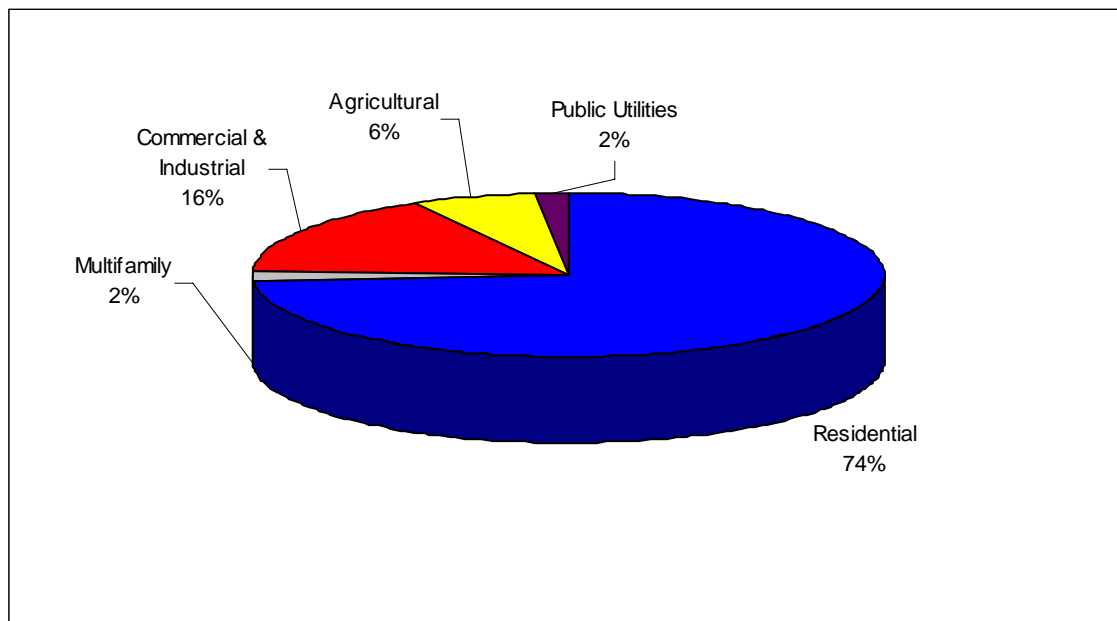
Real Property Assessed Values by Land Use Category for Loudoun County: January 1, 1994 - 2008

	<u>Residential</u>	<u>Multifamily</u>	<u>Commercial & Industrial</u>	<u>Agricultural</u>	<u>Public Utilities</u>	<u>Total</u>
1994	\$5,663,279,300	\$212,970,300	\$1,874,711,700	\$1,499,856,800	\$323,934,000	\$9,574,752,100
1995	6,354,187,800	221,000,000	1,948,194,300	1,485,366,000	338,934,000	10,347,682,100
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*	50,627,130,048	1,333,365,824	11,144,889,002	4,290,580,112	1,185,020,055	68,580,964,986

*Forecast

Source: Loudoun County Office of the County Assessor

Loudoun County Real Property Assessed Values for Calendar Year 2008*





**Loudoun County Government
FY 2008 Adopted Fiscal Plan**

**Loudoun County Real Estate, Personal Property, Machinery and Tools,
and Heavy Construction Machinery Tax Rates**

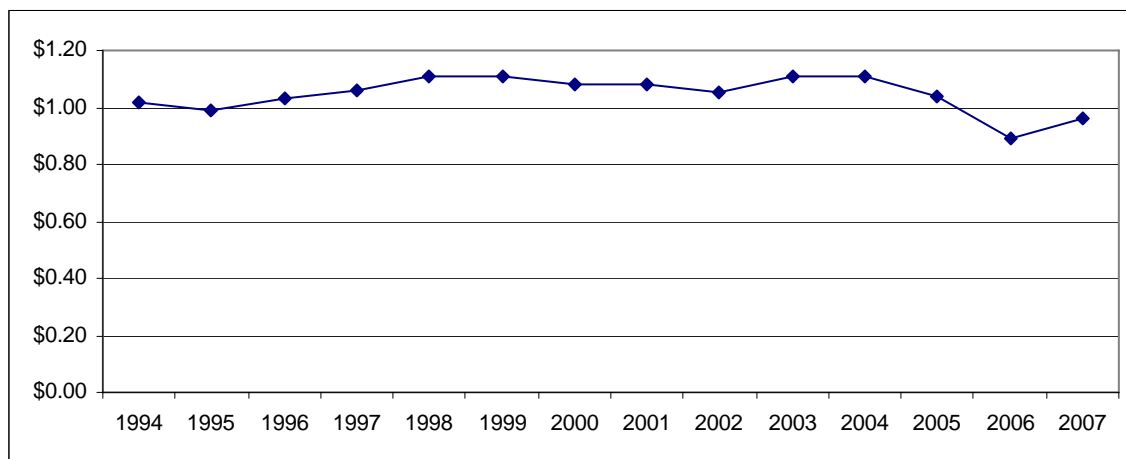
Tax rates for personal property, machinery & tools, and heavy construction machinery have remained stable for several years. The real estate tax rate has changed more frequently. The tax rates below are per \$100 of assessed value. Tax rates are set on a calendar year basis.

Calendar Year	Real Estate Tax Rate	Personal Property Tax Rate	Machinery & Tools Tax Rate	Heavy Equipment Tax Rate
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
1995	0.99	4.20	2.75	4.00
1994	1.02	4.20	2.75	4.00

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.

The calendar year 2007 Real Estate tax rate reflects the combined rates for the General Fund and the new Fire/Emergency Medical Services Tax District

Adopted Real Estate Tax Rate (per \$100 of value) Calendar Years 1994 – 2007





**Loudoun County Government
FY 2008 Adopted Fiscal Plan**

Notes



3. Revenue & Expenditures



**Loudoun County Government
FY 2008 Adopted Fiscal Plan**

Notes

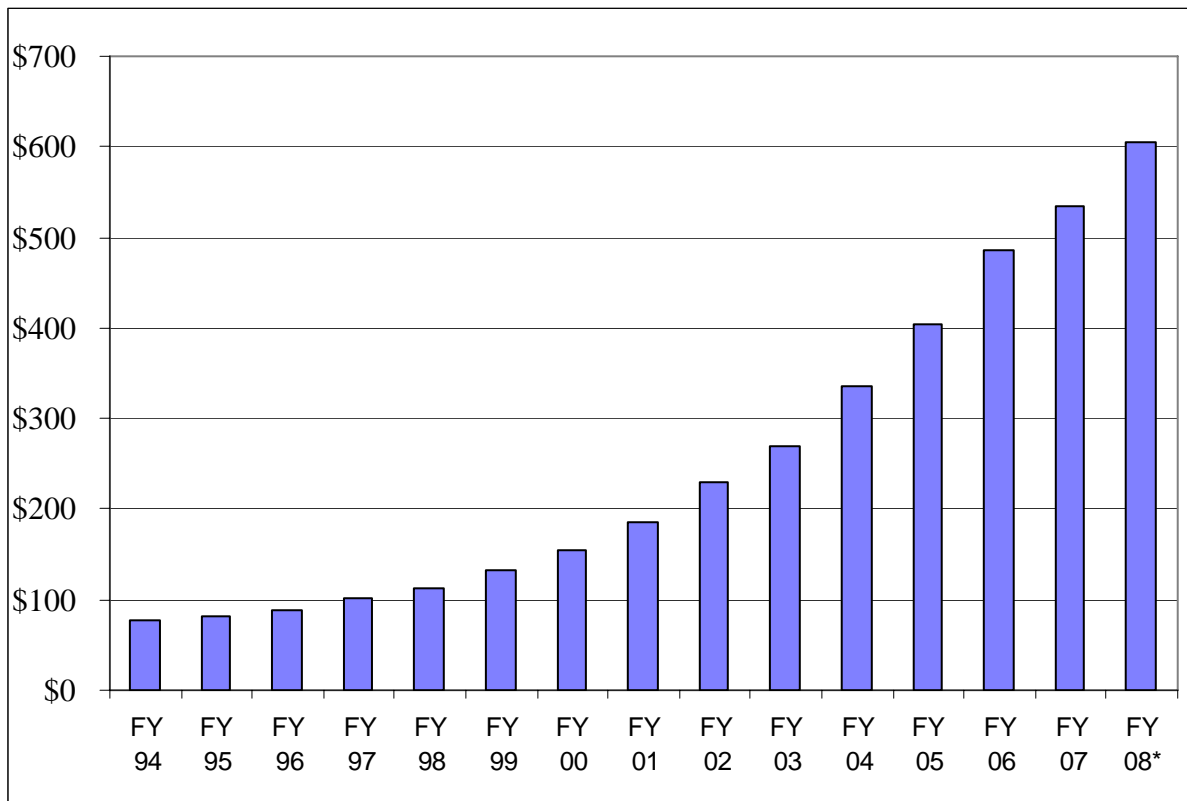


**Loudoun County Government
FY 2008 Adopted Fiscal Plan**

Real Property Taxes

Real property revenues have increased dramatically over the last several years. The FY 08 budgeted real property tax revenue is 13% higher than FY 07. The real property tax is the County's largest revenue source. For FY 08, the budgeted real property tax revenue as a percentage of the total General Fund revenue is 64%, and budgeted real property tax revenue as a percentage of the total County Government and Schools budgeted operating expenditures is 58%.

**Real Property Taxes
FY 1994 - FY 2008
(in millions of dollars)**



*The FY 08 budget includes the Fire and Emergency Medical Services Tax District which is supported by a levy on real property located within Loudoun County.

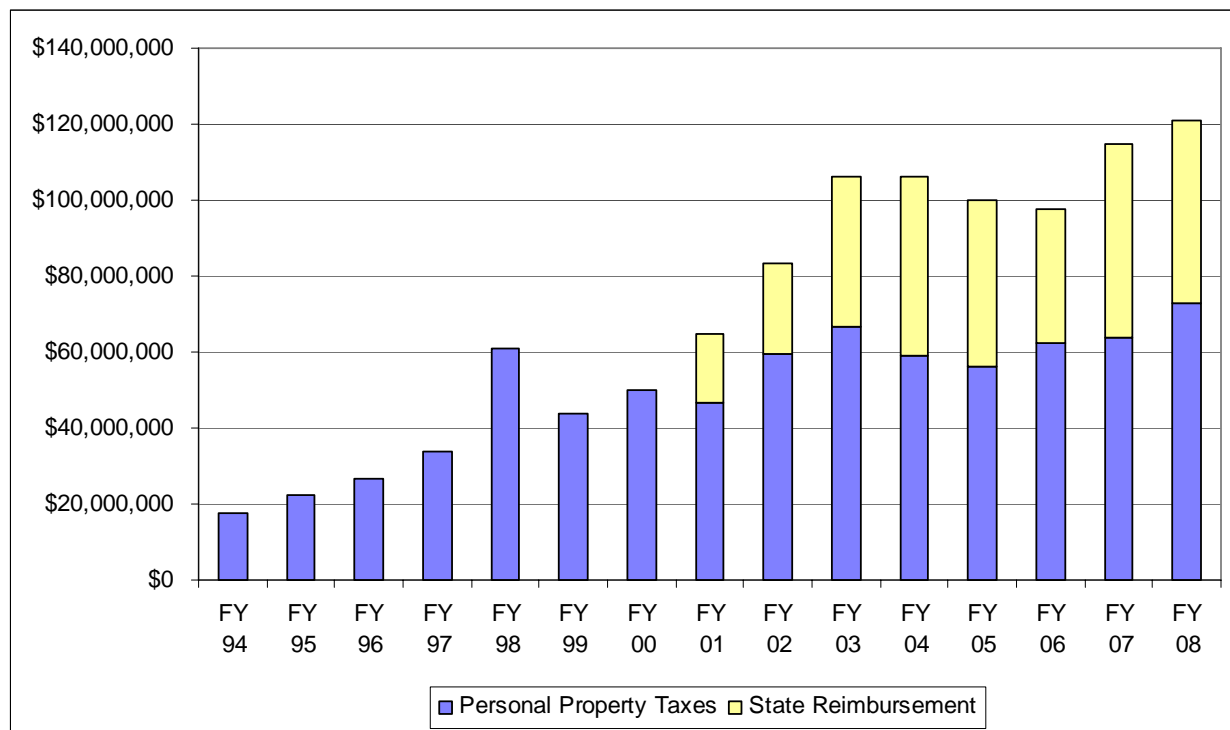


Loudoun County Government FY 2008 Adopted Fiscal Plan

Personal Property Taxes

The budgeted personal property tax revenue for FY 08 is 5% more than budgeted for FY 07. In FY 98, personal property tax revenue increased 79% due to the implementation of the 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 1994 – FY 2008**



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.

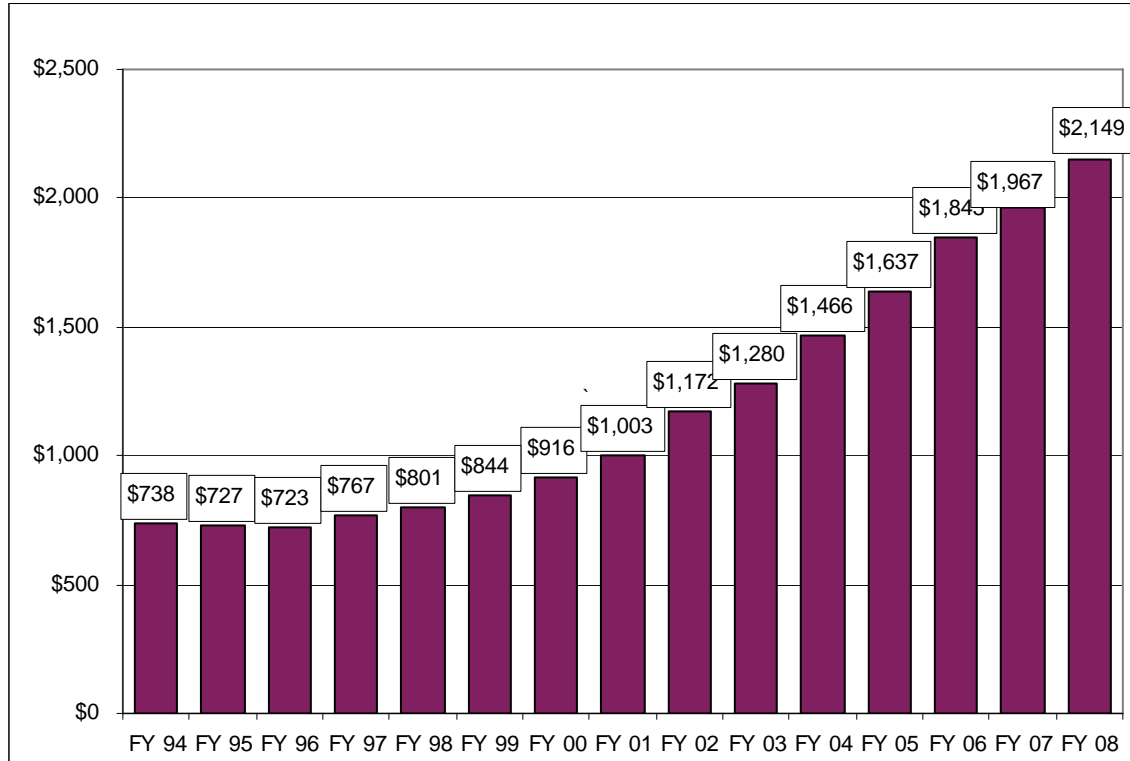


**Loudoun County Government
FY 2008 Adopted Fiscal Plan**

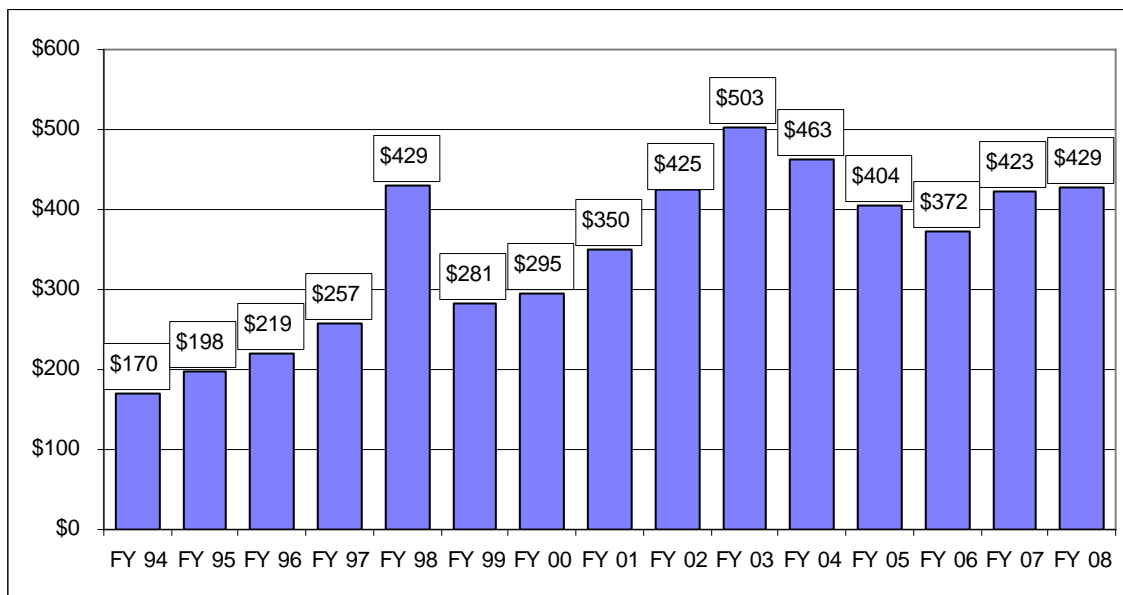
Personal Property and Real Property Taxes Per Capita

Real property tax revenue per capita increased 9% in FY 08. Personal property tax revenue per capita increased 1% in 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 08 is \$48,070,701.

**Real Property Tax Revenue per Capita
FY 1994 – FY 2008**



**Personal Property Tax Revenue per Capita
FY 1994 – FY 2008**



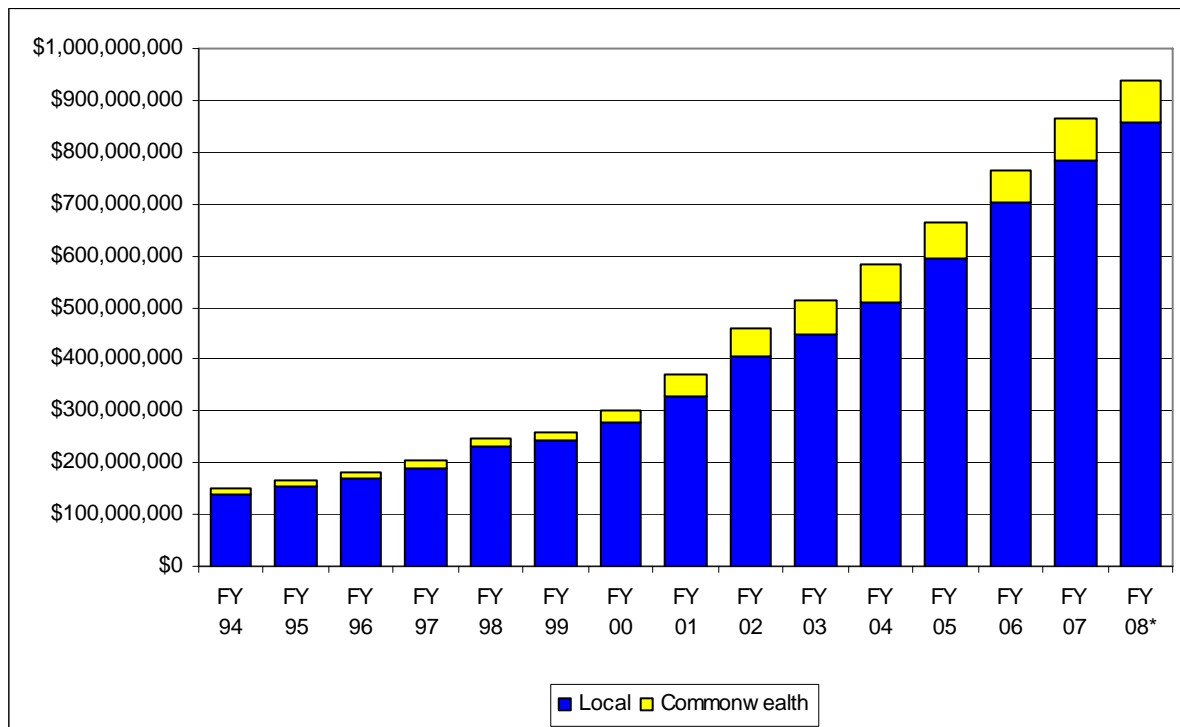


**Loudoun County Government
FY 2008 Adopted Fiscal Plan**

Local and Commonwealth Revenues

Budgeted local revenue increased by 9.8% in FY 08. Revenue from the Commonwealth decreased by 4.8% in FY 08, from \$82,300,000 to \$78,313,164. For the FY 01 – FY 08 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 08, exclusive of the State's personal property tax reimbursement, decreased 3.6% compared with FY 07.

**Revenue from Local Sources and the Commonwealth
FY 1994 – FY 2008**



*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.

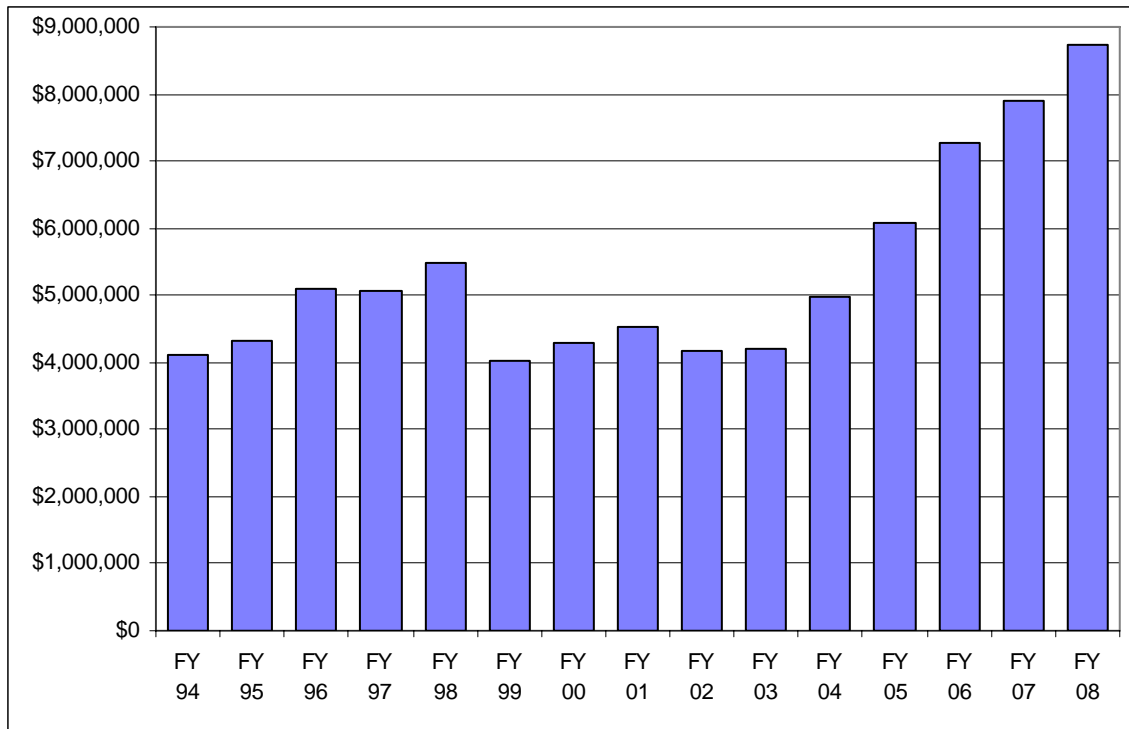


**Loudoun County Government
FY 2008 Adopted Fiscal Plan**

Federal Revenue

Federal revenue, mostly in the form of program specific grants, increased dramatically during FY 93 due to the County's receiving more federal grants in a variety of different categories. Federal revenue remained on an increasing trend until FY 99, when federal revenue decreased 27%. 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 and 10% from FY 07 to FY 08. Per capita federal revenue has increased the past three 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 and 7% in FY 08.

**Federal Revenue
FY 1994 - FY 2008**





**Loudoun County Government
FY 2008 Adopted Fiscal Plan**

General Fund Revenue Sources

Since FY 93, 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 08 has increased by 14% and as a portion of the General Fund Revenues has declined from 13% in FY 03 to 8% in FY 08. 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 and a 10% increase in FY 08.

Revenue Sources			
<u>Fiscal Year</u>	<u>Local Revenue</u>	<u>Commonwealth Revenue</u>	<u>Federal Revenue</u>
1993	\$136,725,510	\$10,554,922	\$3,601,560
1994	137,770,649	11,436,142	4,109,986
1995	153,832,910	10,949,518	4,316,241
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*	858,286,689	78,313,164	8,717,268

**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.*

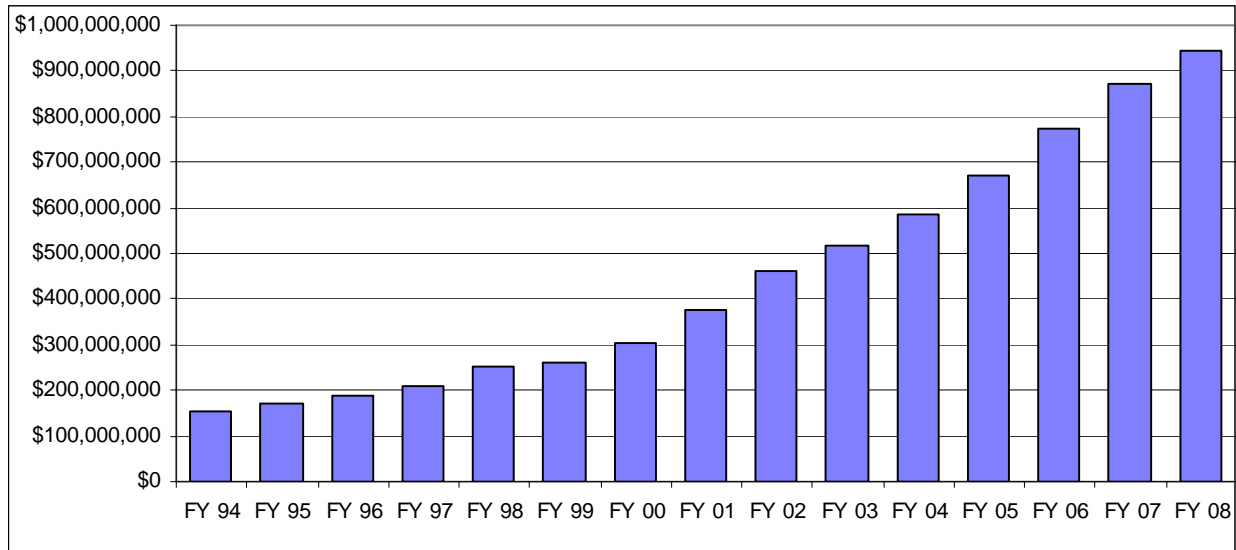


**Loudoun County Government
FY 2008 Adopted Fiscal Plan**

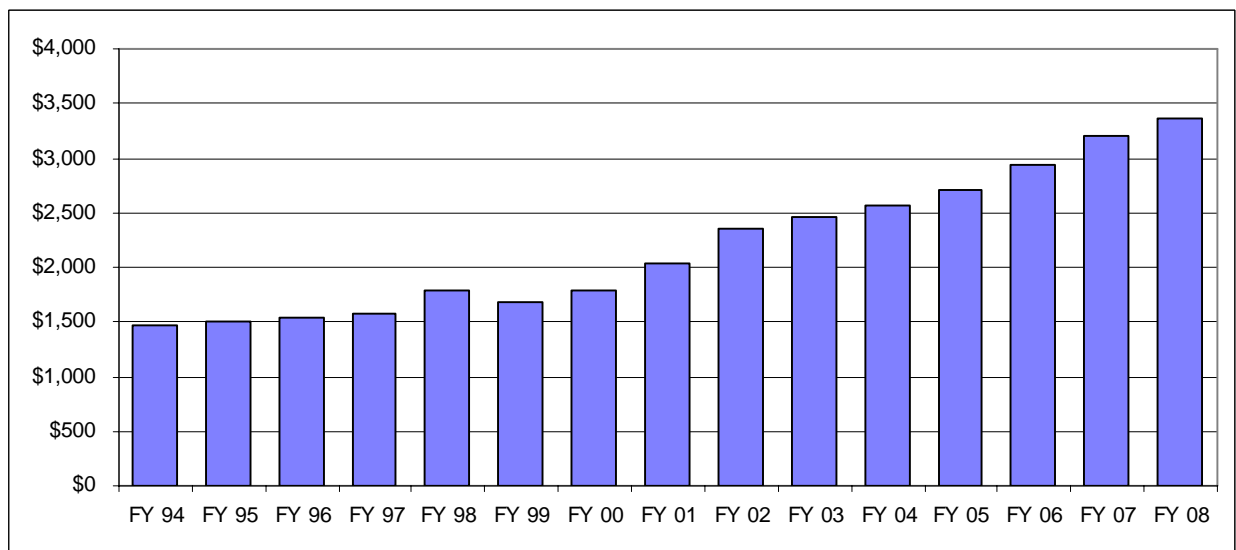
Total General Fund Revenue

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 08 revenue will be 10% higher the FY 07 budget.

**Total Revenue
FY 1994 - FY 2008**



**Total Revenue per Capita
FY 1994 - FY 2008**



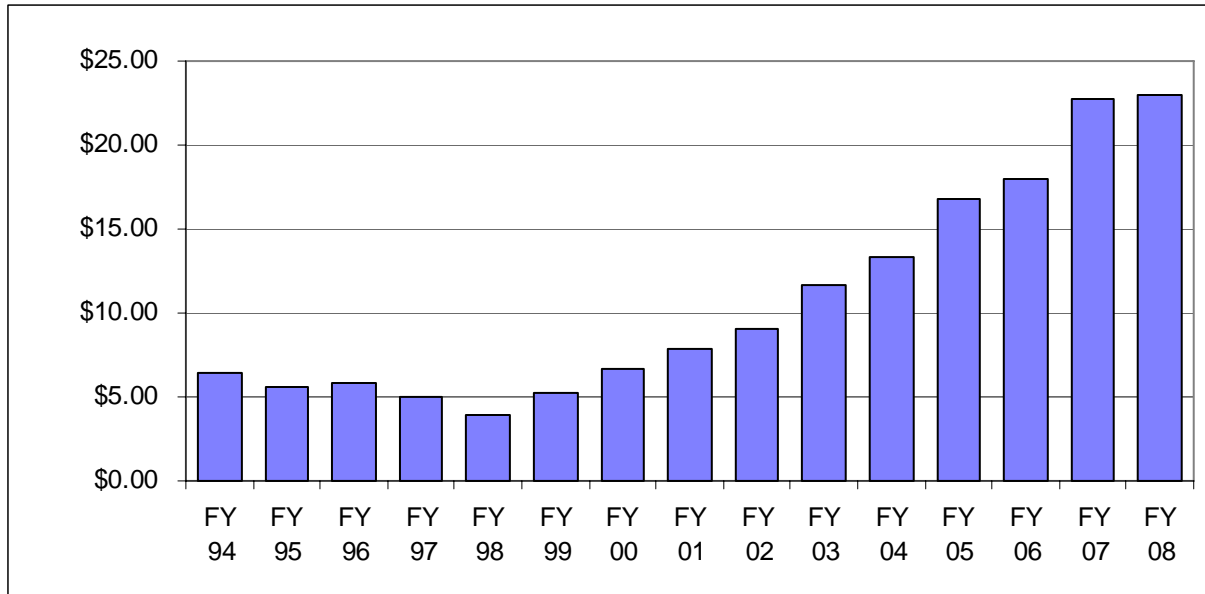


**Loudoun County Government
FY 2008 Adopted Fiscal Plan**

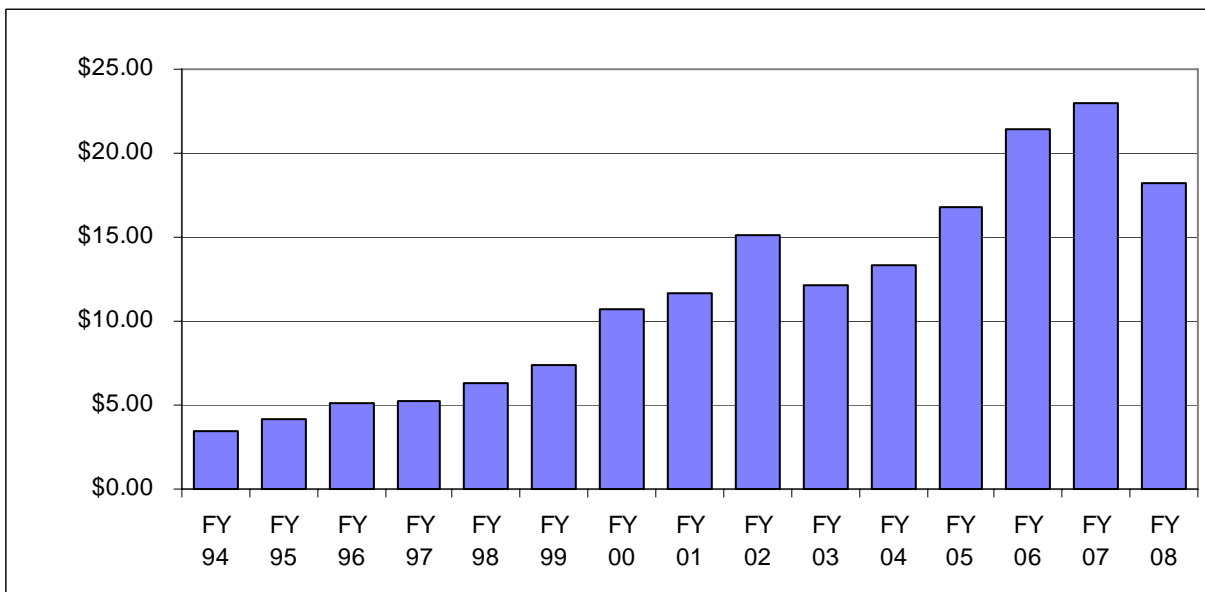
Charges for Services and Permits & Privilege Fees (Revenue)

Budgeted revenues from both charges for services and for permits and privilege fees decreased 9% in FY 08. The FY 08 revenue for charges for services increased 1% from FY 07. Revenue from permits and privilege fees, some of which are for building permits, zoning permits, and dog licenses decreased 20% from FY 07. This decline is due to the national slowdown in the housing and regional development.

**Charges for Services
FY 1994 – FY 2008
(in millions of dollars)**



**Permits and Privilege Fees
FY 1994 – FY 2008
(in millions of dollars)**





**Loudoun County Government
FY 2008 Adopted Fiscal Plan**

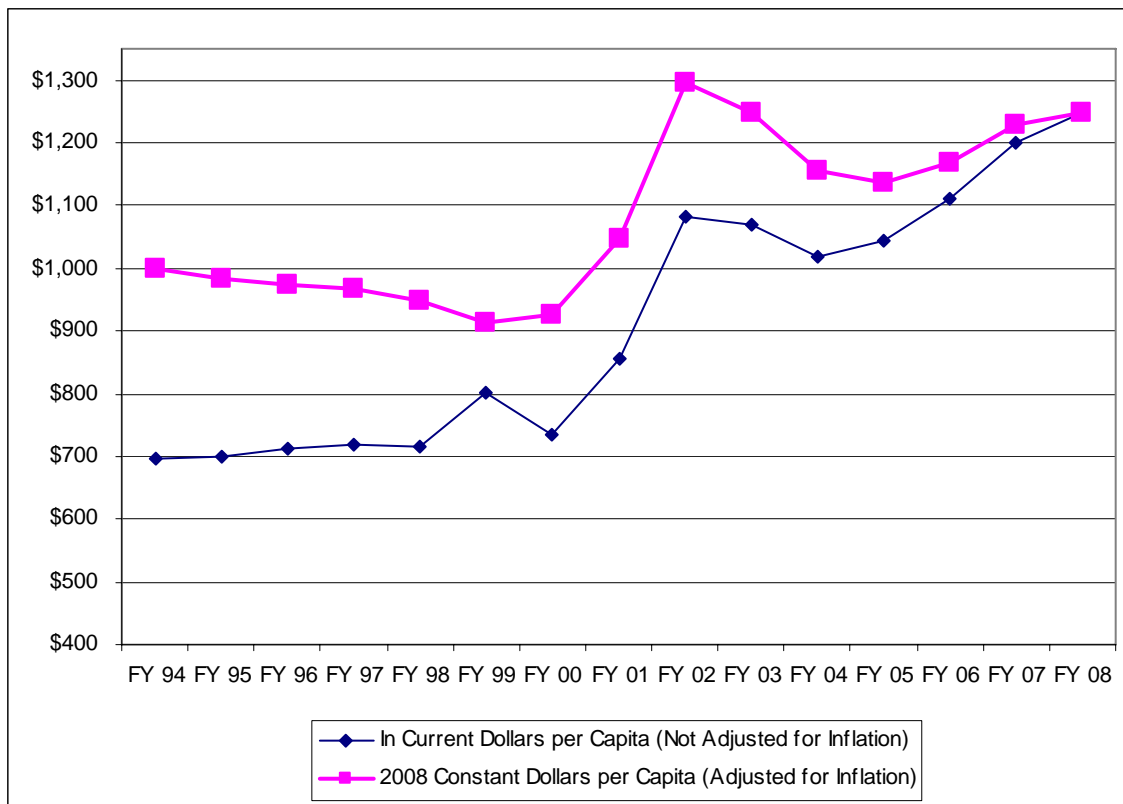
General Government Expenditures Per Capita

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>2008 Constant \$'s</u>	<u>Percentage Change in 2008 Constant \$'s</u>
1993	\$718	\$1,048	NA
1994	697	1,000	-4.62
1995	699	982	-1.74
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	1,249	1,249	1.54

Expenditures Per Capita in Current Dollars and in 2008 Dollars: FY 1994 - FY 2008



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.

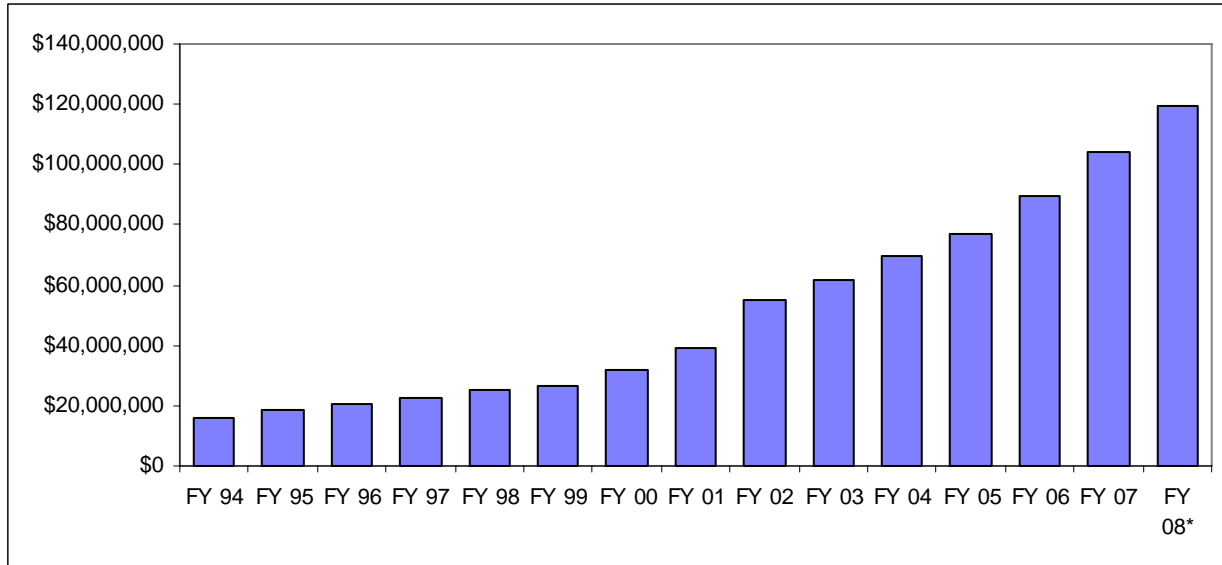


Loudoun County Government FY 2008 Adopted Fiscal Plan

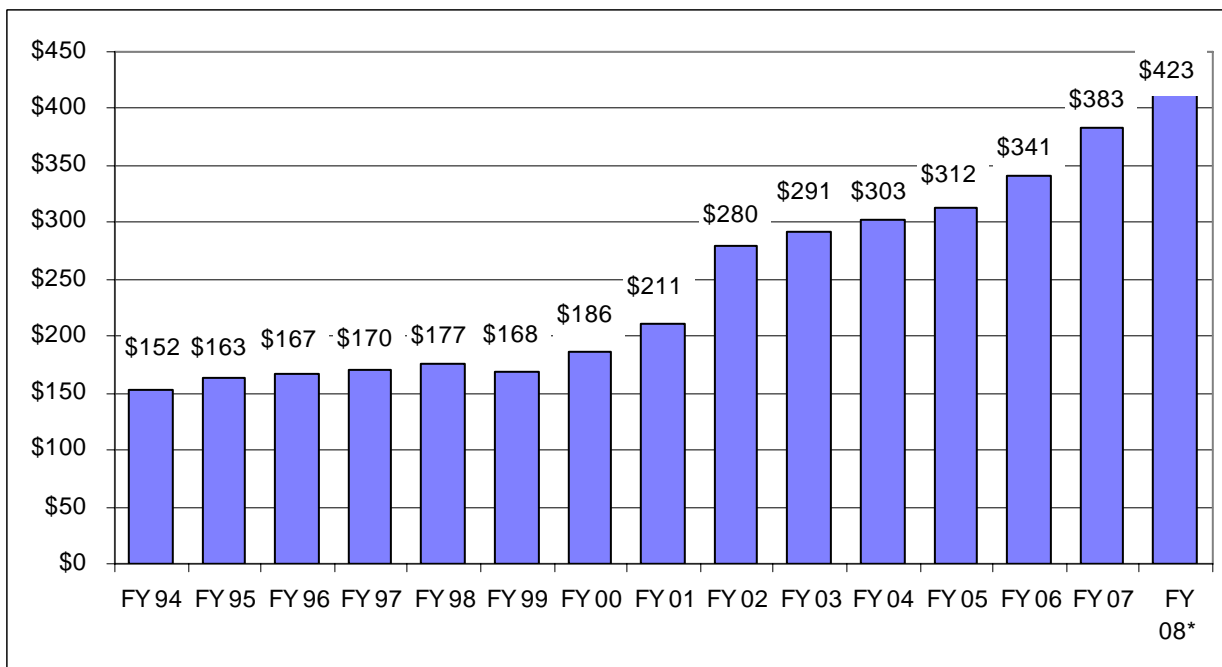
Public Safety Expenditures

Expenditures budgeted for public safety purposes have increased to correspond with the County's growing population. Expenditures increased 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 11.1% in FY 08, 9.7% in FY 07, 9% in FY 06, and 3.1% in FY 05. The growth in expenditures is outpacing the population growth rate. The following departmental expenditures for public safety will increase in FY 08: Fire and Rescue by 19%, Sheriff's Office by 12%, Juvenile Court Services Unit by 6%, Community Corrections by 10% and Animal Care & Control by 11%.

**Public Safety Expenditures
FY 1994 - FY 2008**



**Public Safety Expenditures per Capita
FY 1994 - FY 2008**



*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.



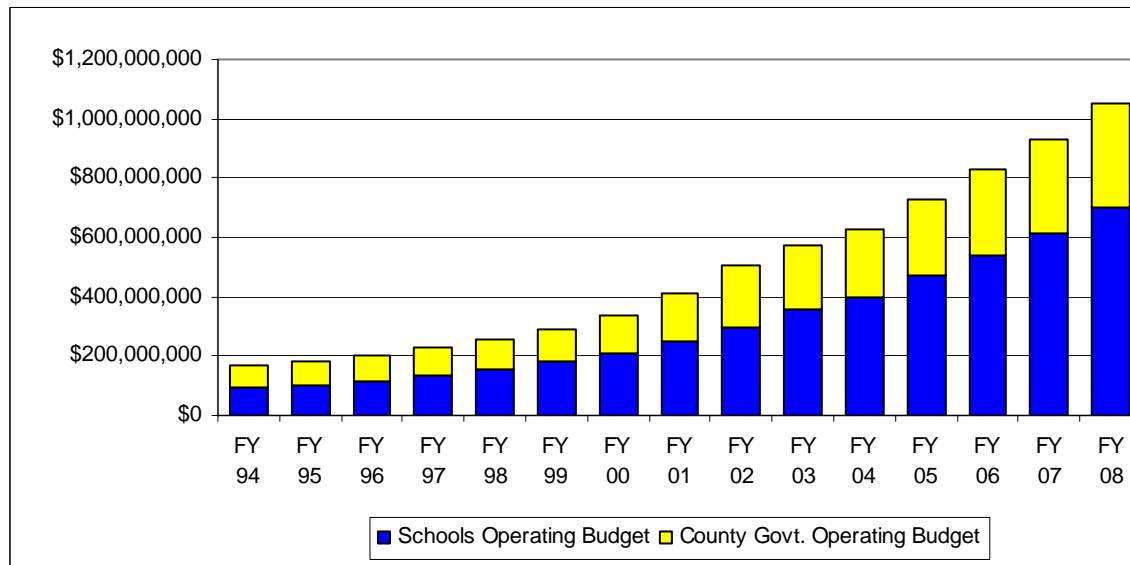
**Loudoun County Government
FY 2008 Adopted Fiscal Plan**

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 08, the county government's operating budget increased at an average annual rate of 11.6%, while the school system's operating budget increased at an average annual rate of 14.6%. 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>
1993	\$71,959,546	\$91,968,794	\$162,151,402
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

Adopted County Government and School Operating Budgets: FY 1994 - FY 2008



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 2008 Adopted Fiscal Plan**

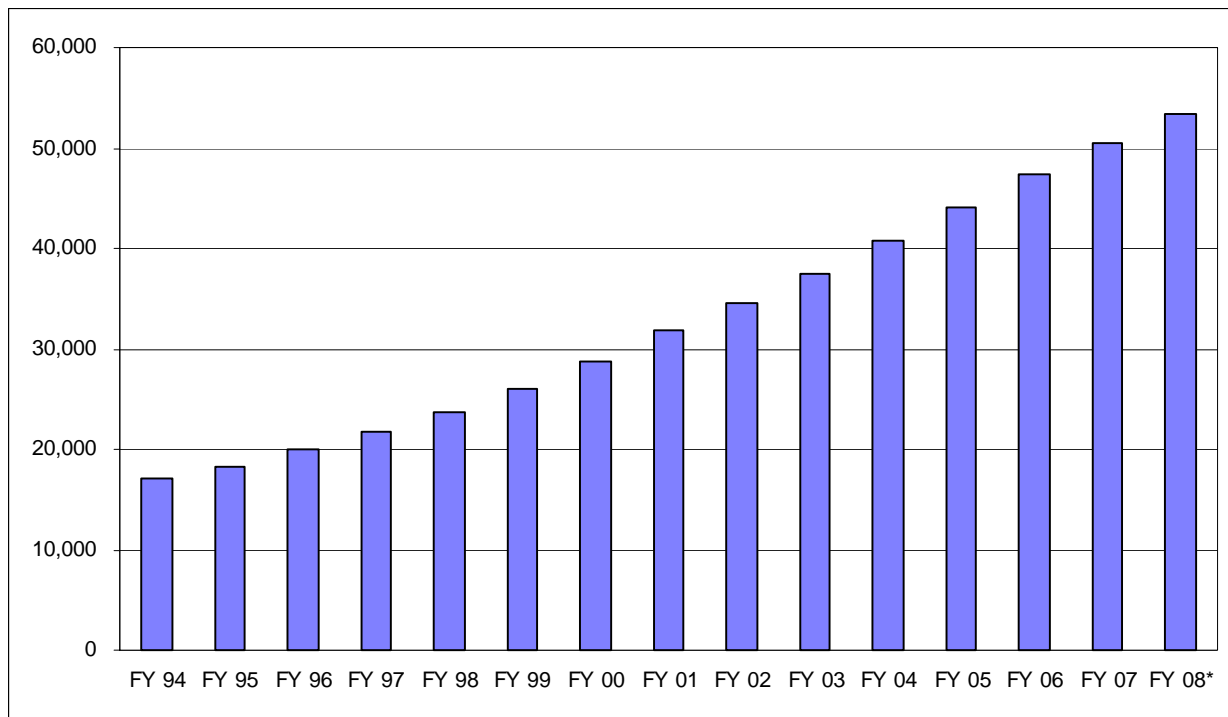
Loudoun County School System Enrollment

Since FY 93, public school enrollment has been on a significant increasing trend. School enrollment is projected to increase 6% in FY 08, having already increased 7% in FY 07. Projected school enrollment growth exceeds the County's 2008 projected population growth rate of 4%.

**Public School Enrollment
FY 1994 – FY 2008**

1993	15,887
1994	17,067
1995	18,270
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*	53,396

**Public School Enrollment
FY 1994 - FY 2008**



* Projection

Source: School Board Adopted Capital Improvements Program

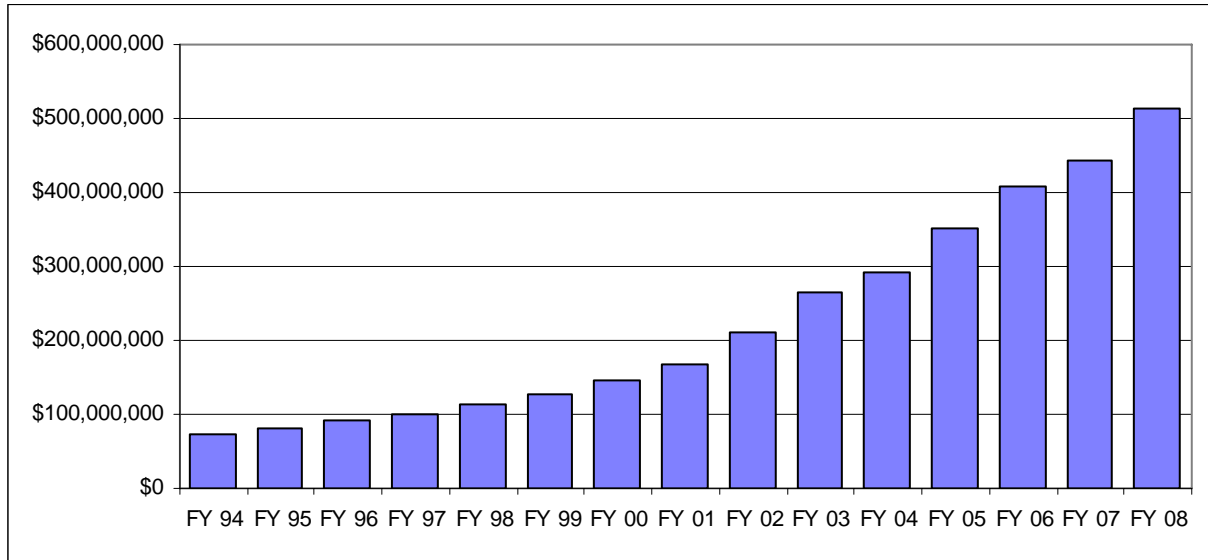


**Loudoun County Government
FY 2008 Adopted Fiscal Plan**

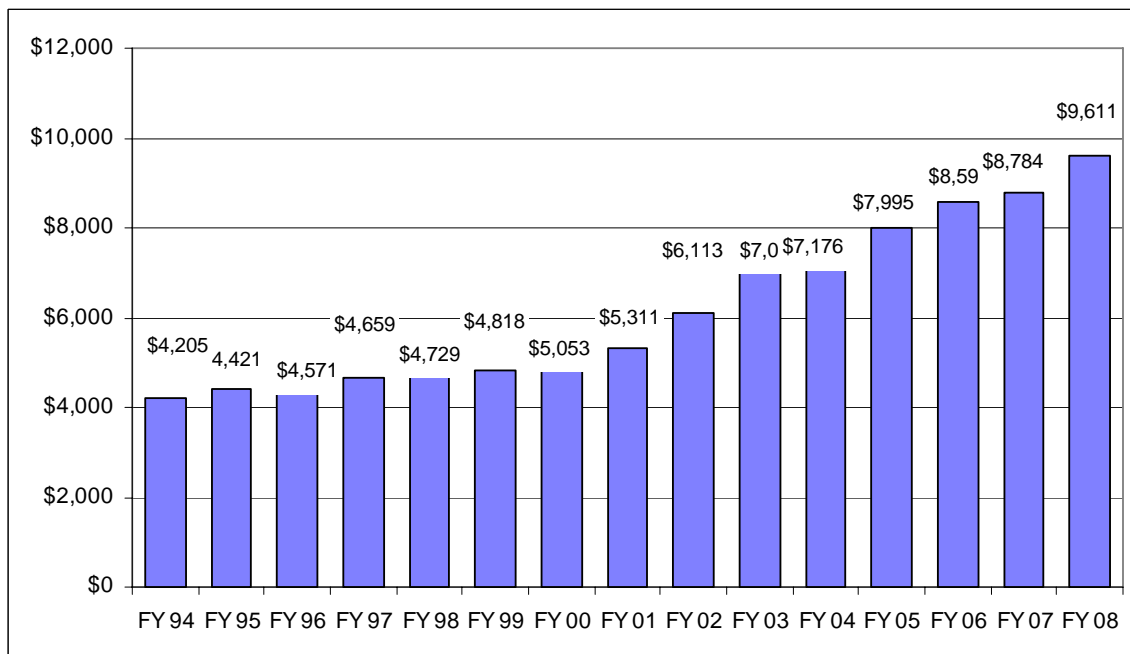
General Fund Transfer to Schools – Total & Per Pupil

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 15.7% for the FY 08 budget, more than the 8.9% general fund transfer increase in FY 07. The general fund transfer per pupil has been on an increasing trend since FY 99 and is projected to increase 9.4% in FY 08.

**General Fund Transfer to School System
FY 1994 - FY 2008**



**Per Pupil General Fund Transfer to School System
FY 1994 - FY 2008**



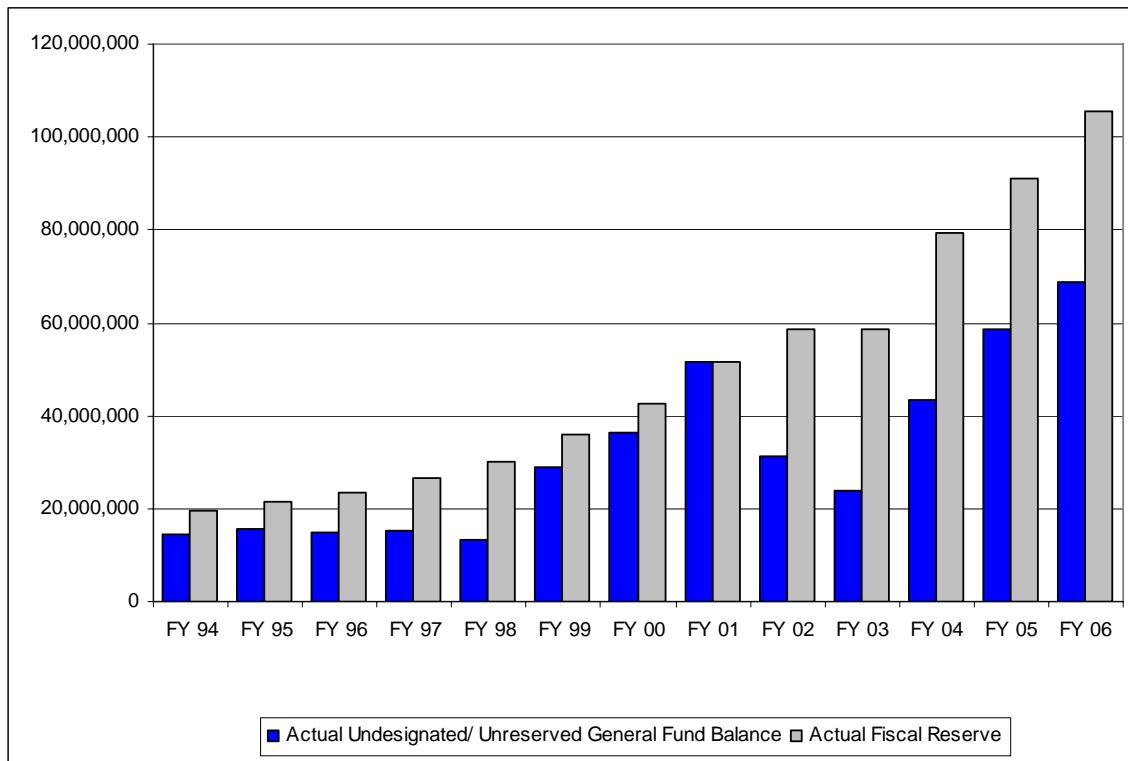


**Loudoun County Government
FY 2008 Adopted Fiscal Plan**

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 1994 - FY 2006**



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 2008 Adopted Fiscal Plan**

Notes

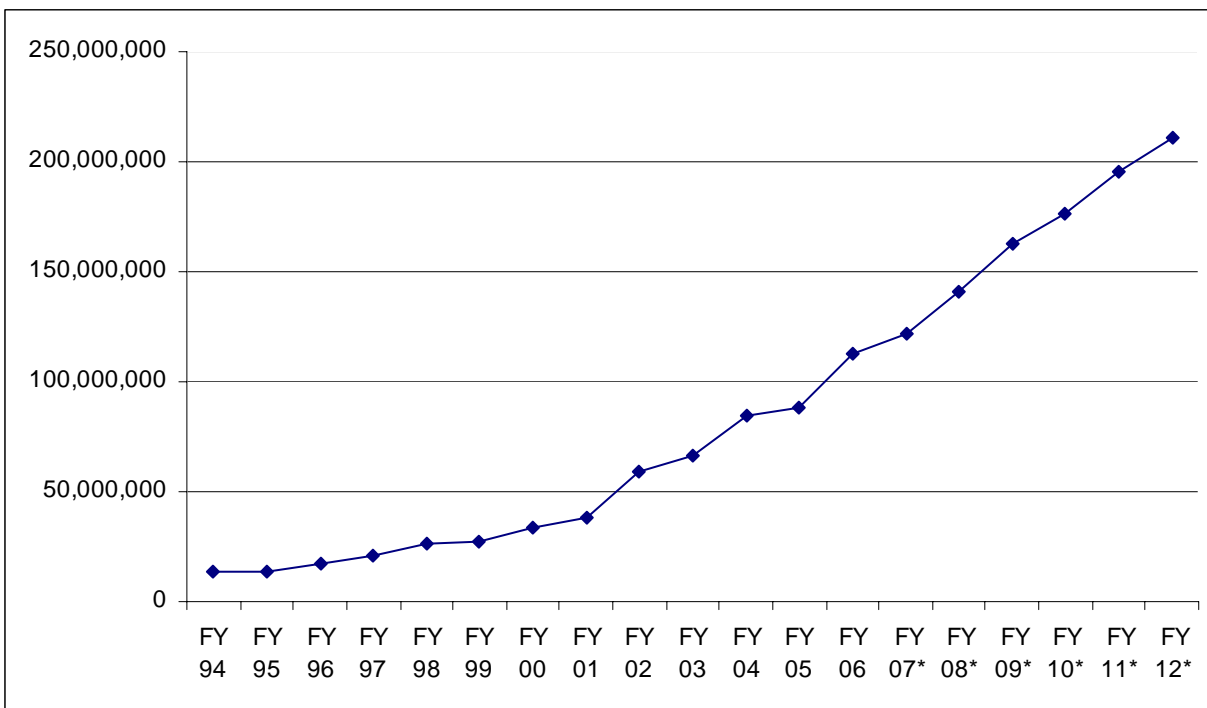


**Loudoun County Government
FY 2008 Adopted Fiscal Plan**

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 - Adopted Budget
FY 1994 - FY 2012**



*Projection

Source: Debt Service section of Adopted Budget Document

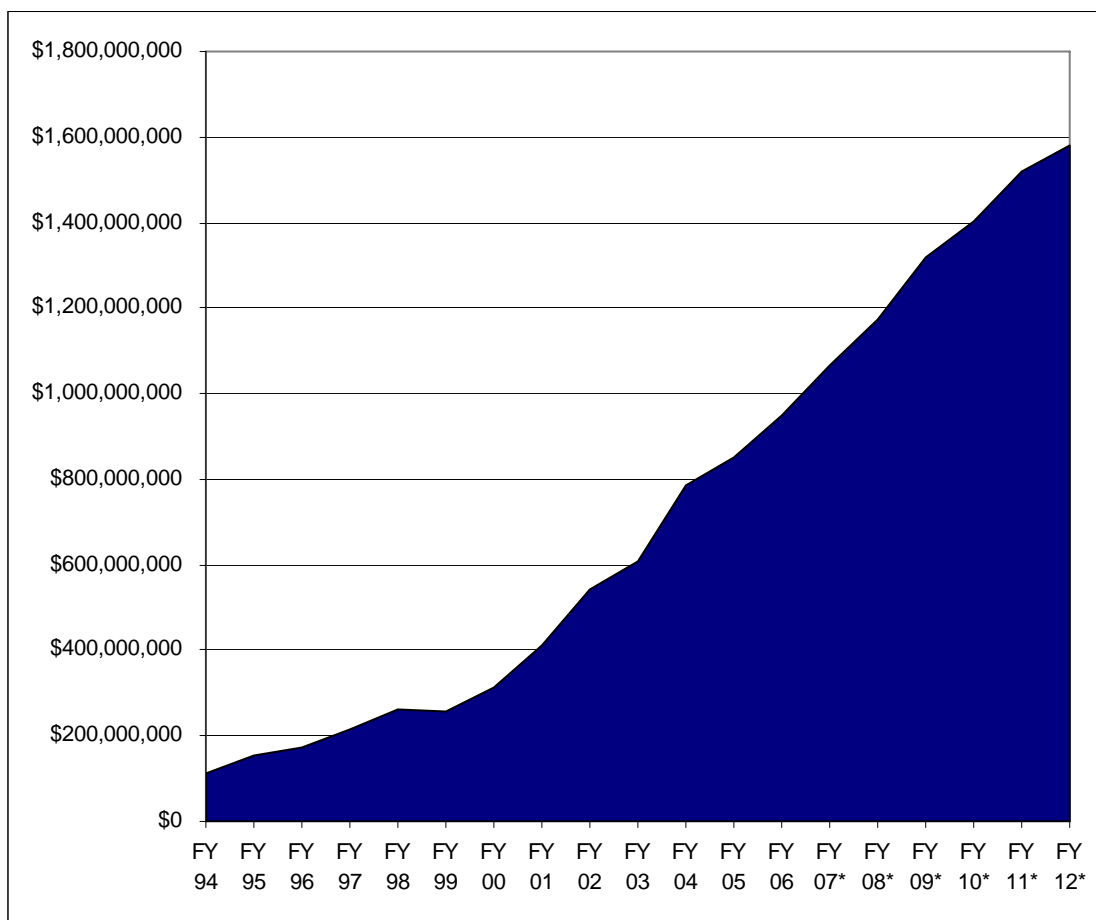


**Loudoun County Government
FY 2008 Adopted Fiscal Plan**

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 08 outstanding debt is 10.2% higher than the FY 07 amount. The County's outstanding debt will continue to increase steadily through FY 12 due to the effects of continued School construction needs.

**Total Net Bonded Debt - Adopted Budget
FY 1994 - FY 2012**



**Note: The FY 07 – FY 12 projections are per the Capital Improvement Program (Debt Financing - Impact on Future Debt Ratios Table).*

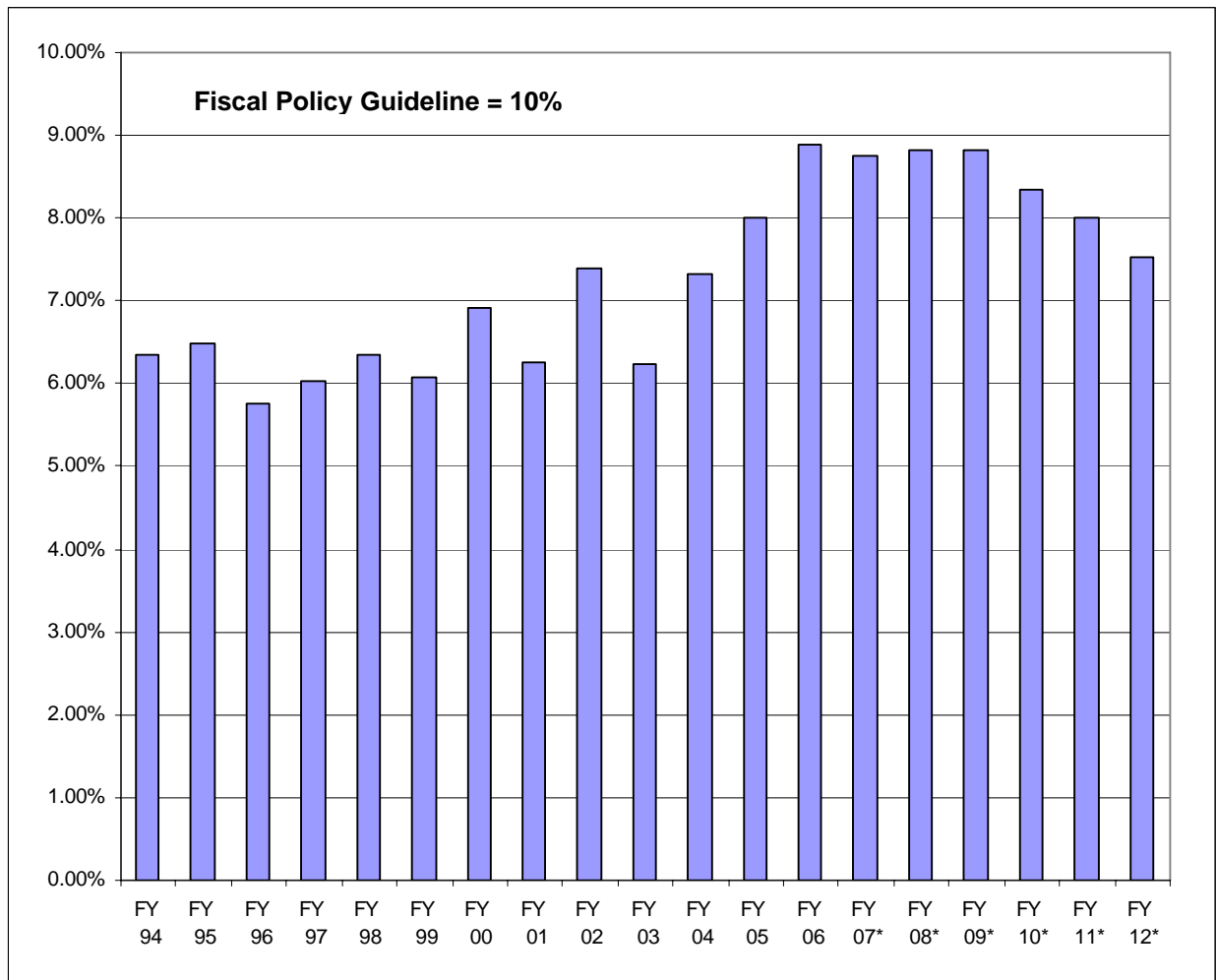


**Loudoun County Government
FY 2008 Adopted Fiscal Plan**

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. Based on the Adopted Capital Improvement Program, debt service as a percentage of expenditures is projected to peak at 8.9% in FY 06, below the current Fiscal Policy debt limit guideline of 10%. Beginning in FY 07, debt service as a percentage of expenditures will gradually decline due to the implementation of the County's annual debt issuance cap guideline.

**Debt Service Expenditures as a Percentage of Total Expenditures
Adopted Budget
FY 1994 - FY 2012**



*Projection

Source: Debt Service section of Adopted Budget Document



**Loudoun County Government
FY 2008 Adopted Fiscal Plan**

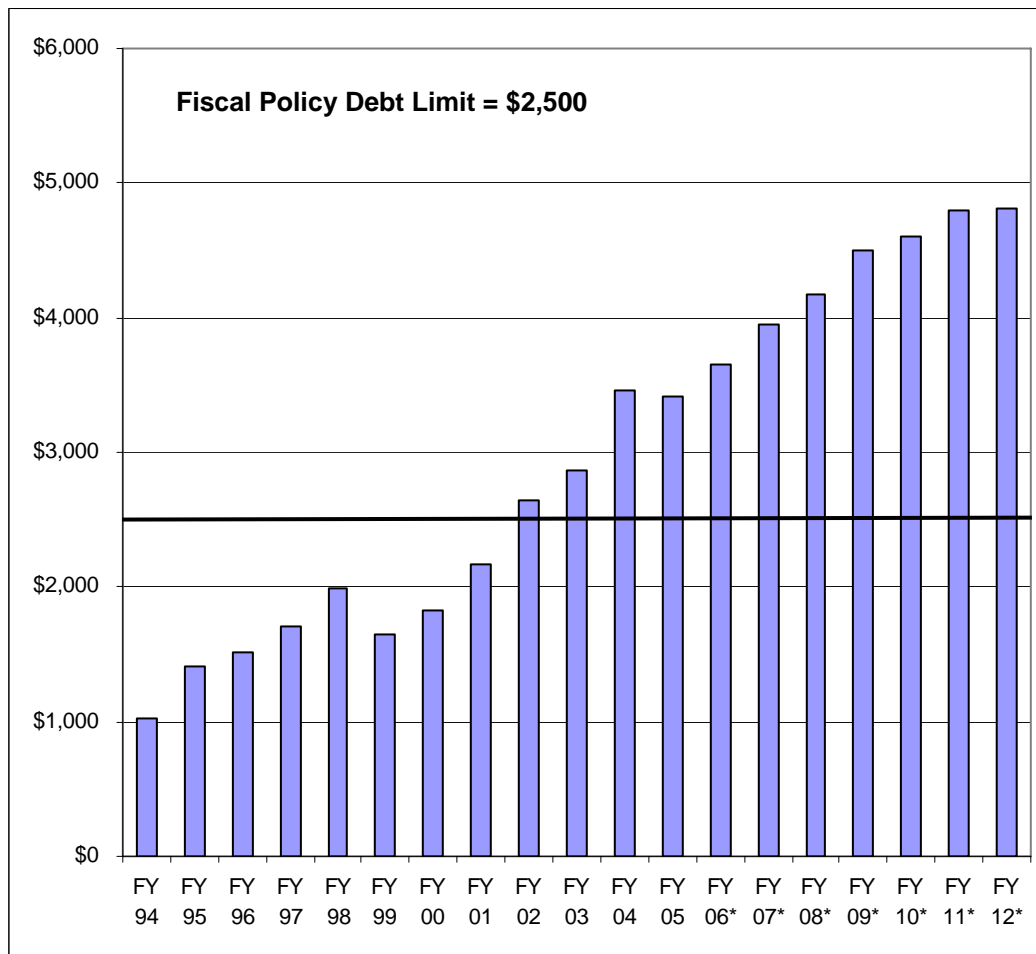
Debt Per Capita

Throughout the last decade, per capita debt has increased as the County has begun to experience greater population growth. The driving factor has been the unprecedented increases in school age children, which has resulted in growing demand for new school construction. Based on the Adopted Capital Improvement Program, the debt per capita amounts for FY 08 through FY 12 are projected to exceed the current fiscal policy debt limit guideline of \$2,500.

**Net Bonded Debt per Capita
FY 1994 - FY 2012**

*Projection

Source: Comprehensive Annual Financial Report; Capital Improvements Program (Impact on Future Debt Ratios Table)



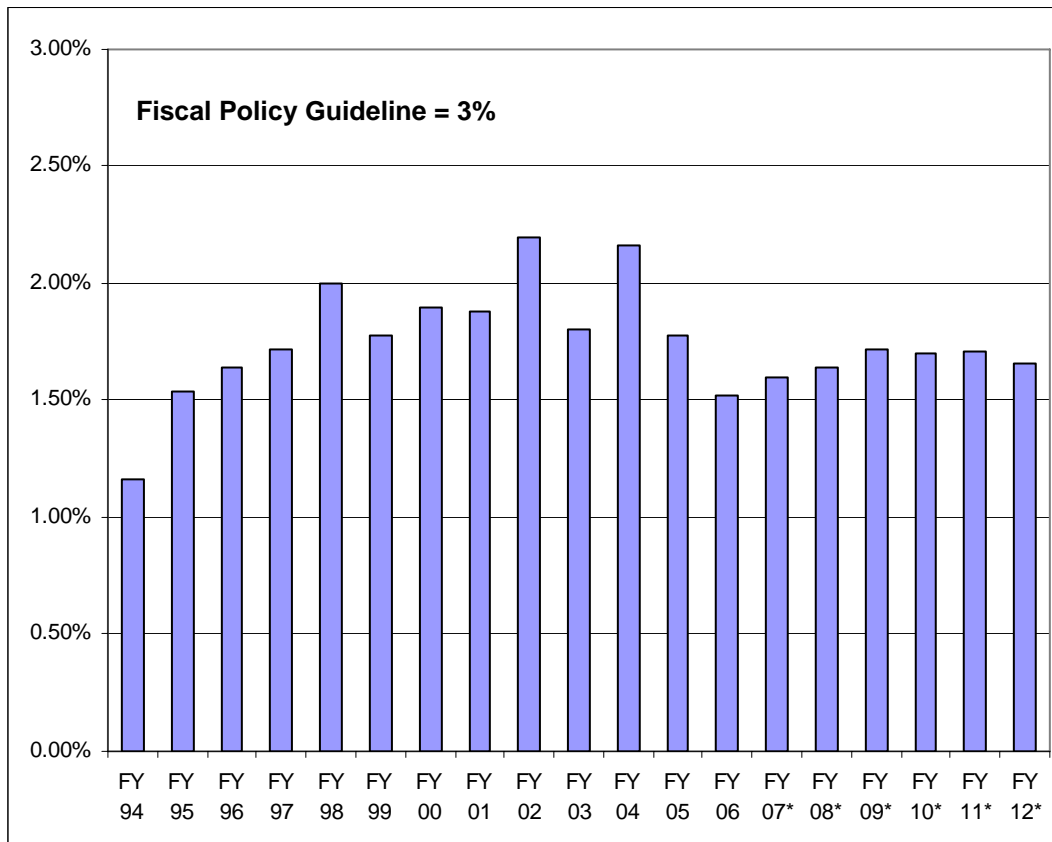


**Loudoun County Government
FY 2008 Adopted Fiscal Plan**

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 1990's, and is projected to gradually decrease as the County attempts to limit its annual debt expenditures. The FY 07 ratio, 1.64%, is well below the fiscal policy debt limit guideline of 3.0% and is projected to remain steady from FY 08 through FY 12.

**Total Net Debt as a Percentage of Total Assessed Value - Adopted Budget
FY 1994 - FY 2012**



* Projection

Source: Capital Improvement Program (Impact on Future Debt Ratios Table)

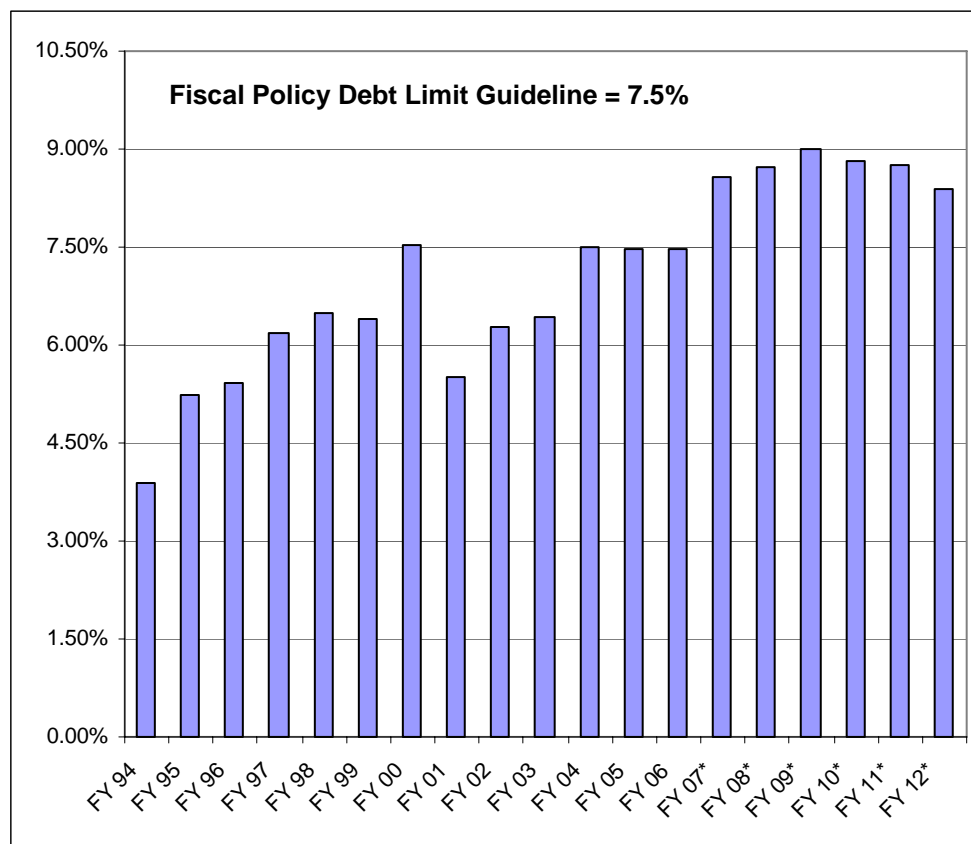


**Loudoun County Government
FY 2008 Adopted Fiscal Plan**

Net Debt Per Capita as a Percentage of Per Capita Income

The ratio of debt per capita to per capita income exceeds the limit of 7.5% over the FY 08 – FY 12 capital planning period. This is due to the increasing net bonded debt as 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. Over the next several years, the ratio is projected to exceed the fiscal policy guideline.

**Net Debt Per Capita as a Percentage of Per Capita Income
FY 1994 – FY 2012**



* Projection

Source: Capital Improvement Program (Impact on Future Debt Ratios Table)



**Loudoun County Government
FY 2008 Adopted Fiscal Plan**

Major Employers in Loudoun County

The following is a listing of the largest corporate employers in the County as of the second quarter.

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
Toll Brothers, Inc.
United Airlines, Inc.
Verizon Business (formerly MCI, Inc.)
M.C. Dean, Inc.
U.S. Postal Service
Orbital Sciences Corporation
Loudoun Hospital Center

500-999 Employees

Homeland Security
Benchmark Conference Resorts, Inc. (Lansdowne Resort)
Costco Wholesale
Air Serv Corporation
Airline Pilots Association.
Home Depot USA, Inc.
Verisign, Inc.
Dobbs International Service
Target Corporation
Air Wisconsin Airlines Corp..
Wegman's Food Markets, Inc.
Town of Leesburg
Metropolitan Washington Airports Authority
Department of Transportation
U.S. Department of Transportation
Southland Concrete Corporation
Wal-Mart Associates, Inc

Source: Virginia Employment Commission



**Loudoun County Government
FY 2008 Adopted Fiscal Plan**

Notes



Glossary



Glossary of Terms

501 C3	Exempt tax status afforded to nonprofit organizations meeting certain criteria.
Accrual Basis of Accounting	A method of accounting that recognizes the financial effect of transactions, events and interfund activities when they occur, regardless of the timing of related cash flows.
Actuals	Revenues and expenditures that occur in a prior fiscal year. Actuals differ from budgeted figure: in that they represent the real disbursements and/or collections that take place subsequent to budget adoption.
Adjusted Gross Income	Adjusted Gross Income is the key before-tax definition of income used by the IRS to compute individual income tax liabilities and is defined as: "all income that is received in the form of money, property, and services and that is not explicitly exempt by law."
Adopted Fiscal Plan	A plan of financial operations approved by the Board of Supervisors highlighting major changes made to the County Administrator's Proposed Fiscal Plan. The Adopted Fiscal Plan reflects approved tax rates and estimates of revenues, expenditures, transfers and departmental goals, objectives, and performance/workload indicators. This document is commonly referred to as the Adopted Budget.
Annual Budget	An itemized listing of the amount of all estimated support and revenue which an organization anticipates receiving, along with a listing of all estimated costs and expenses that will be incurred in the operation of the organization over one fiscal year.
Appropriation	A legal authorization granted by the Board of Supervisors to a specified organization, such as a unit of the County Government or an affiliated regional organization, to make expenditures and to incur obligations for specific purposes. An appropriation is limited in dollar amount and as to when it may be spent, usually expiring at the end of the fiscal year.
Appropriation Resolution	A legally binding document prepared by the Department of Management and Financial Services which delineates by fund and department all expenditures and revenues adopted by the Board of Supervisors which are reflected in the Adopted Fiscal Plan.
Assess	To place a value on property for tax purposes.
Assessed Valuation	The official valuation of property for purposes of property taxation. The assigned valuation covers real and personal property at 100% valuation.
Assessment	A charge of money collected by the government from people or businesses for public use.
Asset	Owned resources, possibly held by Loudoun County, which have a monetary value.
Audit	A formal examination of an organization's or individual's accounts or financial situation.
Balanced Budget	One in which total expenditures equal total revenue.
Base Budget	Cost of continuing the existing levels of service in the current budget year.



Glossary of Terms

Benchmark	A factor or standard used to assess the effectiveness of a service or program in comparison with other organizations or jurisdictions.
Bond	A written promise to pay a specified sum of money (called the principal) at a specified date in the future, together with periodic interest at a specified rate. In the budget document, these payments are identified as debt service. Bonds may be used as an alternative to tax receipts to secure revenue for long-term capital improvements. County debt, to which the full faith and credit of the County is pledged, is approved by voter referendum. The State Constitution mandates taxes on real property sufficient to pay the principal and interest of such bonds. The majority of bonds issued for County and School construction projects are known as general obligation bonds.
Bond Rating	The rating of bonds as a statement of a locality's economic, financial, and managerial condition. The bond rating represents the business community's assessment of the investment quality of a local government.
BPOL	Business, Professional, and Occupational License (BPOL) refers to the license tax that is levied upon the privilege of doing business or engaging in a profession, trade, or occupation in the County.
Budget	A specific plan which identifies a plan of operations for the fiscal year, states the expenditures required to meet that plan of operations, and identifies the revenue necessary to finance the plan. The annual County budget is established by the Board of Supervisors' Appropriation Resolution.
Budget Calendar	Schedule of key dates which a government follows in the preparation and adoption of the budget.
Capital Asset Replacement Fund	A fund established to ensure a consistent means of financing and planning for Countywide major maintenance efforts. This fund provides monies for the replacement and rehabilitation of major components of the School and County physical plant including structural, mechanical, electrical, plumbing and site-related efforts.
Capital Expenditures	Expenditures on all fixed assets with a value greater than \$5,000 and an expected life of 3 years or more.
Capital Facilities	Fixed assets, primarily buildings, acquired or constructed by the County.
Capital Improvement Program	The County's plan for future capital project expenditures. The six-year plan covers public facilities, resulting in the construction or acquisition of fixed assets, primarily buildings, but also including parks, land, landfills, etc.
Capital Outlay	Expenditures for items of a substantial nature that are expected to have a useful life of more than one year. Examples include personal computers, vehicles, radios, tape recorder, etc.
Carryover Funds	Unexpended funds from the previous fiscal year which may be used to make payments in the current fiscal year. This is also referred to as the beginning fund balance.
CDBG	Community Development Block Grant; a Federal grant program administered by the U.S. Department of Housing and Urban Development.



Glossary of Terms

Code of Virginia	The titles, chapters, articles and sections of this Code contain the laws of the State.
Codified Ordinance	An ordinance related to a specific code, such as the Code of the Commonwealth of Virginia.
Comprehensive Services Act for At-Risk Youth (CSA)	This is a joint project of the Departments of Social Services, Mental Health, Youth and Family Services, Financial Services, Juvenile Courts, the School System, and community service providers and private citizens. The project goal is to maintain, strengthen and reunify at-risk youth and their families.
Constituent	A resident in an electoral district.
Constitutional Officers	Officers or agencies directed by elected officials (Clerk of the Circuit Court, Commissioner of the Revenue, Commonwealth's Attorney, Sheriff, and Treasurer) whose positions are established by the Constitution of the Commonwealth of Virginia or its statutes.
Contractual Services	Services rendered to a government by private firms, individuals, or other governmental agencies.
County Seat	An administrative center of a community. Leesburg is the County Seat of Loudoun County.
County Zoning Map	The unincorporated areas of Loudoun County are divided into districts indicated on the Zoning Map. It is the final authority as to the current zoning status of land and water areas, buildings, and other structures in the County.
County Zoning Ordinance	This was adopted by the County in conformance with the provisions of Title 15.1, Chapter 11, Article 8, of the Code of the Commonwealth of Virginia. Its purpose is to promote the health, safety, and general welfare of the public. The zoning ordinance is a means of controlling land use. For example, zoning ordinances can help to prevent traffic congestion, protect historic areas, and control population density.
Debt	An obligation resulting from the borrowing of money.
Debt Service	Funding as defined by the State Auditor of Public Accounts that finance and account for the payment of principal and interest on bonds.
Department	Basic organizational unit of government which is functionally unique in its service delivery responsibilities.
Depreciation	Expiration in the service life of capital assets attributable to wear and tear, deterioration, action of the physical elements, inadequacy or obsolescence.
Division	Major organizational subunits.
Encumbrance	A reservation of funds for an anticipated expenditure prior to actual payment of an item. Funds usually are reserved or encumbered once a contract obligation has been signed, but prior to the actual disbursement of the cash payment.



Glossary of Terms

Enhancement	"Enhancement" is a general term used for new initiatives that may consist of: (1) expansions or improvements to an existing program; (2) establishment of a new program; (3) a proposal to fund from local dollars a program which has previously been supported by non-local sources of revenue, or; (4) an increase in revenue due to a new fee or an increase in fee rates.
Enterprise Funds	Funds used to account for operations (a) that are financed through dedicated user fees, or (b) where the Board of Supervisors has decided to appropriate funding for specific operations using a periodic determination of revenues earned, expenses incurred, and/or net income.
Equalization	An annual assessment of real estate to ensure that assessments accurately reflect current market values. Equalization revenue is the annual increase or decrease in collected revenue resulting from adjustments to the assessment of existing property in the County. This annual increase or decrease is due to value changes rather than to new construction.
Expenditures	Decreases in net financial resources under the current financial resources measurement focus not properly classified as other financing uses.
Facilities Standards Manual	A document by the Board of Supervisors which sets out specific regulations and design standards for such facilities as water/sewer service, roads and streets, soils review, etc.
Fiduciary Fund	Funding used to account for assets held by the County in a trustee capacity or as an agent for individuals, private organizations, other governments, and/or funds.
Fiscal Impact Model	A 20-year model developed to help the County plan for future population growth. The fiscal impact model determines the fiscal impact of growth on the County Government, quantifying the need for services and projecting the related expenditures for providing these services.
Fiscal Policy	A statement of the guidelines and goals that will influence and guide financial management practices.
Fiscal Trends	The statistical section of the document that provides a broad range of trend data covering key financial indicators with historical and current data. The fiscal trends section also contains demographic and miscellaneous data useful in assessing the County's government's financial condition.
Fiscal Year	This is the period of time measurement used by the County for budgeting and accounting purposes. The fiscal year consists of the twelve months beginning on July 1st and ending June 30th.
FTE	Full-Time Equivalent, considering all full-time and part-time staff positions. One FTE consists of 1,950 work hours per year.
Fund	A fiscal and accounting entity with a self-balancing set of accounts recording cash and other financial resources, together with all related liabilities and residual equities, or balances and changes therein. Funds are segregated for the purpose of carrying on specific activities or attaining certain objectives in accordance with special regulations, restrictions or limitations.
Fund Balance	The amount of money or other resources remaining unspent or unencumbered in a fund at a specific point in time. This term usually refers to funding available at the end of the fiscal year.



Glossary of Terms

Fund Type	A group of funds that have similar activities, objectives or funding sources as defined by the State Auditor of Public Accounts.
GAAP	Short for Generally Accepted Accounting Principles, this term refers to uniform minimum standards for financial accounting and recording.
General Fund	The primary location of all financial activity associated with the ordinary operations of County Government. Most taxes are accrued into this fund and transfers are made to the School, Debt Service, and Capital Projects funds as appropriate.
General Obligation Bond Financing	G.O. bonds are approved by voter referendum and carry the full faith and credit of Loudoun County.
General Plan	An official public document, which is the product of citizen participation, the Planning Commission, the Board of Supervisors, County staff and consultants. The General Plan is a long-range guide for growth, land use and development decisions in the County and provides a framework for consistent future decision-making.
GIS	The Geographic Information System (GIS) is a computer system used to assemble, store, manipulate, and display information about land in the County. The County's GIS is a multi-departmental resource integrated with several of the County's other computer systems. It is used in part to manage and analyze land information and produce maps in support of the assessment process, in the management of zoning and health information, in the planning process, for addressing County residences, and in landfill management.
Goals	A general statement of purpose. A goal provides a framework within which the program unit operates; it reflects realistic constraints upon the unit providing the service. A goal statement speaks generally toward end results rather than toward specific actions (e.g., "minimize unemployment among disadvantaged youth").
Grant	A contribution by one organization to another. The contribution is usually made to aid in the support of a specified function, such as health care, housing, crime prevention, etc.
Intergovernmental Revenue	Revenue from other governments, such as the State and Federal government, in the form of grants, entitlements, shared revenue, or payments in lieu of taxes.
Intergenerational Equity	This is one of the concepts that underlie the issuance of long-term debt for capital projects. If a facility has an expected useful life of 20-40 years, there is a rationale for linking the payment for the facility to the beneficiaries of the facility. In other words, future users of the facility will also pay their share of the construction cost of the facility through debt service payments.
Landfill Fee Waiver	The forgoing of the tipping fee charged for use of the County's landfill. Organizations which are granted fee waivers must meet the following criteria: (1) the organizations must apply for the exemption, (2) the organization must be a governmental or nonprofit entity with IRS 501 status, and (3) the organization must provide a service for the public good.



Glossary of Terms

Lease Purchase	A method of financing that allows the County to construct or acquire property and pay for it over a period of time by installment payments rather than an outright purchase. The time payments include an interest charge which is typically reduced because the lessor does not have to pay income tax on the interest revenue.
Levy	The imposition of taxes for the support of government activities.
Liabilities	Obligations incurred in past or current transactions requiring present or future settlement.
Liquidity	Funds consisting, or capable, of ready conversion into cash.
Local Gasoline Tax	This is a 2% tax on gasoline sold in the County. Local gasoline tax collections are directed to a special account maintained by the Northern Virginia Transportation Commission (NVTC).
Local Tax Funding	Represents funds that the Board of Supervisors may allocate from local tax funding to supplement revenues received by a program.
Long-Term Debt	Debt with a maturity of more than one year after the date of issuance.
Mission Statement	A written description stating the purpose of an organizational unit (department or agency) and its function.
Modified Accrual Basis of Accounting	Basis of accounting according to which (a) revenues are recognized in the accounting period in which they become available and measurable and (b) expenditures are recognized in the accounting period in which the fund liability is incurred (if measurable). Under this approach, immature interest on general long-term debt and certain similar accrued obligations are recognized when due.
Non-Revenue Receipt	Assets received by the County which are not in the form of cash, such as Federal food commodities received at the Juvenile Detention Home and donated land from developers in the form of proffers. These are entered in the County records at their fair market value at the time of receipt.
Object Classification	A grouping of expenditures on the basis of goods or services purchased, such as personal services, materials, supplies, equipment, etc.
Objective	A statement of purpose defined more specifically than a goal. Objectives describe specific measurable outputs within a designated timeframe (e.g., "increase the number of children qualifying as Level I swimmers by 20%"). Program objectives are identified for each program description in the budget document.
Obligation	A future expenditure requirement incurred by voluntary agreement or legal action.
Overlapping Debt	The debt issuer's (County's) proportionate share of the debt of other local governmental units that overlap it, such that the issuer (the County) is located either wholly or partly within the geographic limits of the other units. The debt is generally apportioned based upon relative assessed value. For example, debt issued by a regional organization with which the County is affiliated would be overlapping debt of the County.
Overmatch	The amount of local tax funding over and above the amount required to leverage Federal and State grant revenue.



Glossary of Terms

Parcel Mapping	The process of producing maps of land parcels in the County. These parcels serve as units for assessing taxes.
Pay-As-You-Go	A term used to describe the practice of financing certain capital expenditures using current revenue as opposed to borrowing.
Pay-For-Performance	An assessment system that provides a process for appraising the quality of work performed by County employees and linking potential pay increases with work performance. The Pay for Performance system is designed to establish a link between performance assessment and employee performance of job duties and responsibilities.
Performance Measures	Data collected to assess a program's progress toward achieving established objectives and goals.
Personal Property	A category of property other than real estate, identified for purposes of taxation, including personally owned items, corporate property, and business equipment. Examples include automobiles, motorcycles, trailers, boats, airplanes, business furnishing and manufacturing equipment. Goods held for sale by manufacturers, wholesalers, or retailers (i.e., inventory) are <u>not</u> included.
Policy	A high-level overall plan embracing the general goals and acceptable procedures of the governing body.
Private Contributions/Donations	These donations are usually from private citizens, typically one-time, non-recurring donations of cash or property.
Proffer	An offer of cash or property. This usually refers to property, cash or structural improvements, offered by contractors/developers to the County in land development projects. An example is a proffer of land from a developer to the County.
Program	This is a plan or unit under which action may be taken towards meeting an individual or set of goal(s) in the provision of a particular service. Examples of County Government programs include fleet management, field services, outpatient services and the Loudoun Youth Initiative.
Property Tax Rate	The rate of taxes levied against real or personal property expressed as dollars or \$100 of equalized assessed valuation of the property taxed.
Proposed Fiscal Plan	A plan of financial operations submitted by the County Administrator to the Board of Supervisors. This plan reflects estimated revenues, expenditures, transfers, and departmental goals, objectives, and performance/workload indicators. In addition, sections are included to show major budgetary/financial policies and guidelines used in the County's fiscal management. The document is commonly referred to as the proposed budget.
Proprietary Fund Types	Funds that account for County activities which are similar to private sector businesses. These funds measure net income, financial position and changes in financial position.
Prorate Tax System	A system in which taxes are assessed proportionally during the year.



Glossary of Terms

Public Service Property	Property specifically designated for public service use, as determined by the State Corporation Commission. This category includes designated real property, such as land and buildings and other property, such as computers, copiers and cash registers.
Real Property	Real estate, including land and improvements (building, fencing, paving), classified for purposes of tax assessment.
Referendum	The principle or practice of submitting to popular vote a measure passed on or proposed by a legislative body or by popular initiative.
Regional Organization	Organizations to which the County is either a member or contributes as a funding source.
Resolution	A formal expression of opinion, will, or intent voted by an official body or assembled group.
Revenue	An increase in assets or financial resources. Revenue types are from local sources, from the Commonwealth of Virginia, the Federal Government, and from Non-Revenue Receipts (other Financing Sources).
Revolving Loan Fund	A fund established by the Board of Supervisors for County Government, School, and Fire and Rescue company capital projects. Loans from the fund must be repaid back into the fund.
Rollback taxes	Amount of the difference between the taxes calculated for a property with and without the exemption for the previous five years.
Service Plan	A report on service delivery strategies and facility needs developed by County departments and agencies. Adopted by the Board of Supervisors, these plans serve as the planning and resource guidelines for service delivery.
Short-Term Debt	Debt with a maturity of less than one year after the date of issuance.
Special District	An independent unit of local government organized to perform a single governmental function or a restricted number of related functions. Special districts usually have the power to incur debt and levy taxes; however, certain types of special districts are entirely dependent upon enterprise earnings and cannot impose taxes. Examples of special districts are the Fire/EMS Tax District, the Route 28 Special Improvement District and the Dulles Industrial Park Waster and Sewer District.
Special Revenue Funds	A governmental fund type used to account for the proceeds of specific revenue sources (other than for major capital projects) that are legally restricted to expenditure for specified purposes.
Task Force	A group of individuals organized to discuss and research a particular topic. Task forces are often used as advisory groups on a given topic.
Tax Base	The aggregate value of taxed items. The base of the County's real property tax is the market value of all real estate in the County. The base of the personal property is the market value of all automobiles, trailers, boats, business equipment, etc, which are taxed as personal property by the County. The tax base of a sales tax is the total volume of taxable sales.



Glossary of Terms

Tax Rate	The level of taxation stated in terms of either a dollar amount (i.e., \$0.96 per \$100 assessed valuation) or a percentage of the value of the tax base (i.e., 4.5% sales tax).
Tax Increment Financing	This is 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.
Telecommuting/ Telework	To work at home or a satellite location by the use of an electronic connection with a central office.
Tipping Fees	The cost for using the landfill: generally this is levied on tonnage of solid waste.
Transfer	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.
Trust Fund	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.
User Fees	Charges for certain County services used by the public. Examples include fees for the use of swimming pools, summer camps, and animal adoption.
Underlying Debt	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 County). 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.
Virginia State Compensation Board	State Board that determines the rate of State funding toward the total cost of office operations for Constitutional Officers.



Notes



Index



**Loudoun County Government
FY 2008 Adopted Fiscal Plan**

A	
Accounting, Auditing and Financial Reporting Policies	E-53
Accounts Payable Policies	E-52
Actual Unrestricted/Undesignated General Fund Balance	688
Adolescent Day Treatment Facility (MH/SAS)	532
Adolescent Transitional Independent Living with Office Space	533
Adult Detention Center (Phase I, II, & III)	516
Advanced Technology Academy	586
Affordable Dwelling Unit Advisory Board (ADUAB)	1
Aid from the Commonwealth	R-18
Aldie Fire/Rescue Station	508
Aldie Sewer Service District	613
All-Night Graduation Parties	309
Animal Care & Control	123
Animal Care & Control, Animal Control	130
Animal Care & Control, Animal Shelter	127
Animal Care Pet Adoption Center	519
Ashburn Area Elementary School (ES-19)	567
Ashburn/Dulles Area Elementary School (ES-20)	568
Ashburn/Dulles Area Elementary School (ES-21)	569
Ashburn/Dulles Area Elementary School (ES-22)	570
Ashburn/Dulles Area Middle School (MS-5)	577
Ashburn/Dulles Area Middle School (MS-6)	578
Ashburn/Dulles Area Middle School (MS-7)	579
Assessed Valuation of Other Real Property	666
Assessed Valuation of Residential Real Property	665
Assessed Value Per Capita	667
Asset Maintenance, Replacement and Enhancement Policies	E-54
At Place Employment & Unemployed	655
Average Homeowner Tax Bill	660
B	
Birmingham Green	317
Blue Ridge Speech and Hearing	309
Bluemont Concert Series	309
Board of Equalization	3, 7
Board of Supervisors	7
Board of Zoning Appeals	1
Boards, Commissions and Committees	3, 6
Brain Injury Services, Inc.	310
Brambleton Area Elementary School (ES-14)	563
Brambleton District Park	539
Brambleton Fire/Rescue/Sheriff's Station	505
Broadlands Recreation Center	540
Building & Development	363
Building & Development, Building Code Enforcement	373
Building & Development, Land Development Engineering	369
Building & Development, Land Development Planning	367
Building & Development, Permit Issuance/Department Management	375
Building & Development, Zoning Administration	371
Business Establishments	659



**Loudoun County Government
FY 2008 Adopted Fiscal Plan**

C apital Asset Preservation Program	614
Capital Budget Policies	E-54
Capital Construction	11
Capital Hospice	310
Capital Improvement Program	433
Capital Project Management Support	481
Catoctin Elementary School Renovation	573
Central Services Fund.....	624
Charges for Services & Permits & Privilege Fees (Revenue).....	682
Charles S. Monroe Technology Center Renovation	587
Church Street Parking Lot.....	482
CIP – Community Development.....	463
CIP – Elementary Schools	465
CIP – General Government Administration.....	458
CIP – Health and Welfare	461
CIP – High Schools	467
CIP – Land Acquisition.....	457
CIP – Middle Schools.....	466
CIP – Notice of Intent	469
CIP – Parks, Recreation and Culture.....	462
CIP – Previously Authorized Projects	450
CIP – Public Safety	460
CIP – Schedule of Appropriations.....	455
CIP – School Summary.....	464
CIP – Transportation	459
CIP Process	433
CIP Referendum Schedule	443
Claude Moore Park Recreation Center.....	541
Clerk of the Circuit Court.....	133
Commission on Aging	3, 7
Commission on Women	3
Commissioner of the Revenue.....	15
Commissioner of the Revenue, Administration.....	28
Commissioner of the Revenue, Business Tax Assessment	20
Commissioner of the Revenue, Information Services.....	23
Commissioner of the Revenue, Personal Property Tax Assessment and Tax Relief.....	25
Commonwealth Attorney.....	137
Community Center Renovations	542
Community Corrections.....	141
Community Criminal Justice Board.....	4
Community Services Board.....	4, 7
Commuter Bus Advisory Board.....	3
Commuter Transit Buses	493
Comprehensive Services for At-Risk Youth & Families	625
Computer System Replacement Fund.....	627
County Administrator, Executive Management.....	35
County Administrator, Office of	30
County Administrator, Support to the Board	37
County Administrator, Youth Initiative.....	39
County Assessor, Office of.....	42
County Attorney	46
County Capital Projects.....	471
County Funds, Fund Structure and Basis of Budgeting.....	E-36



**Loudoun County Government
FY 2008 Adopted Fiscal Plan**

County Government and Schools Operating Budgets	685
County Government FTE's Per 1,000 Population	661
Courtroom Additions	483
Courts	145
Courts Expansion and Parking, Phase III	484
Courts, Circuit Court	149
Courts, General District Court	153
Courts, Juvenile & Domestic Relations Court	151
Courts, Magistrates	155
Criteria for Establishment of Special Assessment Districts	E-55

D ebt Ceilings	598
Debt Per Capita	694
Debt Policies	E-49
Debt Service – Fiscal Trends	691
Debt Service as a Percentage of Expenditures	693
Debt Service Fund	589
Debt Service Projections	599
Debt Service Projections by Project	602
Demographic Environment	E-10
Dept. of General Services Administration, Maintenance & Storage Building	485
Dulles Area High School I (HS-6)	584
Dulles Area High School II (HS-7)	585
Dulles Area Library	546
Dulles Corridor Rapid Transit	494
Dulles Industrial Park Water & Sewer District	629
Dulles Multipurpose Center (Phase II)	543
Dulles/Route 28 Fire/Rescue/Sheriff's Station	506

E astern Loudoun Sheriff's Substation	517
Eastern Route 7 Safety Project	499
Eastern Vehicle Maintenance Facility	486
Economic Development	377
Economic Development Commission	4
Economic Environment	E-14
Electoral Board	4, 7
Emergency Homeless Shelter	523
Executive Summary	E-1
Extension Services, 4-H Youth Development	224
Extension Services, Agriculture & Natural Resources	222
Extension Services, Family & Consumer Services	226

F amily Services	228
Family Services, Administration	265
Family Services, Adult Protective Services	239
Family Services, Affordable Dwelling Unit	235
Family Services, Benefits	237
Family Services, Career Support Services	250
Family Services, Child Protective Services	241



**Loudoun County Government
FY 2008 Adopted Fiscal Plan**

Family Services, Community Partnership Development.....	257
Family Services, Community Support Services.....	243
Family Services, Comprehensive Services Act for At-Risk Youth and Families	255
Family Services, Contracts and Accountability	260
Family Services, Foster Care & Adoption	245
Family Services, Housing Choice Voucher Program	233
Family Services, Housing Policy	263
Family Services, Juvenile Detention Center	248
Family Services, Non-Residential Youth Programs	252
Federal Payments.....	R-23
Federal Revenue.....	679
Fire & Rescue Services.....	157
Fire & Rescue Services, Administration, Planning & Human Resources	178
Fire & Rescue Services, Communications & Support Services.....	167
Fire & Rescue Services, Emergency Medical Services & Public Education	163
Fire & Rescue Services, Fire Marshal's Office	174
Fire & Rescue Services, Fire-Rescue Training.....	172
Fire & Rescue Services, Office of Emergency Management.....	176
Fire & Rescue Services, Operations.....	165
Fire & Rescue Services, Volunteer Coordination	170
Fire and Rescue Commission	4
Fire Station Renovations.....	510
Fire/Emergency Medical Service Tax District	630
Fire/Rescue Capital Apparatus	509
First Night Leesburg.....	310
Fiscal Impact Committee.....	4
Fiscal Policy	E-46
Fiscal Trends – Assessed Value & Tax Raes.....	663
Fiscal Trends – Debt & Debt Service.....	689
Fiscal Trends – Demographic & Economic Trends.....	651
Fiscal Trends – Revenue & Expenditures.....	673
Fiscal Year 2008 Budget Process.....	E-9
FTE (Full-Time Equivalent) History by Department	E-34
Funding the CIP	441
FY 07/08 Use of Local Tax Funding/General Fund Balance	E-22
FY 07-12 Amended CIP Summary	434
FY 08 Appropriations Schedule	E-20
FY -08 Approved Government Enhancements	E-18
FY 08 Local Tax Funding	E-23
FY 2006-2008 Summary of Financial Sources and Uses of Fund Balance	E-27
FY 2008 Adopted Fiscal Plan Graphs.....	E-24

G eneral Fund Revenue	R-1
General Fund Revenue Sources	680
General Fund Transfer to Schools – Total & Per Pupil.....	687
General Government Expenditures Per Capita	683
General Registrar	51
General Services.....	55
General Services, Administrative Services	67
General Services, Facilities Support.....	62
General Services, Fleet Management	65
General Services, Public Works	60
Glossary	G-1



**Loudoun County Government
FY 2008 Adopted Fiscal Plan**

Good Shepherd Alliance	311
Government Office Space	487
Government Support Center Infrastructure & Lower Sycolin Sewer Pump Station.....	488
Graph for General Government Expenditures	1
Graph of Parks, Recreation and Culture Expenditures.....	323
Graph of Public Safety & Judicial Administration Expenditures.....	121
Graph of the Health & Welfare Expenditures.....	215
Graphs of Community Development Expenditures.....	361
Greater Washington Initiative.....	311
Gum Spring Library	547

H amilton Sewer Service District	631
Health Services	267
Health Services, Community Health	271
Health Services, Environmental Health	273
History of Adopted Budgets by Fund	E-35
History of Expenditures by Department	E-32
Housing Choice Voucher Fund	632
HS-3 Off-site Road Improvements	501

I mpact on Future Debt Ratios	468
Information Technology.....	69
Information Technology, Administration.....	85
Information Technology, Broadband Services.....	83
Information Technology, Communications Services.....	79
Information Technology, Computer Operations.....	73
Information Technology, Internet/Intranet Services	81
Information Technology, Systems Development & Support Services	77
Information Technology, Technology Services	75
Investment Policies	E-53

J uvenile Court Service Unit.....	181
Juvenile Detention Center.....	520
Juvenile Probation House	534

K irkpatrick Farm Fire/Rescue Station	511
--	-----

L a Voz of Loudoun.....	311
Land Acquisition Fund.....	475
Landfill Fee Waivers.....	322
Leesburg Area Elementary School (ES-15).....	564
Leesburg Area Elementary School (ES-24).....	571
Leesburg Area High School (HS-5)	583
Leesburg Park-and-Ride Lot.....	496
Leesburg South Fire/Rescue Station	512



**Loudoun County Government
FY 2008 Adopted Fiscal Plan**

Legal Resources Center (Law Library)	633
Legal Services of Northern Virginia	312
Library Board of Trustees.....	4
Library Services	325
Library Services, Administration	333
Library Services, Public Services.....	331
Library Services, Support Services.....	329
Lighting at Fields Farm.....	545
Local and Commonwealth Revenues	678
Local Gasoline Tax Fund	634
Local Non-Property Taxes	R-6
Long-Range Planning	E-43
Loudoun Abused Women's Shelter	312
Loudoun Arts Council.....	312
Loudoun Cares.....	313
Loudoun Community Free Clinic.....	313
Loudoun County Organizational Chart.....	E-7
Loudoun County Real Estate, Personal Property Machinery & Tools, etc. Tax Rates.....	671
Loudoun County Real Property Assessed Values	670
Loudoun County School System Enrollment	686
Loudoun Fair and Associates	313
Loudoun Literary Council	314
Loudoun Museum	314
Loudoun Small Business Development Center	314
Loudoun Soil & Water Conservation District Board (LSWCDB)	5, 7
Loudoun Valley Community Center Renovations	544
Loudoun Volunteer Caregivers	315

M ajor Private Employers in Loudoun County.....	697
Management & Financial Services	87
Management & Financial Services, Accounting & Financial Analysis	93
Management & Financial Services, Budget Analysis & Research.....	97
Management & Financial Services, Human Resources Management	91
Management & Financial Services, Human Resources Training	95
Management & Financial Services, Procurement.....	99
Mapping & Geographic Information	382
Mapping & Geographic Information, Land Records Development & Analysis	390
Mapping & Geographic Information, Land Records Maintenance	392
Mapping & Geographic Information, Public Information	386
Mapping & Geographic Information, System Development & Support.....	388
Mental Health Group Home, Ashburn.....	526
Mental Health Group Homes (2)	530
Mental Health Group Homes (2) – Mirror Ridge	525
Mental Health Medically Fragile Supported Living Residence #1.....	527
Mental Health Supported Living Residence #1.....	528
Mental Health Townhouses – Dulles South.....	529
Mental Health, Mental Retardation & Substance Abuse Services (MH/MR/SAS).....	275
Mental Health/Substance Abuse Adolescent Residences.....	535
Mental Retardation Townhouses	531
Metropolitan Washington Council of Governments (MWCOG)	317
Metropolitan Washington Ear.....	315
MH/MR/SAS, MH Day Support Services	289
MH/MR/SAS, MH Outpatient Services.....	282



**Loudoun County Government
FY 2008 Adopted Fiscal Plan**

MH/MR/SAS, MH Residential Services	296
MH/MR/SAS, MH/MR/SAS Administration	306
MH/MR/SAS, MH/SA Emergency Services	280
MH/MR/SAS, MH/SA Prevention & Community Outreach Services.....	291
MH/MR/SAS, MR Case Management Services.....	298
MH/MR/SAS, MR Community Support Services	300
MH/MR/SAS, MR Employment and Day Support Services	293
MH/MR/SAS, MR Group Home Services.....	287
MH/MR/SAS, Parent Infant Education (PIE).....	285
MH/MR/SAS, SA Outpatient Services	304
MH/MR/SAS, SA Residential Services	302
Middle School Renovations.....	580
Miscellaneous Revenue	R-15
Miscellaneous, Non-Departmental	429
Moorefield Station Elementary School (ES-16).....	565
Mother Net/Healthy Families Loudoun (MN/HFL).....	315

N et Debt as a Percentage of Assessed Value.....	695
Net Debt Outstanding.....	692
Net Debt Per Capita as a Percentage of Per Capita Income.....	696
Non-Residential Construction and Vacancy Rate.....	657
North Street Administration	549
Northern Virginia Community College.....	317
Northern Virginia Family Services.....	315
Northern Virginia Regional Commission	318
Northern Virginia Regional Park Authority	318
Northern Virginia Resource Center for the Deaf	316
Northern Virginia Transportation Commission.....	5

O ccoquan Watershed Monitoring Program	318
Open Space Advisory Committee.....	5
Operating Budget Policies.....	E-46
Other Financing Sources	R-16
Other Local Sources of Revenue.....	R-10

P arks, Recreation and Community Services	335
Parks, Recreation and Community Services, Adaptive Recreation.....	351
Parks, Recreation and Community Services, Administration	359
Parks, Recreation and Community Services, Aging Services	353
Parks, Recreation and Community Services, Children's Programs.....	340
Parks, Recreation and Community Services, Community Centers	349
Parks, Recreation and Community Services, Facilities Planning & Development	357
Parks, Recreation and Community Services, Maintenance Services.....	342
Parks, Recreation and Community Services, Parks	347
Parks, Recreation and Community Services, Sports.....	344
Parks, Recreation and Community Services, Youth Services	355
Passengers at Washington Dulles Airport	662
Per Capita Income	654
Personal Property and Real Property Taxes Per Capita	677



**Loudoun County Government
FY 2008 Adopted Fiscal Plan**

Personal Property Taxes.....	676
Peumansend Creek Regional Jail Authority Service Agreement.....	318
Planning Commission	5, 7
Planning Services	394
Planning Services, Application Review & Management	399
Planning Services, Community Information & Outreach.....	404
Planning Services, Community Planning	402
Policy Goals	E-46
Population	653
Proffer Fund	641
Property Tax Levy and Percentage of Tax Levy Collected.....	669
Public Information	101
Public Information, Community Relations	105
Public Information, Public Information/Cable TV	107
Public Safety Expenditures	684
Public Safety Firing Range.....	507
Public Safety Master Plan	514
Public Safety Master Plan Projects.....	515
Public Transportation Fund	643
Purcellville Park-and-Ride Lot.....	497
Purcellville Teen Center	316
Purpose of the Capital Improvement Program.....	433

R Real and Personal Property Tax Rates	R-2
Real Property Taxes	675
Regional Organizations and Contributions	308
Regional Park-and-Ride Lots	498
Reserve Policies	E-55
Residential & Business Property – Share of Real Property Valuation.....	668
Residential Building Permits Issued.....	656
Restricted Use Transient Occupancy Tax Fund	644
Retail Sales	658
Revenue Policies	E-51
Revolving Loan Fund	647
Risk Management Policies.....	E-55
Road Projects.....	500
Route 28 Transportation Improvement District	648
Rural Economic Development Council	5
Rust Library Expansion	548

S chedule of Major Financings	595
School Fund Revenue.....	650
Service Delivery Environment.....	E-16
Sheriff's Office	185
Sheriff's Office, Administrative & Technical Services	208
Sheriff's Office, Corrections & Detention	203
Sheriff's Office, Court Services	206
Sheriff's Office, Criminal Investigations	190
Sheriff's Office, Emergency Communications.....	201
Sheriff's Office, Field Operations	193
Sheriff's Office, Office of the Sheriff	212



**Loudoun County Government
FY 2008 Adopted Fiscal Plan**

Sheriff's Office, Special Operations	197
Social Services Board	5, 7
Solid Waste Assurance & Strategic Planning	413
Solid Waste Diversion & Recycling	411
Solid Waste Management	407
Solid Waste Management, Disposal Operations	415
South Riding Station Area Elementary School (ES-18)	566
Storm Water Management	489

T ax Exempt for Local Property Taxes/Personal Property	R-27
Telecommunications Committee	5
Total General Fund Revenue	681
Town of Hamilton (Sewer)	319
Town of Leesburg for School Resource Officers	316
Transitional Homeless Shelter	524
Transportation Services	418
Transportation Services, Administrative Services	426
Transportation Services, Highway & Transportation Planning	424
Transportation Services, Transit & Commuter Services	422
Treasurer, Accounting of Funds	119
Treasurer, Collection of County Revenue	115
Treasurer, Investment & Safeguarding County Funds	117
Treasurer, Office of	109
Treasurer, Project Fairness/Cost Recovery	113

U nderstanding the CIP	434
User's Guide	E-8

V-W ashington Airport Task Force	316
Western Loudoun Area Elementary School (ES-25)	572
Western Loudoun Sheriff's Substation	518
Western/Neersville Fire/Rescue Station	513
Woods Road Landfill Cell I Construction	555
Woods Road Landfill Maintenance Shop	554
Woods Road Landfill Sequence III Closure	556
Woods Road Landfill Sequence IV Closure	557
Woods Road Landfill Site Development	553

X-Y MCA of Loudoun	316
Youth Shelter	536

Z



**Loudoun County Government
FY 2008 Adopted Fiscal Plan**

Notes